ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

28 June 2022

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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Narrabri Shire Section 7.12 – Fixed Development Consent Levies Contributions Plan 2011

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Narrabri Shire
Section 7.12 Fixed Development Consent Levies Contributions Plan 2011

Document history and status

This document was originally prepared by Hill PDA (Job Ref No: C11092).

Amendments since have been made by Narrabri Shire Council.

Version	Issued To	Date	Prepared by:	Reviewed by:
Draft	Narrabri Shire Council	01/07/2011	DB	SH
Revised Draft	N/A	10/07/2019	MH	DB
Update to Schedule of works	N/A	28/09/2021	MH	DA
Annual review and update to schedule	N/A	10/06/2022	MH	DA

MINUTE NUMBER	MEETING DATE	DESCRIPTION OF CHANGE
669/2011	18 October 2011	Adopted by Council
212/2019	24 September 2019	Amended plan Adopted by Council
158/2021	28 September 2021	Amended Schedule of works Adopted by Council

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1.   Introduction

1.1   Legislative Context

Section 7.12 - Fixed Development Consent Levies, of the Environmental Planning and Assessment Act 1979 provides as follows:

(1) A consent authority may impose, as a condition of development consent, a requirement that the applicant pay a levy of the percentage, authorised by a contributions plan, of the proposed cost of carrying out the development.

(2) A consent authority cannot impose as a condition of the same development consent a condition under this section as well as a condition under section 7.11.

(2A) A consent authority cannot impose a condition under this section in relation to development on land within a special contributions area without the approval of:

(a) the Minister, or

(b) a development corporation designated by the Minister to give approvals under this subsection.

(3) Money required to be paid by a condition imposed under this section is to be applied towards the provision, extension or augmentation of public amenities or public services (or towards recouping the cost of their provision, extension or augmentation). The application of the money is subject to any relevant provisions of the contributions plan.

(4) A condition imposed under this section is not invalid by reason only that there is no connection between the development the subject of the development consent and the object of expenditure of any money required to be paid by the condition.

(5) The regulations may make provision for or with respect to levies under this section, including:

(a) the means by which the proposed cost of carrying out development is to be estimated or determined, and

(b) the maximum percentage of a levy.

1.2   The Purpose of the Plan

In accordance with the above this Section 7.12 Contributions Plan (the Plan) has been prepared by Narrabri Shire Council (from here on referred to as the Council) to:

- Authorise the imposition of a condition on certain development consents and complying development certificates requiring the payment of a contribution pursuant to Section 7.12 of the Environmental Planning and Assessment Act 1979;

- require a certifying authority to impose, as a condition of issuing a complying development

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certificate or a construction certificate, a requirement that the applicant pay to Council a levy determined in accordance with this Plan;

- assist Council to provide the appropriate public facilities which are required to maintain and enhance amenity and service delivery within the area; and

- To publicly identify the purposes for which the levies are required.

1.3 References and Definitions

In this plan, unless the context or subject matter otherwise indicates or requires the following definitions apply:

- **ABS** means the Australian Bureau of Statistics;

- **EP&A Act** means the Environmental Planning and Assessment Act 1979;

- **EP&A Regulation or Regulation** means the Environmental Planning and Assessment Regulation 2021

- **Council** means Narrabri Shire Council;

- **Development contributions** means a development contribution required to be paid by a condition of development consent imposed pursuant to Section 7.12 of the Act;

- **Levy** means a levy under Section 7.12 of the Act authorised by this Plan; and

- **Public Facility** and **Public Infrastructure** means a public amenity or public service.

2. Summary Schedules

The following schedules are included in this plan:

1. Schedule of Works; and

2. Summary of Levies.

2.1 Schedule of Works

The detailed schedule of works is provided at Appendix 2 and identifies the public facilities for which Section 7.12 levies will be required together with a summary of the anticipated expenditure on the respective items and priority for delivery.

2.2 Summary of the Levies

Levies paid to Council under this Plan will be applied towards meeting the costs of provision, or augmentation, of new public facilities as summarised in the Schedule of Works.

The Plan will be reviewed on an annual basis to ensure income from the levy is able to match proposed expenditure.

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Table 1 - Summary of Section 7.12 Levies for Narrabri Shire

Type of Development	Estimated Cost of Development	Levy (%)
Residential accommodation, commercial development, business and retail development, tourist and visitor accommodation, industrial and storage premises development, primary production, any project declared to be a project to which Part 3A of the EP & A Act applies, extractive industries, utility installations, subdivisions and all other forms of development not specifically exempted under this plan.	$0 - $100,000	Nil
	$100,001 - $200,000	0.5%
	More than $200,000	1.0%

3. ADMINISTRATION OF THE PLAN

3.1 What is the Name of this Plan?

This development contributions plan is called the Narrabri Shire Council Section 7.12 Fixed Development Consent Levies 2011.

3.2 Application of this Plan

This Plan applies to all land within the Narrabri Shire Local Government Area (LGA).

The Plan applies to all applications for development consent and complying development certificates required to be made by or under Part 4 of the Environmental Planning and Assessment Act 1979 with respect to development on land to which this Plan applies.

In determining a development application, Council may impose a condition of consent requiring the payment of a levy, or dedication of land, in accordance with the provisions of this Plan.

The contribution rates for different types of development are provided in Table 1 (above).

3.3 When does this Plan Commence?

This plan came into effect when adopted by minute number 669/2011 at the Ordinary Council meeting conducted   on the 18 October 2011.

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4.   OPERATION OF THE PLAN

4.1   Are There Any Exemptions to the Levy?

The levy will not be imposed in respect of development:

- where the proposed cost of carrying out the development is $100,000 or less;

- for the purposes of disabled access;

- for the sole purpose of providing affordable housing;

- for the purpose of reducing consumption of mains supplied potable water, or reducing the energy consumption of a building;

- for the sole purpose of the adaptive reuse of an item of environmental heritage;

- Other than the subdivision of land, where a condition under section 7.11 of the Act has been imposed under a previous development consent relating to the subdivision of the land on which the development is proposed to be carried out;

- Seniors housing, as defined in the State Environmental Planning Policy (Housing) 2021, which is undertaken by a social housing provider;

- School developments that are a Federal Building the Education Revolution Project; or

- Any other Ministerial Direction released following the adoption of this plan.

There are no additional exemptions at the time of commencement of this Plan, however, Council may consider exempting other categories of developments, or components of developments from the requirement for a levy, but only by resolution of Council.

Consideration will be given to requests for exemption for the following types of development:

- works undertaken for charitable purposes or by a registered charity (as defined by the ATO);

- places of worship;

- public infrastructure for or on behalf of the NSW Government including but not limited to hospitals, public transport, police and fire stations and education facilities;

- public community infrastructure such as but not limited to libraries, community facilities, child care facilities, recreational areas, recreational facilities or car parks;

- privately funded community infrastructure, such as but not limited to education facilities, universities, and private hospitals;

- industrial, retail or commercial development, where there is no increase in floor space within an existing building;

- the continued operation of a coal mine, where rail transport is used for the transportation of coal; or

- Demolition (where there is no replacement building or development).

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For an exemption to be considered any such development will need to submit a written request making the case   for exemption and including details of:

- Under which point in Section 4.1 of this Plan the exemption claimed is to be considered;

- The mechanism ensuring that such development will remain in the form proposed in the future (i.e. not to increase future demand on public amenities and services); and

- Other items if applicable such as: How the development will incorporate the maintenance of the item of heritage significance? How the development will contribute to the public benefit of the community? Works in the public domain included in the development? How the residents/users will utilise existing private facilities attached to the development that replicate those types provided by Council?

4.2   Pooling of Levies

This Plan expressly authorises Section 7.12 levies be paid for different purposes to be pooled and applied (progressively or otherwise) for those purposes. The priorities for the expenditure of the levies are shown in the works schedule (refer to Appendix 2).

4.3   Construction Certificates and the Obligation of Accredited Certifiers

In accordance with Clause 20 of the

Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021, a certifying authority must not issue a construction certificate for building work or subdivision work under a development consent unless it has verified that each condition requiring the payment of levies has been satisfied.

In particular, the certifier must ensure that the applicant provides a receipt(s) confirming that levies have been fully paid and copies of such receipts must be included with copies of the certified plans provided to Council in accordance with Clause 13 of the of the
Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021. Failure to follow this procedure may render such a certificate invalid.

The only exceptions to the requirement are where a works in kind, material public benefit, dedication of land or deferred payment arrangement has been agreed by the Council. In such cases, Council will issue a letter confirming that an alternative payment method has been agreed with the applicant.

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Narrabri Shire Council
Section 7.12 Fixed Development Consent Levies
Contributions Plan 2011

4.4 How will the Levy be Calculated?

The levy will be determined based on the rate as set out in the Summary Schedule (refer to Table 2).

The levy will be calculated as follows:

Levy	**=**	**%C**	**x**	**$C**

Where:

- %C is the levy rate applicable;

- $C is the proposed cost of carrying out the

The proposed cost of carrying out the development will be determined in accordance with Clause 208 of the EP&A Regulations 2000. The procedure set out in Appendix 1 to this Plan must be followed to enable Council to determine the amount of the levy to be paid.

The value of the works must be provided by the applicant at the time of the request and if appropriate must be independently certified by a quantity surveyor, who is registered with the Australian Institute of Quantity Surveyors, or a person who can demonstrate equivalent qualifications.

Without limitation to the above, Council may review the valuation of works and may seek the services of an independent person to verify the costs. If the result of a review indicates the value of the works differ from that provided, Council may determine the value of the works to be applied as the basis for any levy payable.

Contribution amounts payable can be checked with Council by contacting (02) 6799 6866 during office hours.

4.5 When is the Levy Payable?

A levy must be paid to Council at the time specified in the condition that imposes the levy. If no such time is specified, the levy must be paid prior to the issue of a construction certificate or complying development certificate.

4.6 How will the Levy be Adjusted?

Contributions required as a condition of consent under the provisions of this Plan will be adjusted at the time of payment of the contribution in accordance with the following formula:

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Contribution = **\$Co** + **A**   **at time of payment**

Where:

- \$ Co is the original contribution as set out in the consent; and

- A   is the adjustment amount which is:

$$\$Co \times \frac{[\text{Current Index}^5 - \text{Base Index}^6]}{[\text{Base Index}]}$$

Note: *In the event that the Current Index is less than the Base Index the Current Index shall be taken as not less than the Base Index.*

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[5] Current Index (6401.0 - Consumer Price Index Australia) is the Consumer Price Index, Australia CPI: Groups, Weighted Average of Eight Capital Cities, Index Numbers and Percentage Changes as published for the last quarter by the Australian Bureau of Statistics available at the time of review of the contribution rate.

[6] Base Index (6401.0 - Consumer Price Index Australia) is Consumer Price Index, Australia CPI: Groups, Weighted Average of Eight Capital Cities, Index Numbers and Percentage Changes as published by the Australian Bureau of Statistics published at the date of adoption of this plan which is July 2011.

4.7   Can Deferred or Periodic Payments be Made?

Deferred or periodic payments may be permitted in the following circumstances:

- When the deferred or periodic payment of the contribution will not prejudice the timing or the manner of the provision of public facilities included in the works program; and

- In other circumstances considered reasonable by Council.

If Council agrees to accept deferred or periodic payment, Council may require the applicant to provide a bank guarantee for the full amount of the contribution or the outstanding balance on condition that:

- the bank guarantee be for the amount of the total contribution, or the amount of the outstanding contribution, plus an amount equal to thirteen (13) months interest plus any charges associated with establishing or operating the bank security;

- the bank unconditionally pays the guaranteed sum to the Council if the Council so demands in writing not earlier than 12 months from the provision of the guarantee or completion of the work;

- the bank must pay the guaranteed sum without reference to the applicant or landowner or other person who provided the guarantee, and without regard to any dispute, controversy, issue or other matter relating to the development consent or the carrying out of development;

- the bank's obligations are discharged when payment to the Council is made in accordance with this guarantee or when Council notifies the bank in writing that the guarantee is no longer required; and

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▪ Where a bank guarantee has been deposited with Council, the guarantee shall not be cancelled until such time as the original contribution and accrued interest are paid.

4.8   Accountability

Financial management and accountability are important components of a Section 7.12 Development Contributions Plan. Council is responsible for the maintenance of an accurate and up to date register of all contributions. Monetary contributions received under this Plan are kept in a separate account specifically for this plan. Accounting records show the contributions received and expended, including any interest earned on invested funds for each account. These records are updated on a monthly basis.

Separate accounting records are maintained for all Council's Contributions Plans. Information on Section 7.12 accounts and funds relating to this Plan will be provided in a condensed format within Narrabri Shire Council's Annual Reports in accordance with the requirements of the EP&A Regulations 2021. Information is also available from Council's contribution register relating to this Plan, which can be inspected at Council during ordinary office hours.

4.9   Offer to Enter into a Voluntary Planning Agreement

An applicant may offer to enter into a voluntary planning agreement (VPA) with Council under Section 7.4 of the EP&A Act in connection with the making of a development application, rather than pay a contribution in relation to a development. Under the planning agreement, the applicant may offer to:

▪ pay money;

▪ dedicate land;

▪ carry out works; or

▪ provide other material public benefits for public purposes.

The applicant's provision under a VPA may be additional to, or instead of, paying a contribution in accordance with a condition of development consent authorised by this Plan. This will be a matter for negotiation with Council. An approach should be made to Council at an early stage in the project, prior to lodgement of any development application, to finalise any negotiations required to avoid delays as part of the development assessment process.The offer to enter into the VPA together with a copy of the draft agreement should accompany the relevant development application.

Council will publicly notify the draft VPA and an explanatory note relating to the draft agreement along with the development application and will consider the VPA as part of its assessment of that application. If Council agrees to enter into the VPA, it may impose a condition of development consent under Section 7.7(3) of the EP&A Act 1979 requiring the agreement to be entered into and performed.

If Council does not agree to enter into the VPA, it may grant consent subject to a condition authorised by this Plan requiring the payment of a contribution.

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Appendix 1 - PROCEDURE FOR COUNCIL TO DETERMINE THE LEVY AMOUNT

Procedure

A cost summary report is required to be submitted to allow Council to determine the contribution that will be required. The following should be provided:

- Minor works that are demonstrated to comprise works less than $50,000 in value do not require a cost report to be completed;

- A cost summary report must be completed for works with a value between $50,000 and $500,000 (refer to template over page); or

- A quantity surveyor's Detailed Cost Report must be completed by a registered quantity surveyor for works with a value greater than $500,000 (refer to template over page).

To avoid doubt, Section 208 of the Environmental Planning and Assessment Regulation 2021 states that the proposed cost of carrying out development is to be determined by adding up all of the costs and expenses that have been or are to be incurred by the applicant in carrying out the development, including the following:

- the development involves the erection of a building, or the carrying out of engineering or construction work—the costs of, or incidental to, erecting the building, or carrying out the work, including the costs (if any) of, and incidental to, demolition, excavation and site preparation, decontamination or remediation;

- the development involves a change of use of land—the costs of or incidental to doing anything necessary to enable the use of the land to be changed; and

- The development involves the subdivision of land—the costs of or incidental to preparing, executing and registering the plan of subdivision and any related covenants, easements or other rights.

The Regulation makes clear that the following costs and expenses are not to be included in any estimate or determination of the proposed cost of carrying out development:

- the cost of the land on which the development is to be carried out;

- the costs of any repairs to any building or works on the land that are to be retained in connection with the development;

- the costs associated with marketing or financing the development (including interest on any loans);

- the costs associated with legal work carried out or to be carried out in connection with the development;

- project management costs associated with the development;

- the cost of building insurance in respect of the development;

- the costs of fittings and furnishings, including any refitting or refurbishing, associated with the development (except where the development involves an enlargement, expansion or intensification of a current use of land);

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- the costs of commercial stock inventory;

- any taxes, levies or charges (other than GST) paid or payable in connection with the development by   or under any law;

- the costs of enabling access by disabled persons in respect of the development;

- the costs of energy and water efficiency measures associated with the development;

- the cost of any development that is provided as affordable housing; and

- the costs of any development that is the adaptive reuse of a heritage item.

Sample Cost Summary Report (Development Cost No Greater than $500,000)

Council References		
Development Application No:		
Reference:		
Complying Development Certificate Application No:		
Construction Certificate No:	Date:	
Applicants Details		
Applicant's Name:	Applicant's Address:	
Development Details		
Development Name:	Development Address:	
Description of Development Cost	**Cost Estimate ($)**	
Demolition and alterations		
Hydraulic services		
Structure		
Mechanical services		
External walls, windows and doors		
Fire services		
Internal walls, screens and doors		
Lift services		
Wall finishes		
External works		
Floor finishes		
External services		

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Ceiling finishes	
Other related work	
Fittings and equipment	
Sub-total	

Sub-total above carried forward	
Preliminaries and margin	
Sub-total	
Consultant Fees	
Other related development costs	
Sub-total	
Goods and Services Tax	
Total Development Cost	

I certify that I have:

- Inspected the plans the subject of the application for development consent or construction certificate.

- Calculated the development costs in accordance with the definition of development costs in clause 208 of the Environmental Planning and Assessment Regulation 2021 at current prices.

- Included GST in the calculation of development cost.

Signed:
Name:
Position and Qualifications:
Date:

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Sample Cost Summary Report (Development Cost more than $500,000)

This report must be completed by a Registered Quantity Surveyor (A member of the Australian Institute of Quantity Surveyors)

Council References		
Development Application No:		
Reference:		
Complying Development Certificate Application No:		
Construction Certificate No:	Date:	
Applicants Details		
Applicant's Name:	Applicant's Address:	
Development Details		
Development Name:		
Development Address:		
Gross Floor Area – Commercial		sqm
Gross Floor Area – Residential		sqm
Gross Floor Area – Retail		sqm
Gross Floor Area – Other		sqm
Gross Floor Area – Car Parking		sqm
Total Gross Floor Area		sqm
Total Site Area		sqm
Total Number of Car Parking Spaces		
Total Development Cost	$	
Total Construction Cost	$	
Total GST	$	
Estimate Details:		
Professional Fees	$	
% Of Development Cost		

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% Of Construction Cost	
Excavation	$
Cost per sqm of Site Area	$
Car Park	$
Cost per sqm of site area	$
Cost Per Space	$
Demolition and Site Preparation	$
Cost per sqm of site area	$
Construction – Commercial	$
Cost per sqm of commercial area	$
Fit-Out – Commercial	$
Cost per sqm of commercial area	$
Construction – Residential	$
Cost per sqm of Residential area	$
Fit-Out – Residential	$
Cost per sqm of Residential area	$
Construction – Retail	$
Cost per sqm of Retail area	$
Fit-Out – Retail	$
Cost per sqm of Retail area	$

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I certify that I have:

- inspected the plans the subject of the application for development consent or construction certificate;

- prepared and attached an elemental estimate generally prepared in accordance with the Australian Cost Management Manuals from the Australian Institute of Quantity Surveyors;

- calculated the development costs in accordance with the definition of development costs in the S7.12 Development Contributions Plan of the council of [insert] at current prices;

- included GST in the calculation of development cost; and

- Measured gross floor areas in accordance with the Method of Measurement of Building Area in the AIQS Cost Management Manual Volume 1, Appendix A2.

Signed:
Name:
Position and Qualifications:
Date:

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Appendix 2 - SCHEDULE OF WORKS

Fixed Development Consent Levies Contributions Plan
Schedule of Works

Priority	Description
Low (L)	Capital Works prioritised and expected to be needed from 7 – 10 years
Medium (M)	Capital Works prioritised and expected to be needed from 3 – 7 years
High (H)	Capital Works prioritised and expected to be needed from 1 – 3 years

Item	Infrastructure	Location	Priority	Estimate ($)
1	Community Facilities Upgrades	Narrabri - Narrabri creek accessible jetty - All accessible concrete jetty next to boat ramp	L	180,000
2	Community Facilities Upgrades	Narrabri - Gately field - Covered seating areas on the edge of field	L	45,000
3	Community Facilities Upgrades	Narrabri - leash free park - Construct a leash free dog park	M	85,000
4	Community Facilities Upgrades	Boggabri - Vickery Park Gym equipment - Two cover gym stations and connecting pathway	M	135,000
5	Footpath	Killarney Street from Tibbereena Street to Barwan Street	M	51,000
6	Footpath	Barwan Street from Bowen Street to Denison Street	M	51,000
7	Footpath	Gibbons Street from Wandi Place to Existing Footpath	M	28,000
8	Footpath	Boheena Street Wukawa Street to Cooma Road	M	73,000
9	Footpath	Wee Waa Street from Brent Street to Caxton Street	H	64,000
10	Community Facilities Upgrades	Boggabri - Vickery Park Renew Playground Equipment	M	80,000
11	Community Facilities Upgrades	Boggabri - Jubilee Irrigation for Practice fields	M	90,000
12	Community Facilities Upgrades	Wee Waa Dangar Park Irrigation System	M	100,000
13	Community Facilities Upgrades	Wee Waa Tennis Courts Renewal, Picnic Area, Lighting, Fencing and all Access Pathway	M	300,000
14	Shared Path	Wee Waa Levee Shared Path Design	L	20,000
15	Community Facilities Upgrades	Pilliga Bore Projects from Master Plan	L	80,000
16	Community Facilities Upgrades	Narrabri CBD Circular Seating Upgrade	M	330,000
17	Community Facilities Upgrades	Narrabri Skate Park	M	200,000
18	Community Facilities Upgrades	Splash Parks at each town (x3)	L	400,000 each
19	Community Facilities Upgrades	Narrabri Indoor Centre Masterplan	H	50,000
20	Community Facilities Upgrades	Narrabri Cooma Oval Canteen and toilet facilities Design	L	50,000
21	Community Facilities Upgrades	Accessibility Access at all Parks	M	200,000

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22	Community Facility	New Companion Animals Impound Facility	H	450,000
23	Cemeteries	Wee Waa Installation of Toilet Amenities Block	H	90,000
24	Cemeteries	Narrabri Lawn - installation of two concrete plinth rows	M	20,000
25	Cemeteries	Narrabri Lawn – Internal Road upgrade	M	100,000
26	Cemeteries	Boggabri – Install Water Tank and Pump	M	20,000
27	Community Facilities Upgrades	Crossing Theatre external refurbishment	M	250,000
28	Pools	Boggabri – Replace Gas BBQ with Electric	M	8,000
29	Pools	Boggabri – Renew Change room Area	M	35,000
30	Pools	Narrabri – Shade Shelter and Tables	M	30,000
31	Pools	Narrabri – Replace tiles and Paint pool shell	M	15,000
32	Pools	Wee Waa – Replace Gas BBQ with Electric	M	8,000
33	Pools	Wee Waa – Paint Shell and Surrounds	M	10,000
34	Pools	Boggabri and Wee Waa – Renew access stairs for pool entry	M	24,000
35	Community Facilities Upgrades	Boggabri – Jubilee Oval reseal carpark entry area	M	35,000
36	Community Facilities Upgrades	Community Works Facilities (Boggabri and Wee Waa)	H	400,000
37	Community Facilities Upgrades	Boggabri Civic and Cultural Precinct	H	3,200,000

For the purposes of section 7.12 (3) of the Act, the cost of providing public amenities or public services is to be indexed annually (as specified in the relevant contributions plan) in accordance with movements in the Consumer Price Index (All Groups Index) for Sydney issued by the Australian Statistician.

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Application Form

Submit applications to: Environmental Grant Program C/- Narrabri Shire Council, PO Box 261, Narrabri NSW 2390 or council@narrabri.nsw.gov.au

Eligibility

Incomplete applications and/or applications received after the closing date will not be considered. Before completing this application form, you should have read the Environmental Grant Program information.

The following section MUST be completed by the Applicant Organisation:

1. Is the project located within the radius shown on the Leards State Forest map?   YES ✔   NO ☐

2. Will your project be completed within 12 months from receiving funding?   YES ✔   NO ☐

3. Do you have appropriate insurance for this project?   YES ✔   NO ☐

4. Do you have the rights to use the land and/or facility for the project?   YES ✔   NO ☐

If you have answered NO to any of the above Eligibility questions you should not proceed with this application. If you have any questions in regards to this application, please contact Mr David Ross on 0402 060 649 or by email: david.ross@phoenixstrategic.com.au

Contact Details

Applicant Name   ☐ Individual   ✔ Organisation

Organisation Name	Boggabri Golf Club Limited

Individual	Title	First Name	Surname

Website Address

Street Address

Address: Kamilaroi Highway

Suburb	State	Postcode
Boggabri	NSW	2382

Postal Address

Address: P.O. Box36

Suburb	State	Postcode
Boggabri	NSW	2382

Contact Person	Title	First Name	Surname
	Mrs	Catherine	Collyer

Contact Numbers	Main	Alternate
	0428674342	

Email Address   cathcollyer1@gmail.com

IA or ACN   *Incorporated Association or Australian Corporation Number, or must be sponsored by an Incorporated Organisation*

ABN   *If you do not have an ABN, please submit a completed ATO Statement by a Supplier form with application*
45 001 054 986

EESS Pricing Proposal - All prices are inclusive of GST

		Equipment Data Sheets / Info Links
Q CELLS Engineered in Germany 6.24kW Q-Cell Q. Maxx-G3 (16 x 390w modules) *Full 15 Year Product Warranty!* 86% retained efficiency after 25 years	**Q CELLS** Engineered in Germany 6.225kW Q-Cell Q. Boost – G2 (15 x 415w modules) *Full 20 Year Product Warranty!* 86% retained efficiency after 25 years	• **Q Cell Panels**
Fronius Fronius Symo 5.0-3 Inverters	Fronius Fronius Symo 5.0-3 Inverters	• **Sungrow Three Phase Inverter**
Roof mounting kit - complying with Australian Standards		• **Clenergy Solar Roof Kit**
Safety label kit as required by Australian Standards		• **NSW Label Kit**
CLEAN ENERGY COUNCIL **ACCREDITED INSTALLER** Installation by experienced Clean Energy Council Accredited Installer		
System Price (Before STC discount) **$12,151**	System Price (Before STC discount) **$12,457**	
Less STC Discount **$2,863**	Less STC Discount **$1,856**	
Total Price (inc GST) **$9,288**	Total Price (inc GST) **$9,601**	

System Parameters

Manufacturer Power Rating for Array	6,225 W
Manufacturer and Model	Q Cell
Number of Panels	15
Total Panel Area	29.5 m^2
Panel Type	Monocrystalline
Panel Length	1,879 mm
Panel Width	1,045 mm
Panel Nominal Power (STC)	415 W
Nominal Operating Cell Temperature	43.0 °C
Temperature Coefficient for Power	-0.27 % / K
System Efficiency[1]	90 %
Electricity Price	$0.28 / kWh

Estimated Performance

Energy Output[2]	10,807 kWh / year
Greenhouse Gas Emission Reduction[3]	9,402 kg CO_2 / year
Electricity Savings (maximum)[4]	$3,026 / year

Estimated Average Daily Energy Output by Month[2]

Month	kWh
Jan	36.0
Feb	34.0
Mar	32.0
Apr	28.0
May	24.0
Jun	20.0
Jul	22.0
Aug	26.0
Sep	31.0
Oct	34.0
Nov	34.0
Dec	36.0

[1]System efficiency is estimated by the solar installer to account for losses that may include shading, inverter efficiency for DC to AC conversion battery efficiency, cable losses, dirt, manufacturer tolerances, grid-tie system outages, maintenance downtime, and other factors.

[2]Energy Output is calculated based on historical solar irradiance and temperature data at this location, factoring in panel tilt, orientation, and all of the System Parameters including System Efficiency.

[3]Emission reduction assumes full output usage and 0.87 kg CO_2 / kWh based on New South Wales average (National Greenhouse and Energy Reporting (Measurement) Determination 2008).

[4]Assumes full year-round utilisation of generated electricity, and will change based on usage and feed-in tariffs.

Panel Orientation and Tilt

Panel Type Name	Panels	Tilt	Orientation (relative to N)
Q Cell	5	22.5°	46.0°
Q Cell	10	22.5°	318.0°

Notes:

- *In the event that Essential Energy place an export limit on your Solar System there will be an additional charge of $680 inc GST for the export limiting device fully installed.*
- *Recent changes in legislation require customers to arrange Net Meter installations directly with the Electricity Retailer. Please get in contact with your Electricity Retailer prior to installation to find out the process.*
- *Quote is subject to a full roof measure by one of Eco Energy and Solar Solution qualified installers*

The above quotation is valid for four (4) weeks from quoted date, after this time your quotation will need to be revised.
The discounted Total Price is subject to the Small-Scale Technology Certificates (STC's) being assigned to EESS on the day of installation
Shade and roof obstacles are not the responsibility of EESS, in agreeing to the quote you acknowledge that your panel location may not be perfect for solar production. Approximate Solar Production figures provided are only an indication as numerous factors like weather, soiling from dirt & birds, roof pitch, system design and the solar products selected will affect system output in both a positive & negative fashion.
Full payment to be received on the day of installation regardless of the progress of the Net metering installation by the customers Electricity Retailer.
The payment of a 10% deposit of the quoted amount indicates you accept the EESS terms and conditions which can be found on the EESS website. A sales acceptance form will also be sent to you by an EESS solar specialist.
For EESS terms & conditions please follow this link to our website: Terms & Conditions

Please visit our website for customer testimonials and case studies www.eess.com.au

To continue with this quote, or if you have any other queries, please do not hesitate to contact me on 0400 006 939.

We look forward to hearing from you.

Kind Regards,

Tom Borger
Solar Specialist
Eco Energy & Solar Solutions (EESS)
Mobile: 0400 006 939
Phone: 02 6760 9462
E: tom.borger@eess.com.au
W: www.eess.com.au

Financial Information

	How much are you requesting in this applications?			What is the overall project cost?	
Project Costs	$ 9,601.00			$ 9,601.00	

Project Budget	Income / Funding	Amount ($)	Confirmed?	Expenditure	Amount ($)
	Grant	9,601	Y/N	Sobr System	9601
			Y/N		
			Y/N		
			Y/N		
			Y/N		
			Y/N		
			Y/N		
			Y/N		
			Y/N		
			Y/N		

Certification (must be completed by an authorised officer of the organisation)

I certify that to the best of my knowledge the statements made within this application are true and correct, and I understand that if the application for funding is approved, I will be required to accept the terms and conditions of the grant as outlined by the Committee.

Signature

Name
Jason Davis Robert Collyer

Position in Organisation	Date
President Treasurer	13/05/2022

Project Details (additional information may be attached to this if you need more room)

Project Title	Solar Panels
Project Dates	**Start Date** 01.06.2022 **Project End Date** 12.06.2022
Project Location	Kamilaroi Highway
Brief Project Description	Install solar panels on the roof of the Boggabri Golf Club
Is this project part of a larger project? Please describe.	No
Why is this project needed?	Boggabri Golf club is a small voluntry run organisation. The installation of solar panels will provide enviromentally substanitable electricity and reduce power costs. The golf cub plays a vital role in providing a sporting venue and meeting place for the community. This project will help the volunteers by reduceing the cost.
What are the planned project activities?	The Boggabri Golf Club provides an important meeting place for the commuity. Many different events and functions are held at the club, from community fundrasiers to business meetings.
What are the expected project outcomes?	Reduce electricity costs to the Golf Club, provide more sustainable energy and have a positive financial effect on the Club.
How will it be determined the project outcomes were achieved?	Compare energy costs before and after.
Identify any risks associated with the project and systems in place to mitigate these risks.	Contractor will be required to have all the safety equipment and insurances to undertake the work.
Describe how the project meets the criteria of Enhance, Protect, Sustainable.	This project meets the criteria by providing sustainable environmental solution to the energy needs of Boggabri Golf Club.

Development Service- May 2022 Report

Rhassel Mhasho
MANAGER DEVELOPMENT

Building Unit

Below is a summary of **Construction Certificate** applications and approvals up to 31 May 2022.

Application ID	Status/Decision	Primary Property	Description	Value $	Date Lodged	Decision Date	Number of Days
CC067-2019	Current	233 Riverside Drive, NARRABRI NSW 2390	Ancillary Residential Shed (6 x 15) - Car garage & storage shed	31,000.00	09/09/2020		
CC2022/0027	Current	265 Boundary Street, NARRABRI NSW 2390	Alterations and addition to dwelling	147,000.00	19/04/2022		
CC2022/0033	Current	1586 Kaputar Road, NARRABRI NSW 2390	Construction of a Shed	72,350.00	18/03/2022		
CC2022/0036	Current	7-11 Maitland Street, NARRABRI NSW 2390	Renovate 3 existing bathrooms and addition of disabled toilet	120,000.00	06/04/2022		
CC2022/0037	Current	15 Maitland Street, NARRABRI NSW 2390	Construction of Carport	12,000.00	06/04/2022		
CC2022/0039	Current	26 Haire Drive, NARRABRI NSW 2390	Alterations and Additions to Existing Dwelling	136,000.00	05/05/2022		
CC2022/0040	Current	139 Highfield Lane, NARRABRI NSW 2390	Erection of Shed	18,300.00	18/05/2022		
CC2022/0042	Current	66-74 Francis Street, NARRABRI NSW 2390	Fuel Centre	699,955.00	16/05/2022		
CC2022/0043	Current	1439 Kaputar Road, BULLAWA CREEK NSW 2390	New Single Storey Dwelling	300,000.00	12/05/2022		
CC2022/0044	Current	128 Turrawan Road, TURRAWAN NSW 2390	2 bedroom extension and a bathroom renovation of existing residence	90,000.00	23/05/2022		
CC2022/0045	Current	178 Old Turrawan Road, NARRABRI NSW 2390	Shed/Carport	30,000.00	17/05/2022		
CC2022/0047	Current	26 Barwan Street, NARRABRI NSW 2390	Swimming Pool and Fence	14,100.00	26/05/2022		
CC2022/0030	APPROVED	47-57 Haire Drive, NARRABRI NSW 2390	Garage	24,000.00	29/04/2022	05/05/2022	5
CC2022/0038	APPROVED	12169 Newell Highway, NARRABRI NSW 2390	Upgrade of the Existing Rail Freight Facility via construction of a 47.7m high tower and associated grain elevator	1,700,000.00	12/04/2022	24/05/2022	28
CDC2022/0005	APPROVED	78 Merton Street, BOGGABRI NSW 2382	Construction of a Shed	16,790.00	19/05/2022	26/05/2022	6

NB The *number of days are working days after receiving requested information*

APPLICATION LODGED AND DECIDED

	Number of Applications	Value (Estimated Cost)
Applications Lodged	8	$1,305,145.00
Applications Decided	3	$1,740,790.00
Pending	12	$1,670,705.00

NB above data excludes CCs AND CDCs processed by Private Building Surveyors

Construction Certificate Lodged and Determined by Month
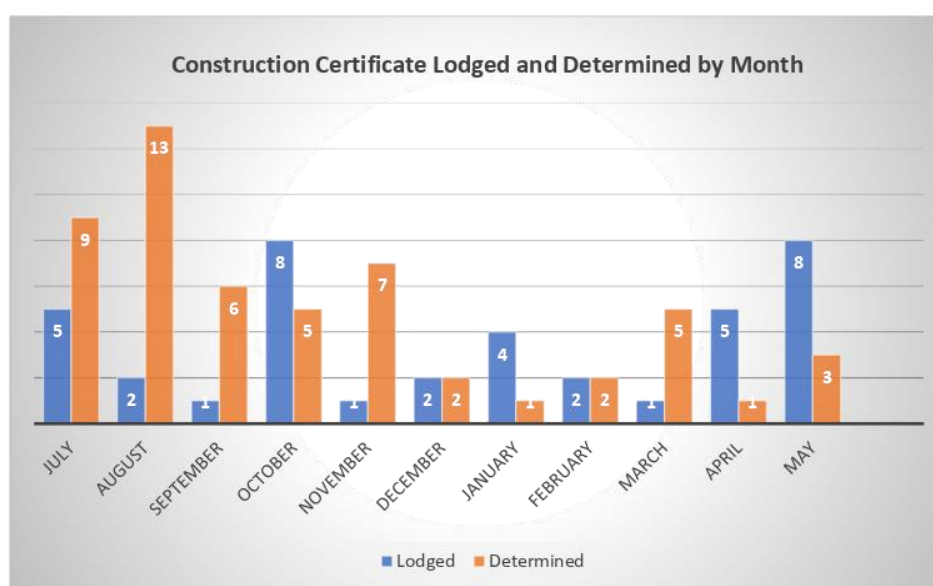
OUTSTANDING CONSTRUCTION CERTIFICATE APPLICATIONAS AT   31/05/2022

A total of three (12) construction certificates were outstanding as at   31/05/2022

Outstanding Construction Certificate Applications
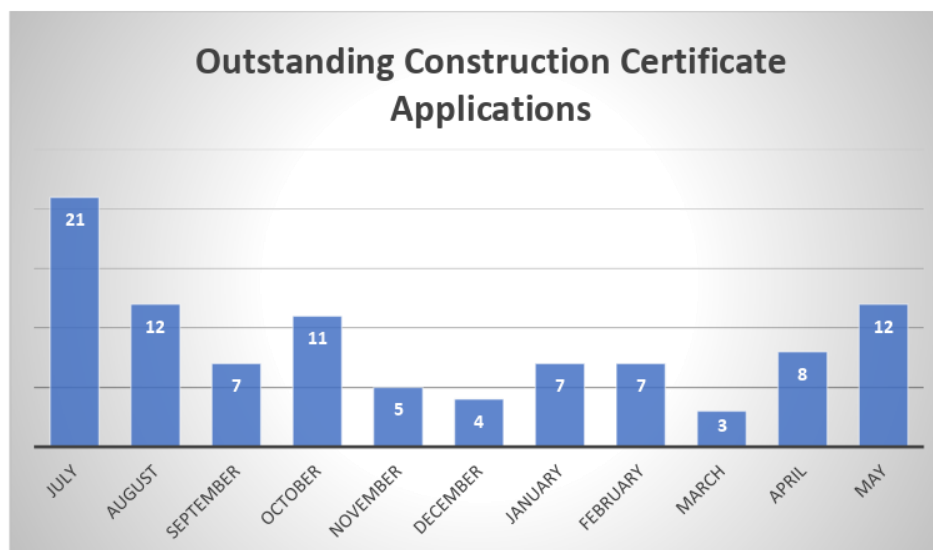
CONSTRUCTION CERTIFICATE BY TYPE (LODGED IN MAY INCL PRIVATE CERTIFIED)

	Private Certifier	Council	Total	Value $
Dwelling	0	1	1	$300,000.00
Alterations/additions to dwelling	1	2	3	$443,000.00
Shed / Garage	0	3	3	$65,090.00
Commercial	1	0	1	$734,623.00
Industrial	0	1	1	$699,955.00
Others	0	1	1	$14,100.00
Total	**2**	**8**	**10**	**$2,256,768.00**

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CC Lodged by Type

Dwelling	Shed	Commercial	industrial	alterations	others
1	3	1	1	3	1
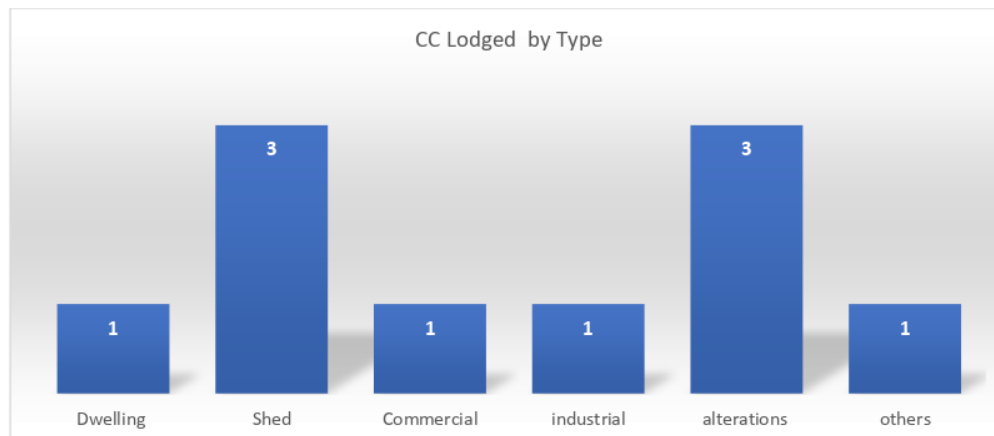
INSPECTIONS

Type of inspections	Number
Footing	3
Framing	1
Final	1
Wet area	0
Stormwater	0
External Drainage	2
Internal Drainage	2
Site inspections	11
Swimming Pool	16
Total	36

AVERAGE EMPLOYEE COST PER APPLICATION DETERMINED- CONSTRUCTION CERTIFICATES

	2021/2022 Financial Year
Building employee cost	$322,061
Number of employees	2.75
Total number of applications decided to date (Total application determined to date)	42
Average employee cost per application determined	$7,668

OCCUPATION CERTIFICATES

	Lodged	Issued
Council	4	1
Private certifiers	1	1
Total	**5**	**2**

SWIMMING POOL COMPLIANCE INSPECTIONS

Application Number	Date Lodged	Inspected (including re-inspections) On	NOI/Direction Issued	Non-Compliance Issued	Certificate of Compliance Issued
SPCC2022/0019 SPCC2022/0021	22/03/2022 04/04/2022	02/05/2022 02/05/2022 10/05/2022			03/05/2022 16/05/2022
SPCC2022/0010	28/02/2022	10/03/2022 03/05/2022			
SPCC2022/0012	28/02/2022	10/03/2022 04/05/2022			11/05/2022
SPCC2022/0013	01/03/2022	10/03/2022 04/05/2022			11/05/2022
SPCC2022/0023	11/05/2022	17/05/2022			18/05/2022
SPCC2022/0025	16/05/2022	18/05/2022			18/05/2022
SPCC2022/0024	13/05/2022	18/05/2022 19/05/2022			19/05/2022
SPCC2022/0022	11/05/2022	24/05/2022			
SPCC2022/0028	23/05/2022	25/05/2022	26/05/2022	26/05/2022	
SPCC2022/0027	23/05/2022	25/05/2022			25/05/2022
SPCC2022/0029	23/05/2022	26/05/2022			26/05/2022

SPCC2021/0010	11/12/2020	13/07/2021 30/05/2022			

BUILDING COMPLIANCE MATTERS

Property Address	Issue	Status
Logans Furniture – 193-195 Maitland Street NARRABRI	Building Safety (structural) and Compliance	Part 1 of the Development Control Order (Demolition and removal of awning) is complete. Penalty for failure to comply with Development Control Order issued to Logan Comp Pty Ltd.
Kentucky Fried Chicken – 86 Maitland Street NARRABRI	Building Works Compliance	Orders process have commenced
Baan Baa Pub BAAN BAA	Unauthorised Building Works	Ongoing investigations. Emergence Fire Order issued, and Penalty Infringement issued for the offence.
Commercial Hotel BOGGABRI	Fire Safety Compliance	Fire Order issued.
Wee Waa Hotel	Fire Safety Compliance	Council Officers attended the site on 17 February 2022. Fire Order in force and ongoing investigation.
Caledonian Hotel NARRABRI	Fire Safety Compliance	Required works completed in compliance with the Fire Order. Awaiting certification documentation from owner.
James and Lina Croaker Air BnB at Bowen Street NARRABRI		Orders process have commenced – investigations ongoing.
164 Killara Road Jacks Creek	illegal Construction of a dwelling with consent	Proactive investigations commenced after learning that a residential dwelling had been constructed without the necessary Planning and Construction Certificate approvals. The property is in a Bushfire zone.

YEAR TO DATE FIGURES CC PROCESSED BY COUNCIL

	Processed		Lodged		Processing Time
	Number of CC	Value of CC $	Number of CC	Value of CC	
July	9	631,022	5	$501,563	27 days
August	13	1,959,100	2	$197,780	28 days
September	6	1,125,830.20	1	$502,996	12 days
Average Q1					**22days**
October	5	$676,372.00	8	$1,063,028.00	19 days
November	7	$1,130,028.00	1	$88,000.00	11 days
December	2	$143,000.00	2	$445,000.00	19 days
January	1	$17,458.18	4	$229,458.18	10 days
February	2	$185,000.00	2	$30,500.00	93 days
March	5	$575,600.00	1	$19,600.00	23 days
April	1	$85,000.00	5	$2,064,000.00	1 day
May	3	$1,740,790.00	8	$1,305,145.00	13 days
June					
Total	**54**	**$8,269,200.30**	**39**	**$6,447,070.10**	**19 days**

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Planning Unit

Below is a summary of Development applications and approvals up to 31 May 2022

Application ID	Status/ Decision	Primary Property	Description	Value $	Date Lodged	Decision Date	Number of Days
DA2022/0031	Current	7 Namoi Street, NARRABRI NSW 2390	Retail and Warehousing Complex	251,560.00	29/09/2021		
DA2022/0061	Current	43 Cooma Road, NARRABRI NSW 2390	Change of use to Hydraulic and Mechanical Repair Business	0.00	16/02/2022		
DA2022/0071	Current	160 Barwan Street, NARRABRI NSW 2390	5 Bay Skillion Garage with Roller Doors	50,000.00	20/04/2022		
DA2022/0073	Current	69 Piper Lane, NARRABRI NSW 2390	Subdivision of 1 lot into 3 lots	0.00	03/05/2022		
DA2022/0079	Current	861 Kaputar Road, NARRABRI NSW 2390	Construction of a Shed	50,000.00	17/05/2022		
DA2022/0080	Current	1502 Kaputar Road, BULLAWA CREEK NSW 2390	New Single Storey Dwelling	679,531.00	11/05/2022		
DA2022/0081	Current	5 Walowa Street, NARRABRI NSW 2390	Demolition of Two Car Garage	5,000.00	24/05/2022		
DA2022/0083	Current	24 Laidlaw Street, BOGGABRI NSW 2382	Manufactured Home	465,700.00	24/05/2022		
DA2022/0084	Current	34-38 Riverside Drive, NARRABRI NSW 2390	Construction of Shed	35,000.00	24/05/2022		
DA2022/0085	Current	20 Fitzroy Street, NARRABRI NSW 2390	Alterations and additions to existing dwelling	135,000.00	20/05/2022		
DA2022/0086	Current	54 Coppleson Drive, NARRABRI NSW 2390	New Dwelling and Temporary Placement of Storage Container	150,000.00	23/05/2022		
DA2022/0087	Current	155 Caloola Road, BOGGABRI NSW 2382	New Single Storey Dwelling	405,120.00	23/05/2022		
ModDA2022/0018	Current	79 Riverside Drive, NARRABRI NSW 2390	Modification to DA Consent	0.00	16/05/2022		
DA2022/0067	APPROVED	26 Barwan Street, NARRABRI NSW 2390	Swimming Pool and Fence	14,100.00	04/04/2022	11/05/2022	25 days
DA2022/0068	APPROVED	37 Dalton Street, BOGGABRI NSW 2382	Single Storey Dwelling	290,000.00	12/04/2022	10/05/2022	18 days
DA2022/0070	APPROVED	30 Mooloobar Street, NARRABRI NSW 2390	Demolition of Two Storey Building (Heritage Listed)	100,000.00	05/04/2022	25/05/2022	34 days
DA2022/0074	APPROVED	52 Arnold Street, NARRABRI NSW 2390	Single Storey Dwelling	399,997.00	14/04/2022	16/05/2022	20 days
DA2022/0075	APPROVED	141 Maitland Street, NARRABRI NSW 2390	Shopfront alterations and signage for NAB Bank Narrabri	5,500.00	02/05/2022	11/05/2022	8 days
DA2022/0076	APPROVED	8 Taylor Street, NARRABRI NSW 2390	Construction of Shed	19,000.00	06/05/2022	20/05/2022	11 days
DA2022/0077	APPROVED	16 Taylor Street, NARRABRI NSW 2390	Construction of a Shed	17,000.00	11/05/2022	20/05/2022	8 days
DA2022/0082	APPROVED	178 Old Turrawan Road, NARRABRI NSW 2390	Shed/Carport	30,000.00	17/05/2022	26/05/2022	8 days
ModDA2022/0016	APPROVED	13 Caroline Way, NARRABRI NSW 2390	Bunnings - Design changes to floorplan	0.00	04/05/2022	05/05/2022	1 day
ModDA2022/0017	APPROVED	3 Boston Street, BOGGABRI NSW 2382	Removal of three parking spaces and alterations to conditions of consent	0.00	09/05/2022	31/05/2022	17 days

NB The *number of days are working days after receiving requested information*

OUTSTANDING DEVELOPMENT APPLICATION AS AT   31/05/2022

A total of six (13) Development Application were outstanding as at 31 May 2022

PLANNING APPLICATION LODGED AND DECIDED

	Number of Applications	Value (Estimated Cost)
Applications Lodged	16	$1,996,851.00
Applications Decided	10	$875,597.00
Pending	13	$2,226,911.00

DEVELOPMENT APPLICATION LODGED AND DECIDED BY MONTH
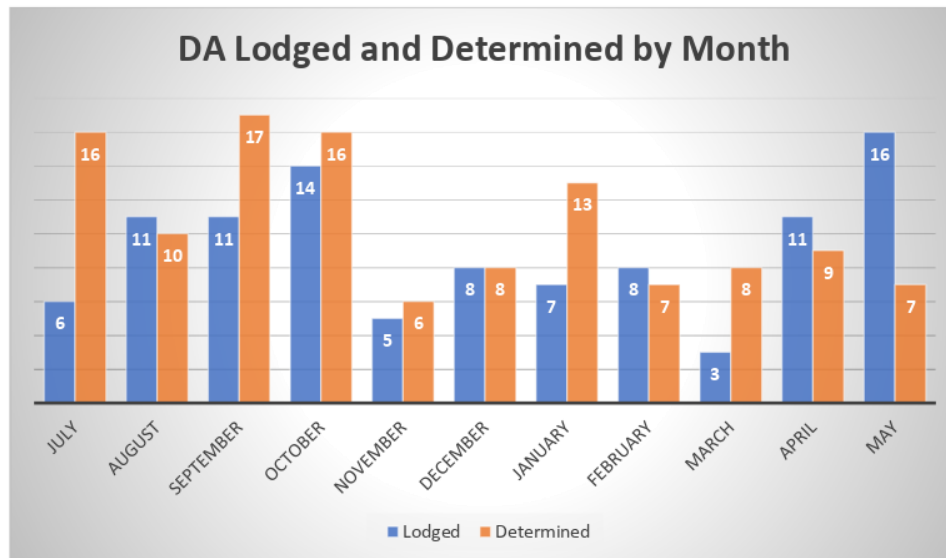
DEVELOPMENT APPLICATIONS LODGED BY TYPE
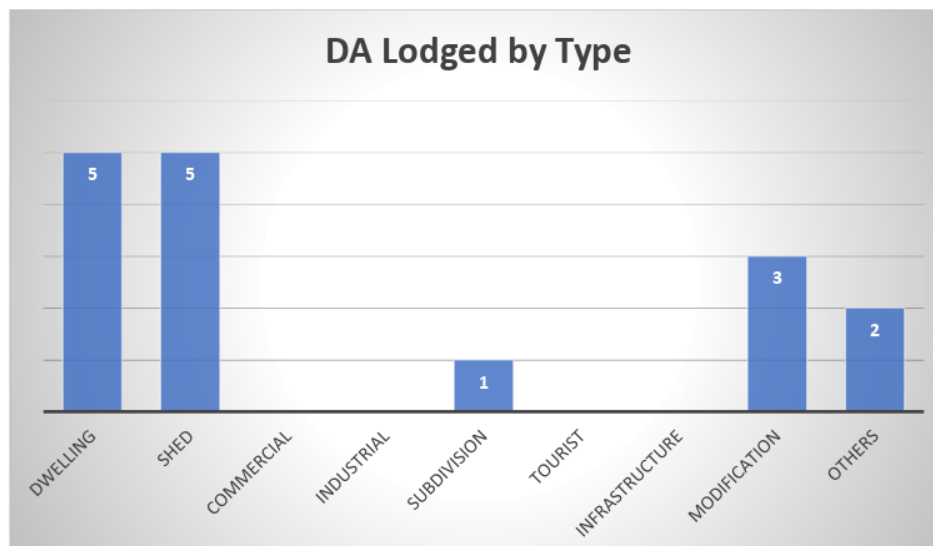
AVERAGE EMPLOYEE COST PER APPLICATION DETERMINED- DEVELOPMENT APPLICATION

	2021/2022 Financial Year
Planning Budget	$398,966
Number of employees	3.9
Number of applications determined to date	93
Average employee cost per application determined	$4,289

YEAR TO DATE FIGURES DA PROCESSED BY COUNCIL

	Processed		Lodged		
	Number of DA determined	Value of DA	Number of DA	Value of DA	Processing Times
July	16	$4,563,571	6	$2,855,173	41 days
August	10	$3,764,667	11	$9,615,900	57 days
September	17	$3,148,400	11	$1,074,431	17 days
Average Q1					**38 days**
October	16	$7,925,843.00	14	$2,274,657.36	25 days
November	6	$6,581,653.00	5	$571,609.00	40 days
December	8	$25,063,538.00	8	$1,332,900.00	63 days
January	13	$10,629,606.68	7	$2,988,073.40	44 days
February	7	$166,090.00	8	$1,433,410	22 days
March	8	$2,972,350.00	3	$319,350.00	51 days
April	9	$1,696,047.00	11	$1,121,071.00	13 days
May	10	$875,597.00	16	$1,996,851.00	14 days
June					
Total	**120**	**$67,387,363.00**	**100**	**$25,583,425.00**	

PLANNING CERTIFICATES (FORMERLY 149 CERTIFICATES)

Application ID	Stage/ Decision	Primary Property	Date Lodged	Date Completed	Number of Days
PC2022/0486	Completed	197 Merton Street, BOGGABRI NSW 2382	02/05/2022	03/05/2022	2
PC2022/0487	Completed	110 Boundary Street, WEE WAA NSW 2388	03/05/2022	03/05/2022	1
PC2022/0488	Completed	27 Maitland Street, NARRABRI NSW 2390	05/05/2022	09/05/2022	3
PC2022/0489	Completed	33 Maitland Street, NARRABRI NSW 2390	05/05/2022	09/05/2022	3
PC2022/0490	Completed	29 Maitland Street, NARRABRI NSW 2390	05/05/2022	09/05/2022	3
PC2022/0491	Completed	23 Meelee Street, NARRABRI NSW 2390	05/05/2022	05/05/2022	1
PC2022/0492	Completed	30 Bridges Street, GWABEGAR NSW 2356	06/05/2022	06/05/2022	1
PC2022/0493	Completed	73 Merton Street, BOGGABRI NSW 2382	06/05/2022	06/05/2022	1
PC2022/0494	Completed	323 Old Gunnedah Road, NARRABRI NSW 2390	10/05/2022	10/05/2022	1

PC2022/0495	Completed	108 Walton Street, BOGGABRI NSW 2382	11/05/2022	12/05/2022	2
PC2022/0496	Completed	1381 Middle Route Road, MERAH NORTH NSW 2388	11/05/2022	12/05/2022	2
PC2022/0497	Completed	95 Stafford Drive, NARRABRI NSW 2390	11/05/2022	12/05/2022	2
PC2022/0498	Completed	31 Maitland Street, NARRABRI NSW 2390	17/05/2022	17/05/2022	1
PC2022/0499	Completed	5 Delaney Avenue, NARRABRI NSW 2390	17/05/2022	17/05/2022	1
PC2022/0500	Completed	277 Gun Club Road, NARRABRI NSW 2390	20/05/2022	20/05/2022	1
PC2022/0501	Completed	2 Taylor Street, NARRABRI NSW 2390	20/05/2022	20/05/2022	1
PC2022/0502	Completed	1482 Kaputar Road, BULLAWA CREEK NSW 2390	20/05/2022	20/05/2022	1
PC2022/0503	Completed	41 Wee Waa Street, BOGGABRI NSW 2382	23/05/2022	23/05/2022	1
PC2022/0504	Completed	38 Baan Baa Road, BAAN BAA NSW 2390	23/05/2022	23/05/2022	1
PC2022/0505	Completed	141 Maitland Street, NARRABRI NSW 2390	23/05/2022	23/05/2022	1
PC2022/0506	Completed	1308 Maules Creek Road, TARRIARO NSW 2390	24/05/2022	24/05/2022	1
PC2022/0507	Completed	35 Walton Street, BOGGABRI NSW 2382	25/05/2022	25/05/2022	1
PC2022/0508	Completed	5 Caroline Way, NARRABRI NSW 2390	25/05/2022	25/05/2022	1
PC2022/0509	Completed	34 Cooma Road, NARRABRI NSW 2390	25/05/2022	25/05/2022	1
PC2022/0510	Completed	98 Cowper Street, WEE WAA NSW 2388	25/05/2022	25/05/2022	1
PC2022/0511	Completed	1/12 Clarke Street, NARRABRI NSW 2390	25/05/2022	25/05/2022	1
PC2022/0512	Completed	207 Goldman Street, NARRABRI NSW 2390	25/05/2022	25/05/2022	1
PC2022/0513	Completed	ROUND SWAMP, 1955 Culgoora Road, WEE WAA NSW 2388	25/05/2022	30/05/2022	4
PC2022/0514	Completed	11 Lagoon Street, PILLIGA NSW 2388	25/05/2022	25/05/2022	1
PC2022/0515	Completed	3 Bowen Street, NARRABRI NSW 2390	26/05/2022	27/05/2022	2
PC2022/0516	Completed	137 Rose Street, WEE WAA NSW 2388	26/05/2022	27/05/2022	2
PC2022/0517	Completed	17 Boundary Street, NARRABRI NSW 2390	26/05/2022	27/05/2022	2
PC2022/0518	Completed	164 Killara Road, JACKS CREEK NSW 2390	26/05/2022	27/05/2022	2
PC2022/0519	Completed	CORALBIGNIE, 552 Pilliga Road, WEE WAA NSW 2388	26/05/2022	27/05/2022	2
PC2022/0520	Completed	12 Cormie Avenue, WEE WAA NSW 2388	26/05/2022	27/05/2022	2
PC2022/0521	Completed	62 Merton Street, BOGGABRI NSW 2382	26/05/2022	27/05/2022	2
PC2022/0522	Completed	23 Lloyd Street, NARRABRI NSW 2390	30/05/2022	30/05/2022	1

PC2022/0523	Completed	38 Ugoa Street, NARRABRI NSW 2390	31/05/2022	31/05/2022	1
PC2022/0524	Completed	40 Ugoa Street, NARRABRI NSW 2390	31/05/2022	31/05/2022	1
PC2022/0525	Completed	7 Boundary Street, WEE WAA NSW 2388	31/05/2022	31/05/2022	1

Regulatory Services

PIN Issued	Jul-21	Aug-21	Sep-21	Q1 2022	Oct-21	Nov-21	Dec-21	Q2 2022	Jan-22	Feb-22	Mar-22	Q3 2022	Apr-22	May-22	Total
Companion Animals - Dogs	2	22	13	**37**	2	5	3	**10**	1	2	0	**3**	0	5	**55**
Companion Animals - Cats	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**	0	0	**0**
Parking	19	0	0	**19**	0	0	2	**2**	0	1	0	**1**	0	1	**23**
Overgrown Properties	0	0	0	**0**	0	0	0	**0**	0	2	1	**3**	0	1	**4**
Illegal Dumping	0	0	0	**0**	0	0	0	**0**	0	0	0	**0**	0	0	**0**
Public Health Related	0	1	0	**1**	0	0	0	**0**	1	0	0	**1**	0	0	**2**
Development	0	0	0	**0**	0	1	0	**1**	0	0	0	**0**	0	0	**1**

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BURIALS ON PRIVATE LAND

Responsible Department: Planning, Strategy & People
Responsible Section: Development Services
Responsible Officer: Director Planning, Strategy & People

Objective

Council recognises that there are circumstances where a person wishes to be buried on private property. A person who has an extensive affiliation with a property may request to have their remains buried on the land. This Policy details Council's requirements for the burial of deceased persons on private land and has been prepared in accordance with the provisions of relevant legislation.

Introduction

Narrabri Shire Council is the relevant approval authority pursuant to the *Public Health Regulation 2012* for applications for burial on private land within the Narrabri Shire Local Government Area (LGA). This Policy aims to provide guidance to Applicants for Private Burials of Council's requirements in fulfilling this role.

The operation of a cemetery and interment of deceased persons on private land must be approved by Council in accordance with this Policy and in accordance with the requirements of the following key items of legislation:

- *Public Health Act 2010*
- *Public Health Regulation 2012*
- *Cemeteries and Crematoria Act 2013*
- *Narrabri Local Environmental Plan 2012*
- *Environmental Planning and Assessment Act 1979*
- *Environmental Planning and Assessment Regulation 2021*

In accordance with the requirements of the *Public Health Act 2010* and corresponding *Regulation 2012*, no interment shall take place on private land unless development approval for the establishment of a cemetery and a permit for burial have been issued by Council.

This Policy does not apply to cemeteries operated and managed by Narrabri Shire Council. In the interest of public health and community wellbeing it is Council's preference that burials are undertaken in public cemeteries.

Policy

1. Establishment of a cemetery on private land

1.1. Any proposal for a private burial in the first instance requires the prior approval for the establishment of a private cemetery.

1.2. The establishment of a private cemetery requires the submission of a Development Application (DA) for the private cemetery. The Application will be required to be accompanied by relevant information prescribed under the *Environmental Planning and Assessment Act 1979* and accompanying *Regulation 2021* and as detailed under Council's adopted Development Control Plan (DCP).

1.3. The Applicant is advised that the development approvals process can be lengthy and complex. No guarantee of approval of the private cemetery is available.

1.4. A suitably detailed site plan shall be provided in support of the Development Application detailing the location and layout of the cemetery, including each grave (burial site) and proposed dimensions of same.

1.5. A geotechnical report, prepared by a suitably qualified and experienced practitioner, shall be submitted to Council in support of the Development Application in respect of the area proposed to be used as a private cemetery. The geotechnical report is required to establish site suitability and required depth of burial, and to assist in determining potential impact on groundwater.

1.6. The land on which the cemetery is to be located shall have a minimum area of five (5) hectares. Should the subject land comprise multiple individual parcels, the Applicant will be required to consolidate the parcels into a single title via a Plan of Subdivision.

1.7. The ownership of a private cemetery is deemed to be the owner of the property on which the cemetery is located.

1.8. The proposed private cemetery must be sited a minimum of 100 metres from the boundary of the land and any habitable buildings.

1.9. The boundaries of the cemetery must be permanently marked with posts, fencing or other approved method.

1.10. The cemetery shall not be within 100 metres of any natural watercourse, nor in an area where it may impact on a drinking water catchment or groundwater supply, nor within in an area excluded by the requirements of any other Authority.

1.11. The cemetery is to be located above the designated 1% Annual Exceedance Probability (AEP) flood level.

1.12. The existence of a private cemetery is to be designated on the Land Title as a permanent record. Prior to the use of the cemetery, a copy of the Title with the existence of the cemetery designated, is to be provided to Council.

1.13. A survey plan, prepared by a Registered Surveyor, detailing the location of the private cemetery in relation to the boundaries of the property, and the position of the allotments within the cemetery, must be prepared and kept with the Cemetery Register at all times.

1.14. It is the responsibility of the Applicant to ensure future maintenance and perpetuity of access to the cemetery site in the event of a change of ownership of the land. A right of way (RoW) from public land to the private cemetery may also be required. Appropriate legal arrangement must be put in place as part of the Development Application (DA) process to ensure perpetuity of access.

1.15. A Restriction as to Use of the land pursuant to section 88B of the *Conveyancing Act 1919,* or a suitable Solicitors Dealing, shall be established to ensure that no future construction or excavation is permitted on the private cemetery without the prior written approval of Council.

1.16. Application Fees will apply to the proposed private cemetery and subsequent Burial Permit applications in accordance with Council's adopted Fees and Charges Policy.

1.17. An inspection of the proposed burial site is to be carried out by relevant Council staff prior to any burial taking place.

1.18. The person being buried on the property must have a linear (family) connection with the land where the remains are being buried and the linear connection would need to be continuous.

1.19. A Register of burials (known as the Cemetery Register) must be kept in accordance with the requirements of section 27 of the *Cemeteries and Crematoria Act 2013* and corresponding *Regulation 2014.* The following details shall be furnished to Council within seven (7) days of the burial being undertaken:

- Name, age and last address of the person whose remains have been buried;
- Date of the person's death;
- Date of the burial;
- Identification of the allotment and plot where burial has been made; and
- Details of the Funeral Director.

1.20. All bodies must be placed in a coffin prior to burial and buried to a minimum depth of 900mm.

1.21. Each grave shall be permanently marked with details of the deceased and the boundaries of the grave excavation shall be permanently marked.

1.22. Above ground burial chambers are not permitted within private cemeteries within the Narrabri Shire Council LGA.

References

- *Guidance on Burying a Body on Private Land – Public Health Regulation 2012* (NSW Health, GL2013-016).
- *Local Government Act (NSW) 1993.*
- *Local Government (General) Regulation 2005.*
- *Public Health Act 2010.*
- *Public Health Regulation 2012.*
- *Cemeteries and Crematoria Act 2013*
- *Narrabri Local Environmental Plan 2012.*
- *Environmental Planning and Assessment Act 1979.*
- *Environmental Planning and Assessment Regulation 2021.*
- Gwydir Shire Council *Burials on Private Land Policy* (n.d.).
- Moree Plains Shire Council *Establishment of a Private Burial Site Policy 2011.*

History

Minute Number	Meeting Date	Description of Change
		Draft

Memorandum

TO: Creditors Clerk – J Grant

FROM: Director Environmental Services – R J Booby

SUBJECT: PAYMENT TO WEE WAA RSL CLUB
               RE: REPAIRS TO TOWN CLOCK

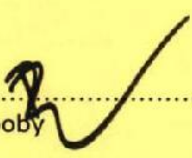**FILE:**   Memo; C60/14002

At its August 1998 Meeting, Council resolved (511/98) to pay up to $6000 towards the repairs of the War Memorial Clock.

An amount of $1200 is now payable to the Wee Waa RSL Sub Branch in respect of this work.

Could you please arrange a cheque to be drawn for this amount and sent to:

> Wee Waa RSL Sub Branch
> PO Box 272
> **WEE WAA   NSW   2388**

R J Booby

DIRECTOR ENVIRONMENTAL SERVICES

RJB:ED
10 February 1999

IM:DL C60/14002

Mr Ian McCallum
Phone: 67 996 833

28 January, 1999

Mr L J Hoad
Secretary
Wee Waa RSL Sub Branch
P.O. Box 272
WEE WAA   NSW   2388

Dear Sir,

Thank you very much for your invitation to attend the official opening of restoration of the Wee Waa War Memorial.

Unfortunately, I am unable to accept as my wife and I will be in Sydney on that day.

Please accept my sincere best wishes for a successful function and congratulations on the excellent work in restoring the monument.

Yours faithfully,

Ian McCallum
GENERAL MANAGER

Wee Waa RSL Sub Branch

PO BOX 272
WEE WAA NSW 2388
AUSTRALIA

PRESIDENT: D. LOWDER

TREASURER: B. KELLY

SECRETARY: L. HOAD

PHONE: 02 6795 4016

PHONE:

PHONE: 02 6790 3039

NARRABRI SHIRE COUNCIL
REC'D

0 4 JAN 1999

Mr Russel Booby
Narrabri Shire Council
P O Box 261
46-48 Maitland Street
Narrabri NSW 2390

22ndDecember 1998

Dear Sir

The Wee Waa R.S.L. Sub-Branch , with the assistance of a grant from the Regional War Memorials Project and Narrabri Shire Council has undertaken the task of the restoration of the Wee Waa Town Clock. The restoration includes repairs to the clock, chimes installed and lighting repaired. This will restore the sixty year old Memorial to a fine standard into year 2000 and beyond.

The State President Mr.G.E.(Rusty) Priest AM will be in attendance to perform the Official Unveiling of the Restoration.

The President of the Wee Waa R.S.L. Sub-Branch Mr. Dennis Lowder extends an Invitation to you to be present for the Unveiling of the Clock Restoration at 6.30.pm on Saturday 20thFebruary,1999. Followed by a dinner at the Wee Waa Bowling Club and presentation of a number of Fifty Year Certificates, Ladies are especially invited.

Yours Sincerely.

L.J.Hoad.
Secretary.

RSVP 12thFebruary,1999.

REGO No: 99 0014
FILE No: CGO/14002
Rec'd: - 4 IAN 1999
Dept: EU
Comments:

Action Officer   Init
RJB.

NARRABRI   ...CIL

RJB:ED C60/14002

R J Booby
02 6799 6855
7 January 1999

Secretary
Wee Waa RSL
Post Office Box 272
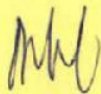**WEE WAA   NSW   2388**

Dear Sir

Re: Official Opening – Wee Waa Town Clock

Thank you for your recent invitation to attend the abvoementioned function.

Unfortunately, I will not be able to attend, but I do wish you all the best for the occasion.

Yours faithfully

R Coughran

ACTING GENERAL MANAGER

Wee Waa RSL Sub Branch

PO BOX 272
WEE WAA NSW 2388
AUSTRALIA

PRESIDENT: D. LOWDER

TREASURER: B. KELLY

SECRETARY: L. HOAD

PHONE: 02 6795 4016 . . . . . .

PHONE: . . . .

PHONE: 02 6790 3039 . . . . . .

NARRABRI SHIRE COUNCIL
RECEIVED

0 4 JAN 1999

General Manager
Narrabri Shire Council
P O Box 261
46-48 Maitland Street
Narrabri NSW 2390

22ndDecember 1998

Dear Sir

    The Wee Waa R.S.L. Sub-Branch , with the assistance of a grant from the Regional War Memorials Project and Narrabri Shire Council has undertaken the task of the restoration of the Wee Waa Town Clock. The restoration includes repairs to the clock, chimes installed and lighting repaired. This will restore the sixty year old Memorial to a fine standard into year 2000 and beyond.
    The State President Mr.G.E.(Rusty) Priest AM will be in attendance to perform the Official Unveiling of the Restoration.
    The President of the Wee Waa R.S.L. Sub-Branch Mr. Dennis Lowder extends an Invitation to you to be present for the Unveiling of the Clock Restoration at 6.30.pm on Saturday 20thFebruary,1999. Followed by a dinner at the Wee Waa Bowling Club and presentation of a number of Fifty Year Certificates, Ladies are especially invited.

Yours Sincerely.

L.J.Hoad.
Secretary.

RSVP 12thFebruary,1999.

REGO No: 99 0011
FILE No: C60114002
Rec'd: - 4 IAM 1999
Dept: GM
Comments:

NARR. . . . . COUNCIL

Wee Waa RSL Sub Branch

PO BOX 272
WEE WAA NSW 2388
AUSTRALIA

PRESIDENT: D. LOWDER

TREASURER: B. KELLY

SECRETARY: L. HOAD

PHONE: 02 6795 4016

PHONE:

PHONE: 02 6790 3039

DIRECTOR ENVIRONMENTAL SERVICES.
P.O. BOX 261.
46-48 MAITLAND STREET.
NARRABRI. NSW 2390.

DEAR SIR,

RE: RJB:ED C60/14002. RENOVATION OF TOWN CLOCK.

IIGHAMS BRIGHT REQUIRED FIFTY PERCENT DEPOSIT AND THIS HAS BEEN
FORWARDED BY THE RSL SUB-BRANCH. WHEN THE RECEIPT IS RECEIVED IT WILL BE
FORWARDED TO THE SHIRE WITH ALL DETAILS OF PROGRESS.

YOURS FAITHFULLY,

LJ HOAD

SECRETARY

98/05594

REGO No:	
FILE No:	C60/14002
Rec'd:	14 SEP 1998
Dept:	EV
Comments:	*No reply*
Action Officer	Init
RJB	B 15/9/98

FILE COPY

THIS ITEM FROM THE DIRECTOR ENVIRONMENTAL SERVICES REPORT WAS PRESENTED TO THE COUNCIL MEETING HELD ON TUESDAY 18 AUGUST 1998.

D8.   WAR MEMORIAL CLOCK – WEE WAA (RJB:ED C60/14002; G20/20006

For some time Council has been working with the Wee Waa RSL Sub-Branch in relation to obtaining funding to restore the Wee Waa Memorial Clock tower and to add clock chimes to the tower.

A grant of two thousand dollars ($2,000) was made available under the Federally funded War Memorials funding.

The total cost of the project is five thousand five hundred dollars ($5,500) and Council has been asked by the Wee Waa RSL Sub-Branch to fund the shortfall of three thousand five hundred dollars ($3,500).

There is no doubt the project has great merit and is very worthwhile. Council has not budgeted any funds for the work, however, the project may warrant special consideration.

RECOMMENDATION: That Council fund one thousand seven hundred and fifty dollars ($1,750) towards the cost of the restoration of the Wee Waa War Memorial Clock and further, that the contribution be funded by a corresponding reduction in the capital works allocation for Wee Waa Parks and Garden Improvements in the 1998/99 Budget.

511/98 RESOLVED that Council fund up to $6,000.00 towards the cost of the restoration of the Wee Waa War Memorial Clock and further, that the contribution be funded by a corresponding reduction in the capital works allocation for Wee Waa Parks and Garden Improvements in the 1998/99 Budget.

RJB:ED C60/14002

R J Booby

21 August 1998

Secretary
Wee Waa RSL Sub Branch
Post Office Box 272
WEE WAA   NSW   2388

Dear Sir

Re: Renovation of Wee Waa Clock

I wish to advise that Council recently resolved to contribute five thousand dollars towards the cost of the clock renovation.

This amount is in addition to the two thousand dollars grant funds currently being held.

I would ask that you arrange for the invoices for the work to be forwarded to Council for payment. In addition, I would ask that you remit to Council the grant funds currently held in order that council may pay for all works.

Yours faithfully

R J Booby

DIRECTOR ENVIRONMENTAL SERVICES

Wee Waa RSL Sub Branch

PO BOX 272
WEE WAA NSW 2388
AUSTRALIA

98/0 3274

PRESIDENT: R. LOWDER........
TREASURER: B. KELLY.........
SECRETARY: L. HOAD.........

PHONE: 067:..............
PHONE: 067:..............
PHONE: 067:.903039.......

REGO No: C60/14002
FILE No: G20/20006 *
Rec'd: 10 JUN 1998
Dept: E V
Comments:

Action Officer   A/N   Init.
R J B

NARRABRI SHIRE COUNCIL
RECEIVED
10 JUN 1998

9TH JUNE 1998

General Manager
PO Box 261
46-48 Maitland Street
Narrabri NSW 2390

Dear Sir,

Wee Waa RSL Sub- Branch together with Mr Russel Booby had obtained quotes for the restoration of the mechanism, chimes and lighting of the War Memorial Clock at Wee Waa. The overall cost is around $5,500. An application for a grant to the Regional War Memorials Project was sent to the Office of Minister for Veterans' Affairs and an approval for $2,000 was given.

The Wee Waa RSL Sub- Branch now make a request to Narrabri Shire Council for a grant to cover the short fall. This Memorial is sixty years old and we believe this would be an ideal time to have the restoration work carried out and repaired to its original state..

If you have any more enquires please contact myself on (67903000) or President Denis Lowder on (67954221).

Yours Faithfully,

L.J. Hoad.
Secretary
Wee Waa RSL Sub-Branch

RJB:ED C60/14002

R J Booby

3 June 1998

Mr D Lowder
17 Cowper Street
WEE WAA   NSW   2388

Dear Dennis

Re: Clock Improvements

Further to our recent discussions, I advise that I have located Council's correspondence on this matter.

The contact for the clock chime is:

INGHAMS BRIGHT   03 94 826 477.

Baguleys Jewellers put me onto Inghams Bright. John Baguley was my contact regarding repairs to the clock mechanism.

Give me a call if you need more information.

Yours faithfully

R J Booby

DIRECTOR ENVIRONMENTAL SERVICES

RJB:ED C60/14002

R J Booby

12 December 1997

Mr L Hoad
Secretary
Wee Waa RSL Sub Branch
9 Charles Street
WEE WAA NSW 2388

Dear Sir

Re: Town Clock

I advise that I have now received information regarding the installation of a chime on the clock.

It appears that for about $3,000.00 an electronic chime could be purchased that would run separate to the clock and would chime exactly on the hour, regardless of the times showing on the clock face. It could be programmed to not chime at night.

The installation appears to be quite simple and capable of being done locally.

I understand you have applied for funding and you might let me know if or when you want to proceed with the project.

Yours faithfully

R J Booby

DIRECTOR ENVIRONMENTAL SERVICES

RJB:DW   C60/14002

Mr. R.J. Booby

9th September 1997

The Manager,
Wee RSL,
WEE WAA, N.S.W. 2388.

Dear Sir,

re: Wee Waa Town Clock

I wish to advise that Baguleys Jewellers have inspected the town clock and
estimated the following:–

1. $500 to service and overhaul the current set up.

2. $15,000 to install a strike bell (this would require the construction of a
       new section on the tower).

3.   Lighting is possible from the existing lighting fittings on the tower.

You might give this some thought and let me know your ideas.

Yours faithfully,

R.J. Booby,
DIRECTOR ENVIRONMENTAL SERVICES.

MEMORANDUM

TO: R.J. Booby

FROM: T. Meppem – Manager Building & Environmental Services

RE: Repairs to Wee Waa Clock

FILE: Memo

I advise that John Baguley has looked at the Wee Waa Town Clock with the current caretaker and has given the following estimations:–

1. $500 to service and overhaul the current clock with some play still remaining in the clock hands.

2.   Approximately $15000 to put a strike bell in the tower to strike on the hour. The bell would require a new section to be built on top of the tower.

3.   The tower can be lit from the existing lights halfway up the structure for little additional cost.

T. Meppem,
MANAGER BUILDING & ENVIRONMENTAL SERVICES

TM:DW   18th August 1997

RJB   ....

POC:DW C60/14002

Mr. P. O'Connor

14th May 1997

L. Hoad,
Secretary,
Wee Waa RSL Sub Branch,
Post Office Box 272,
WEE WAA, N.S.W. 2388.

Dear Sir/Madam,

re: Wee Waa Town Clock

I refer to your letter regarding the restoration of the town clock at Wee Waa.

I make regular visits to Wee Waa, therefore it would be no trouble to meet with you sometime and discuss this issue.

My contact telephone number is 019-153800 or 991043.

Yours faithfully,

R.J. Booby,
DIRECTOR ENVIRONMENTAL SERVICES.

Wee Waa RSL Sub Branch

PO BOX 272
WEE WAA NSW 2388
AUSTRALIA

PRESIDENT: D. LOWDER

TREASURER: B. KELLY

SECRETARY: L. HOAD

PHONE: 067:

PHONE: 067:

PHONE: 067:

PHONE: 067:

NARRABRI SHIRE COUNCIL
RECEIVED
-8 APR 1997

7th April, 1997.

97/01740

REGO No:
FILE No: C60/14002
Rec'd: -8 APR 1997
Dept: ~~EG~~ EV

Comments:
Letter
Sent.

Action Officer	A/N	Init
ROC		ml

Filed:

General Manager
PO Box 261
46-48 Maitland Street
Narrabri NSW 2390

Dear Sir,

At the last meeting of the RSL Sub-Branch, it was brought to our attention of the condition of the town clock situated at the intersection of Rose and Church Streets Wee Waa.

The RSL Sub-Branch would like to seek the views of the council in what assistance may be given in the resteration of this clock.

Yours faithfully,

L. Hoad
Secretary
Wee Waa RSL Sub Branch

Sandra Smith

From:	Emma Gould
Sent:	Monday, 23 October 2017 12:03 PM
To:	'Norman Heckenberg'
Subject:	RE: wee waa memorial clock

Dear Norman,

Thank you for your email and my apologies for the delay in response. Your best contact for this information is Mr Denis Lowder. Mr Lowder can be contacted on 6795 4016 or by post to: 17 Cowper Street, Wee Waa NSW 2388.

We wish you luck on your search.

Kind regards,
Emma

Emma Gould
Community Environment Support Officer
Narrabri Shire Council
02 6799 6854
cfadmin@narrabri.nsw.gov.au

1

From: Norman Heckenberg [mailto:heckenberg@physics.uq.edu.au]
Sent: Friday, 13 October 2017 9:22 AM
To: Emma Gould <cfadmin@narrabri.nsw.gov.au>
Subject: Re: wee waa memorial clock

Dear Emma,
I am looking for details of the pendulum clock mechanism originally installed by Prouds. They did many memorial clocks but in most cases the mechanisms have been replaced. I was told that in the case of Wee Waa, a new clock was installed but the original was left in place. If that is true I would like to get some photos of it. I can get some background information from newspapers via Trove, but I suppose you might have archives that would contain information about contracts and repairs and so on. That would be of considerable interest but it is the mechanism itself that is of most immediate interest to me.
Regards,
Norman

Sent from my iPhone SE
0405 685 813

On 12 Oct 2017, at 16:22, Emma Gould <cfadmin@narrabri.nsw.gov.au> wrote:

Dear Emeritus Professor Heckenberg,

Thank you for your email and interest in the Wee Waa Memorial Town Clock. To best direct your enquiry, can you please provide the list of questions you have or provide some more information regarding the information you require? There are a few avenues to assist you and I just want to ensure I provide the most appropriate.

I look forward to hearing from you.

Kind regards,
Emma

Emma Gould
Community Environment Support Officer
Narrabri Shire Council
02 6799 6854
cfadmin@narrabri.nsw.gov.au

2

<image009.jpg> <image010.png> <image011.png>

<image012.jpg>

From: Norman Heckenberg [mailto:heckenberg@physics.uq.edu.au]
Sent: Wednesday, 11 October 2017 3:09 PM
To: Council <Council@narrabri.nsw.gov.au>
Subject: wee waa memorial clock

Dear Sir or Madam,
As part my research into the history of Australian instrument makers I would like to find out more about the clock installed by Prouds Electric Clocks and Scientific Instruments in the memorial in 1938. Could you please put me in contact with whoever maintains the clock so I can ask some questions?
Thanks for your assistance.
Yours truly,
Norman Heckenberg

Emeritus Professor Norman Heckenberg
Director, Physics Museum
School of Mathematics and Physics
The University of Queensland
Brisbane 4072
Australia
0405685813
heckenberg@physics.uq.edu.au
physicsmuseum.uq.edu.au

3

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4

Sharon Worley

From: Ross Gleeson [gleesurv@bigpond.net.au]
Sent: Wednesday, 13 December 2006 6:02 PM
To: Council
Subject: Request for action - clock tower garden

Request for action

The garden around the clock tower is nearly only weeds. This is an area which is frequented by visitors.

Could it be weeded as a matter of urgency. Planting of some flowers would also be good.

Regards
Cr Ross Gleeson

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REGO No:
FILE No:
Rec'd: 14 DEC 2006
Dept:
Comments:
Copy on c6d/14001 .

tion Officer	A/N	Init

14/12/2006

27/5/02

Dear Russell,

The new and the two original plaques were installed yesterday onto the clock tower; Alan George will affix a third containing the 1930 committee names (found inside the tower) during the week as he did not have suitable bolts with him yesterday.

A photocopy of this other plaque is attached herewith for your files if desired.

Turner Signs are expecting the Lest we forget letters to arrive this week; at this stage I think Dean Turner will be affixing them (on the first row of bricks beneath the clock) similar to the placement on the town hall. Letter height same as a brick.

Bruce Mackey is providing himself a replacement Rotary wheel as the old one is looking "tired".

I am also attaching some notes by Alan King which you may possibly wish to file with the other material Council has in regard to the clock memorial.

With kind regards
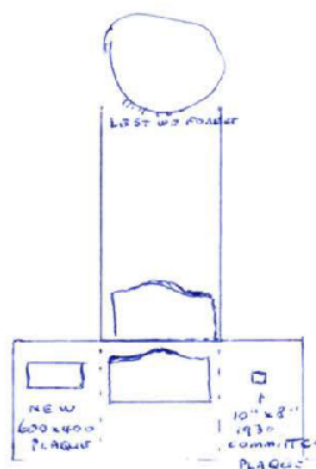
NARRABRI DISTRICT SOLDIERS' MEMORIAL

EXECUTIVE COMMITTEE

HENRY LOGAN (CHAIRMAN & HON.TREAS.)　　MRS H. LOGAN.
W. S. HILL (HON.SECRETARY)　　MRS A. WEATHERALL.
MRS M. W. HARDY　　MRS C. MERRY.
N. EDWARDS.　　R. SHIELDS.
J. R. DUNNETT.　　J. P. BUTLER.
MRS A. J. PARK.　　C. H. CRAMSIE.
MISS GUEST.　　F. PALMER.
C. T. SHEARER.　　E. W. HAYWARD.
L. H. EATHER.　　DR A. J. PARK.
P. J. McNAMARA.　　MRS C. CRAMSIE.
H. G. KING.　　MISS FOXE.

DEDICATION CEREMONY 13TH SEPTEMBER 1930.

FROM : A.G.&W.G.KING16CaloolaTAMWORTH   PHONE NO. : 0293881818

FAX TO DEN DOUGLAS/NARRABRI ROTARY CLUB.   6/9/2001

Hi,

       Your very interesting letter & notes on the Narrabri Town Hall Clock Towers history arrived at 2.30 today by ordinary snail mail.. Some snail eh!

Only yesterday I put together some notes for a short Probus Club, talk on the advent of clocks from woe to go with a few examples of the earlier electronic types since the Tower Clocks era & a brief history of my family's arrival in Narrabri in 1920.

I thought a part of this might be an interesting additive to the letter that you intended to read at tonights meeting.

As a Millenium Project 1999 I assembled 12 hand made albums of some 200 odd photographs plus many snippets & comments of my parents , a copy for each of their grandchildren,now spread far and wide. A full page or so included newspaper cuttings, photos & events with the Town Hall in the background

My father & I put great store into the reliable accuracy of that clock & its demolition without the permission of the citizens at large was one of Narrabri's greatest tragedies. Citizens continued to glance up to where it stood for years later The greatest insult to me was the demand by the demolisher to go up immediately & disassemble the mechanism on the 22nd of December of that year .December of any year, Christmas week in particular was the absolute busiest period in our business, but when I agreed to do the work after Christmas the stupid oaf pulled it out with the finesse of a bulldozer operator , I never saw any of that mechanism again

To this day the demolition of that wonderful old building was devastating, only to be relieved in part by my old Clubs re erection of it years later.

I congratulate you & all involved in the re instating of the Soldiers Memorial.

If ever the brass plate approx 12"x14" that was attached to the internal wall of the clock room,listing the names of the orginal committee, dates etc ,is ever located I would really appreciate a photograph or a "rubbing " for my Millenium Project.

BEST WISHES TO ALL THE CLUB MEMBERS

Sincerely

Alan King

BY ALAN KING

PROBUS TALK ON THE BRIEF HISTORY OF HOROLOGICAL CHANGES
OF TIMEPIECES FROM MICRO-MECHANICS TO MICRO ELECTRONICS
4

The process of measuring the passage of time goes back historically to dozens of simple & sometimes intricate devices,using dripping water, burning candles, shadow sticks etc

But somewhere during the 12th & 13th centuries the pendulum was invented . The earliest timepieces were installed in Cathedrals where the towers enabled a heavy weight to provide power to a train of wheels (sometimes metal, but mostly of wood) . Some clever chap determined that a metre long pendulum would swing 60 times a minute then 60 minutes per hour & off course 24 hours a day.

Elementary you might say,but I have never fathomed out whether the measurement of 1 metre existed before or after the the invention of the pendulum

However the millions of grandfather clocks around the world today in their endless variations still require a 1 meter long pendulum,which when calibrated precisely & in non variable temperatures will swing 86,400 times a day. Of course temperature variations do come into play.

I was one of many apprentices trained by my father H.G.(Harry) King, who became a journeyman in the workshops of Orchards in Railway Square, Sydney in the days of clocks & pocket watches.His reputation took him on to other famous firms including Fairfax & Roberts & Manager of the watch dept of Lassetters, Sydneys largest Emporium for many years,(see the Lassetters book

Although he was a keen yachtsman & my mother was a lover of Bondi Beach,they decided in 1915 that Sydney was getting "too big ,crowded & noisy in which to bring up a family" when they married,so they sailed up to Murwillumbah & managed an established shop ,which was still there until recently. My elder sister & brother were born there,but with the advent of post WW1 soldier settlements,the arrival of broad acre farming equipment,the extension of the railways, they reckoned that Australias future,lay in the northwest plains. With 500 pounds borrowed from an uncle he bought a shop in Narrabri in 1920. His reputation spread & they prospered until the Great Depression.& like most really struggled until after WW11.

About 1930 he was on a committee that erected a magnificient War Memorial Tower Clock on the existing Town Hall .He installed the mechanism,& maintained it for a fee of 10 pounds a year.Its precise accuracy was his greatest advertisment.

Being a 1925 drop I remember the Depression Days, as would most Probarians. When I was about 13 one of my duties was to climb the 30' steel ladder ,push up the steel trapdoor in to the clock room,to make the necessary temperature adjustments,add or or subtract the few seconds of error ,change the burnt out dial light bulbs,& recharge & top up the 32volt batteries acid levels.

I'd read in the"Popular Mechanics"Magazine(my boyhood bible) that the keeper of Big Ben in London worked out a system of adding pennies to the pendulum weight as winter approached ,& taking them off again as the weather warmed again, to offset the seasonal variation of the 1 meter INVAR metal rod. Invar having the least temperature expansion & contraction known at that time.

Narrabri Shire Council
46-48 Maitland St
Narrabri

John Baguley
19 Barwan St
Narrabri
Ph 67922068
Mob 0429925595

Russell

In Reply to your letter dated 25th January 2002 Re- Town Clock
I would like to submit my Qute for clock as follows

$241-00 Per Month Plus Parts at Cost Price

This price covers all labour costs but parts etc would be an extra charge. I am not G.S.T. Registered but my ABN 161512387 44 applies

REGO No: 102/00919
FILE No: C60/14001
Rec'd: 2 5 FEB 2002
Dept: EV
Comments:

Verbally agreed to

Thanking You

J L Baguley

Officer   A/N Init
RJB

ABRI SHIRE COUNCIL

RJB:ED
C60/14001
R J Booby
(02) 6799 6855

25 January 2002

Mr John Baguley
19 Barwan Street
NARRABRI   NSW   2390

Dear Sir

RE: NARRABRI TOWN CLOCK

As you might be aware, Jim has advised that he can no longer do the maintenance on the Town Clock. You might recall that we spoke some time ago about the possibility of you doing the work and I would now ask that you let us know whether that is possible.

Yours sincerely

R J Booby
DEPUTY GENERAL MANAGER
DIRECTOR ENVIRONMENTAL SERVICES

\\NSCKAPUTAR\WORKGRP\SecEnv\RUSSELL\COMMUNITY\Narrabri\020114 - Nbri Town Clock - Mr John Baguley.doc

Baguley's Jewellers Pty Ltd
J.P. & R.M. Baguley
ABN 93 003 922 165

121 Maitland Street
P.O. Box 286
Narrabri   NSW   2390

Phone: 02 67922241
Fax: 02 67922241

Attention : Mr Russell Booby

Russell, re my phone call in early December, regarding the Town Clock.
Due to Business commitments I am unable to continue with the upkeep
and maintenance that is required to keep it in good order and on time.

I have enclosed the last invoice for work done, and I would like to thank
Council for supporting our Business for many years.

For further maintenance and repairs I suggest Council contact my brother

John Baguley
19 Barwan Street
Narrabri 2390
Ph 67922068

Yours Faithfully
Jim Baguley

REGO No: IO2/00121
FILE No: C60/14001
Rec'd: 08 JAN 2002
Dept: EU
Comments:

RJB

NARRABRI SHIRE COUNCIL
ENVIRONMENTAL SERVICES

8 JAN 2002

RECEIVED

REGO No: IOI I 0 9589
FILE No: C60 I 52002
Rec'd: 29 JUN 2001
Dept: EV

Copy to C60/14001 (Town Clock)

RJB

NARRABRI SHIRE COUNCIL

20ᵗʰ June 2001

The General Manager
Narrabri Shire Council
Maitland St.,
Narrabri.

Dear Ian,   The Narrabri & District Soldiers' Memorial.

The incoming board of the Rotary Club of Narrabri is seeking your approval for the removal of the Memorial's honour roll tablets from the Pool wall and for re-affixing to beneath the clock on the tower provided by the Club in 1980.

Another Memorial component reported in 1969 as going into Council storage was the sign "Lest we forget" but whether that has survived the elapse of time is not yet known.

As the enclosed history reveals, the "town" clock to-gether with memorial roll tablets and tower are in reality components of the Soldiers' Memorial with Council being Trustee as from the time of unveiling on the 13ᵗʰ September 1930.

We would also wish to replace the present Rotary plaque with a more appropriate wording and quality which can hopefully be discussed with you at your convenience.

Please note that, whilst each of the district Councils' meetings were reported at length in the NW Courier at the time, this research has not attempted to read any of them for any reference to this subject other than about the time that the town council is said to have given approval for use of the town hall building.

Notwithstanding this, though, it is quite apparent that the clock, tower and tablets should be again united so as to maintain the integrity of the Memorial Trust.

Trusting that the foregoing can be discussed further with you shortly.

Yours sincerely

T.D.Douglas
Hon. Secretary elect
Rotary Club of Narrabri.

Plaques

In view of the memorial aspects I am suggesting a new plaque with embossed letters. It could read

This replacement tower was provided by the Rotary Club of Narrabri as a community service for the 75th year of Rotary International in 1980.

Also another:-

The Soldiers' Memorial was founded & subscribed voluntarily by citizens. free of any grants or loans.

Initially to be on a 10m stone column at Maitland/ Doyle Sts Council permitted this Memorial Clock to be erected onto the Town Hall when column tenders exceeded donations.

The Memorial was unveiled on the 13/9/1930 from which time Council has been Trustee. Removal for Town Hall demolition was in 1969.

THE NARRABRI & DISTRICT SOLDIERS' MEMORIAL

Comprizing a four sided electric clock, striker, bell, lighting & two memorial tablets initially intended to be on a 10m stone column standing at the Maitland/Doyle Sts intersection. Insufficient donations for the column caused the Memorial instead being erected with tower (debt free) by subscribers onto the Town Hall in 1930.

ESTABLISHMENT.

August 1926. Responding to a request, the Town Mayor, P.J.Levey, convened a public meeting with a view to ascertaining support for a suitable memorial to Narrabri District soldiers killed in the Great War of 1914/18.

The meeting formed a citizens memorial committee independent of any of the district Councils.
Also resolved at that meeting was;-

*that the memorial take the form of an obelisk (this was changed later to include a clock)
*that subscriptions be invited only "by direct appeal" so as to intentionally preclude non voluntary public subsidy monies.

Whilst the committee included some aldermen & shire councillors it would appear that the district councils stood aside sensitive to the wishes that this memorial was intended to be a demonstration of personal respect.

As memorials in the form of halls, wings to hospitals or such general utilities were considered to have a short life span and soon forgotten as a memorial such structures did not suitably reflect the personal respect they were seeking to perpetuate.

Note. An obelisk with honour rolls of those enlisted was erected at Narrabri West in 1920 and sometime prior to 1926 honour rolls of the enlisted had been affixed upon the inside walls of the Town Hall.
The Soldiers Memorial differentiates in that it was to honour only those killed.

June 1927. Only 390 pounds of a 2000 pounds target had been subscribed of which 246 pounds was at the inaugural meeting. Of the latter sum 155 pounds was attributable through Mr R.Shields, manager of the then large Edgeroi Station. Over 750 appeal letters are reported to have been sent out with the list being prepared from the rolls.
Another public meeting was called to consider accepting failure or future direction.

From whence subscriptions were sourced was of paramount importance but this also greatly restricted funding avenues; the strongly held sentiments for holding to "the direct appeal" conditions are best described in the reported resignation of appeal secretary, P. McAlister, which said "if a memorial is erected from monies received in any other way, it was not a memorial at all. If the people .... were not prepared to give sufficient voluntarily to erect a memorial in keeping with the respect (for those who died) ..... the money in hand should be handed back."

The meeting resolved to add to the direct appeal condition "....and personal canvass" plus a second condition that permitted subscriptions "by other means approved by the committee". Mr McAlister was highly praised for standing by his convictions and his efforts. (Looking at a 1930 list of subscribers, though, it would seem that acceptances remained in the closest accord with the original ideals. The largest donation was 200 pounds by R. de Coursey Russell, a son in law of Killarney's the late WF Buchanan).

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October 1929. Subscriptions were now 800 pounds. A design comprizing a 34 foot high stone column with a four sided clock, hour striker & bell mounted on top was submitted for approval by Council & to permit the subscribers' & citizens committee to erect at the Maitland/Doyle Sts intersection.

November 1929. Lowest tenders brought full cost to over 2000 pounds which was devastating to the concept of the proposed solitary monument.
Accordingly another public meeting was held to consider three options viz.
*continue the appeal,
*modify design drastically including the exclusion of a clock or
*to seek subscribers' approval to ask Council to permit the placing of their memorial clock with tower onto the Town Hall.
With over three years since the appeal began it appears that the least worst option was the Town Hall.

The intended personal nature of this memorial is again demonstrated for there was no option included to seek funding by way of grants, loans, Council(s) etc. in order to achieve the much desired intersection memorial nor any reporting of any suggestion to do so.

February 1930. Approval of subscribers and then Council was given.
A deputation from the Swimming Club waited on a Memorial committee meeting proposing amalgamation with a view to erecting a memorial as part of the 1929 Council proposal for a swimming pool.
This was rejected unanimously (without doubt due to the memorial subscribers very firm intentions on concept and sources of funding).

March 1930. Mr H.G.King, jeweller, of Narrabri was chosen to supply & erect the clock and the tender for constructing the clock tower above the Town Hall was won by A.J.Hulbert, Narrabri, in April. M.W.Hardy was chosen for the memorial tablets.
Mr Hugh McCourt of Moree had been chosen as architect earlier.

13th September 1930 was when the unveiling ceremony took place. White ribbons were draped over the building exterior attaching the clock to the tablets at the Hall entrance for the official unveiling by Capt. The Hon. FA Chaffey. On the lower face of the Memorial tower were affixed the words "Lest we forget".

The ceremony proceedings concluded with Mr Henry Logan as president of the Narrabri & District Soldiers' Memorial committee handing the memorial to Mayor Hogan, debt free, to be held in perpetual trust by the Narrabri Municipal Council. Mayor Hogan acknowledged Council's role as Trustee and that the trust "would be kept with all sacredness".

Note. The foregoing has been written & compiled by D.Douglas of the Narrabri & District Historical Society from the Society's 1926 to 1930 North West Courier newspapers.

Town Hall demolition. With no money matters to consider during the four year life of the appeal there was possibly little necessity for Council to record events giving rise to the crowning of the Town Hall with the clock & tower as it is obvious from a 1969 NW Courier report that aldermen were unaware of the Trust created in 1930 that would have obliged Council as Trustee to arrange continuance of the Soldiers' Memorial when considering demolition and "items worth salvaging" pre demolition.

Generally, the naming of a public utility as a memorial happens after "the need" for that utility has been established and to gain grant funding and, therefore, in the absence of better

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information, aldermen in all good faith mistakenly assumed that the clock tower fell into this category and that an earlier Council would have planned & funded (fully or in part) the clock tower.

In this review period of the NW Courier there is no suggestion that Council had ever contemplated a clock tower on the building other than when permission was sought to erect the Soldiers' Memorial in 1930.

Regrettably, the wording on both tablets did not arouse sufficient curiosity so as to reveal the Memorial background.

That wording states "The clock tower above this building was erected by the people of Narrabri & District to perpetuate the names of the men who fell in the Great War 1914-1918".

The Narrabri and District Soldiers' Memorial Trust now.

O⬤ when the memorial tablets are again beneath the clock can the integrity of the Trust be reinstated.

A positive consequence of the hall demolition, though, is the opportunity presented for us now to fulfill the aspirations and hopes of the people 75 years ago of achieving a solitary monument to perpetuate the memory of immediate family and/or friends who had fallen.

It is very difficult indeed to comprehend why the Soldiers' Memorial tablets were ever placed onto the Council pool wall which was dedicated in 1957 to honour all who served in World War two.

Not only was that a different war but the tablets wording confirms the memorial status is only for those who fell in the Great War and that the tablets & clock are the one memorial.

Perhaps it was meant to be that the present clock tower (in replacement of the original memorial tower) was provided by a voluntary community service club (Rotary) and th⬤fore it's contribution probably conforms with the original eligibility guidelines of 1926.

It remains now for reinstatement of the memorial and Trust to be completed & in view of the circumstances re-dedication of the memorial would seem appropriate to show respect for those in 1930 who established their personal memorial in honour of their own men.

Returned Soldiers' Club.

The NW Courier reported (11/9/1930) that a Soldiers Club had existed in Narrabri some years earlier. The clock tower designer, Hugh McCourt, in his unveiling speech suggested that a soldiers club be formed and that he would be very happy to assist in the setting up if any returned soldiers interested were to see him after the ceremony.
The offer was accepted and a committee formed that afternoon. Action must have been swift for also in 1930 the Narrabri & District Soldiers & Citizens Club registered some trees on a land title (Old System Title book 1711/291 details of which I have not yet researched).

Den Douglas.
May 2001

TM:ED C60/14001

T Meppem

16 September 1998

The Officer in Charge
Narrabri Police
Maitland Street
NARRABRI   NSW   2390

Dear Sir

Re: Vandalism on 30 August 1998 to Town Clock and Tap

I refer to your advice by officer Dewitt that a person had been charged with respect to vandalism of a water pipe fitting and the face of the town clock.

I advise that Council's costs in relation to this matter were a total of $70.00 to repair the damaged tap, and $592.00 to repair damage to the town clock (see attached quotation from Baguleys Jewellery).

Yours faithfully

R J Booby

DIRECTOR ENVIRONMENTAL SERVICES

enc

TM:DW C60/14001

Mr. T. Meppem

23rd April 1997

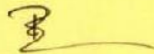Mr. P. Lockwood,
"Jeralong",
BOGGABRI, N.S.W. 2382.

Dear Sir,

re: Maintenance of the Boggabri Clock Tower

Council has been advised by local residents that you may be prepared to enter into an agreement to maintain the above clock in good working order.

Could you please contact Mr. Tony Meppem on 991043 to discuss payments.

Yours faithfully,

R.J. Booby,
DIRECTOR ENVIRONMENTAL SERVICES.

96 01336

Copy to
Jennifer ✓

REGO No:		
FILE No: C60 4001		
Recd: 13 AUG 1996		
Dept: Em		
Comments:		
Action Officer		
Peter O'Conner	N	RW
Filed:		
NARRAB		IL

Original • · · ·

11

Baguleys Showcase Jewellers & Watchmakers

Watches, Diamonds, Jewellery & Giftlines

121 Maitland St, Narrabri 2390
(P.O. Box 286)
Phone & Fax 067 92 2241

RE: TOWN CLOCK.

The Manager

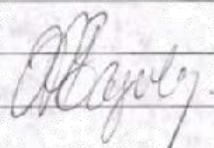As you are aware we have serviced the town clock for several years. The charge for this service has been $600 per year - payable half yearly, which has not altered for some time.

We now find it necessary to increase our charge as it has come to our attention that we are not covering costs.

As you can appreciate this service is a timely one, with regular visits to keep the clock on time and in order.

We feel we have to update our fee for this service to 1996 prices. The fee now being $1,500- for this financial year excluding the cost of parts when required.

Yours Sincerely

[signature]

RISK MANAGEMENT POLICY

Responsible Department:	Planning, Strategy and People
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.

1

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.
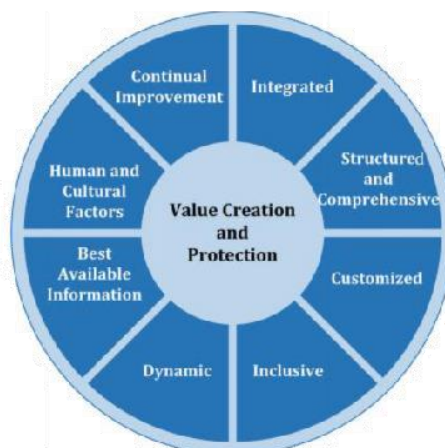
2. Risk Management Framework

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 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	Risk of minor and/or short-term environmental impact necessary in order to achieve Council's key objectives. Council has a medium appetite for managed risks associated with decisions that promote ecologically sustainable development.	Risks which may have significant long term negative environmental consequences. Council has no appetite for risks which will cause significant and irreparable damage to the environment.
Workplace Health and Safety Risks	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.	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.
Strategic Risks	Risks that may result in the need for minor re-prioritisation of resources to enable objectives to be achieved. Council has a medium appetite in terms of the operational risk associated with the implementation of change and key strategic plans.	Risks that may result in Council's ongoing viability being brought into question or multiple key objectives not being achieved.
Compliance and Regulation	Nil.	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. Council has no appetite for risks of non-compliance with legal, professional and regulatory requirements.

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

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

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 Planning, Strategy and People*** 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 Planning, Strategy and People 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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Contents

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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:

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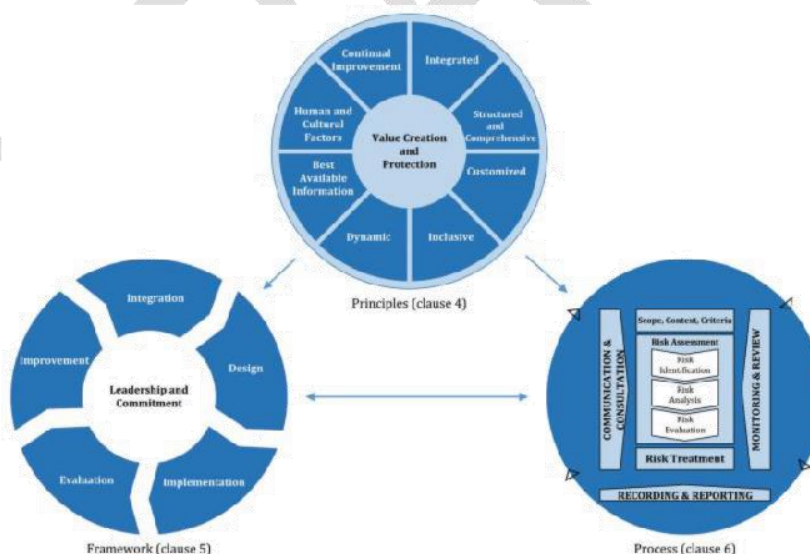
1.2   Risk Management Policy

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 Senion 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.

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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.

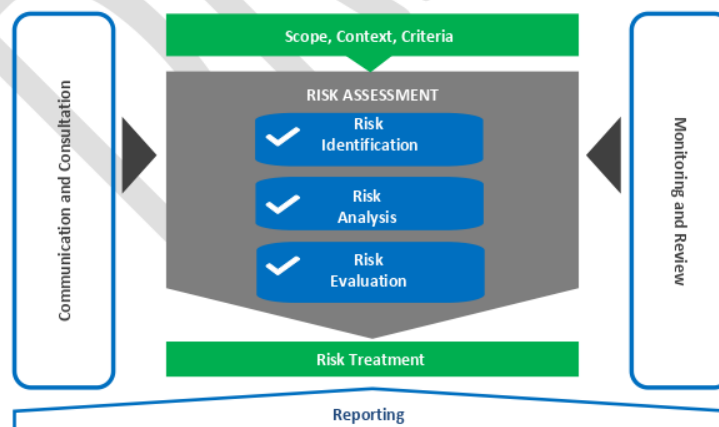An illustration of the AS ISO 31000:2018 risk management approach is shown below:

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

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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, interested parties 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.

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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:

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- 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.

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		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

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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

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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.

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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, management review 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.

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

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

Continuous monitoring will 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. Escalation for High or Extreme ratings is to occur verbally in the first instance followed by a written assessment, both of these are to occur within the timeframe below.

Risk Rating	Report to	Timing for Final Escalation*
Extreme	General Manager	Within 18 hours of assessment, Director within 12 hours, Manager within 6 hours.
High	Director	Within 24 hours of assessment, Manager within 12 hours.
Medium	Manager	Within 1 day of assessment.
Low	Manager	Within 1 week 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.

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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.

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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 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 Planning, Strategy and People

The Director Planning, Strategy and People 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

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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;
- 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;

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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.

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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 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;
- where funding is required to implement risk treatment plans that it is incorporated into the Council budget; and
- Demonstration of continual improvement.

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.

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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

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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 Planning, Strategy and People 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	

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Appendix A – Risk Management Glossary

Action Plan	a Plan which sets priorities for risk treatment action responsibilities, timeframes, goals defined, proposed treatment measurers 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.

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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.

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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.

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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

RISK CATEGORIES	Insignificant	Minor	Moderate	Major	Catastrophic
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

Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
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

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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.		

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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			

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RISK MANAGEMENT AND INTERNAL AUDIT
for local councils in NSW

Guidelines

August 2021

GUIDELINES FOR RISK MANAGEMENT AND INTERNAL AUDIT FOR LOCAL COUNCILS IN NSW
2021

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Contents

Background

Background

The *Local Government Act 1993* ('Local Government Act') and the *Local Government (General) Regulation 2005* ('Local Government Regulation') require each council in NSW to have:

→ an audit, risk and improvement committee that continuously reviews and provides independent advice to the council on how it is functioning and managing risk

→ a robust risk management framework that accurately identifies and mitigates the risks facing the council and its operations, and

→ an effective internal audit function that provides independent advice as to whether the council is functioning effectively and the council's internal controls to manage risk are working.

These three mandatory governance mechanisms are a vital part of the NSW Government's plan to ensure that councils are doing things the best way they can for their communities and are on track to delivering their community's goals and objectives.

Communities themselves will ultimately be the greatest beneficiaries.

If implemented effectively, audit, risk and improvement committees, risk management and internal audit will lead to councils:

→ achieving their strategic objectives in the most efficient, effective and economical manner

→ having better and more efficient levels of service delivery

→ having increased accountability and transparency

→ achieving better decision-making and having the confidence to make difficult decisions

→ having increased financial stability

→ achieving and maintaining compliance with all laws, regulations, internal policies and procedures, and

→ better safeguarding their public assets.

Purpose

These guidelines have been developed to assist councils, county councils and joint organisations to comply with statutory requirements under the Local Government Act and Local Government Regulation.

They also seek to strengthen risk management and internal audit practices in NSW councils by setting a minimum standard that reflects a 'best practice' approach.

The Guidelines have been issued under the Local Government Regulation (clause #tbc) which confers on the Secretary of the Department of Planning, Industry and Environment, ('Secretary DPIE'), the power to issue guidelines on the appointment and operation of audit, risk and improvement committees and the implementation by councils, county councils and joint organisations of risk management and internal audit activities.

Councils are required under the Local Government Regulation to comply with these Guidelines when establishing and operating their audit, risk and improvement committees, risk management framework and internal audit functions.

They replace the NSW Government's *Internal Audit Guidelines for Local Government in NSW* issued in 2010.

The three core requirements outlined in the Guidelines reflect international standards and the recommendations and opinions of internal audit practitioners, councils, councillors, audit, risk and improvement committee members, risk management practitioners, government agencies, experts and community members.

They are also informed by practices in other Australian jurisdictions and give effect to the recommendations of the:

→ Independent Commission Against Corruption in its inquiries into Burwood Council (2011) and Botany Bay Council (2017)

→ Local Government Acts Taskforce in its review of the *Local Government Act 1993* (2013)

→ Independent Local Government Review Panel in its *Revitalising Local Government* inquiry (2013), and

→ various performance audits and other reviews conducted by the NSW Auditor-General since 2010.

Based on these recommendations:

→ the core requirements outlined in the Guidelines relating to the operation of a council's audit, risk and improvement committee have been modelled on the *Internal Audit and Risk Management Policy for the General Government Sector (TPP 20-08)* developed by NSW Treasury and best practice in the public and private sectors

→ the core requirements relating to risk management have been modelled on the current Australian risk management standard, *AS/NZS ISO 31000:2018 Risk Management – Guidelines*, and

→ the core requirements relating to a council's internal audit function have been modelled on the Institute of Internal Auditors (IIA) *International Standards for the Professional Practice of Internal Auditing* (the 'International Professional Practices Framework') and best practice in the public and private sectors.

The framework balances these professional standards and best practice approaches with the unique structure, needs and operating environments of metropolitan, regional and rural councils, county councils and joint organisations across NSW.

The release of these Guidelines follows an extensive consultation process. The Office of Local Government thanks all the individuals, councils and bodies involved in the development of the risk management and internal audit regulatory framework.

Further resources

There has been a wide range of information and guidance developed in recent times by government agencies, experts, practitioners and other bodies to help organisations establish effective audit, risk and improvement

committees, risk management frameworks and internal audit functions.

As a starting point, a list of further resources has been included at the end of each core requirement. These resources provide practical information and tools such as examples, templates, checklists and sample documents that councils may find useful when implementing these Guidelines.

Terminology

When a joint organisation is applying these Guidelines, it should substitute the term "council" for "joint organisation", "governing body" for "board", "chairperson" for 'mayor'. "voting representative" for "councillor" and "executive officer" for "general manager" and "annual report" for "annual performance statement", where appropriate.

Where a county council is applying these guidelines, it should substitute the terms "county council" for "council" and "member" for "councillor", where appropriate.

Statutory framework

The Local Government Act and Local Government Regulation provide the statutory foundations and prescribe the desired outcomes for councils' audit, risk and improvement committees, risk management frameworks and internal audit functions.

Relevant provisions of the Local Government Act and Local Government Regulation are detailed below.

Guiding principles of local government

The guiding principles of the Local Government Act (sections 8A, 8B and 8C) require each council to carry out its functions in a way that provides the best possible value for residents and ratepayers.

The guiding principles also specify that councils are to:

→ spend money responsibly and sustainably, and align general revenue and expenses

→ invest in responsible and sustainable infrastructure for the benefit of the local community

→ effectively manage their finances and assets and have sound policies and processes for performance management and reporting, asset maintenance and enhancement, funding decisions, and risk management practices

→ ensure the current generation funds the cost of its services and achieves intergenerational equity, and

→ manage risks to the local community, area or council effectively and proactively.

Role of the governing body

To achieve these guiding principles, the Local Government Act (section 223) provides that the role and responsibilities of the governing body include:

→ directing and controlling the affairs of the council in accordance with the Local Government Act

→ ensuring, as far as possible, the financial sustainability of the council

→ ensuring, as far as possible, that the council complies with the guiding principles of the Local Government Act

→ keeping the performance of the council under review

→ making the decisions necessary to ensure the council properly exercises its regulatory functions, and

→ being responsible for ensuring that the council acts honestly, efficiently and appropriately.

Role of the general manager

The Local Government Act (section 335) provides that the general manager is responsible for:

→ conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council – this includes establishing the council's organisational structure and appointing and dismissing council staff (section 332)

→ implementing, without undue delay, the lawful decisions of the council

→ advising the governing body on the development and implementation of the council's plans, programs, strategies and policies, and

→ ensuring that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions.

The Local Government Regulation (clause 209) also requires the general manager to ensure that:

→ the council complies with all legal financial obligations, including the keeping of accounting records

→ effective measures are taken to secure the effective, efficient and economical management of financial operations within each division of the council's administration

→ authorised and recorded procedures are established to provide effective control over the council's assets, liabilities, revenue and expenditure and secure the accuracy of the accounting records, and

→ lines of authority and the responsibilities of members of the council's staff for related tasks are clearly defined.

Role of a joint organisation

The Local Government Act establishes joint organisations as a strategic regional body of councils.

The role and responsibilities of a joint organisation under the Local Government Act (section 400R) are to:

→ establish regional priorities for the joint organisation area and strategies and plans to deliver these priorities

→ provide regional leadership for the joint organisation area and advocate for strategic regional priorities, and

→ identify and take-up opportunities for intergovernmental cooperation.

Joint organisations also deliver services and provide assistance to, or on behalf of, councils, and councils are able to delegate certain functions to their joint organisation (sections 355, 379 and 400S).

The Local Government Act (section 400Y) provides that the Executive officer of a joint organisation is to:

→ conduct the day-to-day management of the joint organisation in accordance with the strategic regional priorities and other plans, programs, strategies and policies of the organisation, and

→ appoint, direct and dismiss staff.

Audit, risk and improvement committee

The Local Government Act (section 428A) requires each council to establish an audit, risk and improvement committee to continuously

review and provide independent advice to the general manager and the governing body of the council on:

→ whether the council is complying with all necessary legislation, regulations and other legal requirements

→ the adequacy and effectiveness of the council's risk management framework, fraud and corruption prevention activities, financial management processes, and the council's financial position and performance

→ the council's governance arrangements

→ the achievement by the council of the goals set out in the council's community strategic plan, delivery program, operational plan and other strategies

→ how the council delivers local services and how it could improve the performance of its functions more generally

→ the collection of performance measurement data by the council, and

→ any other matters prescribed by the Local Government Regulation (including internal audit).

The Local Government Act (section 428B) allows councils to establish a joint audit, risk and improvement committee with other councils including through joint or regional organisations of councils.

The Local Government Regulation (clause #tbc):

→ requires each council to appoint an audit, risk and improvement committee comprising of a chair and two or more other persons as specified by these Guidelines

→ allows councils and joint organisations to share committees

→ requires the Chair and other members of an audit, risk and improvement committee to satisfy the eligibility requirements outlined in these Guidelines

→ allows councils to appoint a councillor who satisfies the eligibility requirements outlined in these Guidelines as a non-voting member of its committee

→ allows joint organisations to appoint a voting representative of the board who satisfies the eligibility requirements

outlined in these Guidelines as a non-voting member of its committee

→ requires each committee to operate in accordance with terms of reference adopted by the council, based on the approved Model Terms of Reference contained in these Guidelines, and

→ requires councils to provide their committee with direct and unrestricted access to the general manager and other senior staff and any information and resources necessary to undertake its role.

For the purposes of section 428A(2)(i) of the Local Government Act, councils' and joint organisations' audit risk and review committees are to also keep internal audit activities under review.

The requirements for audit, risk and improvement committees in these Guidelines are detailed in core requirement 1.

Risk management

The Local Government Regulation (clause #tbc) requires each council and joint organisation to implement a risk management framework that is consistent with the requirements specified in these Guidelines.

A council's general manager or a joint organisation's executive officer has overall responsibility for the implementation of the council's or joint organisations' risk management framework.

A council's audit, risk and improvement committee is to review and provide independent advice to the council on the implementation of its risk management framework under section 428A(2)(b) of the Local Government Act.

The requirements for risk management in these Guidelines are detailed in core requirement 2.

Internal audit

The Local Government Regulation (clause #tbc):

→ requires each council's internal audit activities to operate in accordance with a charter adopted by the council, based on the approved Model Internal Audit Charter contained in these Guidelines

→ allows councils and joint organisations to share the performance of internal audit activities

→ specifies that a council's audit, risk and improvement committee is to oversee the council's internal audit activities

→ requires that a member of the council's staff is appointed to direct internal audit activities – for shared arrangements this can be a staff member of one of the participating councils or joint organisation in the shared arrangement

→ requires this member of staff to report only to the audit, risk and improvement committee regarding internal audit activities

→ requires the general manager to consider the views of the chair of the council's audit, risk and improvement committee before making any decision affecting the employment of the staff member appointed to direct internal audit activities, and

→ requires the audit, risk and improvement committee to review the performance and efficacy of the council's internal audit activities once each council term and report to the governing body of the council on the outcome of its review and make recommendations.

The requirements for internal audit in these Guidelines are detailed in core requirement 3.

Annual attestation

The Local Government Regulation (clause #tbc) requires the general manager of a council or the executive officer of a joint organisation to publish each year an attestation statement in the council's or joint organisation's annual report indicating whether, during the preceding financial year, the council's or joint organisation's audit, risk and improvement committee, risk management framework and

internal audit function complied with these Guidelines.

An attestation certificate template is provided at **Appendix 1** and attestation requirements are highlighted with this symbol throughout these Guidelines.

The details of each member of the council's audit, risk and improvement committee must also be included in the attestation statement.

This is to ensure that the council takes independent assurance and risk management seriously and is accountable to the community for how it has implemented these requirements.

Compliance status is to be self-assessed by the general manager, in consultation with the audit, risk and improvement committee.

The general manager or executive officer must consider the views of the chair of the council's or joint organisation's audit risk and improvement committee on the content of the attestation statement when preparing the statement.

If the chair disagrees with the content of the attestation statement prepared by the general manager or executive officer, they may prepare their own report and submit this to the Secretary DPIE.

Exemptions

There may be times where a council or joint organisation will not be able to comply with all requirements relating to its audit, risk and improvement committee, risk management framework or internal audit function.

In these circumstances, the Local Government Regulation (clause #tbc) confers on the Secretary DPIE the power to exempt the council or joint organisation from compliance with a requirement under these Guidelines where the council or joint organisation requests such an exemption. The Secretary DPIIE may grant an exemption where they are satisfied that:

→ the council or joint organisation cannot comply with the requirement because of temporary extenuating circumstances or resourcing constraints that will significantly impact the council's or joint organisation's budget

→ the council or joint organisation is not able to enter into an agreement with another council to share the performance of internal audit activities, and

→ current or proposed alternative arrangements will achieve outcomes equivalent to the requirement under these Guidelines.

Under the Local Government Regulation, a council's application to the Secretary for an exemption must be in the form and contain the information specified in these Guidelines.

Where the Secretary exempts a council from a requirement under these Guidelines, the council must publish the Secretary's approval for the exemption in their annual report.

A council is not prevented from applying for a further exemption when a previous exemption expires.

Accountability

Councils that are non-compliant with statutory requirements and are not granted an exemption may face enforcement action under the Local Government Act.

Monitoring

The NSW Auditor-General may undertake an assurance role in monitoring council's compliance with the core requirements outlined in the Local Government Act, Local Government Regulation and these Guidelines.

This may include conducting sector-wide performance audits, or compliance audits of individual councils and undertaking reviews of the statutory exemptions granted by the Secretary DPIE.

Core requirement 1:

Audit, risk and improvement committee

→ Each council and joint organisation has an audit, risk and improvement committee that reviews the matters referred to in section 428A of the Local Government Act

Guiding principles for audit, risk and improvement committees

❖ An audit, risk and improvement committee is independent of the council
❖ The committee is equipped with the relevant expertise and has the access to council resources and information necessary to fulfil its role and responsibilities effectively
❖ Each council receives relevant and timely advice and assurance from the committee on the matters listed in section 428A of the Local Government Act
❖ The work of the committee is thoroughly planned and executed, risk-based and linked to the council's strategic goals
❖ The committee adds value to the council and is held accountable by the governing body for its performance
❖ The council is accountable to the community for complying with statutory requirements relating to the committee.

Role and functions

Under section 428A of the Local Government Act, each council (including county councils and joint organisations) must have an audit, risk and improvement committee to independently review and advise on the following aspects of the council's operations:

(a) compliance
(b) risk management
(c) fraud control
(d) financial management
(e) governance
(f) implementation of the strategic plan, delivery program and strategies
(g) service reviews
(h) collection of performance measurement data by the council, and
(i) any other matters prescribed by the regulation.

The Committee must also provide information to the council for the purpose of improving the council's performance of its functions.

The Local Government Regulation (clause #tbc) also requires a council's audit, risk and improvement committee to review and provide advice on the council's internal audit activities.

The audit, risk and improvement committee's role also extends to any entities established by or operated by the council.

The exact nature of each audit, risk and improvement committee's role and the specific activities it reviews on behalf of a council under section 428A of the Local Government Act will vary depending on the council's needs, risks and business functions.

These activities are to be agreed by the audit, risk and improvement committee and the council during the development of the committee's terms of reference. Suggested activities are provided in **Appendix 2**.

Level of assurance

Audit, risk and improvement committees are to have an advisory and assurance role only. They are to exercise no administrative functions, delegated financial responsibilities or any management functions for a council.

It is expected that each audit, risk and improvement committee will provide independent advice to the council that is informed by the council's internal audit and risk management activities and information and advice provided by council staff, relevant external bodies and other subject matter experts.

Workplans

Strategic work plan

It is essential that the work of the audit, risk and improvement committee is thoroughly planned and executed to ensure that no

council activity or function is missed by the committee and that councils receive value for money from their assurance investment.

A council's audit, risk and improvement committee must develop a strategic plan every four years to ensure that all the matters listed in section 428A of the Local Government Act are reviewed by the committee and internal audit function over each council term.

The plan must be developed by the audit, risk and improvement committee in consultation with the governing body, general manager, the head of the internal audit function and senior managers (where appropriate) and adopted by the governing body of the council at the start of the council term.

To maintain the independence of the audit, risk and improvement committee, the governing body of the council must be careful when adopting the strategic workplan not to direct the committee's work over the council term.

Content

The nature of the strategic plan will be commensurate with the size and complexity of the council, as well as the council's risk profile, and consistent with the requirements of the International Professional Practices Framework.

At a minimum, it should document:
→ the goals and expected outcomes of the audit, risk and improvement committee for the council term
→ key organisational issues and risks faced by the council and how the committee will review these, and
→ key performance indicators to measure progress across council terms.

When developing the council's strategic workplan, the audit, risk and improvement committee should consider at a minimum:
→ the council's strategic objectives
→ risks facing the council
→ the work of other review activities or functions (for example, external and

performance audits, and reviews or audits by other government agencies)
→ an assurance map of the council's assurance activities which may assist to determine where the Committee's and internal audit function's work should focus, and
→ stakeholder expectations.

There should also be sufficient flexibility in the strategic plan to accommodate the need for additional audits on emerging risks from time to time.

The audit, risk and improvement committee may, in consultation with the council's governing body, vary the strategic work plan at any time to address new or emerging risks.

The governing body of the council may also, by resolution, request the committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan will rest with the committee.

When considering whether to vary the strategic work plan, the committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the strategic workplan.

Review

The audit, risk and improvement committee must review the four-year strategic plan at least annually to ensure that it is dynamic, relevant and aligns with the council's risk profile.

This will also ensure that the council remains on track with its audits and any slippage in progress can be quickly addressed.

Annual work plan

A council's audit, risk and improvement committee must develop an annual work plan to guide its work over the forward year.

The annual work plan must be developed by the audit, risk and improvement committee in consultation with the governing body, general manager, head of the internal audit function and senior managers (where appropriate).

The annual work plan must be consistent with the requirements of the International Professional Practices Framework and identify:

→ the internal audits that will be carried out during the year to support the work of the audit, risk and improvement committee

→ the key goals, objectives and scope of the proposed audits

→ the resources needed for each audit (for example, staffing, budget, technology), and

→ key performance indicators to measure annual progress against.

The annual work plan must be flexible enough to allow it to be reviewed and adjusted as necessary throughout the year in response to any changes to the council's risks or operations.

The audit, risk and improvement committee may, in consultation with the council's governing body vary the annual work plan to address new or emerging risks.

The governing body of the council may also, by resolution, request the committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan will rest with the committee.

When considering whether to vary the annual work plan, the committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the annual work plan.

Performance measurement

The performance of each council's audit, risk and improvement committee and internal audit function, as well as the council, must be able to be assessed to measure progress and improvement.

The audit, risk and improvement committee must establish key performance indicators for

the councils strategic four-yearly workplan and annual work plan to enable the council to gauge the:

→ performance of the Committee and internal audit function and the value they are providing the council, and

→ council's performance regarding the matters listed in s428A so that the council can assess whether it is improving each council term in these areas.

These key performance indicators are to be reviewed and reset by the audit, risk and improvement committee for each annual work plan and strategic four-yearly work plan to ensure they reflect the changing needs of the council and the increased capacity of the Committee and internal audit function as they mature.

The general manager, in consultation with the audit, risk and improvement committee, must ensure that a data collection or performance management system is established and maintained to collect the data needed to measure progress against these key performance indicators.

Providing advice to the governing body

Quarterly updates

Ongoing reporting by the audit, risk and improvement committee to the governing body (and general manager) is essential for accountability and will ensure that the governing body is kept abreast of matters considered by the Committee and any emerging issues that may influence the strategic direction of the council or the achievement of the council's goals and objectives.

It will also ensure strong linkages between the audit, risk and improvement committee, the governing body and the general manager and lead to a better functioning assurance mechanism.

The audit, risk and improvement committee must provide an update to the governing body of the council of its activities and opinions after every committee meeting.

The audit, risk and improvement committee must also provide its quarterly update to the general manager to ensure they are kept abreast of issues raised and can answer any questions the governing body may have about the committee's opinions and recommendations.

The mayor can request to meet with the Chair of the audit, risk and improvement committee at any time to discuss any issues relating to the work of the committee during the quarter.

The chair of the audit, risk and improvement committee can also request to meet with the mayor at any time.

Content

The nature and content of the audit, risk and improvement committee's quarterly updates is to be determined by the governing body and the committee.

It could simply be providing a copy of the audit, risk and improvement committee's meeting minutes to the governing body if appropriate, or something more formal such as a report for noting by the governing body, or a face-to-face meeting between the committee, governing body and general manager to discuss important issues that have been identified.

Whatever the nature and form the update takes, the governing body and general manager must be advised, at a minimum, of:

→ any formal resolutions of the audit, risk and improvement committee
→ the committee's assessment of any audits conducted, including any breaches or lack of controls that require an immediate response from the council
→ progress on the implementation of corrective actions
→ opportunities for longer-term improvement, and

→ any key opinions or 'take-outs' from the committee's meeting.

Should the governing body require additional information, a request for the information may be made to the Chair by resolution. The Chair may only provide the information requested by the governing body where the Chair is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act.

Individual councillors are not entitled to request or receive information from the Committee.

Annual assessment

A council's audit, risk and improvement committee must provide an annual assessment to the governing body each year.

This will ensure that the governing body of the council is fully informed of the audit, risk and improvement committee's work and its opinion on how council is performing.
The annual assessment must include:

→ a summary and assessment of the work the audit, risk and improvement committee performed to discharge its responsibilities during the preceding year
→ an overview and assessment of the work of the internal audit function
→ progress against key performance indicators
→ advice on the appropriateness of the committee's terms of reference
→ an independent assessment and advice on the matters considered by the committee during the year that, in the committee's opinion, and based on the level of risk facing the council, the governing body should be informed of, and
→ other views or opinions of the council that the committee wishes to impart.

Before providing their annual assessment to the governing body, the audit, risk and improvement committee must provide a copy

of its annual assessment report to the general manager to enable them to develop an action plan to address any issues identified.

Both the audit, risk and improvement committee's annual assessment and the general manager's action plan can then be considered jointly by the governing body at an annual assurance meeting with the committee and the general manager.

Annual assurance meeting

It would be beneficial for the audit, risk and improvement committee, governing body and general manager to come together annually to discuss the committee's annual assessment of the council, how the council proposes to respond to the committee's recommendations for corrective actions and other important internal audit and risk management matters.

The governing body may wish to hold an extraordinary or additional meeting each year for this purpose.

The annual assurance meeting should also discuss:
→ the audit, risk and improvement committee's annual plan and review priorities for the upcoming year, for the approval via resolution of the governing body
→ any resourcing issues for the internal audit or risk management functions that the committee considers the governing body should be informed of
→ any updated committee terms of reference, for approval via resolution by the governing body, and
→ the general manager's annual assessment of the council's risk management function (see core requirement 2).

The mayor, chair of the audit, risk and improvement committee and general manager can invite observers or other participants to the meeting where appropriate.

Strategic assessment

A council's audit, risk and improvement committee must provide to the governing body of the council a comprehensive independent assessment every council term (i.e. four years) of all the matters listed in section 428A of the Local Government Act.

This will ensure that the governing body of the council is fully informed of the council's performance in relation to the matters specified in section 428A of the Local Government Act and what corrective actions are required to address any issues identified.

It will also provide the governing body with essential information that will assist with strategic decision-making and resource allocation during the next council term.

Before providing their strategic assessment to the governing body, the audit, risk and improvement committee must provide a copy of its report to the general manager to enable the general manager to develop an action plan to address any issues identified during the next council term.

Given the audit, risk and improvement committee's functional responsibility for the internal audit function of the council, the committee must also develop an action plan for the governing body to address any internal audit issues identified by the Committee.

The audit, risk and improvement committee's strategic assessment and the action plans can be considered jointly by the governing body at a strategic assurance meeting held every four years.

Strategic assurance meeting

It would be beneficial for the audit, risk and improvement committee, governing body and general manager to come together at the close of the council term or commencement of the new council term to discuss the committee's strategic assessment of the council, how the council proposes to responds to the committee's recommendations during the next

council term and any other important internal audit and risk management issues.

This discussion can also inform the strategic plans to be made through the integrated planning and reporting process for the next council term.

The governing body may wish to hold an extraordinary or additional meeting for this purpose.

The four-yearly assessment meeting could also discuss:

→ the audit, risk and improvement committee's four-yearly strategic plan for the upcoming council term, for approval by resolution of the governing body

→ a four-yearly review of the committee's terms of reference, for noting by the governing body and where applicable, an updated terms of reference for approval by resolution

→ the governing body's four-yearly review of the committee's performance and action plan to address any issues identified, for approval by resolution of the governing body

→ the Office of Local Government's determination of which tier the council is assigned to for the next council term for the purpose of structuring their committee.

Terms of Reference

It is important that each audit, risk and improvement committee has clear guidance on how it should serve the council, and that the council has input into how the committee will operate given its investment.

This will ensure there is no ambiguity between the council and the audit, risk and improvement committee, and that the council can measure the committee's performance.

The Local Government Regulation (clause #tbc) requires a council's audit, risk and improvement committee to operate according to terms of reference consistent with the approved Model Terms of Reference provided at Appendix 3.

The audit, risk and improvement committee's terms of reference can include additional provisions that are not inconsistent with the approved Model Terms of Reference or other requirements.

The terms of reference are to be approved by resolution of the governing body and reviewed annually by the audit, risk and improvement committee, and once each council term (i.e. four years) by the governing body.

Structure

Each council will have different audit, risk and improvement committee requirements depending on the council's size, needs, budget and the complexity of its operations.

For this reason, councils can either:

→ establish an audit, risk and improvement committee for its own exclusive use, or

→ share their committee with another council, county council or joint organisation under section 428B of the Local Government Act.

When deciding the most appropriate way to structure a council's audit, risk and improvement committee, the general manager should consider the viability and capacity of a shared committee to achieve its terms of reference given the:

→ size of the council in terms of both staffing levels and budget

→ geographical and functional distribution of the council's operations

→ complexity of the council's core business

→ risk profile of the council

→ expectations of stakeholders, and

→ likely demands placed on the committee by other councils in the shared arrangement.

Size and composition

Each council, county council and joint organisation has been categorised as a tier 1 (lowest), tier 2 (middle) or tier 3 (highest) council for the purposes of determining the size and composition of their audit risk and improvement committee.

These categories are detailed in **Appendix 4**.

This categorisation is based on:
→   the population, population density and annual population growth or the local government area
→   the proximity of the local government area to an urban or regional centre
→   the council's financial status (including operating revenue and expenses)
→   the grouping of the council with other similar councils according to the *Your Council* website
→   the remuneration categories determined by the Local Government Remuneration Tribunal, and
→   an understanding by the Office of Local Government of the council's overall performance and risk profile.

The Local Government Regulation (clause #tbc) requires each council to appoint an audit, risk and improvement committee that has three or more members according to the council's categorisation under these Guidelines as a tier 1, tier 2 or tier 3 council.

This is to ensure that the requirements of a council's audit, risk and improvement committee are appropriate for the council's size, risk profile, operational complexity, resources, and its ability to attract suitably qualified committee members.

While there are a number of significant differences in the size and composition of audit, risk and improvement committees established by councils under each tier, councils and joint organisations in all tiers must comply with the following requirements:

→   the chair of the audit, risk and improvement committee must:
   o   meet the independence requirements for committee members, and
   o   be prequalified as a chair under the NSW Government's *Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members* ('prequalification scheme') (unless exemption applies)
→   all other voting members must meet the independence requirements for committee members (see below)
→   the Local Government Regulation (clause #tbc) allows each committee to have an optional non-voting councillor member that meets the committee's eligibility criteria for councillor members (see below), and
→   the size and composition requirements of a committee are the same whether the committee is established by a council for its exclusive use or as part of a shared arrangement.

The minimum requirements for the composition of audit risk and improvement committees in each tier are set out below. It should be noted that these are the minimum requirements.
Councils can establish larger committees and include more prequalified committee members than required should they choose to do so.

Tier review

The tier each council has been placed in will be reviewed by the Office of Local Government each council term.

Any changes must be considered by councils as part of their four-yearly review of the audit, risk and improvement committee. Where a council is re-categorised by the Office of Local Government to a higher or lower tier, the council will need to review the structure and composition of its audit, risk and improvement committee to comply with the requirements of the tier it has been placed in.

The governing body of a council can determine via resolution to either:

→ comply immediately – i.e. vacate all the redundant membership positions and appoint new members that comply with the new requirements at the same time, or

→ comply later - stagger compliance by allowing existing members to complete their current terms and ensure any members appointed thereafter comply with the new requirement.

Where compliance is staggered, the council can request an exemption from the Secretary DPIE from complying with the new requirement in relation to the committee's composition as part of the attestation process.

Any exemption granted will apply for two reporting periods (i.e. two years).

Councils that are categorised in a higher tier may maintain their existing arrangements where they are reviewed by the Office of Local Government and placed in a lower tier should they choose to do so.

General purpose councils

Tier 1 councils

All councils that are categorised as a tier 1 council are required at a minimum to have an audit, risk and improvement committee that has:

→ 3 independent <u>voting</u> members comprising:

   o 1 chair prequalified under the NSW Government's prequalification scheme

   o 2 independent persons that meet the eligibility criteria for non-prequalified committee members (see below), and

→ (optional) 1 <u>non-voting</u> councillor that meets the eligibility criteria for councillor members (see below).

<u>Exemptions</u>

It is recognised that some small councils located in remote local government areas may find it difficult to attract and retain a

prequalified chair for their audit, risk and improvement committee.

Whilst prequalification is preferred, where a tier 1 council is unable to appoint a prequalified chair, the council can apply to the Secretary DPIE for an exemption from this requirement.

The council's application for an exemption must:

→ be in writing

→ outline the efforts the council has made to appoint a prequalified chair, and

→ outline the reasons why the council has been unsuccessful.

The council must also demonstrate to the Secretary that any alternative chair recommended for appointment meets the following eligibility criteria:

→ strong leadership qualities

→ the ability to promote effective working relationships among audit, risk and improvement committee members and with the council's internal audit function and external auditor

→ the ability to communicate complex and sensitive issues in a tactful manner to the governing body, general manager and council staff

→ an understanding of the duties and responsibilities of the position

→ a sound understanding of the council and local government

→ functional knowledge in areas such as:

   o financial management and reporting

   o accounting

   o governance (including planning, reporting and oversight)

   o internal and external audit

   o performance management

   o human resources management

   o risk management

   o internal control frameworks

→ they can lead effective committee meetings, and

→ they have appropriate qualifications or membership to a certifying body (desirable).

Where a council is granted an exemption from this requirement by the Secretary, the exemption will apply for the duration of the chair's term.

Exemptions will only be granted in exceptional circumstances.

The Secretary may consult with the administrator of prequalification scheme when making its exemption determination.

Tier 2 councils

All councils that are categorised as a tier 2 council are required at a minimum to have an audit, risk and improvement committee that has:

→ 3 <u>voting</u> members comprising:

- o 1 independent chair prequalified under the NSW Government's *pr*equalification scheme
- o 1 independent member prequalified under the NSW Government's prequalification scheme
- o 1 independent person that meets the eligibility criteria for non-prequalified committee members (see below), and

→ (optional) 1 <u>non-voting</u> councillor that meets the eligibility criteria for councillor members (see below).

Tier 3 councils

All councils categorised as a tier 3 council are required to have an audit, risk and improvement committee that has:

→ 3-5 <u>voting</u> members comprising:

- o 1 independent chair prequalified under the NSW Government's prequalification scheme
- o A minimum of 2 independent members prequalified under the NSW Government's prequalification scheme, and

→ (optional) 1 <u>non-voting</u> councillor that meets the eligibility criteria for councillor members (see below).

The audit, risk and improvement committee appointed by Tier 3 councils should be large enough to represent a balance of views and

experience, but also small enough to operate effectively.

The governing body is to determine the exact size of the audit, risk and improvement committee (3-5 members) in consultation with the chair of the committee and general manager, taking into account the needs and risk profile of the council, and likely workload of the committee.

County councils

Given their lower risk profile, resource base and operational complexity, county councils are categorised as either tier 1 or tier 2 councils for the purpose of establishing their audit, risk and improvement committee.

Whilst a tier 1 county council can establish an audit, risk and improvement committee for its own exclusive use, for administrative and cost efficiency, it is recommended that tier 1 county councils utilise the committee of a member council/s under an independent shared arrangement (see below).

Joint organisations

Given their lower risk profile, resource base and operational complexity, joint organisations are categorised as tier 1 councils for the purpose of establishing an audit, risk and improvement committee.

Where a joint organisation has not established an audit, risk and improvement committee within the joint organisation for its member councils as part of a joint organisation shared arrangement, for administrative and cost efficiency, it is recommended that a joint organisation utilise a committee established by one of its member councils as part of an independent shared arrangement (see below).

To ensure the audit, risk and improvement committee has an understanding of the interrelationships and needs of the joint organisation and its member councils, and of wider regional priorities, joint organisations must only enter into an independent shared arrangement with a member council/s.

Shared committees

Under the Local Government Act (section 428B) and Local Government Regulation (clause #tbc) councils can share an audit, risk and improvement committee. Council can:

→ share their committee with another council/s, county council/s and/or joint organisation/s as part of an independent shared arrangement

→ utilise a committee established by their joint organisation that is shared with all member councils

→ for county councils - share their committee with a member council, or

→ for joint organisation - share their committee with a member council.

These options allow councils to establish and operate their audit, risk and improvement committee in a more cost-effective way.

For all shared audit, risk and improvement committees:

→ the committee must operate as an individual committee for each council in any shared arrangement and exercise their functions for each council individually

→ a shared committee should only be established and utilised by councils where the committee can maintain a strong understanding of each participating council's assurance needs and is able to meet these needs

→ a shared committee should only be established and utilised by councils where the committee can maintain an effective working and reporting relationship with the general manager and governing body of each participating council

→ councils that are in different tiers but share their internal audit function can, but are not required to, also share their committee

→ where a committee is shared by councils that are in different tiers, the requirements for the higher tier will apply to all participating councils (including joint organisations and county councils)

→ councils that share their Committee, can but are not required to, also share the committee's secretariat, and

→ councils should develop and sign a formal agreement with the other councils in the shared arrangement which outlines how the shared arrangement will operate and costs shared.

Where a joint organisation establishes an audit, risk and improvement committee to serve its member councils, it is at each member council's discretion whether they utilise the shared committee.

Shared councillor members

It is important to note that where an audit, risk and improvement committee is shared between councils as part of an independently established shared arrangement, or an arrangement established by a joint organisation, and the councils elect to have a councillor member on the committee, the councillor member will not be shared by councils.

To maintain the confidentiality of the business of each council in the shared arrangement considered by the shared committee:

→ the governing body of each council is to appoint one councillor member to serve on the audit, risk and improvement committee for that council only

→ the councillor member is to only attend committee meetings for their council, and

→ the councillor member is to receive information pertaining to their council only.

For joint organisations, the elected councillor member will be a voting representative of the board.

Shared independent members

Unlike councillor members, the chair and independent members of shared audit, risk and improvement committees will serve all councils participating in the shared arrangement.

For audit, risk and improvement committees appointed as part of an independent shared arrangement, the councils in the shared

arrangement are to mutually agree to the independent members that will be appointed to these roles, and each council is to confirm their appointment by resolution.

For audit, risk and improvement committees appointed as part of an arrangement established by a joint organisation by its member councils, the board of the joint organisation will appoint the chair and independent members of the committee by resolution on behalf of member councils under delegation from the member councils.

Independence requirements

All audit, risk and improvement committee voting members must be independent to ensure they have no real or perceived bias or conflicts of interest that may interfere with their ability to act independently and can provide the council with robust, objective and unbiased advice about how the council is functioning.

Each council must ensure that the chair and any voting member appointed to the council's audit, risk and improvement committee meets the following independence criteria.

The independent voting committee member cannot:
→ currently be a councillor of any NSW council
→ be a non-voting representative of the board of a joint organisation
→ be a candidate at the last election of the council
→ be a person who has held office in the council during its previous term
→ be currently employed by the council or a joint organisation, or been employed during the last 12 months
→ conduct audits of the council on behalf of the Audit Office of NSW
→ have a close personal or business relationship with a councillor or a person

who has a senior role in the council that may lead to a real or perceived conflict of interest
→ currently, or within the last three years, provided any material goods or services (including consultancy, legal, internal audit and advisory services) to the council which directly affect subjects or issues considered by the audit, risk and improvement committee
→ be (or have a close family member who is) a substantial shareholder, owner, officer or employee of a company that has a material business, contractual relationship, direct financial interest or material indirect financial interest with the council or a related entity which could be considered a real or perceived conflict of interest, or
→ currently or have previously acted as an advocate of a material interest on behalf of the council or a related entity which could be considered a real or perceived conflict of interest.

Both the governing body of the council and the general manager must ensure that adequate procedures are in place to preserve the independence of the chair and members of the audit, risk and improvement committee.

Likewise, the chair and members must notify the governing body and/or general manager if a real or perceived threat to their independence arises.

Eligibility requirements

The persons appointed as a chair or a member of an audit, risk and improvement committee must possess the skills, knowledge and experience necessary to undertake their roles on the committee effectively and to ensure the committee is able to operate appropriately and effectively to support the council.

A poorly skilled audit, risk and improvement committee may not be able to provide the assurance needed by the council and may lead to sub-optimal outcomes that jeopardise the

council's capacity to achieve its strategic objectives.

Councils must ensure that the chair and other members of the council's audit, risk and improvement committee meet the below eligibility criteria.

Prequalified members

In addition to meeting the independence requirements listed above, prequalified audit, risk and improvement committee voting members must be sourced from the NSW Government's prequalification scheme.

Individuals that have been prequalified under the scheme have been assessed by an independent expert panel convened by the NSW Government as having the skills, knowledge and experience to perform the role as a chair or member of a council's audit, risk and improvement committee.

A person prequalified under the scheme as a 'committee member' can only be appointed as a member of an audit, risk and improvement committee – they cannot be appointed as the chair.

Similarly, only a person pre-qualified as a 'chair' can be appointed as the chair of an audit, risk and improvement committee. To preserve their independence, and as a condition of the prequalification scheme, prequalified members can be appointed to up to (#tbc) separate audit, risk and improvement committees in the NSW public sector and the NSW local government sector.

Non-prequalified members

In addition to meeting the independence requirements listed above, non-prequalified audit, risk and improvement committee voting members must satisfy the following eligibility criteria to be appointed as a committee member.

They must:
→ have the qualities and personal attributes needed to serve the council effectively in their role as a committee member
→ have a functional knowledge in areas that would provide a valuable contribution to the committee and council such as:
  o local government
  o internal audit and external audit
  o risk management
  o governance
  o performance management
  o financial management and reporting
  o accounting
  o human resources management
  o internal control frameworks
  o fraud and corruption prevention
  o IT/cyber security
  o the local community, or
  o another relevant subject matter, and
→ undertake any training on the operation of audit, risk and improvement committees recommended by the chair based on their assessment of the skills, knowledge and experience of the committee member.

A member of an audit, risk and improvement committee must also demonstrate the following personal qualities and attributes:
→ a commitment to the independence of their role
→ integrity
→ a capacity to dedicate sufficient time and energy
→ financial literacy, including an ability to read or understand basic financial statements, ask pertinent questions about them, and interpret and evaluate answers
→ an ability to give direct and honest opinions and offer different perspectives and constructive suggestions, and
→ inquisitiveness and independent judgment.

Councils must undertake a criminal record and financial status (bankruptcy) check of an independent non-prequalified audit, risk and improvement committee member before their appointment.

Councillor members

Non-voting councillor members must satisfy the following eligibility criteria to be appointed as an audit, risk and improvement committee member. They must:

→ be financially literate

→ have a good understanding of one or more of the following that would provide a valuable contribution to the committee:

- o internal audit and external audit
- o risk management
- o governance
- o performance management
- o financial management and reporting
- o accounting
- o human resources management
- o internal control frameworks
- o fraud and corruption prevention
- o IT/cyber security
- o the local community, or
- o another relevant subject matter, and

→ undertake any training on the operation of audit, risk and improvement committees recommended by the chair based on their assessment of the skills, knowledge and experience of the committee member.

The mayor cannot be appointed as a councillor member on a council's audit, risk and improvement committee.

Appointment

Audit, risk and improvement committee chairs and members are appointed by a resolution of the governing body of the council.

The governing body should first appoint the chair of the audit, risk and improvement committee, who is to then assist in the selection and appointment of the other independent committee members.

Skills mix

When selecting individual audit, risk and improvement committee members, the governing body of the council is required to ensure that the committee has the appropriate mix of skills, knowledge and experience to successfully implement its terms of reference and add value to the council.

The audit, risk and improvement committee should have:

→ at least one member with financial expertise (for example, a qualified accountant or auditor or other financial professional with experience of financial and accounting matters), and

→ a mix of skills and experience in:

- o business
- o financial and legal compliance
- o risk management, and
- o internal audit, and
- o any specialised business operations of the council, where the committee would benefit from having a member with skills or experience in this area (for example, IT skills or experience where IT systems have an important role in the council's business).

All audit, risk and improvement committee members should have sufficient understanding of the council's financial reporting responsibilities to be able to contribute to the committee's consideration of the annual financial statements.

Each individual should also have sufficient time to devote to their responsibilities as an audit, risk and improvement committee member. Where possible, the governing body should ensure that at least one other audit, risk and improvement committee member is also qualified to act as the chair, if this is ever required.

Letter of appointment

The appointment of chairs and members of audit, risk and improvement committees should be formalised in an official letter of appointment signed by the mayor of the council.

The letter of appointment should set out the terms and conditions of the appointment including:

→ duration of appointment
→ role and responsibilities
→ timing and location of meetings
→ time commitment
→ remuneration
→ the management of conflicts of interest
→ confidentiality
→ performance appraisal, and
→ termination of appointment.

Induction

Induction of all new audit, risk and improvement committee members is vital to ensure they 'hit the ground running' in their role.

The chair is to provide a thorough induction to each new member of the audit, risk and improvement committee to ensure they understand:

→ the committee's role, responsibilities and terms of reference
→ the business, operations, culture, risks and controls of the council, and
→ the expectations of the council about their responsibilities and performance.

This will include providing new members with any background information or documentation necessary to ensure they understand the work of the audit, risk and improvement committee.

It may also be appropriate for more detailed information or presentations to be provided from various senior staff to assist the new member to understand the operations of the council and any key challenges.

New audit, risk and improvement committee members also have an obligation to ensure that they have an appropriate understanding of the council, including its:

→ operations, functions, service delivery
→ key areas of risk
→ internal controls, and
→ financial reporting systems.

The mayor, general manager and existing chair (where appropriate) will induct a new chair.

Membership terms

Voting members

To ensure the audit, risk and improvement committee continues to offer new perspectives and remains independent, it is important that committee members are rotated periodically to maintain a fresh approach and avoid any perceptions of bias or conflicts of interest.

Councils are to ensure that chairs and members serve the following time-limited terms to facilitate a rotation of knowledge and perspectives.

The initial term of membership on an audit, risk and improvement committee is four-years (one council term).

Audit, risk and improvement committee members can be reappointed for a further term but the total period of continuous membership on the committee cannot exceed eight years (two council terms). This includes any term as chair of the committee.

Individuals who have served an eight-year term (either as a member or chair) must have a two-year break from serving on the audit, risk and improvement committee before being appointed again.

Care is to be taken to ensure that membership renewal dates are staggered so knowledge of the council's operations, financial reporting structure and other important aspects are not lost to the audit, risk and improvement committee when members change.

Ideally, no more than one member should leave the committee because of rotation in any one year.

Exemptions

If a tier 1 council is unable to replace the chair or members of its audit, risk and improvement

committee when their maximum term limit has been reached, the council can seek the approval of the Secretary DPIE to extend their term or to reappoint the chair or committee member for a further term.

The council's request must:
→ be in writing
→ describe the efforts the council has made to appoint a different member, and
→ explain why the council has been unsuccessful.

Exemptions will only be granted in exceptional circumstances.

Chair

To ensure that the committee maintains a fresh approach, the initial term of a chair of an audit, risk and improvement committee on any one audit, risk and improvement committee is four-years (one council term).

The chair can be reappointed as chair for a further term but the total period served by a chair cannot exceed eight years (two council terms).

Where the chair's term expires and another chair is appointed, it is the responsibility of the outgoing chair to ensure the incoming chair is fully briefed on the ongoing work of the audit, risk and improvement committee.

This includes advising the incoming chair of:
→ any activity that may be relevant to the ongoing functioning of the committee, and
→ any outstanding matters of high risk to the council and outstanding audit recommendations.

Councillor members

The initial term of a councillor member of an audit, risk and improvement committee is four years, coinciding the with term of the council.

The councillor member can be reappointed for another term (i.e. four-years), if re-elected at the council's next ordinary election, but the total period of continuous membership on the

committee cannot exceed eight years (two council terms).

The councillor member is to be appointed by the governing body at the first meeting of the council after the ordinary election.

The councillor member's term ends at the end of the council term.

Reappointment

Prior to approving the reappointment or extension of the chair or an independent member's term, the governing body of the council must undertake an assessment of the chair's or committee member's performance.

The council may engage an external reviewer to undertake this assessment if they choose.

In undertaking the assessment, the council, or any person appointed to undertake the assessment on behalf of the council, must consult with and consider the views of the chair (in the case of the reappointment or extension of the term of a committee member other than the chair), the general manager and any councillor member of the committee. The reappointment of members is also to be subject to the individual still meeting independence and eligibility requirements.

Fees

The fees a council pays to its chair and independent voting members of its audit, risk and improvement committee are to be agreed by the council and the Chair or member and reflect the time, commitment and responsibility involved in serving on the committee.

Chairs and members can serve on a committee on a voluntary basis if they choose to.

Councils should consider the fees payable under the prequalification scheme when determining the fees paid to prequalified chairs and members.

Superannuation

Councils are obliged under the *Superannuation Guarantee Administration Act* 1992 to make compulsory superannuation guarantee contributions on behalf of audit, risk and improvement committee chairs and voting members

Roles of committee members

Chair

The position of the chair of an audit, risk and improvement committee is pivotal to the committee's effectiveness and is the focal point for the committee's relationship with the council, the internal audit function and external auditor.

The chair acts as the interface between the audit, risk and improvement committee and the general manager and other staff, the governing body, the external auditor, and the internal audit function.

Any individual audit, risk and improvement committee member who wishes to meet with the general manager or governing body of the council to discuss any issues relating to the committee's responsibilities is to do so through the chair of the committee, and vice versa.

To be successful in their role, a chair must:
→ have strong leadership qualities
→ have the personal courage to raise and deal with tough issues and express opinions frankly, and to support other committee members to do the same
→ be able to recommend the appointment of committee members to the governing body
→ maintain effective working relationships between committee members and with the council
→ keep the governing body and general manager informed and brief them on the

strategic and technical aspects of internal audits and risk and control issues
→ lead effective committee meetings including:
  o planning for and setting agendas for meetings, ensuring committee members are adequately informed of matters to be considered prior to meetings and allowing sufficient time for discussion of those matters at the meeting
  o ensuring the meeting runs smoothly and that the views of members are heard
  o focus the committee's deliberations on the most important issues
  o seek the input of advisers, observers and other experts to maximise committee deliberations
  o summarise discussion outcomes and actions, including assigning responsibility and timeframes for actions
→ maintain an effective working relationship with the council's external auditor
→ oversee the internal audit function and be alert to external accountability and internal audit concerns
→ arrange for all committee members to maintain an up-to-date knowledge of the council and its activities, including any financial or regulatory developments, and
→ know the strengths and weaknesses of the committee, and individual committee members and how this may affect the opinions of the committee.

Independent members

Independent audit, risk and improvement committee members are expected to be able to assess information provided to them about the council and to identify and assess key risks and issues.

Each member should be capable of making a valuable contribution to the committee.

To be successful in their role, a member must:
→ take a professional approach to their responsibilities, including an appropriate commitment of time and effort

→ know the business, culture and values of the council and take the time to understand changes that affect how the council operates and its risks

→ have sufficient understanding of the council's financial reporting responsibilities to be able to contribute to the committee's consideration of the annual financial statements

→ understand the role of the committee and the expectations of the council

→ act in the best interests of the council

→ take a professional approach

→ be a good communicator and build effective relationships with the council and other committee members, and

→ have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry.

Councillor members

Councillor members of audit, risk and improvement committees are non-voting members of committees. This is to ensure that decision making by the committee is independent of the council.

Councillor members of committees act as an important link between the governing body and the committee.

Their role is to:

→ relay to the committee any concerns the governing body may have regarding the council and issues being considered by the committee

→ provide insights into local issues and the strategic priorities of the council that would add value to the committee's consideration of agenda items

→ advise the governing body (as necessary) of the work of the committee and any issues arising from it, and

→ assist the governing body to review the performance of the committee each council term.

Issues or information councillor members raise with or provide the audit, risk and improvement committee must relate to the matters listed in section 428A of the Local Government Act, the committee's terms of reference and issues being considered by the Committee.

Councillor members of audit, risk and improvement committees are not entitled to receive information about audit, risk and improvement committee activities outside of established reporting requirements.

Councillor members of audit, risk and improvement committees must conduct themselves in a non-partisan and professional manner.

Councillor members of committees must not engage in any conduct that seeks to politicise the activities of the committee or the internal audit function or that could be seen to do so.

Where councillor members of audit, risk and improvement committees engage in such conduct or in any other conduct that may bring the committee and its work into disrepute, the chair may recommend to the council, that the councillor member be removed from membership of the committee.

Where the council does not agree to the chair's recommendation, it must give reasons for its decision in writing to the chair.

Key relationships

General manager

A key role of audit, risk and improvement committees is to act as an independent source of advice and opinion to both the governing body and the general manager, and to act as a forum for the resolution of any disagreements between the council and internal audit function.

The general manager, in turn, also has a key role in supporting the work and effectiveness of the audit, risk and improvement committee.

To be effective, audit, risk and improvement committees need to maintain a positive working relationship with the general manager (and vice versa) and view them as a significant source of advice and information about the council and its operations.

Chairs of audit, risk and improvement committees should meet regularly with general managers to discuss key issues and review performance.

External audit

There are strong linkages between the work of councils' audit, risk and improvement committees and their external auditor and committees should actively engage with the external auditor.

Councils' external auditor can offer valuable insights on issues such as the effectiveness of the council's risk, controls, financial reporting, and compliance frameworks.

For the external auditor, communication with the audit, risk and improvement committee can in turn facilitate an effective and efficient audit and assist the communication of matters arising from the external audit to the council.

Audit, risk and improvement committees should:
→ provide input on, and discuss, planned financial and performance audit coverage
→ monitor councils' responses to financial statement management letters and performance audit reports, including the implementation of audit recommendations
→ provide advice to the council on action taken on significant issues raised in relevant external auditor reports or better practice guides, and
→ have a voting-members only meeting with the external auditor at least once per year so that the committee can obtain the views of the external auditor without internal audit or management advisers being present.

Internal audit

The audit, risk and improvement committee should maintain a strong, positive relationship with the council's internal audit function and view it as a significant source of information about what is going on in the council.

The internal audit function can also assist the audit, risk and improvement committee to develop the annual and four-yearly workplans that will guide the committee's and internal audit function's work.

The chair of the audit, risk and improvement committee should routinely meet with council staff undertaking internal audit activities to discuss key issues and review performance if needed.

At least one private meeting should be held each year and any potential compromises to the internal audit activity's independence reported.

More information about this is provided in core requirement 3.

Meetings

The audit, risk and improvement must meet at least quarterly over the course of each year.

The chair of the audit, risk and improvement committee is to decide the frequency and timing of the committee's meetings and plan them annually in advance to ensure the availability of all members and observers.

Generally, meetings should correspond with major phases of the council's financial reporting, external audit and internal audit cycles.

For example, the audit, risk and improvement committee should meet to review the council's financial statements before they are certified by the council.

Audit, risk and improvement committee meetings should also correspond with meetings of the governing body, and allow

sufficient time between audit, risk and improvement committee meetings and council meetings for the committee to action any items and prepare any reports that are to be provided to the governing body at the council meeting.

Special meetings may be held, if needed, to review the council's financial statements prior to them being submitted to the governing body of the council, or to consider the audit, risk and improvement committee's annual or four-yearly assessments.

Audit, risk and improvement committee meetings can be held in person, by telephone or videoconference.

The audit, risk and improvement committee can hold additional meetings when significant unexpected issues arise, or if the chair is asked to hold an additional meeting by a committee member or the general manager.

The governing body can also resolve to request the audit, risk and improvement committee to hold an additional meeting.

Where such a request is made, the chair can decide whether the additional meeting is required, taking into consideration the issues that the governing body has requested the audit, risk and improvement committee to consider at the meeting.

Proxies

As audit, risk and improvement committee members are appointed on the basis of their skills, knowledge and personal qualities, proxies are not permitted to attend meetings on behalf of members who are unable to attend.

Quorum

A quorum consists of a majority of audit, risk and improvement committee independent voting members.

Where the vote is tied, the chair is to have the casting vote.

Agenda

Forward agenda

The chair should prepare a 12-month forward meeting agenda to ensure that the audit, risk and improvement committee covers all its responsibilities at the appropriate time of the year.

For example, the forward agenda will set out, at the appropriate meeting, the various internal and external audit reports and management responses to be tabled and discussed.

It will also allocate appropriate time for a review of the progress of the internal audit function against the annual work plan, and to follow-up the implementation of corrective actions.

Meeting agenda

The chair of the audit, risk and improvement committee is to determine the agenda for each committee meeting.

It is recommended that the chair consult with other committee members, the general manager, the head of the internal audit function and external auditor prior to setting the agenda so that any urgent issues or risks that arise can be included.

The chair of the audit, risk and improvement committee is to decide an appropriate timescale for receiving the final agenda in the lead-up to the meeting.

Papers

The audit, risk and improvement committee is to decide in consultation with the general manager and the head of the internal audit function an appropriate timeframe for receiving papers and other necessary information to support agenda items to be considered at each committee meeting.

Minutes

Each audit, risk and improvement committee meeting must be minuted to preserve a record of the issues considered and the actions and decisions taken by the committee.

Audit, risk and improvement committee meeting minutes must:

- include a record of attendance
- cover each agenda item and document the discussion held and the outcome or conclusion from the discussions, including any recommendations, action points and/or allocation of tasks to relevant people
- be approved by the chair before circulation
- be provided to committee members, the governing body of the council, the general manager, the head of the internal audit function and external auditor
- be provided soon after the meeting date to ensure relevant individuals are made aware of any significant issues discussed at the meeting that need to be dealt with. The exact time period is to be determined by the committee and the general manager.

The minutes must be confirmed as an accurate record of the meeting at the next meeting of the audit, risk and improvement committee.

If any important details have been incorrectly recorded or omitted, they can be discussed and the minutes amended prior to confirmation at a subsequent meeting.

After the minutes are confirmed as an accurate record of the meeting, they must be signed by the chair.

All audit, risk and improvement committee members and observers should receive a copy of the minutes of all meetings.

Attendance of observers

Due to the sensitive nature of issues to be discussed, audit, risk and improvement committee meetings should not be open to the public.

In addition to audit, risk and improvement committee members, the general manager and the head of the internal audit function are to attend committee meetings as non-voting observers.

The NSW Auditor-General, as council's external auditor, or their representative, is to be invited to each committee meeting as an independent non-voting observer and can choose whether to attend.

The chair of the audit, risk and improvement committee can request the following people to attend a committee meeting or to meet with the committee in order to provide additional information relevant to its role:

- → council's chief financial officer (or equivalent) given their knowledge of, and responsibility for, council's financial management
- → the head of the council's risk management function
- → senior managers
- → any councillor
- → any employee or contractor of the council, and/or
- → any external independent expert or external party whose advice is needed (subject to confidentiality considerations).

These individuals must attend meetings where requested and, as far as is practicable, provide the information requested.

Observers have no voting rights at audit, risk and improvement committee meetings and can be excluded from a meeting by the chair of the committee at any time where necessary.

Private meetings

The audit, risk and improvement committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

In addition to attending audit, risk and improvement committee meetings, the committee can meet privately at any time with the head of the internal audit function and/or

external auditor without the general manager present. At least one private meeting must occur annually.

Confidentiality

It is at the discretion of the governing body of the council whether audit, risk and improvement committee agendas, business papers, minutes and other reports are made available to the public.

Given the sensitivity of information it is likely to contain, it is recommended that all information pertaining to the audit, risk and improvement committee and internal audit activities is to be treated as confidential unless otherwise determined by the committee or a resolution of the council.

Secretariat

The general manager of a council is to appoint a council employee/s to provide secretariat support to the audit, risk and improvement committee.

The main functions of this role are:
→ liaising with the chair to prepare agendas for audit, risk and improvement committee meetings
→ ensure that committee papers are of an appropriate standard and provided with enough time to allow appropriate review and consideration
→ recording minutes of meetings
→ providing assistance to the chair in arranging meetings and council site visits
→ supporting the chair to prepare reports for the council
→ arranging appropriate meeting facilities and equipment
→ keeping members abreast of developments affecting the council that may relate to the work of the committee
→ maintaining a record of when member's terms of appointment are due for renewal or termination

→ ensuring new members receive appropriate induction, and
→ managing expenditures relating to the committee.

Shared arrangements

If the audit, risk and improvement committee has been established by a joint organisation, the executive officer of the joint organisation is responsible for organising secretariat support.

Councils that share their audit, risk and improvement committee can also share their secretariat function if they choose to.

Access to council, staff, resources and information

It is essential for the audit, risk and improvement committee to be able to access the staff and information about the council it needs to review the matters listed in section 428A of the Local Government Act and the resources necessary to undertake its other responsibilities.

Council staff

A council's audit, risk and improvement committee must have direct and unrestricted access to the general manager and senior management of the council in order to fulfil its responsibilities.

Should the audit, risk and improvement committee need to meet with another council staff member or contractor to obtain information to fulfil its role, the chair of the committee is to obtain permission from the general manager before inviting the staff member or contractor to meet with the Committee.

Subject to the general manager's permission being given, the staff member or contractor must attend.

Any disputes between the general manager and audit, risk and improvement committee regarding access to council staff are to be resolved by the governing body.

Council resources and information

A council's audit, risk and improvement committee must have direct and unrestricted access to any council resources or information it needs to fulfil its responsibilities.

In its dealings with the council, the audit, risk and improvement committee should be mindful of the environment the council is operating in and the priorities that the general manager needs to manage.

The audit, risk and improvement committee should therefore keep to a minimum the demands it places on the council and utilise as far as is practicable, existing information to obtain the necessary level of assurance in relation to its responsibilities.

The audit, risk and improvement committee may only release council information to external parties that are assisting the committee to fulfil its responsibilities with the approval of the general manager, except when it is being provided to an external investigative, audit or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

After their engagement ends with a council, a chair or member of an audit, risk and improvement committee must not disclose or make use of any confidential information acquired in the course of their engagement with the council without the approval of the council.

External advice

The audit, risk and improvement committee can obtain any external legal or other professional/expert advice it needs to exercise its responsibilities. For example, where a council has implemented a specialised IT system, the committee can seek the expert opinion of an IT specialist to assist its review of its implementation.

To minimise the potential costs to council, the governing body and the chair of the audit, risk and improvement committee must agree at the start of each council term how costs are to be met, i.e.:
→ the governing body will set a fixed budget at the start of each council term for external expenses, or
→ the committee will seek the governing body's permission prior to engaging external advice.

Disputes

Members of an audit, risk and improvement committee should maintain an effective working relationship with each other and the council and try to resolve any differences they may have professionally.

In the event of a disagreement between the audit, risk and improvement committee and the general manager or other senior managers (for example, about findings or recommendations of audits), the dispute is to be resolved by the governing body of the council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary DPIE in writing.

Conduct

Audit, risk and improvement committee members are to be held to the same ethical and behavioural standards as other officials of

the council and must comply with the council's code of conduct.

As required under the council's code of conduct, audit, risk and improvement committee members (a well as any council officials attending as observers) must declare and appropriately manage any conflicts of interest they may have in matters being dealt with by the committee.

Declarations of conflicts of interest and the actions taken to manage them must be recorded in the minutes of meetings.

Councils should identify the chairs and members of audit risk and improvement committees as 'designated persons' for the purposes of the council's code of conduct and require them to complete and submit returns of their interests.

Complaints of breaches of the council's code of conduct by audit, risk and improvement committee members are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*.

Under the Procedures, the general manager is responsible for managing and resolving any code of conduct complaints made against audit, risk and improvement committee members.

However, to safeguard the independence of audit, risk and improvement committee members, the general manager must consult with the governing body of the council prior to taking disciplinary action against Committee members under the Procedures.

Prequalified audit, risk and improvement committee members are also required to comply with the code of conduct governing the prequalification scheme.

Any proven breaches of the council's code of conduct should be reported by the council to the administrator of the prequalification scheme so that action can also be taken under that scheme, where appropriate.

Insurance

It is at each council's discretion whether professional indemnity and public liability insurance is required for chairs and members of audit, risk and improvement committee members.

In some cases, the chair or a member of an audit, risk and improvement committee may already be covered by the council's professional indemnity and public liability insurance policies or by their own insurance.

This will need to be ascertained by the council and chair or member on a case-by-case basis having regard to the terms of any relevant insurance policy.

Where a council determines that professional indemnity or public liability is absent but required, the chair or member can obtain their own insurance, or the council can consider obtaining it on their behalf.

Learning and development

Audit, risk and improvement committee chairs and members are encouraged to keep informed of current developments and to maintain and develop the skills, knowledge and capabilities necessary to exercise their functions effectively.

Several professional development networks and programs are available, for example, through organisations such as:
→ the Australian Institute of Company Directors
→ Chartered Accountants Australia and New Zealand
→ The Actuaries Institute, and the
→ Local Government Professionals Association.

Audit, risk and improvement chairs and members are also encouraged to serve on more than one local government committee to

extend the breadth of their experience and understanding of councils and their operations and risks.

Review of Committee performance

It is important that the work of each council's audit, risk and improvement committee is regularly assessed, and the committee is held accountable for its performance.

This will ensure that the audit, risk and improvement committee is providing a valuable contribution to the council and enable the governing body to determine whether any changes to the committee's terms of reference or membership are required.

At least once each council term (i.e. four years)[,] the governing body of the council is to conduct a review of the effectiveness of the audit, risk and improvement committee in conformance with the International Professional Practice Framework.

This will ensure that audit, risk and improvement committees are assessed consistently across all councils and allow councils to have confidence in the work of their committees.

To conduct the review, the governing body can:
→ engage a suitably qualified external assessor or peer to undertake the review, or
→ undertake the review itself and engage an external assessor or peer to conduct an independent evaluation of the findings.

The external assessor or peer should have specific skills relevant to the major risks of the council and a strong understanding of what constitutes best practice in relation to the operations and performance of audit, risk and improvement committees.

Review criteria

The review of the audit, risk and improvement committee's performance must consider:
→ the appropriateness of the committee's terms of reference and whether these have been complied with
→ the processes and procedures undertaken by the committee
→ the collective performance of the committee – for example:
  o the quality and timeliness of assurance and advice provided by the committee to the governing body and general manager
  o the effectiveness of the committee in meeting its responsibilities
  o the relationship and quality of communication with the council and other stakeholders
→ the individual performance of each member – for example, their:
  o understanding of the council, its key risk and internal controls
  o ability to act objectively and independently
  o preparation for committee meetings
  o contribution to the work of the committee through their participation in discussion and decision-making, skills and experience
→ the performance of the chair, including whether the chair has (in addition to their performance as a member of the committee):
  o demonstrated positive leadership
  o maintained effective working relationships among audit, risk and improvement committee members and with the council, council's external auditor and the internal audit function
  o ensured the governing body and general manager was well informed and briefed on the strategic and technical aspects of internal audits and risk and control issues, and
  o lead effective committee meetings.
→ the way the committee, external auditor, council and internal audit function work together to manage risk and support the council and how effective this is

→ whether the committee has effectively reviewed the factors identified in section 428A of the Local Government Act and contributed to an improvement in these areas, and

→ whether the composition of the committee is appropriate and whether the council should be assigned to a different tier under these guidelines.

When conducting the review, the governing body is to consider feedback on each member's performance by the chair and councillor member of the committee and the general manager.

Self-assessments by the chair and members of the audit, risk and improvement committee can also be used.

The governing body of council is also able to request the chair of the Committee to address the council and answer any questions about the operation of the committee.

The chair of the audit, risk and improvement committee is to develop an action plan for the governing body of the council to address any issues identified in the performance review and present it to the governing body at the four-yearly assessment meeting.

Annual attestation

It is important that councils are accountable to their communities for the efficacy of their internal controls and assurance mechanisms and the operations of their audit, risk and improvement committees.

The Local Government Regulation (clause #tbc) requires the general manager to attest each year in the council's annual report whether the council has complied with the following requirements in relation to its audit, risk and improvement committee, as detailed in these Guidelines:

→ council's audit, risk and improvement committee is independent of the council and has three or more members according to the council's prescribed category as a tier 1, tier 2 or tier 3 council

→ the chair and all members of the committee meet the eligibility and independence criteria required of their position, and have been appointed in accordance with prescribed membership term limits

→ council's audit, risk and improvement committee operates according to terms of reference approved by the governing body of the council that are consistent with the approved Model Terms of Reference contained in these Guidelines

→ council's audit, risk and improvement committee operates according to annual and four-yearly strategic plans endorsed by the governing body of the council

→ council's audit, risk and improvement committee provides an annual assessment to the governing body each year, and a strategic assessment of all the matters listed in section 428A of the Local Government Act to the governing body each council term

→ the council provides the committee with direct and unrestricted access to the general manager, senior management, council information and council resources so it can fulfil its responsibilities, and

→ at least once each council term the governing body of the council reviews the effectiveness of the audit, risk and improvement committee.

Further information about annual attestation requirements is also detailed in the statutory framework section of these Guidelines.

Resignation of committee members

Where the Chair or a member of an audit, risk and improvement committee is unable to complete their term, or does not intend to seek reappointment after the expiry of their term, they should give sufficient notice to the chair (in the case of a committee member) and the governing body (in the case of the chair) prior to their resignation to enable the council to ensure a smooth transition to a new committee member.

The notice period is to be agreed by the governing body of the council and the committee.

A member of an audit, risk and improvement committee should have the opportunity to have an exit meeting with the Chair to discuss their reason for leaving and to provide feedback on their experience serving on the committee as well as any other issues.

Resigning chairs should have the opportunity to have an exit meeting with the mayor and general manager (if appropriate).

Dismissal of committee members

The governing body of a council can terminate via resolution the engagement of the chair or any member of the audit, risk and improvement committee under certain circumstances before the expiry of their terms.

Dismissal of any independent chair or member is to be reported to the Office of Local Government.

Prequalified members

A prequalified chair or member can be dismissed by the governing body before the expiry of their term where the chair or member has:

- breached the conditions of the prequalification scheme, or become ineligible under it
- breached the council's code of conduct
- performed unsatisfactorily or not to expectations, or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The council must also report the dismissal to the NSW government agency responsible for administering the prequalification scheme to ensure action can also be taken under the scheme, if necessary.

Non-prequalified members

A non-prequalified independent member of the audit, risk and improvement committee can be dismissed by the governing body before the natural expiry of their term where the chair or member has:

- breached the council's code of conduct
- performed unsatisfactorily or not to expectations
- declared, or is found to be in, a position of a conflict of interest with is unresolvable
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any NSW legislation, or
- experienced an adverse change in capacity or capability.

Councillor members

The position of a councillor member on an audit, risk and improvement committee can be terminated at any time by the governing body via resolution.

Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their audit, risk and improvement committee.

This is not an exhaustive list but provides a useful starting point for councils that seek to better understand what audit, risk and improvement committees do, and how they can be supported to add maximum value to councils.

Audit Committees – A Guide to Good Practice (3rd edition) – **Auditing and Assurance Standards Board, Australian Institute of Company Directors and The Institute of Internal Auditors-Australia (2017)**

Provides a checklist to assess the performance of audit, risk and improvement committees and members.

Audit Committees – A Guide to Good Practice for Local Government – **Victorian Government, Department of Planning and Community Development (2011)**

Provides detailed information on the activities audit, risk and improvement committees can perform in relation to external audit, financial management, risk management and internal audit.

Audit Committee Guidelines – Improving Accountability and Performance – **The State of Queensland (Queensland Treasury and Trade) (2012)**

Provides sample:
→ letter of appointment for audit, risk and improvement committee members
→ self-assessment questionnaire for committee members, external peer review checklist and management feedback questionnaire when assessing committee performance, and
→ committee meeting agenda.

Audit Committees (RM-G2) – **Australian Government, Department of Finance**

Provides a list of professional peak bodies councils could contact to source audit, risk and improvement committee members.

Chairing an Audit Committee – **KPMG**

Provides information about the role of audit, risk and improvement committee chairs, particularly in relation to:
→ leadership, and
→ managing the work of audit, risk and improvement committee members.

Code of Conduct: Audit and Risk Committee Chairs and Members – **NSW Treasury (2015)**

Outlines the conduct requirements and ethical standards of members and chairs under the prequalification scheme.

Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees – **Independent Commission Against Corruption (2020)**

Provides information about the role of audit, risk and improvement committees and risk management in relation to fraud and corruption.

Establishing a skills-based audit committee – **Institute of Internal Auditors-Australia (2020)**

Provides an analysis matrix template to assess the skills mix of an audit, risk and improvement committee when appointing committee members.

Guide for Audit & Risk Committees: Understanding Financial Statements – **NSW Treasury (2017)**

Provides information on activities audit, risk and improvement committee can undertake when reviewing financial statements.

How can audit committee members add value? – **PriceWaterhouseCoopers (2011)**

Provides a checklist for measuring the performance of audit, risk and improvement committees

Internal Audit and Risk Management Policy for the General Government Sector (TPP-20-08) – NSW Treasury (2020)

Provides information on the NSW public sector risk management and internal audit policy, including:

→ the operation of shared audit, risk and improvement committees in the NSW public sector

→ matters to consider when deciding whether to enter into a shared arrangement, and

→ recommended content for shared use agreements.

Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members – Guidelines for Members and Agencies – NSW Treasury (2020)

Provides information on the operation of the prequalification scheme.

Prequalification Scheme: Audit and Risk Committee Independent Chairs and Members – Scheme Conditions – NSW Treasury (2020)

Provides information about the prequalification scheme's application process, including:

→ the eligibility criteria for members and Chairs, and

→ remuneration rates.

Public Sector Audit Committees: Independent assurance and advice for Accountable Authorities – Australian National Audit Office (2015)

Provides information about the role and functions of audit, risk and improvement committees, including:

→ member roles and responsibilities

→ how to foster good relationships between the council and committee, and

→ checklists for:

    o secretariat actions

    o planning forward meeting agendas, and

    o assessing the performance of members.

Service Delivery Review: A how to manual for local government (second edition) – Australian Centre of Excellence for Local Government (2015)

Outlines the factors councils and audit, risk and improvement committees may consider when reviewing service delivery by the council.

Setting up the Audit Committee – PriceWaterhouseCoopers (2011)

Provides information on:

→ how a council might assess the financial literacy of an audit, risk and improvement committee member, and

→ best practice for inducting new committee members.

The Role of the Audit Committee Chair – KPMG (2019)

Provides information on the role of audit, risk and improvement committee chairs, particularly in relation to:

→ running committee meetings, and

→ oversighting risk management.

Core requirement 2:

Risk management

→ Each council and joint organisation must implement a risk management framework that is consistent with current Australian standards for risk management

Guiding principles for risk management

→ Each council must accept responsibility and accountability for risk management in the council

→ Each council has a risk management framework that is appropriate for that council and is consistent with the accepted Australian risk management standard

→ Risk management is an integral part of all council management, operations, functions and activities and it is clear who is responsible for managing each risk

→ Each council supports the development of a positive risk culture

→ Councils regularly review their risk management framework and can flexibly adapt their risk management activities to suit their operations and risk profiles

→ Each council is accountable to the community for complying with its statutory obligation to adopt and maintain a risk management framework.

Standards

Each council must manage its strategic and operational risks and implement a risk management framework that is consistent with the current Australian risk management standard and appropriate for the council's risks.

It is recognised that each council will have different risk management requirements depending on its size, needs, budget, operational complexity and risk management maturity.

Councils have the flexibility under the Australian risk management standard to adapt the size, scope and delivery of their risk management framework provided it reflects the principles, key elements and processes set out in the standard for managing risks in any sized council or organisation.

Councils can adopt additional requirements that supplement those in the standard provided they do not conflict with the standard.

The current risk management standard at the time of the release of these Guidelines is *AS ISO 31000:2018 Risk Management – Guidelines*.

Under current licensing and copyright requirements, each council will need to purchase an individually licensed copy of *AS ISO 31000:2018* from Standards Australia to obtain a full copy of the standard.

The following is a summary of the definitions, principles, key elements and process of *AS ISO 31000:2018*.

Definitions

The definition of 'risk' and 'risk management' adopted by councils as part of their risk management framework will be the same as that adopted in the current Australian risk management standard.

At the time of printing, *AS ISO 31000:2018* defines:

→ risk as the *"effect of uncertainty on objectives, where an effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats"*, and

→ risk management as *"coordinated activities to direct and control an organisation with regard to risk"*.

Principles

In summary, *AS ISO 31000:2018* requires a council's approach to risk management to be based on the following eight specific principles to ensure it is effective:

→ **integrated** - risk management is integrated into all council activities and decision-making processes

→ **structured and comprehensive** - risk management is a structured and comprehensive process that achieves consistent and comparable results

→ **customised** - the risk management framework and process are customised to the council

→ **inclusive** - risk management is inclusive of all stakeholders and enables their knowledge, views and perceptions to be considered

→ **dynamic** - risk management is dynamic and able to respond to changes and events in an appropriate and timely manner

→ **best available information** - risk management decisions are based on the best available information and takes into account any limitations and uncertainties

→ **human and cultural factors** - risk management takes into account human and cultural factors, and

→ **continual improvement** - risk management is continuously and periodically evaluated and improved through learning and experience.

Key elements

To achieve these principles, *AS ISO 31000:2018* requires each council to ensure its risk management framework demonstrates the following six elements:

Leadership and commitment

AS ISO 31000:2018 requires risk management to be supported by a positive culture that promotes and communicates risk management as part of everyday activities and decision-making.

The standard states that this culture can only exist when management (i.e. the governing body, general manager and senior staff) demonstrate strong leadership and commitment to risk management.

Practical measures the governing body and/or general manager can take under *AS ISO 31000:2018* to exhibit strong leadership in risk management are set out further below.

Integration

AS ISO 31000:2018 requires that risk management be fully integrated within a council and made part of the council's purpose, governance, leadership, strategy, objectives and operations.

Risk is to be managed in every part of the council's organisational structure and every council employee be responsible for managing risk.

Design

AS ISO 31000:2018 requires that the design of a council's risk management framework:

→ is based on the unique needs, characteristics and risks of the council, and its external and internal context

→ demonstrates the council's continual commitment to risk management

→ assigns risk management roles, responsibilities and accountabilities within the council

→ allocates appropriate council resources for risk management, and

→ effectively documents and communicates risk management across the council.

Implementation

AS ISO 31000:2018 requires that each council implements its risk management framework by:

→ developing a risk management plan that provides structure for how the council will implement its risk management policy and conducts its risk management activities, and

→ ensuring the council's risk management activities are clearly understood and practiced.

The plan should identify decision makers for risk within the council and ensure risk management processes and arrangements are well understood by the council and practiced.

Evaluation

AS ISO 31000:2018 requires that each council regularly evaluates the effectiveness of its risk management framework and determines whether it remains suitable.

Improvement

AS ISO 31000:2018 requires that each council continually adapts and improves the design of its risk management framework and how it is integrated throughout the council to help the council move to a higher level of risk maturity.

Process

AS ISO 31000:2018 provides each council with a systematic process to identify, assess and prioritise risks, decide how they will be managed, and document and communicate them across the council.

The process defined in *AS ISO 31000:2018* consists of the following steps:
→ defining the scope of the council's risk management activities to assist in planning the council's risk management approach
→ establishing the internal and external context to ensure that the council understands the internal and external environment it operates in and how risk management will impact, and be impacted by these
→ deciding the performance indicators the council will use to measure the effectiveness of its risk management framework and identify gaps between its actual and desired performance
→ defining the council's risk criteria/appetite – that is, the amount and type of risk that the governing body is willing to take, or not take, in order to achieve its strategic plan and objectives
→ conducting risk assessments to determine what risks need to be managed
→ deciding risk treatment options
→ developing risk treatment plans that document how controls will be implemented, and
→ writing risk reports that will document and communicate the risk management

framework to all staff and be used by the council to regularly review the risk management framework.

County councils and joint organisations

County councils and joint organisations have a lower risk profile than larger and more operationally complex general-purpose councils.

However, they are still responsible for the expenditure of public money, providing services (in the case of county councils), and delivering outcomes on behalf of their member councils and regions (in the case of joint organisations), and need to identify and manage risks appropriately.

Given their lower risk profiles, county councils and joint organisations can share the administration of their risk management framework with another council to reduce costs.

Alternatively, joint organisations can undertake the coordination and administration of their member councils' risk management frameworks on behalf of the councils.

Any shared risk management function must operate as an individual resource for each council in the shared arrangement and fulfil the statutory requirements for each council individually.

A shared risk management function should only be established and utilised by a county council or joint organisation where the shared function can maintain a high level of understanding and fulfilment of each council's risk management needs, as well as effective working and reporting relationships with the general manager and senior staff of each council in the shared arrangement.

Councils that establish a shared risk management function should develop and sign a formal agreement with the other councils in the shared arrangement which outlines how

the shared arrangement will operate and costs are shared.

Resourcing

AS ISO 31000:2018 requires each council to ensure sufficient resources are allocated to implement the council's risk management framework and deliver the internal controls needed to ensure the council's risks are appropriately managed.

In practice, this responsibility will fall to the governing body and/or general manager of the council.

These resources include the necessary:

- human resources (with appropriate skills and experience)
- technology, equipment, tools and information management systems for managing risk
- documented processes and procedures, and
- professional development and training for staff to ensure they can fulfil their risk management responsibilities.

To ensure that the governing body and/or general manager makes informed budgeting decisions, the audit, risk and improvement committee is to advise of the resources it considers that the council needs to effectively implement its risk management framework, having regard to any budgetary constraints facing the council and the council's operational environment.

Roles and responsibilities

AS ISO 31000:2018 requires that each council assign risk management roles and responsibilities to all relevant roles within the council.

To ensure effective implementation, the standard also requires each council to

demonstrate strong leadership and commitment to risk management.

In practice, this will see the general manager, governing body and council staff take on the following responsibilities:

Governing body – strategic leadership

Consistent with the governing body's strategic leadership role under section 223 of the Local Government Act, the governing body is responsible for setting the foundational elements of council's risk management framework and the 'tone at the top'.

This includes approving via resolution the council's risk criteria/appetite – a statement that conveys how much risk will be tolerated by the governing body in the pursuit of the strategic objectives for the council, and how risk is to be managed and decisions made within this context.

The councils risk criteria/appetite is to be approved in consultation with the audit, risk and improvement committee.

General manager – operational leadership

Consistent with the general manager's role under section 335 of the Local Government Act to conduct the day-to-day management of the council, the general manager has ultimate responsibility and accountability for risk management in the council.
The responsibility is also specified in the Local Government Regulation (clause #tbc).

This includes:

→ overseeing the council's risk management framework and ensuring it is effectively communicated, implemented and reviewed regularly
→ approving the council's risk management policy, plans and risk reports (where applicable)
→ promoting and championing a positive risk culture

→ assigning authority and accountability for risk management at appropriate levels and to appropriate staff in the council, and ensuring they are held accountable for these responsibilities

→ annually attesting that council's risk management framework complies with statutory requirements (see below), and

→ approving the council's implementation of corrective actions recommended by the council's internal audit function, external audit and audit, risk and improvement committee.

Depending on the council's needs, resources and organisational structure, and to assist the integration of risk management across the council, the general manager may wish to delegate responsibility for key aspects of the council's risk management framework to a senior manager or group of senior managers established for this purpose.

The delegate would report to the general manager on risk management issues.

An example risk management policy is provided at **Appendix 5**.

Risk management function – oversight and facilitation

Each council is to establish a risk management function responsible for the day-to-day activities required to implement the council's risk management framework and provide specialist risk management skills and knowledge.

The council's risk management function is a key support to the general manager in meeting their risk management responsibilities and reports directly to the general manager or their delegate.

Each council will have the flexibility to establish its risk management function based on its structure, resourcing, risk management needs and risk management maturity.

Regardless of its structure and composition, the role and responsibilities of the risk management function should include:

→ supporting the general manager by coordinating and providing clear and concise risk information, advice and/or reports that can be used in planning and decision-making

→ coordinating the various activities relating to risk management within the council

→ helping to build a risk management culture within the council, including facilitating and driving risk management at the strategic and operational level within the council and ensuring consistency in practice

→ ensuring there are easily accessible systems and processes in place to enable all staff to conveniently undertake risk management in their day-to-day work

→ ensuring risk management processes are applied consistently across the council

→ organising appropriate staff risk management training and development

→ developing and maintaining a risk reporting framework to enable regular advising/reporting of key risks, and the management of those risks, to the general manager or their delegate

→ supporting council staff with their risk management obligations and providing staff with advice and tools to ensure risk management compliance

→ implementing effective risk management communication mechanisms and information system/s

→ establishing and maintaining an ongoing monitoring system to track the risk management activities undertaken within council and assessing the need for further action

→ assessing risk management information for completeness, accuracy and consistency (for example, risk registers, risk treatment plans), and

→ preparing advice or reports for the audit, risk and improvement committee and attending committee meetings (where requested).

In order to fulfil its role, the risk management function needs to:

→ have a well-developed understanding of the council and its operations

→ have the skills, knowledge and leadership qualities required to support and drive risk management

→ have sufficient authority to intervene in instances where risk management efforts are being hampered by a lack of cooperation or through lack of risk management capability or maturity, and

→ be able to add value to the risk management process by providing guidance and support in managing difficult risk, or risks spread across a number of the council's business units or operational areas.

Dual responsibilities

It is important that the risk management function is independent of line management to reduce the potential for management influence on the risks that are reported on, and to ensure independence.

Where risk management oversight or facilitation activities are performed by council staff with other council responsibilities, the council must put safeguards in place to limit any cognitive bias (which can lead to faulty risk assessments and decision-making errors).

Depending on the specific needs and circumstances of the council, these safeguards could include:

→ the audit, risk and improvement committee being informed of the other council responsibilities the risk management function has, including reporting lines, responsibilities and expectations related to the role/s

→ any potential issues or conflicts of interest arising from these other roles being formally documented and communicated to the committee

→ risk management staff being prohibited from undertaking risk management evaluations and reviews in relation to the council operations they are responsible for, and/or

→ the committee regularly assessing that the safeguards put in place are effective.

Internal audit function – review and assurance

Council's internal audit function is responsible for reviewing and providing advice to the audit, risk and improvement committee and the council on the effectiveness of the council's risk management framework.

Given the need to maintain the independence and objectivity of the internal audit function, the following boundaries are to apply with respect to the role of the internal audit function in relation to the council's risk management framework:

→ it is to be clear that council management remains responsible for risk management

→ the internal audit function is to provide advice and challenge and support management's decision-making, as opposed to taking risk management decisions themselves

→ the internal audit function should not:
  o manage any of the risks on behalf of the council
  o set the council's risk criteria/appetite
  o impose risk management processes
  o decide or implement risk responses, or
  o be held accountable for risk management activities.

Audit, risk and improvement committee – advice and assurance

An audit, risk and improvement committee's role in relation to risk management is to support the governing body and general manager to ensure that the council's risk management framework is appropriate and operationally effective.

The breadth and depth of this assurance role is to be determined by the council and the audit, risk and improvement committee and could include:

→ assessing whether risks at all levels are identified, assessed and reviewed regularly by the council

→ being involved in the regular review of the council's risk register

→ reviewing the integration of risk management into business planning and program implementation activities, and/or

→ providing assurance in relation to the management of risk or governance arrangements on individual projects, programs or activities.

Appendix 4 provides further examples of the activities the audit, risk and improvement committee could perform in relation to risk management.

Review and reporting

Quarterly reporting

Each council is to ensure its risk management framework is regularly monitored and reviewed to ensure it is relevant, effective and complies with the current Australian risk management standard.

Each council is to base its ongoing monitoring and review process on its own needs, however, this should include at a minimum, providing quarterly advice from the risk management function to the general manager or their delegate.

This will ensure that risks are being correctly identified, prioritised and treated, and any emerging problems are known and rectified quickly.

Annual assessment

Each council's risk management function is to conduct an annual self-assessment of the council's risk management framework.

The annual self-assessment is to report to the general manager whether the council's risk management framework:

→ complies with statutory requirements

→ is sufficiently resourced

→ operates effectively, this includes whether:

o the internal control framework appropriately reflects the council's risk criteria/appetite

o risks are formally considered when developing and implementing all council policies, programs, projects and other activities, including procurement

o risk management covers all relevant risk categories including strategic, operational, compliance, reputational and reporting risks

o major risks have been identified and assessed by the council and appropriate risk treatments have been implemented that reflect the council's risk criteria

o the council's internal controls are effective and appropriate

o the council's risk register and risk profile are current and appropriate

o risk information is captured and communicated in a timely manner across the council, enabling management and staff to carry out their responsibilities, and

o the council's risk management policies, procedures and plans are being complied with.

The general manager should discuss the annual assessment of the council's risk management function with the governing body and audit, risk and improvement committee at the council's strategic assurance meeting held each council term.

Strategic assessment

The Local Government Regulation (clause #tbc) requires that a council's audit, risk and improvement committee keep the implementation of a council's risk management framework under review and provide advice to the council on its implementation.

A council's audit, risk and improvement committee must provide an assessment of the effectiveness of the council's risk management framework to the governing body each council term, as part of the committee's four-yearly strategic assessment.

As part of the audit, risk and improvement committee's assessment of the council's risk management function, it should consider whether:

→ the council is providing sufficient resources for risk management

→ the council's risk management framework complies with statutory requirements, and

→ the council's risk management framework operates effectively, is being complied with and supports the achievement of the council's strategic goals and objectives

The general manager is to develop an action plan for the governing body to address any risk management issues identified by the committee.

The audit, risk and improvement committee and general manager should discuss the strategic assessment and action plan with the governing body at the council's strategic assurance meeting held each council term.

Performance measures

To ensure the effectiveness of council's risk management activities can be regularly monitored and reviewed, each council must ensure that it:

→ assigns performance targets to risk management activities that can be measured against goals and objectives, and

→ can obtain the data needed to measure the impact of the council's risk management framework.

Annual attestation

The Local Government Regulation (clause #tbc) requires the general manager to attest each year in the council's annual report whether the council has complied with the following requirements in relation to its risk management activities:

→ council has adopted a risk management framework that is consistent with current Australian risk management standards and appropriate for the council's risks, and

→ the council's audit, risk and improvement committee reviews the implementation of the council's risk management framework and issues an assessment of the effectiveness of the council's risk management framework to the governing body each council term.

Further information on annual attestation requirements is provided in the statutory framework section of these Guidelines.

Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their risk management framework. They provide examples, checklists, samples, templates and other practical tools councils could use.

This is not an exhaustive list but provides a useful starting point for councils that seek further information.

A Guide to Risk Management – **The State of Queensland (Queensland Treasury) (2020)**

Provides guidance on how to apply the Australian risk management standard, including checklists for each stage of the risk management process.

AS ISO 31000:2018 Risk Management – Guidelines – **International Standards Organisation (2018)**

The current Australian risk management standard at the time of printing (for purchase from the International Standards Organisation)

Audit Committee Guidelines – Improving Accountability and Performance – **The State of Queensland (Queensland Treasury and Trade) (2012)**

Provides checklists of the matters audit, risk and improvement committees are to consider when reviewing a council's risk management framework and internal controls.

Dealing with Corruption, Fraud and the ICAC: the role of public sector Audit and Risk Committees – **Independent Commission Against Corruption (2020)**

Provides information about the role of risk management in relation to fraud and corruption.

Risk Management Toolkit for Public Sector Agencies (TPP 12-03) – **NSW Treasury (2012)**

Consists of three parts:
→ Executive Guide (TPP 12-03a)
→ Volume 1 – Guidance for Agencies (TPP 12-03b), and
→ Volume 2 – Templates, Examples and Case Study (TPP 12-03c).

Provides detailed and practical advice on the various elements of the Australian risk management standards (ISO 31000), templates and worked examples.

The Three Lines of Defense in Effective Risk Management and Control – **Institute of Internal Auditors (2013)**

Outlines the three lines of defence approach to risk management and the role of management and internal audit in risk management.

The Role of Internal Auditing in Enterprise-Wide Risk Management – **Institute of Internal Auditors**

Outlines what enterprise risk management is, how it can be implemented and the role of internal audit in risk management.

Victorian Government Risk Management Framework Practice Guide – **Victorian Managed Insurance Agency (2016)**

Provides guidance on how to apply the Australian risk management standard, including examples of a risk appetite/criteria statement.

Core requirement 3:

Internal audit

→ Each council and joint organisation must have an independent internal audit function that reports to the audit, risk and improvement committee and is consistent with current international standards for internal audit

Guiding principles for internal audit

→ The internal audit function operates independently and with appropriate expertise in a manner that is appropriate for the council.
→ The internal audit function has access to all council information necessary to fulfil its role and responsibilities
→ The internal audit function is appropriately positioned in the council's governance framework to ensure its work complements the work of other internal and external assurance providers
→ The internal audit function has a comprehensive work plan linked to the council's strategic objectives and current and emerging risks
→ The audit, risk and improvement committee receives relevant and timely advice from the internal audit function to ensure the committee can fulfil its role and responsibilities
→ The internal audit function operates in a manner consistent with accepted international standards
→ The work of the internal audit function is thoroughly planned and executed, risk-based, client-focused and linked to the council's strategic goals
→ The internal audit function adds value to the council and is held accountable by the committee and governing body for its performance, and
→ Each council is accountable to the community for the effective implementation of its internal audit function.

Independence

Each council in NSW, (including county council and joint organisation) must have an internal audit function to provide an independent unbiased assessment of the council's operations and risk and control activities.

Internal audit is defined in the International Professional Practices Framework issued by the Institute of Internal Auditors as *'an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objective by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes".*

A council's internal audit function must operate independently of the council and internal audit activities cannot be subject to direction by the council.

To ensure that the internal audit function remains independent from council management it must have a dual reporting line that reports:

→ **administratively to the general manager or a sufficiently senior role in the council to ensure the internal audit function fulfils its responsibilities, and**
→ **functionally to the audit, risk and improvement committee.**

Resourcing

The governing body and general manager of the council must ensure that the council's internal audit function is sufficiently resourced to effectively carry out its work. The chair of the audit, risk and improvement committee should be consulted on the resourcing required.

The audit, risk and improvement committee's resourcing recommendations are to be minuted by the committee.

Internal audit charter

It is important that council's internal audit function has clear guidance on how it should serve the audit, risk and improvement committee and the council, and that the committee and council has input into how the internal audit function will operate.

This will ensure there is no ambiguity between the audit, risk and improvement committee, the council or the internal audit function and that the performance of the internal audit function can be assessed.

The Local Government Regulation (clause #tbc) requires each council to adopt an internal audit charter, consistent with the approved Model Internal Audit Charter (Appendix 6), to guide how internal audit will be undertaken by the council and measure its effectiveness.

The internal audit charter is to be developed by the audit, risk and improvement committee in consultation with the general manager and the head of the internal audit function and approved via resolution by the governing body of the council.

The Local Government Regulation (clause #tbc) allows councils to include additional provisions in their internal audit charter so long as they are not inconsistent with the approved Model Internal Audit Charter.

The audit, risk and improvement committee is to review the council's internal audit charter annually in consultation with the general manager and the head of the internal audit function.

Role of the general manager

Consistent with their role under the Local Government Act (section 355) to conduct the day-to-day management of the council, the general manager has administrative responsibility for internal audit under the Local Government Regulation (clause #tbc).

This means that the general manager is responsible for:

→ advising the governing body on the resources required for the effective functioning of the internal audit function

→ ensuring appropriate administrative support is provided to support the work of the internal audit function - for example, access to council's human resources networks, payroll, work health and safety, office facilities and resources, council information etc

→ ensuring that the internal audit function is appropriately positioned within the council to work with external bodies and internal business units and fulfil its role and responsibilities

→ ensuring the internal audit function complies with the International Professional Practices Framework, and

→ annually attesting, on behalf of the council, that the council is fulfilling its statutory obligations in relation to internal audit.

The general manager has no role in the performance of the internal audit function - for example, the conduct of internal audits, the audit techniques used, or the reporting of internal audit findings to the audit, risk and improvement committee.

Delegation

The general manager can, in consultation with the governing body of the council and the audit, risk and improvement committee, delegate their functions in relation to the oversight of the council's internal audit function to another role in the council that is sufficiently senior to ensure the internal audit function meets its responsibilities.

In making a delegation, consideration should be given to how the delegation will influence the internal audit function's ability to achieve the internal audit charter given the:

→ seniority and expertise of the delegate and demands placed on them by their other roles and responsibilities in the council

→ support available to the delegate to successfully execute their delegation in relation to internal audit
→ complexity of the council's core business
→ risk profile of the council
→ expectations of stakeholders, and
→ likely demands placed on the internal audit function.

Role of the audit, risk and improvement committee

Under the Local Government Regulation (clause #tbc), the audit, risk and improvement committee exercises functional oversight of a council's internal audit function to ensure it operates independently from the council.

This means that the audit, risk and improvement committee is responsible for:
→ assisting the governing body to identify the resources necessary for the effective functioning of the internal audit function
→ setting the annual and four-yearly work plans for the internal audit function, including the audits that will be completed
→ assessing the findings and recommendations of completed audits and providing the committee's advice and opinion on issues raised to the general manager and governing body of the council
→ developing the internal audit charter that will guide the work of the internal audit function and how it operates, and
→ reviewing the performance of the internal audit function.

Structure

Each council will have different internal audit function requirements depending on the council's size, needs, budget and operational complexity and can either:

→ establish an internal audit function for their own exclusive use, or
→ share their internal audit function with another council, county council or joint organisation.

For cost and administrative efficiency, councils are also able to:
→ establish an in-house internal audit function comprising of council staff/contractors, and/or
→ outsource their internal audit function to an external provider/s – for example, a private sector accounting firm, internal audit firm, internal audit contractor etc.

These options will assist councils, county councils and joint organisations:
→ to establish their internal audit function in the most cost-effective way
→ in remote locations that may find it difficult to appoint or retain the staff necessary to support a stand-alone internal audit function
→ to access a larger resource pool than would be available to a single council, and
→ create efficiencies through common systems, shared knowledge and internal audit tools.

When deciding the most appropriate way to structure a council's internal audit function, the general manager should consider the viability and capacity of a shared internal audit function to achieve the council's internal audit charter given the:
→ size of the council in terms of both staffing levels and budget
→ geographical and functional distribution of the council's operations
→ complexity of the council's core business
→ risk profile of the council
→ expectations of stakeholders, and
→ likely demands placed on the internal audit function by other councils in the shared arrangement.

Whatever structure is adopted, the head of a council's internal audit function must:

→ **be a council employee and cannot be outsourced, other than through a shared arrangement with another council, and**

→ **meet the eligibility and independence criteria for the position.**

This is to ensure that the council retains strategic control of the internal audit function and can actively monitor its performance.

County councils

County councils may enter into a shared arrangement with one of their constituent councils or another county council.

Joint organisations

Joint organisations that do not host a shared internal audit function for the use of their member councils can enter into a shared arrangement with a member council.

In-house internal audit function

An in-house internal audit function is where internal auditors and other staff (where required) are employed by the council to conduct the internal audits and other activities in the audit, risk and improvement committee's annual and four-yearly strategic work plan.

The advantages of establishing an in-house internal audit function may include:

→ council retaining ownership of internal audit information

→ confidentiality of sensitive information contained in audits

→ stronger direction and oversight by the council of the internal audit function with more direct control over the quality of audits conducted

→ internal auditors having council-specific knowledge and experience that delivers better audit results

→ greater agility to respond quickly to emerging issues, and

→ the retention of corporate knowledge within the council.

Disadvantages may include:

→ challenges attracting and retaining suitable staff

→ specialist skills may not be available in-house

→ reduced flexibility, and

→ the need to provide council facilities and office space for internal audit personnel.

Councils that establish an in-house internal audit function are not limited to employing staff members and can supplement the internal audit team's work with audits undertaken by external providers where necessary.

Councils that have been categorised as a tier 2 or tier 3 council are encouraged to establish an in-house internal audit function given their:

→ significant assets

→ higher risk profiles

→ higher levels of expenditure, and

→ more complex transactions and operations.

Head of an in-house internal audit function

Each council's internal audit function must be led by a staff member with sufficient skills, knowledge, experience and integrity to ensure it undertakes its role appropriately, meets its responsibilities to the audit, risk and improvement committee and makes a valuable contribution to the council.

The head of an in-house internal audit function (described as the 'chief audit executive' in the International Professional Practices Framework) also needs to report to the general manager or a sufficiently senior role in the council that ensures the internal audit function fulfils its responsibilities.

For some councils with larger budgets and higher risks, the head of the internal audit function will require the support of a dedicated internal audit team to fulfil the internal audit charter.

For other smaller councils, their size and risk profile may not justify additional internal audit staff and the head of the internal audit function will be sufficient.

The head of the internal audit function may also have other council responsibilities outside of internal audit.

Role and responsibilities

For all in-house internal audit functions, regardless of size, the key responsibilities of the head of the internal audit function include:

- managing the day-to-day activities of the council's internal audit activities to ensure they add value to council
- managing the council's internal audit budget
- supporting the operation of the audit, risk and improvement committee
- approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the committee
- monitoring the council's implementation of corrective actions that arise from the findings of audits
- fulfilling the committee's annual work plan and four-yearly strategic plan
- ensuring the council's internal audit activities comply with statutory requirements
- managing internal audit personnel and ensuring that they have the skills necessary to fulfil the role and responsibilities of the internal audit function (where appropriate), and
- contract management and oversight of supplementary external providers (where appropriate).

Eligibility criteria

To fulfil these responsibilities, the head of the internal audit function:

→ must be a council employee and cannot be outsourced, other than through a shared arrangement with another council – this is to ensure that the council retains strategic control of the internal audit function and is able to actively monitor the performance of the internal audit function

→ must be independent, impartial, unbiased and objective when performing their work and free from conflicts of interest

→ should possess the following skills, knowledge and experience to effectively carry out their role:

  → the credibility to ensure they can negotiate on a reasonably equal footing with the general manager (or their delegate), governing body and audit, risk and improvement committee

  → the skills, knowledge and personal qualities necessary to lead credible and accepted internal audit activities in the council

  → strong experience overseeing internal audit

  → appropriate qualifications and professional certifications, and

  → local government experience (preferred).

The head of the internal audit function must also operate and conduct their internal audit activities in accordance with the International Professional Practices Framework, including its Code of Ethics.

As a council employee, the head of the internal audit function must comply with all relevant council policies and procedures as required by other council staff members, including the council's code of conduct.

Independence

It is important that the head of an in-house internal audit function has the functional independence to ensure that this role has the freedom necessary to independently assess and report on the way council operates. As a safeguard, the Local Government Regulation (clause #tbc) requires the general manager to consult with the chair of the audit, risk and improvement committee before

appointing or changing the employment conditions of the head of the internal audit function (including disciplinary measures).

Where dismissal occurs, the general manager must report to the governing body advising of the reasons why the head of the internal audit function was dismissed.

Where the chair of the audit, risk and improvement committee has any concerns about the treatment of the head of the internal audit function, or any action taken that may compromise the head of the internal audit function's ability to undertake their functions independently, they can report their concerns to the governing body of the council.

The head of the internal audit function is required to confirm at least annually to the audit, risk and improvement committee the independence of internal audit activities from the council.

Access to council staff and information

All internal audit personnel, including the head of an in-house internal audit function have direct and unrestricted access to council staff, the audit risk and improvement committee and council information and resources necessary to undertake their role and responsibilities.

All council staff and contractors should have unrestricted access to the head of the internal audit function to allow them to alert them to emerging risks or internal audit related issues.

Internal audit team

Any other staff members appointed to council's in-house internal audit function report directly to the head of the internal audit function.

As council employees, internal audit staff must comply with all relevant council policies and procedures including the council's code of conduct.

In-house internal auditors must also conduct internal audit activities in accordance with the International Professional Practices Framework.

Internal audit should be performed by professionals with an appropriate level of understanding of the council's culture, systems and processes to provide assurance that the internal controls in place are sufficient to mitigate the risks, that the governance processes are adequate and that organisational goals and objectives are met.

In-house internal auditors should therefore possess the following skills, knowledge and experience to effectively carry out their role:

→ the skills, knowledge and experience necessary to conduct internal audit activities in the council – for example:
  o accounting
  o finance
  o economics
  o governance
  o management
  o law
  o taxation
  o fraud and corruption
  o IT
→ effective interpersonal and communication skills to ensure they can partner with council staff effectively and collaboratively
→ honesty, integrity and due diligence, and
→ appropriate qualifications and professional certifications.

Local government experience or expertise is also strongly preferred.

Dual responsibilities

To ensure the internal audit function's independence and objectivity, it is best practice that the head of the in-house internal audit function and any other members of an in-house internal audit team have no other council responsibilities other than internal audit.

However, it is recognised that some councils may find it difficult to employ a stand-alone head of an in-house internal audit function or other supporting internal auditors due to the

cost involved, the council's location and/or that the size of the council's operations and risk profile or the council's organisational structure may not warrant stand-alone employees.

Councils can therefore combine the head of the internal audit function's role and/or the role of a member of the internal audit team with another council role or responsibilities provided there are adequate safeguards put in place by the council to limit any real or perceived bias or conflicts of interest that may lead to faulty decision-making and cognitive bias.

An internal audit role must not be combined with the role of the general manager, chief financial officer or risk management function as it will create conflicts of interest that cannot be resolved.

Councils can also share their head of the internal audit function with another council, county council or joint organisation as part of a shared arrangement.

Depending on the specific needs and circumstances of the council, safeguards could include:

→ any potential issues or conflicts of interest arising from a dual role being formally documented in council's internal audit charter

→ the audit, risk and improvement committee, or another suitably qualified and independent party, reviewing internal audit briefs, findings and recommendations before they are finalised where they concern any key risks overseen by the head of the internal audit function or internal audit team member in another role

→ the head of the internal audit function or an internal audit team member not having responsibility for managing any risks or implementing any audit recommendations or corrective actions in their other role/s, and/or

→ the committee including an assessment of the independence and objectivity (for internal audit purposes) of the head of the internal audit function or any internal audit team members with a dual role in their

annual assessment report to the governing body.

The endorsement of the governing body, in consultation with the audit, risk and improvement committee is also required before any combined roles can commence.

Where the head of the internal audit function has a dual role in a council, they are to remain independent and report functionally to the audit, risk and improvement committee on their internal audit responsibilities.

For other council responsibilities, the head of the internal audit function reports functionally through normal council reporting lines to the general manager.

Outsourced internal audit function

Where a council outsources their internal audit function, the internal audits required by the audit, risk and improvement committee are undertaken by an external provider such as an internal audit or accounting firm, or an individual practitioner.

Contract management is overseen by an employee within the council.

The advantages of using external providers for internal audit activities may include:

→ flexibility

→ access to a wide range of expertise and experience, especially outside of local government and provide expertise the council may not have

→ provides a window to better practice methods that small councils may find difficult to access

→ the ability to purchase services as and when required

→ can increase internal audit's independence from the council

→ overcoming challenges recruiting a head of an internal audit function or internal audit staff, and

→ potential to negotiate lower fee-for-service costs.

Disadvantages may include:
→ increased costs
→ potential loss of corporate knowledge from the council
→ difficulty building and maintaining professional relationships between council management and external contractors
→ reduced oversight and control of internal audit activities
→ additional in-house staff time required to source and manage external providers and contracts
→ the external provider lacking council-specific knowledge
→ internal audit coordinator is unlikely to be audit trained and may not have the knowledge to ensure audit quality is maintained, and
→ potential confidentiality breaches.

Given their size, resources, geographical isolation, risk profiles and complexity of operations, tier 1 councils are encouraged, at a minimum, to establish an outsourced internal audit function.

Head of an outsourced internal audit function

Compared to the head of an in-house internal audit function which personally conducts or supervises internal audits and provides their personal opinions and recommendations to the audit, risk and improvement committee, the head of an outsourced internal audit function will, in practice, primarily be a coordination and administrative role.

The key responsibilities of any council staff member assigned responsibility for leading an outsourced internal audit function is to include:
→ contract management
→ managing internal audit budget
→ ensuring the external provider completes internal audits in line with the audit, risk and improvement committee's annual plan and four-yearly strategic plan
→ forward audit reports by the external provider to the committee
→ act as a liaison between the external provider and the committee

→ monitoring the council's implementation of corrective actions that arise from the findings of audits and reporting progress to the Committee, and
→ assisting the committee to ensure the council's internal audit activities comply with statutory requirements.

To fulfil these responsibilities, the head of an outsourced function:
→ reports functionally to the audit, risk and improvement committee
→ must be free from conflicts of interest
→ must be a council employee and cannot be outsourced, other than through a shared arrangement with another council, county council or joint organisation - this is to ensure that the council retains control of the internal audit function and is able to actively monitor the performance of the external provider
→ should possess the following skills, knowledge and experience to effectively carry out their role:
  → a good understanding of the work of audit, risk and improvement committees and internal audit, and
  → the skills, knowledge and personal qualities necessary to manage the council's contract with the external provider and liaise between the external provider and the audit, risk and improvement committee.

As a council employee, the head of an outsourced function must comply with all relevant council policies and procedures as required by other council staff members, including the council's code of conduct.

Dual responsibilities

The head of an outsourced internal audit function can be assigned other roles and responsibilities in the council.

Where the head of an outsourced function has a dual role in a council, they are to remain independent and report functionally to the audit, risk and improvement committee in relation to their internal audit responsibilities.

For other council responsibilities, the head of an outsourced function reports functionally through normal council reporting lines to the general manager.

Councils can combine the head of an outsourced function's role with another council role or responsibilities provided that there are adequate safeguards put in place by the council to limit any real or perceived bias or conflicts of interest.

Depending on the specific needs and circumstances of the council, safeguards could include:

→ any potential issues or conflicts of interest arising from a dual role being formally documented in council's internal audit charter

→ the audit, risk and improvement committee endorsing the dual roles before they can commence

→ the head of the outsourced function not having responsibility for managing any risks or implementing any audit recommendations or corrective actions in their other role/s, and/or

→ the committee including an assessment of the independence and objectivity (for internal audit purposes) of the head of the outsourced function in their annual assessment report to the governing body.

External provider/s

It is important that any external provider engaged by a council is independent and can objectively assess and report on the way council operates.

To ensure the independence of an external provider, the head of the outsourced function is to ensure the external provider:

→ does not conduct any audits on specific council operations or area that they have worked on within the last two years

→ is not the same auditor conducting the council's external audit

→ is not the auditor of any contractors of the council that may be possibly subject to the internal audit, and

→ is able to meet the council's statutory internal audit obligations.

The head of the outsourced function must also consult with the audit, risk and improvement committee and general manager regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the council.

Chair of the audit, risk and improvement committee

The chair of an audit, risk and improvement committee that oversees an outsourced internal audit function is likely to have greater responsibilities than that of an in-house internal audit function.

As the head of an outsourced function is largely a coordination/administrative role, committee members, and in particular the chair of the Committee, will do the 'heavy lifting' and be the primary source of advice on the findings and recommendations of audits conducted by the external provider and assurance to the council.

Councils that establish an outsourced internal audit function must ensure that their audit, risk and improvement committee has the capacity and capability to undertake this increased role.

Shared internal audit function

Under the Local Government Regulation (clause #tbc) councils can:

→ share an internal audit function with another council or joint organisation as part of an independent shared arrangement

→ utilise the internal audit function established by their joint organisation that is shared by member councils

→ for county councils - share an internal audit function with a constituent council, or

→ for joint organisations - share an internal audit function with a member council.

Councils can establish an in-house or outsourced internal audit function as part of a shared arrangement.

A shared internal audit function must operate as a standalone internal audit function for each participating council in the shared arrangement and satisfy statutory requirements for each participating council.

A shared internal audit function should only be established and utilised where all participating councils can be confident that the shared function can deliver a high level of understanding and fulfilment of each council's internal audit needs and maintain effective working and reporting relationships with each participating council in the shared arrangement.

Councils that establish a shared internal audit function should develop and sign a formal agreement with the other councils in the shared arrangement which outlines how the shared arrangement will operate and how costs will be shared.

Implementation

Given the administrative complexity of an internal audit function shared between councils and reporting to multiple governing bodies and general managers, the following arrangements are recommended:

→ the internal audit function is hosted by one of the councils, county councils or joint organisations in the shared arrangement

→ the head of the internal audit function and any other internal audit team members are employees of the host council

→ the head of the internal audit function reports administratively to the general manager (or their delegate) of the host council, and

→ the general manager of the host council can only appoint or dismiss the head of the internal audit function in consultation with the general managers and audit, risk and improvement committees of each participating council.

For internal audit functions established by joint organisations and shared between member councils it is recommended that:

→ the internal audit function is physically located at the offices of the joint organisation or a member council

→ the head of the internal audit function reports administratively to the executive officer of the joint organisation

→ the head of the internal audit function and any internal audit staff are employees of the joint organisation, and

→ the Executive officer of the joint organisation can only appoint or dismiss the head of the internal audit function in consultation with the general managers and audit, risk and improvement committees of each member council.

Head of a shared internal audit function

In-house function

The head of a shared in-house internal audit function needs to be able to:

→ liaise with the governing body and general manager of each participating council about that council's internal audit activities

→ implement the annual work plan and four-yearly strategic plan for each council

→ conduct or oversee the individual audits of each council and monitoring the implementation of corrective actions

→ manage any contractual arrangements with external providers on behalf of each council (where required)

→ attend the audit, risk and improvement committee meetings of each respective council on behalf of that council, and

→ maintain separate and confidential information for each council.

Outsourced function

The head of a shared outsourced internal audit function needs to be able to:

→ manage contracts with external providers on behalf of all councils in the shared arrangement

→ liaise with the audit, risk and improvement committee and general manager of each council

→ coordinate the completion of audits by the external provider in line with each council's annual plan and four-yearly strategic plan

→ provide audit reports by the external provider to the relevant committee and general manager and coordinate council responses

→ monitor the implementation by each council of corrective actions that arise from the findings of audits and reporting progress to the committee

→ assist each council's committee to ensure the council's internal audit activities comply with statutory requirements, and

→ maintain separate and confidential information for each council.

Workplans

The work of each council's internal audit function will be guided by the strategic four-yearly workplan and annual workplan developed by the audit, risk and improvement committee (see core requirement 1).

Performing internal audits

It is essential that a council's internal audit function performs the council's internal audits to a high and consistent standard and that the findings and recommendations that arise from audits can be relied upon by the audit, risk and improvement committee and the council.

Each council's internal audits must be performed in accordance with the requirements of the International Professional Practices Framework.

The internal audit tools, techniques and methodologies used by the internal audit function must be approved by the audit, risk and improvement committee.

Where risk information or ratings are used during the internal audit process, they must be developed and applied consistently with the current Australian risk management standard.

Audit reports

The head of the internal audit function must provide the findings and recommendations of internal audits to the audit, risk and improvement committee at the end of each audit.

The audit, risk and improvement committee will determine whether audit reports should be distributed to committee members out-of-session as they are completed, or at each quarterly meeting of the committee.

Each internal audit report written must reflect the requirements of the International Professional Practices Framework.

This includes:

→ necessary background information, including the objective and scope of the audit

→ the audit processes and methodology used

→ findings and recommendations based on the audit's objectives, prioritised according to their level of risk

→ recommended remedial actions to address problems identified which have been prioritised according to risk, and

→ a response or action plan from the general manager and/or responsible senior managers of the council.

The head of the internal audit function must provide a draft of each report to the responsible senior manager/s so that a response to each recommendation from each relevant business unit can be included in the final report that is submitted to the audit, risk and improvement committee.

The audit, risk and improvement committee must agree with the general manager the maximum time period the general manager has to approve and provide the council's response to the committee.

Responsible senior managers will have the right to reject recommended corrective action/s on reasonable grounds but should discuss their position with the head of the internal audit function or the chair of the audit, risk and improvement committee before finalising the council's position with the general manager. Reasons for rejecting the recommendation/s must be included in the final audit report.

For those recommendations that are accepted, responsible senior managers are required to ensure that:

→ an action plan is prepared for each recommendation that assigns responsibility for implementation to a council staff member/s and timeframes for implementation

→ all corrective actions are implemented within proposed timeframes, and

→ the head of the internal audit function is provided regular updates, or as otherwise reasonably requested, in relation to the implementation of the internal audit action plan.

Where corrective actions are not implemented within agreed timeframes, the audit, risk and improvement committee can invite the responsible senior manager to explain why implementation has not occurred and how the resulting risk is being addressed in the interim.

The audit, risk and improvement committee can raise any concerns it may have about the council's response to internal audit reports with the general manager and in the committee's quarterly report to the governing body so that they are aware of the risks posed to the council.

Ongoing monitoring

The head of the internal audit function should establish an ongoing monitoring system to track the internal audits undertaken for the council and follow-up council's progress in implementing corrective actions.

Compliance with regulatory requirements and internal audit standards could also be included as part of ongoing monitoring and self-assessment.

If necessary, any problems identified must be reported to the audit, risk and improvement committee and general manager to ensure they can be rectified quickly before their consequences escalate.

The audit, risk and improvement committee can raise any concerns it has that may arise between meetings with the governing body via an additional report where needed. The chair of the committee can also request to meet with the mayor.

This will ensure that the governing body is fully aware of significant emerging risks posed to the council.

Policies and procedures

The general manager, in consultation with the audit, risk and improvement committee, must develop and maintain policies and procedures to guide the operation of the council's internal audit function and the performance of internal audits.

These policies and procedures could include:

→ the structure and resourcing of the internal audit function

→ how internal audits will be conducted, reported, implemented and monitored

→ audit methodology

→ timeframes for reporting and council's response to recommendations

→ how any internal audit-related disputes will be resolved

→ the internal audit function's access to council staff, resources and information

→ how the performance of the internal audit function will be reviewed

→ communication between the audit, risk and improvement committee and internal audit function, and the internal audit function and the general manager, and

→ information management including document retention, security and access to audit reports.

Providing advice to the audit, risk and improvement committee

Ongoing reporting to the audit, risk and improvement committee is essential to ensure that the committee is kept informed of matters considered by the internal audit function and any emerging issues that may require reporting to the governing body or general manager.

Quarterly updates

The head of the internal audit function is to ensure that the audit, risk and improvement committee is advised at each of the committee's quarterly meetings of

→ the internal audits completed during that quarter

→ progress in implementing the annual work plan, and

→ progress made implementing corrective actions arising from any past internal audits.

The way this information is communicated is to be decided by the audit, risk and improvement committee in consultation with the head of the internal audit function.

Ongoing advice

The head of the internal audit function can meet with the chair of the audit, risk and improvement committee at any time, as necessary, between committee meetings.

This is particularly important to ensure that any urgent or emerging issues identified by the internal audit function can be quickly reported to the audit, risk and improvement committee

for consideration and action before their consequences escalate.

Internal audit documents

Internal audit documentation includes any information or documents produced or obtained by a council's internal audit function that relates to the internal audit activities of the council.

All internal audit documents:

→ are for internal use only, subject to the requirements of the *Government Information (Public Access) Act 2009* (GIPA Act)

→ are to remain the property of the audited council, including where internal audit services are performed by an external provider – all rights reside with the audited council

→ must be documented, retained and controlled in accordance with the International Professional Practices Framework and council policies

→ can be accessed by the audit, risk and improvement committee and external auditor without restriction

→ can be accessed by the governing body via resolution, subject to the approval of the chair of the committee (any disputes can be referred to the Office of Local Government for resolution)

→ subject to the GIPA Act, can only be released to an external party with the approval of the general manager and the chair of the committee, except where the information is being provided to an external oversight or investigative body for the purposes of informing that agency of a matter that may warrant its attention.

Any internal audit documentation provided to any individual, including members of the governing body, should be treated as strictly confidential.

The chair of the audit, risk and improvement committee may refuse to provide access to

internal audit documents or information to anyone who has previously released such information without authorisation.

Review of internal audit function performance

It is important that the work of each council's internal audit function is regularly assessed, and internal auditors held accountable for their performance.

This will ensure that the internal audit function is making a valuable contribution to the council and allows the audit, risk and improvement committee and the council to understand how the council is performing in relation to the matters listed in section 428A of the Local Government Act.

It will also ensure that the audit, risk and improvement committee and council can determine whether any changes to the internal audit function are required.

Annual assessment

The audit, risk and improvement committee must review the performance of the internal audit function each year and report its findings to the governing body as part of the committee's annual assessment.

The annual assessment is to ensure that any concerns regarding the operation of the internal audit function and compliance with the International Professional Practices Framework can be dealt with before they are identified in the four-yearly strategic review, by which time their consequences may have escalated.

An annual assessment will also encourage continuous improvement of the council's internal audit activity.

The audit, risk and improvement committee is to determine the nature of this assessment. It could be conducted, for example, via a self-

assessment performed by the head of the internal audit function.

More information about the audit, risk and improvement committee's annual assessments is provided under core requirement 1.

Four-yearly strategic assessment

A council's audit, risk and improvement committee is to provide an assessment of the effectiveness of the council's internal audit function to the general manager and governing body in each term of the council, as part of the committee's four-yearly strategic assessment.

This assessment is to occur regardless of whether the council has established an in-house or outsourced internal audit function, as the assessment focuses on how the council has implemented its internal audit function.

As part of the audit, risk and improvement committee's assessment of the council's internal audit function, it should consider:

→ the views of an independent external party with strong knowledge of internal audit operation

→ the independence of the internal audit function

→ whether resourcing is sufficient

→ whether the internal audit function complies with statutory requirements and the International Professional Practices Framework

→ the appropriateness of annual work plans and strategic plans based on the risks facing the council

→ progress against key performance indicators

→ whether the internal audit function adds value and delivers outcomes for the council, and

→ the appropriateness of the internal audit charter.

To ensure the views of the external party consulted are robust, the external party should have:

→ strong skills, knowledge and expertise in internal audit

→ a working knowledge of the International Professional Practices Framework, and

→ no conflicts of interest that may result in bias or a lack of objectivity.

The audit, risk and improvement committee, in consultation with the general manager, is to develop an action plan for the governing body to address any internal audit issues identified by the committee.

The audit, risk and improvement committee's strategic assessment and action plan is to be discussed with the governing body and general manager at the strategic assurance meeting held each council term.

More information about the audit, risk and improvement committee's strategic assessment is provided under core requirement 1.

Reporting concerns about councillors or council staff

Given the nature of internal audit, there may times where the internal audit function identifies concerns about the conduct of council staff.

Where the head of the internal audit function has concerns regarding a staff member, they can:

→ raise their concerns with the chair of the audit, risk and improvement committee (if it relates to the effectiveness of the internal audit function)

→ report breaches of the council's code of conduct to the general manager, or by the general manager to the Mayor, as required by the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*

→ report their concerns through the council's internal reporting policy, complaints handling policy or other associated protocols, and/or

→ make a public interest disclosure under the *Public Interest Disclosures Act 1994* to the:
   o Independent Commission Against Corruption (concerning corrupt conduct)
   o NSW Ombudsman (concerning maladministration)
   o NSW Auditor General (concerning serious and substantial waste of public money)
   o Office of Local Government (concerning serious and substantial waste in local government and breaches of pecuniary interest obligations), and/or
   o Information and Privacy Commissioner (concerning government information contraventions).

Annual attestation

The Local Government Regulation (clause #tbc) requires the general manager to attest each year in the council's annual report whether the council has complied with the following requirements:

→ council has an internal audit function that provides an independent unbiased assessment of the council's operations and risk and control activities

→ council's internal audit function reports to the audit, risk and improvement committee on internal audit matters

→ the internal audit function operates independently of the council

→ council's internal audit function operates according to an internal audit charter, which is consistent with the approved Model Internal Audit Charter contained in these guidelines

→ council has appointed an appropriately skilled and eligible staff member to direct the council's internal audit activities or is part of a shared arrangement where a participating council has appointed a staff member to lead internal audit

→ internal audit activities are conducted in accordance with the International Professional Practices Framework

→ council's internal audit function operates according to annual and four-yearly strategic plans adopted by the governing body of the council

→ council provides the internal audit function with direct and unrestricted access to the general manager and other staff, council information and resources so it can fulfil its responsibilities, and

→ at least once each council term (i.e. four years) the audit, risk and improvement committee conducts a review of the effectiveness of the council's internal audit function.

Further information on annual attestation requirements are detailed in the statutory framework section of these Guidelines.

Further resources

The following resources may be useful to councils seeking more information about the establishment and operation of their internal audit function.

This is not an exhaustive list but provides a useful starting point for councils that seek to better understand internal audit, how it can be used by councils to improve performance, and practical tools, examples and templates to adapt for their own use.

International Professional Practices Framework (mandatory guidance) – **Institute of Internal Auditors (2017)**

Outlines the mandatory requirements for undertaking internal auditing under the International Professional Practices Framework.

Consists of four parts:
→ Core Principles for the Professional Practice of Internal Auditing
→ Definition of Internal Auditing
→ Code of Ethics, and
→ International Standards for the Professional Practice of Internal Auditing

International Professional Practices Framework (recommended guidance) – **Institute of Internal Auditors (2017)**

Provides detailed guidance on how to implement the International Professional Practice Framework.

Consists of two parts:
→ Implementation Guide – assists an internal audit function to apply the standards and understand how compliance will be measured by the audit, risk and improvement committee, and
→ Supplemental Guide (Practice Guides) – provides detailed processes and procedures for the internal audit function.

How can audit committee members add value? – **PriceWaterhouseCoopers (2011)**

Provides a checklist for measuring the performance of an internal audit function.

Internal Audit in Australia – **Institute of Internal Auditors Australia (2016)**

Provides an overview of the role of internal audit and the internal audit function, including:
→ the different types of work plans that can be used to guide internal audit activity
→ the skills, knowledge, experience and qualifications/certifications required of internal auditors
→ performing, reporting and monitoring internal audits, and
→ how to review the performance of an internal audit function, including performance measures that could be used

Practice Guide – Talent Management: Recruiting, Developing, Motivating and Retaining Great Team Members – **Institute of Internal Auditors (2015)**

Provides guidance on how to establish an effective internal audit team (for purchase from the Institute of Internal Auditors).

Quality Assessment Manual for the Internal Audit Activity – **Institute of Internal Auditors (2017)**

Outlines how the performance of council's internal audit function can be assessed both internally and externally against the International Professional Practices Framework.

Implementation

Under the Local Government Act, all councils and joint organisations are required to appoint an audit, risk and improvement committee by June 2022.

Following June 2022, councils will have two years, until 30 June 2024, to comply with the risk management and internal audit requirements under these Guidelines and five years to comply with the audit, risk and improvement committee requirements.

Audit, risk and improvement committees

New Committees

Councils that currently do not have an audit, risk and improvement committee must appoint a Committee by June 2022 that complies with the requirements of these Guidelines.

Existing Committees

Councils that already have an audit, risk and improvement committee will already comply with the requirement under the Local Government Act to appoint a committee.

These councils will have until June 2027 (five years) to ensure the membership of their committees comply with these guidelines.

Additional transition time is provided to allow the terms of existing audit, risk and improvement committee members that may not otherwise be eligible for membership of the committee under the new requirements, to naturally expire.

Staged compliance will provide greater stability in the membership of existing committees, ensure the retention of corporate knowledge on the committee, and reduce demand on the prequalification scheme.

Risk management framework

Councils have until 30 June 2024 to ensure their risk management framework complies with these guidelines.

However, councils that already have a mature risk management framework are encouraged, for their own benefit, to comply sooner.

Internal audit function

As a transitional measure, councils will have until 30 June 2024 to ensure their internal audit function complies with these guidelines.

However, councils that already have an internal audit function are encouraged, for their own benefit, to comply sooner.

Attestation

Attestation requirements will commence in 2024 for risk management and internal audit, and 2027 for audit, risk and improvement committees.

All councils will be required to publish their attestation certificates commencing with their 2024-2025 annual report.

However, councils with more mature audit, risk and improvement committees, internal audit function and/or risk management frameworks are encouraged to consider publishing attestation certificates in their annual reports sooner.

Appendix 1:

Attestation template and Determination template

Internal Audit and Risk Management Attestation Statement for the [years] Financial Year for [council/joint organisation]

I am of the opinion that [council/joint organisation] has an audit, risk and improvement committee and risk management and internal audit processes that, excluding the exceptions outlined below, operate in compliance with the requirements set out in the *Local Government Act 1993* and *Local Government (General) Regulation) 2005*.

Specifically:

Audit, risk and improvement committee

Requirement	Compliance
[Council's/joint organisation's] audit, risk and improvement committee is independent of the [council/joint organisation] and has three or more members that comply with or exceed the minimum requirements for the [council's/joint organisation's] prescribed category as a [tier #tbc] council	[compliant or non/compliant]
The chair and all members of [council's/joint organisation's] audit, risk and improvement committee meet the eligibility and independence criteria required of their position, and have been appointed in accordance with prescribed membership term limits	[compliant or non/compliant]
[Council's/joint organisation's] audit, risk and improvement committee operates according to terms of reference approved by the [governing body of the council/board of the joint organisation] that are consistent with the approved Model Terms of Reference	[compliant or non/compliant]
[Council's/joint organisation's] audit, risk and improvement committee operates according to annual and four-yearly strategic plans endorsed by the [governing body of the council/board of the joint organisation]	[compliant or non/compliant]
[Council's/joint organisation's] audit, risk and improvement committee provides an annual assessment to the [governing body/board of the joint organisation] each year, and a strategic assessment of all the matters listed in section 428A of the Local Government Act to the [governing body/board] each council term	[compliant or non/compliant, include date of last strategic assessment provided]
The [council/joint organisation] provides the audit, risk and improvement committee with direct and unrestricted access to the [general manager/executive officer], senior management, [council/joint organisation] information and [council/joint organisation] resources so it can fulfil its responsibilities	[compliant or non/compliant]
At least once each council term the [governing body of the council/board of the joint organisation] reviews the effectiveness of the audit, risk and improvement committee.	[compliant or non/compliant, include date of last review]

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Membership

The chair and membership of the audit, risk and improvement committee are:

Independent chair	[name]	[start term date]	[finish term date]
Independent member	[name]	[start term date]	[finish term date]
Independent member	[name]	[start term date]	[finish term date]
Independent member[1]	[name]	[start term date]	[finish term date]
Independent member[1]	[name]	[start term date]	[finish term date]
[Councillor/board] member[1]	[name]	[start term date]	[finish term date]

Risk Management

Requirement	Compliance
[Council/joint organisation] has adopted a risk management framework that is consistent with current Australian risk management standards and appropriate for the [council's/joint organisation's] risks	[compliant or non/compliant]
[Council's/joint organisation's] audit, risk and improvement committee is responsible for reviewing the implementation of [council's/joint organisation's] risk management framework and issues a strategic assessment of the effectiveness of the [council's/joint organisation] risk management framework to the [governing body/board] each council term.	[compliant or non/compliant, include date of last strategic assessment provided]

Internal Audit

Requirement	Compliance
[Council/joint organisation] has an internal audit function that provides an independent unbiased assessment of the [council's/joint organisation's] operations and risk and control activities	[compliant or non/compliant]
[Council's/joint organisation's] internal audit function reports to the audit, risk and improvement committee on internal audit matters	[compliant or non/compliant]
[Council's/joint organisation's] internal audit function operates independently of the [council/joint organisation] and internal audit activities are not subject to direction by the [council/joint organisation]	[compliant or non/compliant]
[Council's/joint organisation's] internal audit function operates according to an internal audit charter, which is consistent with the approved Model Internal Audit Charter	[compliant or non/compliant]
[Council/joint organisation] has appointed an appropriately skilled and eligible staff member to direct the [council's/joint organisation's] internal audit activities or is part of a shared	[compliant or non/compliant]

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[1] Delete row if optional member not appointed

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Requirement	Compliance
arrangement where a participating [council/joint organisation] has appointed a staff member to direct shared internal audit activities	
Internal audit activities are conducted in accordance with the International Professional Practices Framework	[compliant or non/compliant]
[Council's/joint organisation's] internal audit function operates according to annual and four-yearly strategic plans developed by the [council's/joint organisation's] audit, risk and improvement committee and endorsed by the [governing body of the council/board of the joint organisation]	[compliant or non/compliant]
[Council/joint organisation] provides the internal audit function with direct and unrestricted access to the [council/joint organisation] staff, [council's/joint organisation's] audit, risk and improvement committee, [council/joint organisation] information and resources so it can fulfil its responsibilities	[compliant or non/compliant]
At least once each council term [council's/joint organisation's] audit, risk and improvement committee reviews the effectiveness of the [council's/joint organisation's] internal audit function and reports this to the [governing body of the council/board of the joint organisation].	[compliant or non/compliant]

Departures from regulatory requirements

I advise that the audit, risk and improvement committee, risk management and internal audit activities for [council/joint organisation] depart from the requirements set out in the *Local Government Act 1993* and *Local Government (General) Regulation 2005* in the following ways:

Non-compliance	Reason	Alternative measures being implemented	Exemption granted by the Chief Executive of the Office of Local Government
[regulatory requirement]	[detailed description of reasons giving rise to the non-compliance]	[detailed description of the practicable alternative measures implemented to achieve equivalent level of assurance]	[yes/no]

These processes, including the alternative measures implemented, demonstrate that [council/joint organisation] has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within [council/joint organisation].

[signed]
[name and position]
[date]

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[Council/joint organisation] compliance with mandatory risk management and internal audit requirements

I am advised that [council/joint organisation] has not complied with the following requirements with respect to the operation of its [audit, risk and improvement committee/risk management/internal audit processes] (omit where relevant):

Requirement	Reason for non-compliance
[regulatory requirement]	[detailed description of reasons giving rise to the non-compliance]

I note that the following alternative arrangements have been implemented to achieve outcomes equivalent to the requirement/s:

Summary of alternative arrangements	How they will achieve equivalent outcomes
[summary of alternative arrangement]	[summary of how they will achieve equivalent outcomes]

I am satisfied that these alternative arrangements will achieve outcomes equivalent to the requirement/s.

This exemption from the requirements of the *Local Government (General) Regulation 2005* is valid for the financial year/s of [years].

[signed]
[name and position]
[date]

[Office of Local Government contact officer contact details]

Appendix 2:

Audit, risk and improvement committee – role and responsibilities

Under section 428A of the Local Government Act, each council (including county councils and joint organisations) must have an audit, risk and improvement committee to independently review and provide advice to the council regarding the following aspects of council's operations:

(a) compliance

(b) risk management

(c) fraud control

(d) financial management

(e) governance

(f) implementation of the strategic plan, delivery program and strategies

(g) service reviews

(h) collection of performance measurement data by the council, and

(i) any other matters prescribed by the regulation (i.e. internal audit).

The committee must also provide information to the council for the purpose of improving council's performance of its functions.

The audit, risk and improvement committee and council are to agree on the specific activities the committee is to review based on the council's needs, risks and business functions.

The following is a list of activities audit, risk and improvement committees and councils should consider as part of the committee's 'audit', 'risk' and 'improvement' roles based on the requirements of section 428A of the Local Government Act.

This is not an exhaustive list and audit, risk and improvement committees and councils are encouraged to carefully consider the council's business operations, service delivery, financial management processes, internal audit function, external accountability requirements, risk management framework, governance arrangements and integrated planning and reporting framework to maximise the advice and assistance the committee can provide to the council.

Audit

Internal audit
section 428A(2)(i)

Principle

Council has an effective internal audit function and receives maximum value from its internal audit activities.

Committee's role

→ Provide overall strategic oversight of internal audit activities

→ Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit

→ Coordinate as far as is practicable, the work programs of internal audit and other assurance and review functions

→ Advise the general manager and governing body of the council:

  o whether the council is providing the resources necessary to successfully deliver the internal audit function

  o if the council is complying with internal audit requirements, including compliance with the International Professional Practices Framework

  o if the council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the council are suitable

  o of the strategic four-year plan and annual work plan of internal audits to be undertaken by the council's internal audit function

  o if council's internal audit activities are effective, including the performance of the head of the internal audit function and internal audit function

  o of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised

  o of the implementation by council of these corrective actions

- o on the appointment of the head of the internal audit function and external providers, and
- o if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

External audit

Principle

Council receives maximum value from its external audit activities.

Committee's role

→ Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit

→ Coordinate as far as is practicable, the work programs of internal audit and external audit

→ Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided

→ Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations

→ Provide advice to the governing body and/or general manager on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Compliance framework
section 428A(2)(a)

Principle

Council has an effective compliance framework that ensures it is complying with its legal obligations and other governance and

contractual requirements when undertaking its functions.

Committee's role

Advise the general manager and governing body of the council of the adequacy and effectiveness of the council's compliance framework, including:

→ if the council has appropriately considered legal and compliance risks as part of the council's risk management framework

→ how the council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and

→ whether appropriate processes are in place to assess compliance.

Risk management
section 428A(2)(b)

Principle

Council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.

Committee's role

Advise the general manager and governing body of the council:

Risk management framework

→ whether the council is providing the resources necessary to successfully implement its risk management framework

→ if the council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard

→ whether the council's risk management framework is adequate and effective for identifying and managing the risks the council faces, including those associated individual projects, programs and other activities

→ if risk management is integrated across all levels of the council and across all processes, operations, services, decision-making, functions and reporting

→ of the adequacy of risk reports and documentation, for example, the council's risk register and risk profile

→ whether a sound approach has been followed in developing risk management plans

→ whether appropriate policies and procedures are in place for the management and exercise of delegations

→ if council has taken steps to embed a culture that is committed to ethical and lawful behaviour

→ if there is a positive risk culture within the council and strong leadership that supports effective risk management

→ of the adequacy of staff training and induction in risk management

→ how the council's risk management approach impacts on the council's insurance arrangements

→ of the effectiveness of council's management of its assets, and

→ of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal control framework

→ if the internal controls in place are appropriate for the risk council faces

→ whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with

→ if the council's monitoring and review of controls, including policies and procedures, is sufficient, and

→ if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

Fraud and corruption control framework
section 428A(2)(c)

Principle

Council has an effective fraud and corruption control framework in place that minimises the incidence of fraud and corruption.

Committee's role

Advise the general manager and governing body of the council of the adequacy and effectiveness of the council's fraud and corruption prevention framework and activities, including whether the council has:

→ a fraud and corruption policy

→ clearly defined responsibilities for managing fraud and corruption

→ risk-based preventative and detective controls

→ policies, systems and processes to respond to, investigate and report suspected fraud and corruption

→ employee awareness/education measures

→ robust third-party management systems

→ appropriate processes and systems in place to capture and effectively investigate fraud-related information

→ regular review of the fraud and corruption control framework and reporting,

→ implemented applicable guidance and other better practice measures by the Independent Commission Against Corruption.

Financial management framework
section 428A(2)(d)

Principle

Council has an effective financial management framework, sustainable financial position and positive financial performance.

Committee's role

Advise the general manager and governing body of the council:

External accountability and financial reporting framework

→ if council is complying with accounting standards and external accountability requirements

→ of the appropriateness of councils accounting policies and disclosures

→ of the implications for council of the findings of external audits and performance audits and council's

responses and implementation of recommendations

→ whether the council's financial statement preparation procedures and timelines are sound

→ the accuracy of the council's annual financial statements prior to external audit, including:

    o management compliance/representations

    o significant accounting and reporting issues

    o the methods used by the council to account for significant or unusual transactions and areas of significant estimates or judgements

    o appropriate management signoff on the statements

→ if effective processes are in place to ensure financial information included in the council's report is consistent with signed financial statements

Financial management framework

→ if the council's financial management processes are adequate

→ the adequacy of cash management and credit card use policies and procedures

→ if there are adequate controls over financial processes, for example:

    o appropriate authorisation and approval of payments and transactions

    o adequate segregation of duties

    o timely reconciliation of accounts and balances

    o review of unusual and high value purchases

Financial position and performance

→ if policies and procedures for management review and consideration of the financial position and performance of the council are adequate

Grants and tied funding policies and procedures

→ if council's grants and tied funding policies and procedures are sound.

Governance framework
section 428A(2)(e)

Principle

Council has an effective governance framework to ensure it is appropriately directing and controlling the management of the council.

Committee's role

Advise the governing body and general manager if the council's governance framework is sound, including the council's:

→ decision-making processes

→ implementation of governance policies and procedures

→ reporting lines and accountability

→ assignment of key role and responsibilities

→ committee structure

→ management oversight responsibilities

→ human resources and performance management activities

→ reporting and communication activities

→ information and communications technology (ICT) governance, and

→ management and governance of the use of data, information and knowledge.

Improvement

Strategic planning
section 428A(2)(f)

Principle

Council has an effective framework that ensures it achieves its strategic plans and objectives under the integrated planning and reporting (IP&R) framework.

Committee's role

Advise the general manager and governing body of the council:

→ of the adequacy and effectiveness of the council's IP&R processes

→ if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and

→ whether the council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement
section 428A(2)(g) and s428A(3)

Principle

Council has an effective framework to ensure it is delivering services and conducting its business and functions to an expected standard.

Committee's role

→ Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)

→ Advise the general manager and governing body of the council:
  o if council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
  o if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
  o how the council can improve its service delivery and the council's performance of its business and functions generally

Performance data and measurement
section 428A(2)(h)

Principle

Council's performance management framework ensures council can measure its performance and if it is achieving its strategic goals.

Committee's role

Advise the general manager and governing body of the council:

→ if council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives

→ the performance indicators council uses are effective, and

→ of the adequacy of performance data collection and reporting.

Appendix 3:

Model Terms of Reference for audit, risk and improvement committees

Model Terms of Reference for local government audit, risk and improvement committees

[Council/joint organisation] has established an audit, risk and improvement committee in compliance with section 428A of the *Local Government Act 1993* and clauses (#tbc) of the *Local Government (General) Regulation 2005*. These terms of reference set out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

The objective of [council's/joint organisation's] audit, risk and improvement committee is to provide independent assurance to [council/joint organisation] by monitoring, reviewing and providing advice about the [council's/joint organisation's] governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

Independence

The Committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and provide [council/joint organisation] with robust, objective and unbiased advice and assurance.

The Committee is to provide an advisory and assurance role only and is to have no administrative function, delegated financial responsibility or any management functions of the [council/joint organisation]. The Committee will provide independent advice to the [council/joint organisation] that is informed by the [council's/joint organisation's] internal audit and risk management activities and information and advice provided by [council staff/joint organisation], relevant external bodies and subject matter experts.

The Committee must at all times ensure it maintains a direct reporting line to and from the [council's/joint organisation's] internal audit function and act as a mechanism for internal audit to report to the [governing body/board] and [general manager/executive officer] on matters affecting the performance of the internal audit function.

Authority

[Council/joint organisation] authorises the Committee, for the purposes of exercising its role and responsibilities, to:

→ access any information it needs from the [council/joint organisation]

→ use any [council/joint organisation] resources it needs

→ have direct and unrestricted access to the [general manager/executive officer] and senior management of the [council/joint organisation]

→ seek the [general manager's/executive officer's] permission to meet with any other [council/joint organisation] staff member or contractor

→ discuss any matters with the external auditor or other external parties

→ request the attendance of any employee at committee meetings, and

→ obtain external legal or other professional advice. [Detail any prior approval needed or pre-determined budget for costs].

Information and documents pertaining to the Committee are confidential and are not to be made publicly available. The Committee may only release [council/joint organisation] information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the [general manager/executive officer], except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention. [change if documentation is to be made available to the public]

Composition and tenure

The Committee consists of [tier 1 – one independent prequalified voting Chair, two independent voting members and one non-voting councillor/board member] [tier 2 – one independent prequalified voting Chair, one independent prequalified voting member, one independent voting member and one non-voting councillor/board member] [tier 3 – one independent prequalified voting Chair, two independent prequalified voting members and one non-voting councillor member/board member], in accordance with the *Guidelines for risk management and internal audit in local councils in NSW.*

[If applicable - council/joint organisation has been granted an exemption by the Secretary of the Department of Planning, Industry and Environment from the requirement that the Chair of the Committee be prequalified under the NSW Government's *Audit and Risk Committee Independent Chairs and Members Prequalification Scheme.*]

The [governing body/board] is to appoint the Chair and members of the Committee. The Chair is counted as one member of the Committee. Current committee members are:

[name]	Independent chair (voting)
[name]	Independent member (voting)
[name]	Independent member (voting)
[name]	[Councillor/board] member (non-voting) (if applicable) [cannot be the mayor]

All committee members are to meet the independence and eligibility criteria prescribed in the *Guidelines for risk management and internal audit in local councils in NSW.*

Members will be appointed for a four-year period. Members can be reappointed for a further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee. Members who have served an eight-year term (either as member or Chair) must have a two-year break from serving on the Committee before being appointed again. To preserve the Committee's knowledge of [council/joint organisation], ideally, no more than one member should leave the Committee because of rotation on any one year.

Specific member terms and conditions are to be disclosed in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their committee responsibilities.

Prior to approving the reappointment or extension of the Chair's or an independent member's term, the [governing body/board] is to undertake an assessment of the Chair's or committee member's performance. Reappointment of the Chair and members is also to be subject to the individual still meeting independence and eligibility requirements.

Members of the Committee are to possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of [council/joint organisation], the environment in which [council/joint organisation] operates, and the contribution that the Committee makes to the [council/joint organisation]. At least one member of the Committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of the [council's/joint organisation's] financial reporting responsibilities to be able to contribute to the Committee's consideration of the [council's/joint organisation's] annual financial statements.

[Add any relevant details about shared arrangements, if applicable].

Role

In accordance with section 428A of the *Local Government Act 1993*, the role of the Committee is to review and provide independent advice to the [council/joint organisation] regarding the following aspects of the [council's/joint organisation's] operations:

→ compliance
→ risk management
→ fraud control
→ financial management
→ governance
→ implementation of the strategic plan, delivery program and strategies
→ service reviews
→ collection of performance measurement data by the [council/joint organisation], and
→ internal audit.

The Committee must also provide information to the [council/joint organisation] for the purpose of improving [council's/joint organisation's] performance of its functions.

The Committee's specific audit, risk and improvement responsibilities under section 428A are outlined in Schedule 1 to this charter.

The Committee will act as a forum for the [council's/joint organisation's] internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The Committee will have no power of direction over external audit or the manner in which the external audit is planned or undertaken but will act as a forum for the consideration of external audit findings.

The Committee is directly responsible and accountable to the [governing body of the council/board of the joint organisation] for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of the [council/joint organisation] rests with the [governing body/board] and [general manager/executive officer].

The responsibilities of the Committee may be revised or expanded in consultation with, or as requested by, the [governing body of the council/board of the joint organisation] from time to time.

Responsibilities of members

Independent members

The Chair and members of the Committee are expected to understand and observe the requirements of the *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

→ make themselves available as required to attend and participate in meetings

→ contribute the time needed to review and understand information provided to it

→ apply good analytical skills, objectivity and judgement

→ act in the best interests of the [council/joint organisation]

→ have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry

→ maintain effective working relationships with the [council/joint organisation]

→ have strong leadership qualities (Chair)

→ lead effective committee meetings (Chair), and

→ oversee the [council's/joint organisation's] internal audit function (Chair).

[Councillor/board] members (if applicable)

To preserve the independence of the Committee, the [councillor/board] member of the Committee is a non-voting member. Their role is to:

→ relay to the Committee any concerns the [governing body/board] may have regarding the [council/joint organisation] and issues being considered by the Committee

→ provide insights into local issues and the strategic priorities of the [council/joint organisation] that would add value to the Committee's consideration of agenda items

→ advise the [governing body/board] (as necessary) of the work of the Committee and any issues arising from it, and

→ assist the [governing body/board] to review the performance of the Committee.

Issues or information the councillor member raises with or provides to the Committee must relate to the matters listed in Schedule 1 and issues being considered by the Committee.

The [councillor/board] member of the Committee must conduct themselves in a non-partisan and professional manner. The [councillor/board] member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

If the [councillor/board] member of the Committee engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair of the Committee may recommend to the [council/joint organisation], that the [councillor/board] member be removed from membership of the Committee. Where the [council/joint organisation] does not agree to the Committee Chair's recommendation, the [council/joint organisation] must give reasons for its decision in writing to the Chair.

Conduct

Independent committee members are required to comply with the [council's/joint organisation's] code of conduct and be held to the same ethical, behavioural and conduct standards as officials of the council.

Complaints or breaches of [council's/joint organisation's] code of conduct by an independent committee member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The [general manager/executive officer] must consult with the [governing body/board] before taking any disciplinary action against an independent committee member in response to a breach of the [council's/joint organisation's] Code of Conduct.

Prequalified Committee members are also required to comply with the code of conduct governing the NSW Government's *Audit and Risk Committee Independent Chairs and Members Prequalification Scheme*.

Conflicts of interest

Once a year, Committee members will provide written declarations to the [council/joint organisation] stating that they do not have any conflicts of interest that would preclude them from being members of the Committee. Independent committee members are 'designated persons' and must also complete and submit returns of interest.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest that may have at the start of each meeting, before discussion of the relevant agenda item or issue, and when the issue arises. Where committee members and observers are deemed to have a pecuniary or a significant non-pecuniary conflict of interest, they are to remove themselves from Committee deliberations on the issue. Details of any conflicts of interest should also be appropriately minuted.

Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and [current Australian risk management standard], where applicable.

Workplans

The work of the Committee is to be thoroughly planned and executed to ensure that all [council/joint organisation] activities and functions are reviewed. The Committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 are reviewed by the Committee and the internal audit function over each [council/joint organisation] term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

The Committee may, in consultation with the [council's/joint organisation's] [governing body/board], vary the strategic work plan at any time to address new or emerging risks. The [governing body/board] of the [council/joint organisation] may also, by resolution, request the Committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan must be made by the Committee.

The Committee must also develop an annual workplan to guide its work, and the work of the [name of internal audit function], over the forward year.

The Committee may, in consultation with the [council's/joint organisation's] governing body, vary the annual work plan to address new or emerging risks. The [governing body/board] of the [council/joint organisation] may also, by resolution, request the Committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan must be made by the Committee.

When considering whether to vary the strategic or annual work plans, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the workplan.

Assurance reporting

The Committee must regularly report to the [council/joint organisation] to ensure that the [council/joint organisation] is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of the [council/joint organisation] or the achievement of the [council's/joint organisation's] goals and objectives.

The Committee will provide an update to the [governing body/board] and [general manager/executive officer] of its activities and opinions after every Committee meeting.

The Committee will provide an annual assessment to the [governing body/board] and [general manager/executive officer] each year on the Committee's work and its opinion on how [council/joint organisation] is performing.

The Committee will provide a comprehensive assessment every council term of all the matters listed in Schedule 1 to the [governing body/board] and [general manager/executive officer].

The Committee may at any time report to the [governing body/board] or [general manager/executive officer] on any other matter it deems of sufficient importance to warrant their attention. The Mayor and Chair of the Committee may also meet at any time to discuss issues relating to the work of the Committee.

Should the [governing body/board] require additional information, a request for the information may be made to the Chair by resolution. The Chair may only provide the information requested by the [governing body/board] where the Chair is satisfied that it is reasonably necessary for the [governing body/board] to receive the information for the purposes of performing its functions under the Local Government Act. Individual [councillors/board members] are not entitled to request or receive information from the Committee.

Administrative arrangements

Meetings

The Committee will meet at least [number] times per year, [including a special meeting to review the [council's/joint organisation's financial statements].

The Committee can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a committee member, the [general manager/executive officer] or the [governing body/board].

Committee meetings can be held in person, by telephone or videoconference. Proxies are not permitted if a member is unable to attend a meeting.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the Chair has the casting vote.

The Chair of the Committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

The [general manager/executive officer] and [head of the internal audit function] are to attend committee meetings as non-voting observers. The external auditor (or their representative) is to be invited to each committee meeting as an independent observer. The Chair can request the

[council's/joint organisation's] [Chief Finance Officer or equivalent], [head of risk management function or equivalent], [senior managers or equivalent], any [councillors/board members], any employee/contractor of the council and any subject matter expert to attend committee meetings. These individuals must attend and provide any information requested, where possible. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The Committee must meet separately with both the [name of internal audit function] and the [council's/joint organisation's] external auditor at least once per year.

Dispute resolution

Members of the Committee and the [council's/joint organisation's] management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between the Committee and the [general manager/executive officer] or other senior managers, the dispute is to be resolved by the [governing body of the council/board of the joint organisation].

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

Secretariat

The [general manager/executive officer] will appoint a [council/joint organisation] employee/s to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least [number] weeks before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated within [agreed timeframe] of the meeting to each member.

Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term, or does not intend to seek reappointment after the expiry of their term, they should give [agreed timeframe] notice to the Chair and [governing body/board] prior to their resignation to enable the [council/joint organisation] to ensure a smooth transition to a new committee member.

The [governing body/board] can terminate via resolution the engagement of any Chair or independent committee member before the expiry of their term where the individual has:

- breached the conditions of, or become ineligible under the NSW Government's *Audit and Risk Committee Independent Chairs and Members Prequalification Scheme*
- breached the council's Code of Conduct
- performed unsatisfactorily or not to expectations
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any legislation, or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The position of a [councillor/board] member on the Committee can be terminated at any time by the [governing body/board] via resolution.

Review arrangements

At least once every council term the [governing body/board] must conduct an external review of the effectiveness of the Committee.

These terms of reference are to be reviewed annually by the Committee and once each council term by the [governing body/board]. Any substantive changes are to be approved by the [governing body/board].

Further information

For further information on [council's/joint organisation's] audit, risk and improvement committee contact [name] on [email address] or by phone [phone number].

Reviewed by Chair of the audit, risk and improvement committee
[signed]
[date]

Reviewed by [council/joint organisation] or in accordance with a resolution of the governing body
[signed]
[date]
[resolution reference]
Next review date: [date]

Schedule 1 – Audit, risk and improvement committee responsibilities

[Note: each council/joint organisation is to determine the responsibilities of its Committee related to each matter listed in section 428A of the Local Government Act 1993 and list them in Schedule 1 to the Committee's terms of reference. Suggested responsibilities are provided below and further detailed in core requirement 1 and Appendix 2 of these Guidelines.]

Audit

Internal audit

→ Provide overall strategic oversight of internal audit activities

→ Act as a forum for communication between the [governing body/board], [general manager/executive officer], senior management, the internal audit function and external audit

→ Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions

→ Review and advise the [council/joint organisation]:

  o on whether the [council/joint organisation] is providing the resources necessary to successfully deliver the internal audit function

  o if the [council/joint organisation] is complying with internal audit requirements, including conformance with the International Professional Practices Framework

  o if the [council's/joint organisation's] Internal Audit Charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the [council/joint organisation] are suitable

  o of the strategic four-year plan and annual work plan of internal audits to be undertaken by the [council's/joint organisation's] internal audit function

  o if [council's/joint organisation's] internal audit activities are effective, including the performance of the head of the internal audit function and internal audit function

  o of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised

  o of the implementation by [council/joint organisation] of these corrective actions

  o on the appointment of the head of the internal audit function and external providers, and

  o if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

External audit

→ Act as a forum for communication between the [governing body/board], [general manager/executive officer], senior management, the internal audit function and external audit

→ Coordinate as far as is practicable, the work programs of internal audit and external audit

→ Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided

→ Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations

→ Provide advice to the [governing body/board] and/or [general manager/executive officer] on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Risk management

Review and advise the [council/joint organisation]:

→ if the [council's/joint organisation's] has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard

→ whether the [council/joint organisation] is providing the resources necessary to successfully implement its risk management framework

→ whether the [council's/joint organisation's] risk management framework is adequate and effective for identifying and managing the risks the [council/joint organisation] faces, including those associated individual projects, programs and other activities

→ if risk management is integrated across all levels of the [council/joint organisation] and across all processes, operations, services, decision-making, functions and reporting

→ of the adequacy of risk reports and documentation, for example, the [council's/joint organisation's] risk register and risk profile

→ whether a sound approach has been followed in developing risk management plans for major projects or undertakings

→ whether appropriate policies and procedures are in place for the management and exercise of delegations

→ if [council/joint organisation] has taken steps to embed a culture which is committed to ethical and lawful behaviour

→ if there is a positive risk culture within the [council/joint organisation] and strong leadership that supports effective risk management

→ of the adequacy of staff training and induction in risk management

→ how the [council's/joint organisation's] risk management approach impacts on the [council's/joint organisation's] insurance arrangements

→ of the effectiveness of [council's/joint organisation's] management of its assets, and

→ of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise the [council/joint organisation]:

→ whether [council's/joint organisation's] approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective

→ whether [council/joint organisation] has in place relevant policies and procedures and that these are periodically reviewed and updated

→ whether appropriate policies and procedures are in place for the management and exercise of delegations

→ whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with

→ if the [council's/joint organisation's] monitoring and review of controls is sufficient, and

→ if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

Compliance

Review and advise the [council/joint organisation] of the adequacy and effectiveness of the [council's/joint organisation's] compliance framework, including:

→   if the [council/joint organisation] has appropriately considered legal and compliance risks as part of the [council's/joint organisation's] risk management framework

→   how the [council/joint organisation] manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and

→   whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise the [council/joint organisation] of the adequacy and effectiveness of the [council's/joint organisation's] fraud and corruption prevention framework and activities, including whether the [council/joint organisation] has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise the [council/joint organisation]:

→   if [council/joint organisation] is complying with accounting standards and external accountability requirements

→   of the appropriateness of [council's/joint organisation's] accounting policies and disclosures

→   of the implications for [council/joint organisation] of the findings of external audits and performance audits and [council's/joint organisation's] responses and implementation of recommendations

→   whether the [council's/joint organisation's] financial statement preparation procedures and timelines are sound

→   the accuracy of the [council's/joint organisation's] annual financial statements prior to external audit, including:

   o   management compliance/representations

   o   significant accounting and reporting issues

   o   the methods used by the [council/joint organisation] to account for significant or unusual transactions and areas of significant estimates or judgements

   o   appropriate management signoff on the statements

→   if effective processes are in place to ensure financial information included in the [council's/joint organisation's] report is consistent with signed financial statements

→   if the [council's/joint organisation's] financial management processes are adequate

→   the adequacy of cash management policies and procedures

→   if there are adequate controls over financial processes, for example:

   o   appropriate authorisation and approval of payments and transactions

   o   adequate segregation of duties

   o   timely reconciliation of accounts and balances

   o   review of unusual and high value purchases

→   if policies and procedures for management review and consideration of the financial position and performance of the [council/joint organisation] are adequate

→   if [council's/joint organisation's] grants and tied funding policies and procedures are sound.

Governance

Review and advise the [council/joint organisation] regarding its governance framework, including the [council's/joint organisation's]:

→ decision-making processes

→ implementation of governance policies and procedures

→ reporting lines and accountability

→ assignment of key role and responsibilities

→ committee structure

→ management oversight responsibilities

→ human resources and performance management activities

→ reporting and communication activities

→ information and communications technology (ICT) governance, and

→ management and governance of the use of data, information and knowledge

Improvement

Strategic planning

Review and advise the [council/joint organisation]:

→ of the adequacy and effectiveness of the [council's/joint organisation's] IP&R processes

→ if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and

→ whether the [council/joint organisation] is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

→ Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)

→ Review and advise the [council/joint organisation]:

   o if [council/joint organisation] has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance

   o if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and

   o how the [council/joint organisation] can improve its service delivery and the [council's/joint organisation's] performance of its business and functions generally

Performance data and measurement

Review and advise the [council/joint organisation]:

→ if [council/joint organisation] has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives

→ if the performance indicators [council/joint organisation] uses are effective, and

→ of the adequacy of performance data collection and reporting.

Appendix 4:

Council categories

Tier 1

General purpose councils

Definition:

❖ **Local government area is in a remote location with a population of <20,000 persons**

❖ **Local government area is predominantly rural or agricultural in nature with low population growth.**

→ Balranald Shire Council
→ Bellingen Shire Council
→ Berrigan Shire Council
→ Bland Shire Council
→ Blayney Shire Council
→ Bogan Shire Council
→ Bourke Shire Council
→ Brewarrina Shire Council
→ Cabonne Council
→ Carrathool Shire Council
→ Central Darling Shire Council
→ Cobar Shire Council
→ Coolamon Shire Council
→ Coonamble Shire Council
→ Cootamundra-Gundagai Regional Council
→ Cowra Shire Council
→ Dungog Shire Council
→ Edward River Council
→ Federation Council
→ Forbes Shire Council
→ Gilgandra Shire Council
→ Glen Innes Severn Council
→ Greater Hume Shire Council
→ Gunnedah Shire Council
→ Gwydir Shire Council
→ Hay Shire Council
→ Hilltops Council
→ Inverell Shire Council
→ Junee Shire Council
→ Kyogle Council
→ Lachlan Shire Council
→ Leeton Shire Council
→ Liverpool Plains Shire Council
→ Lockhart Shire Council
→ Moree Plains Shire Council
→ Murray River Council
→ Murrumbidgee Council
→ Muswellbrook Shire Council
→ Nambucca Valley Council
→ Narrabri Shire Council

→ Narrandera Shire Council
→ Narromine Shire Council
→ Oberon Council
→ Parkes Shire Council
→ Snowy Valleys Council
→ Temora Shire Council
→ Tenterfield Shire Council
→ Upper Hunter Shire Council
→ Upper Lachlan Shire Council
→ Uralla Shire Council
→ Walcha Council
→ Walgett Shire Council
→ Warren Shire Council
→ Warrumbungle Shire Council
→ Weddin Shire Council
→ Wentworth Shire Council
→ Yass Valley Council

County councils

Definition:

❖ **County council is small in size and has lower operating revenue and expenses compared to other county councils**

→ Castlereagh-Macquarie County Council
→ Central Tablelands Water County Council
→ Hawkesbury River County Council
→ New England Tablelands (Noxious Plants) County Council
→ Upper Hunter Council Council
→ Upper Macquarie County Council

Joint organisations

Definition:

❖ **All joint organisations**

→ Canberra Region Joint Organisation
→ Central NSW Councils Joint Organisation
→ Far North Coast Joint Organisation
→ Far South West Joint Organisation
→ Hunter Joint Organisation of Councils
→ Illawarra Shoalhaven Joint Organisation
→ Mid North Coast Joint Organisation
→ Namoi Joint Organisation
→ New England Joint Organisation
→ Northern Rivers Joint Organisation
→ Riverina and Murray Joint Organisation
→ Riverina Joint Organisation

Tier 2

General purpose councils

Definition:

❖ **Local government area is part of a regional urban centre that has a population <1,000,000 persons**

❖ **Local government area has a population of <20,000 persons or a population density of >30 persons/km² and is predominantly urban in nature**

→ Albury City Council
→ Armidale Regional Council
→ Ballina Shire Council
→ Bathurst Regional Council
→ Bega Valley Shire Council
→ Broken Hill City Council
→ Byron Shire Council
→ Cessnock City Council
→ Clarence Valley Council
→ Coffs Harbour City Council
→ Dubbo Regional Council
→ Eurobodalla Shire Council
→ Goulburn Mulwaree Council
→ Griffith City Council
→ Kempsey Shire Council
→ The Council of the Municipality of Kiama
→ Lismore City Council
→ City of Lithgow Council
→ Maitland City Council
→ Mid-Coast Council
→ Mid-Western Regional Council
→ Orange City Council
→ Port Macquarie-Hastings Council
→ Port Stephens Council
→ Queanbeyan-Palerang Regional Council
→ Richmond Valley Council
→ Shellharbour City Council
→ Shoalhaven City Council
→ Singleton Council
→ Snowy Monaro Regional Council
→ Tamworth Regional Council
→ Tweed Shire Council
→ Wagga Wagga City Council
→ Wingecarribee Shire Council

County councils

Definition:

❖ **County Council provides essential utility services to the regional area and has higher revenue and operating expenses compared to other county councils**

→ Goldenfields Water County Council
→ Riverina Water County Council
→ Rous County Council

Tier 3

General purpose councils

Definition:

❖ **Local government area is part of, or on the fringe of, an urban centre that has a population >1,000,000 persons and population density of 600 persons/km²**

❖ **Local government area has a population of > 20,000 persons or population density of >30 persons/km² or 90% of LGA population is urban**

→ Bayside Council
→ Blacktown City Council
→ Blue Mountains City Council
→ Burwood Council
→ City of Canada Bay Council
→ Camden Council
→ Campbelltown City Council
→ Canterbury-Bankstown Council
→ Central Coast Council
→ Cumberland Council
→ Fairfield City Council
→ Georges River Council
→ Hawkesbury City Council
→ The Hills Shire Council
→ The Council of the Shire of Hornsby
→ The Council of the Municipality of Hunters Hill
→ Inner West Council
→ Ku-ring-gai Council
→ Lake Macquarie City Council
→ Lane Cove Municipal Council
→ Liverpool City Council
→ Mosman Municipal Council
→ Newcastle City Council

→ Northern Beaches Council
→ North Sydney Council
→ Council of the City of Parramatta
→ Penrith City Council
→ Randwick City Council
→ Council of the City of Ryde
→ Strathfield Municipal Council
→ Sutherland Shire Council
→ Council of the City of Sydney
→ Waverley Council
→ Willoughby City Council
→ Wollondilly Shire Council
→ Wollongong City Council
→ Woollahra Municipal Council

Appendix 5:

Example risk management policy

Example risk management policy

Purpose

The purpose of this policy is to express [council's/joint organisation'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/joint organisation's] planning, decision-making and operational processes.

Risk management framework

[Council/joint organisation] provides critical services and infrastructure to the residents, ratepayers and visitors to [area]. [Council/joint organisation] 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 [area] community.

It is therefore incumbent on [council/joint organisation] 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/joint organisation], 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/joint organisation] has developed a risk management framework consistent with [Australian standard] to assist it to identify, treat, monitor and review all risks to its operations and strategic objectives and apply appropriate internal controls.

[Council/joint organisation] is committed to the principles, framework and process of managing risk as outlined in [Australian standard] and commits to fully integrating risk management within the [council/joint organisation] and applying it to all decision-making, functions, services and activities of the [council/joint organisation] in accordance with our statutory requirements.

Responsibilities

[Council/joint organisation] aims to create a positive risk management culture where risk management is integrated into all everyday activities and managing risks is an integral part of governance, good management practice and decision-making at [council/joint organisation]. It is the responsibility of every staff member and business area to observe and implement this policy and [council's/joint organisation's] risk management framework.

All staff are responsible for identifying and managing risk within their work areas. Key responsibilities include:
→ being familiar with, and understanding, the principles of risk management
→ complying with all policies, procedures and practices relating to risk management
→ alerting management to risks that exist within their area, and
→ performing any risk management activities assigned to them as part of their daily role.

Risk management is a core responsibility for all senior staff/management at [council/organisation]. In addition to their responsibilities as staff members, senior staff/management are responsible for:

→ ensuring all staff manage their risks within their own work areas. Risks should be anticipated, and reasonable protective measures taken

→ encouraging openness and honesty in the reporting and escalation of risks

→ ensuring all staff have the appropriate capability to perform their risk management roles

→ reporting to the [general manager/executive officer] on the status of risks and controls, and

→ identifying and communicating improvements in [council's/joint organisation's] risk management practices to [council's/joint organisation's] risk management function.

[Council's/joint organisation's] risk management function is available to support staff in undertaking their risk management activities.

To ensure [council/joint organisation] is effectively managing its risk and complying with its statutory obligations, [council's/joint organisation's] audit, risk and improvement committee and internal audit function is responsible for reviewing the [council's/joint organisation's]:

→ risk management processes and procedures

→ risk management strategies for major projects or undertakings

→ control environment and insurance arrangements

→ business continuity planning arrangements, and

→ fraud control plan.

Monitoring and Review

[Council/joint organisation] is committed to continually improving its ability to manage risk. [Council/joint organisation] 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 2005*, and the [council's/joint organisation's] requirements.

Further information

For further information on [council's/joint organisation's] risk management policy, framework and process, contact [name] on [email address] or by phone [phone number].

[signed – General Manager/Executive officer]
[name]
[date]
[review date]

Appendix 6:

Model Internal Audit Charter

Model Internal Audit Charter for local councils in NSW

[Council/joint organisation] has established the [name of internal audit function] as a key component of the [council's/joint organisation's] governance and assurance framework and in compliance with the *Guidelines for risk management and internal audit in local councils in NSW*. This Charter provides the framework for the conduct of the [name of internal audit function] in [council/joint organisation] and has been approved by the [governing body/board] taking into account the advice of the [council's/joint organisation's] audit, risk and improvement committee.

Purpose of internal audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve a [council's/joint organisation's] operations. It helps a [council/joint organisation] accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes[2].

Internal audit provides an independent and objective review and advisory service to provide advice to the [governing body/board], [general manager/executive officer] and audit, risk and improvement committee about the [council's/joint organisation's] governance processes, risk management and control frameworks and its external accountability obligations. It also assists the [council/joint organisation] to improve its business performance.

Independence

[Council's/joint organisation's] [name of internal audit function] is to be independent of the [council/joint organisation] so it can provide an unbiased assessment of the [council's/joint organisation's] operations and risk and control activities.

[Name of internal audit function] reports functionally to the [council's/joint organisation's] audit, risk and improvement committee on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the [general manager/executive officer] to facilitate day-to-day operations. Internal audit activities are not subject to direction by the [council/joint organisation] and the [council's/joint organisation's] management has no role in the exercise of the [council's/joint organisation's] internal audit activities.

The audit, risk and improvement committee is responsible for communicating any internal audit issues or information to the [governing body/board]. Should the [governing body/board] require additional information, a request for the information may be made to the Chair by resolution. The Chair may only provide the information requested by the [governing body/board] where the Chair is satisfied that it is reasonably necessary for the [governing body/board] to receive the information for the purposes of performing its functions under the Local Government Act. Individual [councillors/board members] are not entitled to request or receive information from the committee.

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[2] As defined by the International Standards for the Professional Practice of Internal Auditing (2017)

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[Detail any delegations made by the general manager/executive officer regarding their internal audit responsibilities].

The [general manager/executive officer] must consult with the Chair of the [council's/joint organisation's] audit, risk and improvement committee before appointing or changing the employment conditions of the [head of internal audit function]. Where dismissal occurs, the [general manager/executive officer] must report to the [governing body/board] advising of the reasons why the [head of internal audit function] was dismissed.

Where the chair of the [council's/joint organisation's] audit, risk and improvement committee has any concerns about the treatment of the [head of internal audit function], or any action taken that may compromise the [head of internal audit function's] ability to undertake their functions independently, they can report their concerns to the [governing body/board].

The [head of internal audit function] is to confirm at least annually to the audit, risk and improvement committee the independence of internal audit activities from the [council/joint organisation].

Authority

[Council/joint organisation] authorises the [name of internal audit function] to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the [head of the internal audit function] considers necessary to enable the [name of the internal audit function] to fulfil its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of these activities. The [head of internal audit function] and individual internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive during their work.

All internal audit documentation is to remain the property of [council/joint organisation], including where internal audit services are performed by an external third-party provider.

Information and documents pertaining to the [name of the internal audit function] are not to be made publicly available. The [name of the [internal audit function] may only release [council/joint organisation] information to external parties that are assisting the [name of the internal audit function] to fulfil its responsibilities with the approval of the [general manager/executive officer], except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Role

The [name of internal audit function] is to support the [council's/joint organisation's] audit, risk and improvement committee to review and provide independent advice to the [council/joint organisation] in accordance with section 428A of the *Local Government Act 1993*. This includes conducting internal audits of [council/joint organisation] and monitoring the implementation of corrective actions.

The [name of internal audit function] is to also play an active role in:
→ developing and maintaining a culture of accountability and integrity
→ facilitating the integration or risk management into day-to-day business activities and processes, and
→ promoting a culture of high ethical standards.

[Name of internal audit function] has no direct authority or responsibility for the activities it reviews. [Name of internal audit function] has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in [council/joint organisation] functions or activities (except in carrying out its own functions).

[Head of internal audit function]

Option 1: In-house internal audit function

[Council's/joint organisation's] [name of internal audit function] is to be led by a member of [council's/joint organisation's] staff with sufficient skills, knowledge and experience to ensure it fulfils its roles and responsibilities to the [council/joint organisation] and its audit, risk and improvement committee. The [head of internal audit function] must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the [head on internal audit function] include:
→ managing the day-to-day activities of the [name of internal audit function]
→ managing the [council's/joint organisation's] internal audit budget
→ supporting the operation of the [council's/joint organisation's] audit, risk and improvement committee
→ approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the audit, risk and improvement committee
→ monitoring the [council's/joint organisation's] implementation of corrective actions that arise from the findings of audits
→ fulfilling the Committee's annual work plan and four-yearly strategic plan
→ ensuring the [council's/joint organisation's] internal audit activities comply with the *Guidelines on risk management and internal audit in local councils in NSW*, and
→ contract management and oversight of supplementary external providers (where appropriate).

[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

Option 2: Outsourced internal audit function

[Council's/joint organisation's] [name of internal audit function] is to be led by a member of [council's/joint organisation's] staff with sufficient skills, knowledge and experience to ensure it fulfils its roles and responsibilities to the [council/joint organisation] and its audit, risk and improvement committee. The [head of internal audit function] must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the [head on internal audit function] include:
→ contract management
→ managing the internal audit budget
→ ensuring the external provider completes internal audits in line with the audit, risk and improvement committee's annual plan and four-yearly strategic plan
→ forwarding audit reports by the external provider to the audit, risk and improvement committee
→ acting as a liaison between the external provider and the audit, risk and improvement committee
→ monitoring the [council's/joint organisation's] implementation of corrective actions that arise from the findings of audits and reporting progress to the audit, risk and improvement committee, and
→ assisting the audit, risk and improvement committee to ensure the [council's/joint organisation's] internal audit activities comply with the *Guidelines on risk management and internal audit in local councils in NSW*.

[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

[Name of internal audit team]

Option 1: In-house internal audit team
Members of the [name of internal audit function] are responsible to the [head of internal audit function].

Individuals that perform internal audit activities for [council/joint organisation] must have:
→ an appropriate level of understanding of the [council's/joint organisation's] culture, systems and processes
→ the skills, knowledge and experience necessary to conduct internal audit activities in the [council/joint organisation]
→ effective interpersonal and communication skills to ensure they can partner with [council/joint organisation] staff effectively and collaboratively, and
→ honesty, integrity and diligence.

[Details of any dual responsibilities and independence safeguards]

[Details of any shared arrangements]

Option 2: Out-sourced internal audit team

[Council/joint organisation] is to contract an external third-party provider to undertake its internal audit activities. To ensure the independence of the external provider, the [head of internal audit function] is to ensure the external provider:
→ does not conduct any audits on specific [council/joint organisation] operations or areas that they have worked on within the last two years
→ is not the same provider conducting the [council's/joint organisation's] external audit
→ is not the auditor of any contractors of the [council/joint organisation] that may be possibly subject to the internal audit, and
→ is able to meet the [council's/joint organisation's] obligations under the *Guidelines on risk management and internal audit for local councils in NSW*.

The [head of internal audit function] must consult with the audit, risk and improvement committee and [general manager/executive officer] regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the [council/joint organisation].

[Details of any shared arrangements]

Performing internal audit activities

The work of the [name of internal audit function] is to be thoroughly planned and executed. The [council's/joint organisation's] audit, risk and improvement committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 are reviewed by the Committee and the internal audit function over each council term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

The Committee is to also develop an annual workplan to guide the work of the internal audit function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and [current Australian risk management standard].
The [head of the internal audit function] is to provide the findings and recommendations of internal audits to the audit, risk and improvement committee at the end of each audit. Each report is to include a response from the relevant senior manager.

The [head of internal audit function] is to establish an ongoing monitoring system to follow up [council's/joint organisation's] progress in implementing corrective actions.

The [general manager/executive officer], in consultation with the audit, risk and improvement committee, is to develop and maintain policies and procedures to guide the operation of the [council's/joint organisation's] [name of internal audit function].

The [head of internal audit function] is to ensure that the audit, risk and improvement committee is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

Conduct

Internal audit personnel are required to comply with the [council's/joint organisation's] code of conduct. Complaints about breaches of [council's/joint organisation's] code of conduct by internal audit personnel are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The [general manager/executive officer] must consult with the [council's/joint organisation's] audit, risk and improvement committee before any disciplinary action taken against the [head of the internal audit function] in response to a breach of the [council's/joint organisation's] Code of Conduct.

Internal auditors are also required to comply with the Code of Ethics for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Administrative arrangements

Audit, risk and improvement committee meetings

The [head of the internal audit function] will attend audit, risk and improvement committee meetings as an independent non-voting observer. The [head of the internal audit function] can be excluded from meetings by the committee at any time.

The [head of the internal audit function] must meet separately with the audit, risk and improvement committee at least once per year.

The [head of the internal audit function] can meet with the chair of the audit, risk and improvement committee at any time, as necessary, in between committee meetings.

External audit

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

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Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

Dispute resolution

[Name of internal audit function] should maintain an effective working relationship with the [council/joint organisation] and the audit, risk and improvement committee and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between the [name of internal audit function] and the [council/joint organisation], the dispute is to be resolved by the [general manager/executive officer] and/or the audit, risk and improvement committee. Disputes between the [name of internal audit function] and audit, risk and improvement committee are to be resolved by the [governing body of the council/board of the joint organisation].

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

Review arrangements

[Council's/joint organisation's] audit, risk and improvement committee must review the performance of the internal audit function each year and report its findings to the [governing body/board]. A strategic review of the [name of internal audit function] must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit on the performance of the [internal audit function] and reported to the [governing body/board].

This charter is to be reviewed annually by the Committee and once each council term by the [governing body/board]. Any substantive changes are to be approved by the governing body/board.

Further information

For further information on [council's/joint organisation's] internal audit activities contact [name] on [email address] or by phone [phone number].

Reviewed by [head of internal audit function]
[sign and date]

Reviewed by Chair of the [council's/joint organisation's] audit, risk and improvement committee
[sign and date]

Reviewed by [council/joint organisation] or in accordance with a resolution of the [governing body/board]
[sign and date]
[resolution reference]

Schedule 1 – internal audit function responsibilities

[Note: each council/joint organisation is to determine the responsibilities of its internal audit function Committee related to each matter listed in section 428A of the Local Government Act 1993 and list them in Schedule 1 to the council's/joint organisation's Internal Audit Charter. Suggested responsibilities are provided below and further detailed in core requirement 3 and Appendix 2 of these Guidelines.]

Audit

Internal audit

→ Conduct internal audits as directed by the [council's/joint organisation's] audit, risk and improvement committee

→ Implement the [council's/joint organisation's] annual and strategic internal audit work plans

→ Monitor the implementation by [council/joint organisation] of corrective actions

→ Assist the [council/joint organisation] to develop and maintain a culture of accountability and integrity

→ Facilitate the integration of risk management into day-to-day business activities and processes, and

→ Promote a culture of high ethical standards.

External audit

→ Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided

→ Review all external plans and reports in respect of planned or completed audits and monitor [council's/joint organisation's] implementation of audit recommendations

→ Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Risk management

Review and advise:

→ if the [council's/joint organisation's] has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard

→ whether the [council's/joint organisation's] risk management framework is adequate and effective for identifying and managing the risks the [council/joint organisation] faces, including those associated with individual projects, programs and other activities

→ if risk management is integrated across all levels of the [council/joint organisation] and across all processes, operations, services, decision-making, functions and reporting

→ of the adequacy of risk reports and documentation, for example, the [council's/joint organisation's] risk register and risk profile

→ whether a sound approach has been followed in developing risk management plans for major projects or undertakings

→ whether appropriate policies and procedures are in place for the management and exercise of delegations

→ if [council/joint organisation] has taken steps to embed a culture which is committed to ethical and lawful behaviour

→ if there is a positive risk culture within the [council/joint organisation] and strong leadership that supports effective risk management

→ of the adequacy of staff training and induction in risk management
→ how the [council's/joint organisation's] risk management approach impacts on the [council's/joint organisation's] insurance arrangements
→ of the effectiveness of [council's/joint organisation's] management of its assets, and
→ of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise:

→ whether [council's/joint organisation's] approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
→ whether [council/joint organisation] has in place relevant policies and procedures and that these are periodically reviewed and updated
→ whether appropriate policies and procedures are in place for the management and exercise of delegations
→ whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
→ if the [council's/joint organisation's] monitoring and review of controls is sufficient, and
→ if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

Compliance

Review and advise of the adequacy and effectiveness of the council's compliance framework, including:

→ if the [council/joint organisation] has appropriately considered legal and compliance risks as part of the [council's/joint organisation's] risk management framework
→ how the [council/joint organisation] manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
→ whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise of the adequacy and effectiveness of the [council's/joint organisation's] fraud and corruption prevention framework and activities, including whether the [council/joint organisation] has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise:

→ if [council/joint organisation] is complying with accounting standards and external accountability requirements
→ of the appropriateness of [council's/joint organisation's] accounting policies and disclosures
→ of the implications for [council/joint organisation] of the findings of external audits and performance audits and [council's/joint organisation's] responses and implementation of recommendations
→ whether the [council's/joint organisation's] financial statement preparation procedures and timelines are sound
→ the accuracy of the [council's/joint organisation's] annual financial statements prior to external audit, including:
   o management compliance/representations
   o significant accounting and reporting issues

- o the methods used by the [council/joint organisation] to account for significant or unusual transactions and areas of significant estimates or judgements
- o appropriate management signoff on the statements
→ if effective processes are in place to ensure financial information included in the [council's/joint organisation's] report is consistent with signed financial statements
→ if the [council's/joint organisation's] financial management processes are adequate
→ the adequacy of cash management policies and procedures
→ if there are adequate controls over financial processes, for example:
- o appropriate authorisation and approval of payments and transactions
- o adequate segregation of duties
- o timely reconciliation of accounts and balances
- o review of unusual and high value purchases
→ if policies and procedures for management review and consideration of the financial position and performance of the [council/joint organisation] are adequate
→ if [council's/joint organisation's] grants and tied funding policies and procedures are sound.

Governance

Review and advise of the adequacy of the [council/joint organisation] governance framework, including the [council's/joint organisation's]:
→ decision-making processes
→ implementation of governance policies and procedures
→ reporting lines and accountability
→ assignment of key roles and responsibilities
→ committee structure
→ management oversight responsibilities
→ human resources and performance management activities
→ reporting and communication activities
→ information and communications technology (ICT) governance, and
→ management and governance of the use of data, information and knowledge

Improvement

Strategic planning

Review and advise:
→ of the adequacy and effectiveness of the [council's/joint organisation's] IP&R processes
→ if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
→ whether the [council/joint organisation] is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

Review and advise:
→ if [council/joint organisation] has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
→ if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
→ how the [council/joint organisation] can improve its service delivery and the [council's/joint organisation's] performance of its business and functions generally

Performance data and measurement

Review and advise:

→ if [council/joint organisation] has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives

→ if the performance indicators [council/joint organisation] uses are effective, and

→ of the adequacy of performance data collection and reporting.

Audit, Risk and Improvement Committee

Objective

The objective of the Audit, Risk and Improvement Committee (the Committee) is to provide independent assurance and assistance to Council on risk management, control, governance, and external accountability responsibilities.

1. Authority

The Council authorises the Committee, within the scope of its role and responsibilities, to:

a) Obtain any information it needs from any employee or external party (subject to their legal obligations to protect information);
b) Discuss any matters with the external auditor or other external parties (subject to confidentiality considerations);
c) Request the attendance of any employee at Committee meetings; and
d) Obtain external legal or other professional advice considered necessary to meet its responsibilities upon consultation with the General Manager and within Council's adopted budget.

2. Composition and Tenure

The Committee will consist of:

2.1. Members

a) One (1) Independent prequalified voting Chair
b) Two (2) independent voting members
c) One (1) non-voting Councillor

Council is to appoint the Chair and members of the Committee. The Chair is counted as one member of the Committee. Current committee members are:

- Grahame Marchant – Independent chair (voting)
- Louise Gett – Independent member (voting)
- Vacant member – Independent member (voting)
- Cr Greg Lamont – Council member (non-voting)

All committee members are to meet the independence requirements prescribed in the *Draft Guidelines for risk management and internal audit in local councils in NSW*.

Members will be appointed for a two-year period to allow Council to comply with the Eligibility requirements of the *Draft Guidelines for risk management and internal audit in local councils in NSW* by June 2024.

Members can be reappointed for a further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee. Members who have served an eight-year term (either as member or Chair) must have a two-year break from serving on the Committee before being appointed again.

To preserve the Committee's knowledge of Council, ideally, no more than one member should leave the Committee because of rotation on any one year. The members of the Committee, taken collectively, will have a broad range of skills and experience relevant to the operations of Council. At least one (1) member of the Committee shall have accounting or related financial management experience, with understanding of accounting and auditing standards in a public sector environment.

2.2. Attendee (non-voting)

a) General Manager;
b) Director Corporate and Community Services;
c) Director Planning, Strategy and People;
d) Manager Governance and Risk;
e) Risk Coordinator; and
f) such other senior officers as required

2.3. Invitees (non-voting) for Specific Agenda Items

a) Representatives of the external auditor
b) Other officers may attend by invitation as requested by the Committee

3. Role and Responsibilities

The Committee has no executive powers, except those expressly provided by Council.

In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the Council and the General Manager as defined by the Local Government Act.

The responsibilities of the Committee may be revised or expanded by the Council from time to time. The Committee's responsibilities are:

3.1. Risk Management

a) Review 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.;
b) Review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings;
c) Review the impact of the risk management framework on its control environment and insurance arrangements; and
d) Review whether a sound and effective approach has been followed in establishing business continuity planning arrangements, including whether plans have been tested periodically.

3.2. Control Framework

a) Review whether management has adequate internal controls in place, including over external parties such as contractors and advisors;
b) Review whether management has in place relevant policies and procedures, and these are periodically reviewed and updated;
c) Progressively review whether appropriate processes are in place to assess whether policies and procedures are complied with;
d) Review whether appropriate policies and procedures are in place for the management and exercise of delegations; and
e) Review whether management has taken steps to embed a culture which is committed to ethical and lawful behaviour.

3.3. External Accountability

a) Satisfy itself the annual financial reports comply with applicable Australian Accounting Standards and supported by appropriate management sign-off on the statements and the adequacy of internal controls.
b) Review the external audit opinion, including whether appropriate action has been taken in response to audit recommendations and adjustments.
c) To consider contentious financial reporting matters in conjunction with Council's management and external auditors.
d) Review the processes in place designed to ensure financial information included in the annual report is consistent with the signed financial statements.
e) Satisfy itself there are appropriate mechanisms in place to review and implement, where appropriate, relevant State Government reports and recommendations.
f) Satisfy itself there is a performance management framework linked to organisational objectives and outcomes.

3.4. Legislative Compliance

a) Determine whether management has appropriately considered legal and compliance risks as part of risk assessment and management arrangements.
b) Review the effectiveness of the system for monitoring compliance with relevant laws, regulations, and associated government policies.

3.5. Internal Audit

a) Act as a forum for communication between the Council, General Manager, senior management, internal audit, and external audit.
b) Review the internal audit coverage and Internal Audit Plan, ensure the plan has considered the Risk Management Plan, and approve the plan.
c) Consider the adequacy of internal audit resources to carry out its responsibilities, including completion of the approved Internal Audit Plan.
d) Review all audit reports and consider significant issues identified in audit reports and action taken on issues raised, including identification and dissemination of better practices.
e) Monitor the implementation of internal audit recommendations by management.
f) Periodically review the Internal Audit Terms of Reference to ensure appropriate organisational structures, authority, access, and reporting arrangements are in place.
g) Periodically review the performance of Internal Audit.

3.6. External Audit

a) Act as a forum for communication between the Council, General Manager, senior management, internal audit and external audit.
b) Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the external audit services provided.
c) Review all external plans and reports in respect of planned or completed external audits and monitor the implementation of audit recommendations by management.
d) Consider significant issues raised in relevant external audit reports and better practice guides, and ensure appropriate action is taken.

3.7. Responsibilities of Members

Members of the Committee are expected to:

a) Understand the relevant legislative and regulatory requirements appropriate to Council.
b) Contribute the time needed to study and understand the papers provided.
c) Apply good analytical skills, objectivity, and good judgment.
d) Express opinions frankly, ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry.

4. Reporting

At the first Committee meeting after 30 June each year, Internal Audit will provide a performance report of:

a) The performance of Internal Audit for the financial year as measured against agreed key performance indicators.
b) The approved Internal Audit Plan of work for the previous financial year showing the current status of each audit.

The Committee may, at any time, consider any other matter it deems of sufficient importance to do so. In addition, at any time an individual Committee member may request a meeting with the Chair of the Committee.

The Committee will provide an annual report to Council on the management of risk and internal controls.

5. Administrative Arrangements

5.1. Meetings

The Committee will meet at least four (4) times per year, with one of these meetings to include review and endorsement of the annual audited financial reports and external audit opinion.

The need for any additional meetings will be decided by the Chair of the Committee.

A forward meeting plan, including meeting dates and agenda items, will be agreed by the Committee each year. The forward meeting plan will cover all Committee responsibilities as detailed in this Terms of Reference.

5.2. Attendance at Meetings and Quorums

A quorum will consist of a majority of independent voting members. Where the vote is tied, the Chair has the casting vote.

Meetings can be held in person, by telephone or by teleconference.

The Head of Internal Audit will be invited to attend each meeting unless requested not to do so by the Chair of the Committee. The Chair of the Committee may also request the Manager Financial Services or any other employees to participate for certain agenda items, as well as the external auditor.

The General Manager may attend each meeting but will permit the Committee to meet separately with each of the Head of Internal Audit and the External Auditor in the absence of management on at least one (1) occasion per year.

5.3. Secretariat

The Head of Internal Audit will be responsible for ensuring that the Committee has adequate secretariat support. The Secretariat will ensure the agenda for each meeting and supporting papers are circulated, at least one (1) week before the meeting, and ensure minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member within three (3) weeks of the meeting being held

5.4. Conflict of Interests

Councillors, Council staff and members of Council committees must comply with the applicable provisions of 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.

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.

5.5. Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

5.6. Assessment Arrangements

The Chair of the Committee will initiate a review of the performance of the Committee at least once every two (2) years. The review will be conducted on a self-assessment basis (unless otherwise determined by the Chair), with appropriate input from management and any other relevant stakeholders, as determined by the Chair.

5.7. <u>Review of Audit Committee Terms of Reference</u>

At least once every two (2) years the Audit Committee will review this Terms of Reference document.

The Audit Committee will endorse any changes to this Audit Committee Terms of Reference.

References

- *Local Government Act 1993* (NSW)
- *Local Government (General) Regulation 2021* (NSW).

History

Minute Number	Meeting Date	Description of Change
103/2017	27 June 2017	Adopted
22/2019	19 June 2019	Reviewed
	4 June 2021	Reviewed
	28 June 2022	Reviewed

PLANNING
OUR POTENTIAL

2022/2032

COMMUNITY
STRATEGIC PLAN

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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	103/2022
Endorsed	1.4	June 2022	Final Endorsement by Council	

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

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. We recognise the continuing connection to lands, waters, and communities of people of the Gamilaraay/Gamilaroi/Gomeroi/Kamilaroi Nation, and pay respect to their Elders past, present and emerging."

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

The Narrabri Shire has a rich history of culture. Council endeavours to unite the Community in preserving the unique heritage, celebrating community strengths and diversities, and achieving social justice by redressing past wrongs through Aboriginal Reconciliation

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:

- **Resourcing Strategy** - What resources are available to Council to implement the Community Strategic Plan. This includes the:
    - Workforce Management Plan
    - Long-Term Financial Plan
    - Asset Management Strategy and Asset Management Plans.
- **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.
- **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 Councils strategic and operational progress made during the Ordinary Council Term.

5

Integrated Planning and Reporting Framework
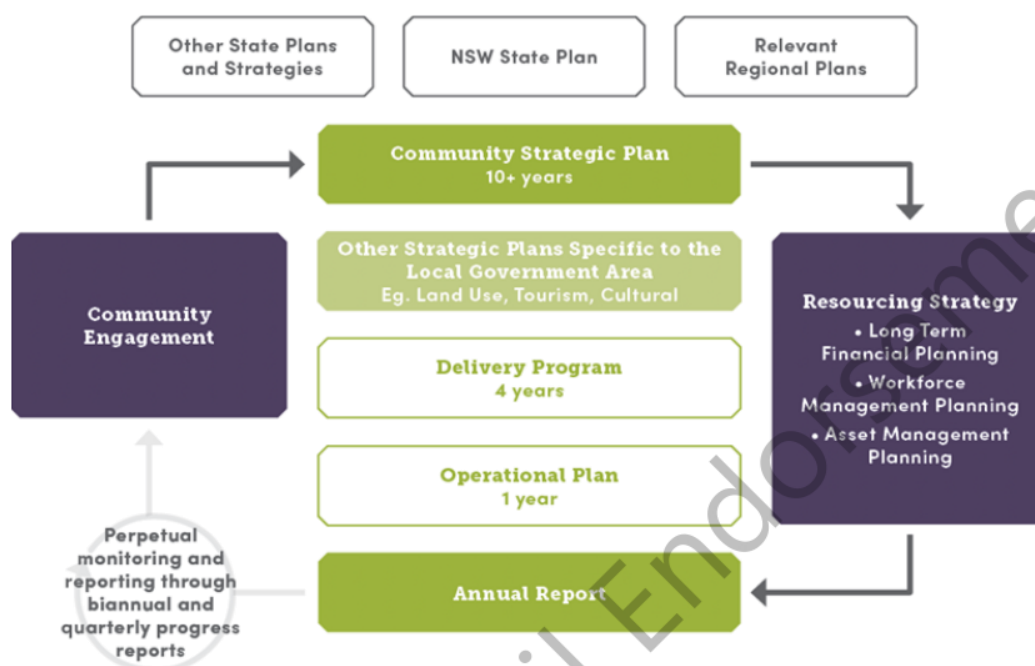
Council will ensure that the CSP forms the basis for a robust corporate planning framework that ensures Council's operations directly align with and work towards the achievement of the community's goals. The CSP will also work to inform other strategies and plans which will be translated into specific 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 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.

7

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.

8

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.

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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.

9

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

Rights

Access   Participation   Equity

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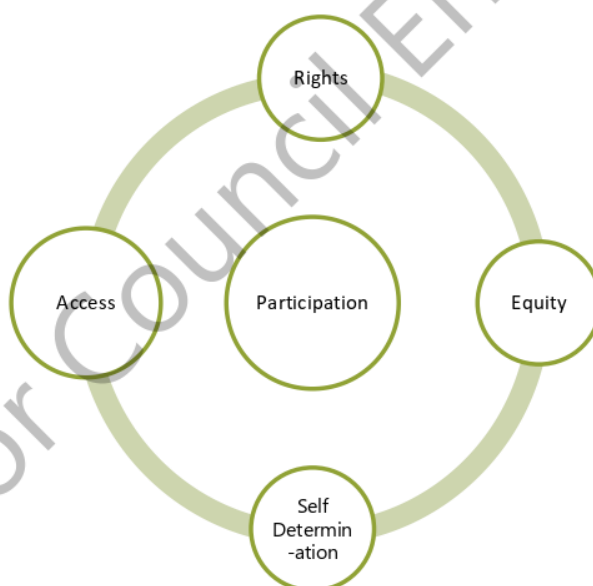
Through the community engagement process, Council implemented best practice guidelines developed by IAP2 to ensure engagement was genuine and inclusive.

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	• Fact sheets • Education programs	• Public comment • Focus groups • Surveys • Public meetings	• Workshops • Deliberative polling	• Advisory Committees • Consensus building	• Community lead initiatives and programs

11

Demographic Information - Our Community[2]

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.

Map: Locality Boundaries (by Suburb — SSC)[4]

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.
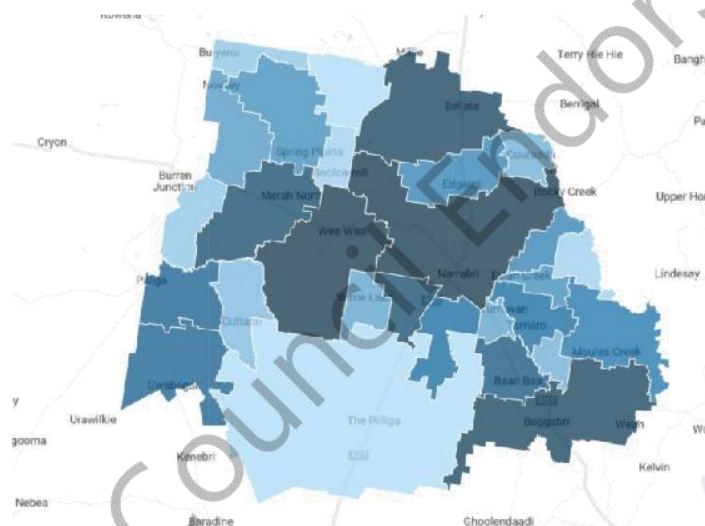
The Narrabri Shire can be seen as a community of towns and villages. Each town and village has its unique attributes and offerings, which collectively contribute to the quality of the Narrabri Shire. There are varying demographics in each town and village, which should be considered when planning for 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.

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2 **NB: this section will be updated and reindorsed by Council once the Australian Bureau of Statistics 2021 Census Data is released.**
3 Australian Bureau of Statistics Narrabri Shire (A), 2016 Census
4 Narrabri (A) REMPLAN.

Table: Population and Dwellings by Locality[5]

Locality	Population		Age Distribution		Aboriginal and Torres Strait Islander	Private Dwellings
(Suburb – SSC)	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
Drildool	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

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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.

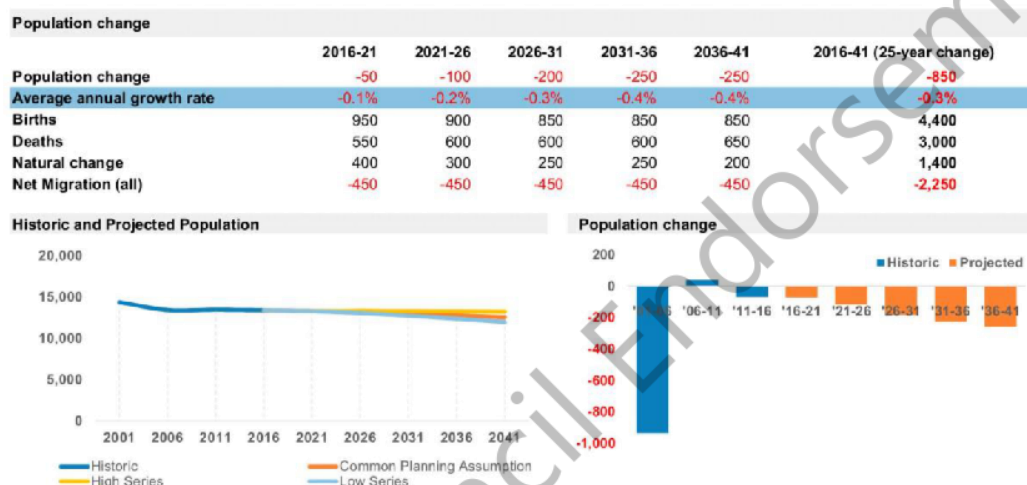## Table: Comparative Demography (How We Compare)[10]

	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.

14

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.

Population change

	2016-21	2021-26	2026-31	2031-36	2036-41	2016-41 (25-year change)
Population change	-50	-100	-200	-250	-250	-850
Average annual growth rate	-0.1%	-0.2%	-0.3%	-0.4%	-0.4%	-0.3%
Births	950	900	850	850	850	4,400
Deaths	550	600	600	600	650	3,000
Natural change	400	300	250	250	200	1,400
Net Migration (all)	-450	-450	-450	-450	-450	-2,250

Historic and Projected Population

Population change

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

Employment[13]

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

Industry sector	Jobs
Mining	18.88%
Agriculture, Forestry & Fishing	17.35%
Health Care & Social Assistance	9.45%
Retail Trade	8.01%
Education & Training	6.59%
Accommodation & Food Services	5.94%
Construction	5.22%
Public Administration & Safety	4.61%
Other Services	4.12%
Transport, Postal & Warehousing	4.10%
Professional, Scientific & Technical Services	4.10%
Administrative & Support Services	3.04%
Manufacturing	2.66%
Wholesale Trade	2.47%
Electricity, Gas, Water & Waste Services	1.04%
Financial & Insurance Services	0.90%
Rental, Hiring & Real Estate Services	0.61%
Arts & Recreation Services	0.40%
Information Media & Telecommunications	0.32%

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

Education

Level of Education	
Postgraduate Degree	1.59%
Graduate Diploma and Graduate Certificate	1.53%
Bachelor Degree	11.74%
Advanced Diploma and Diploma	8.01%
Certificate	32.21%
Level of education inadequately described	0.40%
Level of education not stated	2.14%
Not applicable	42.39%

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.

16

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 receival 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.

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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.

18

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).

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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 collaborativly to enhance the overall community connection within the Shire.

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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

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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*

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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

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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

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Achievement Measures and Indicators

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

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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

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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

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Achievement Measures and Indicators

CSP	Measure	Source
2.1.1	Number of Aboriginal heritage listed sites across the Shire	Aboriginal Heritage Information Management System (AHIMS)
2.1.1	Number of Historic (non-Indigenous) heritage listed sites across the Shire	State Heritage Register
2.1.1	Number of educational programs implemented (including info sign installations etc)	Council Data
2.1.2	Trees planted by Council across the Shire	Council Data
2.1.2	Hectares of greenspaces maintained by Council	Council Data
2.1.2	Quantity of funds allocated to environmental initiatives	Council Data
2.1.3	Educational programs regarding responsible companion animal ownership	Council Data
2.1.3	Educational programs regarding effective biosecurity management	Council Data
2.1.3	Application of weeds management programs in the Shire	Council Data
2.1.4	Percentage of Council's facilities run through renewable energy	NSW Department of Primary Industries Data and Council Data
2.1.4	Council's fuel usage	Council Data
2.1.4	Percentage of electricity demand in the Shire met by renewable sources	Council Data
2.2.1	Average length of road closures	NSW EPA Data
2.2.1	Number of intermodal facilities in the Shire	Council Data
2.2.1	Regular Passenger Transport rates	Council Data
2.2.2	Number of new residential developments approved in the Shire	Council Data
2.2.2	Hectares of residential zones in the Shire	Council Data
2.2.2	Estimated rate of homelessness in the Shire	Council Data
2.2.3	Air quality pollution concentrations do not exceed National Environment Protection Measure Guidelines	Australian Bureau of Statistics
2.2.3	Quantity of income secured through Voluntary Planning Agreements	NSW DPE Regional Monitoring Data
2.2.4	Hectares of industrial and commercial zones	Council Data
2.2.4	Hectares of environmental zones, national parks and nature reserves	Council Data
2.2.4	Local Environmental Plan housekeeping reviews completed	Council Data
2.3.1	Number of dwellings damaged by natural disasters	Council Data
2.3.2	Income generated through the Section 7.12 Contributions Scheme	Resilience NSW and Local Emergency Services Data
2.3.2	Value of projects funded through the Section 7.12 Contributions Scheme	Council Data
2.3.3	Council's water consumption	Council Data
2.3.3	Volume of ground water extracted	Council Data
2.3.3	Average water consumption rate per household	NSW Water
2.3.4	Percentage of waste diverted from landfill	Council Data
2.3.4	Average volume of household waste	Council Data
2.3.4	Volume of material reused	Council Data
2.3.4	Rate of Effluent Reuse	Council Data

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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.

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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

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Achievement Measures and Indicators

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

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4.   Civic Leadership

Council as a strong leader 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

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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

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Achievement Measures and Indicators

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

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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

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2022/2026

www.narrabri.nsw.gov.au

DELIVERY PROGRAM

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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	April 2022		
Draft	2	May 2022	Endorsed for Public Exhibition	131/2022
Final	3	June 2022	To be Adopted by Council	

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MESSAGE FROM THE MAYOR

Mayor
Cr Ron Campbell

Narrabri Shire Council is pleased to present the 2022/2026 Delivery Program. This is the third Delivery Program developed for the Narrabri Shire

The 2022/2026 Delivery Program has been developed through thorough community engagement conducted for the 2022/2032 Community Strategic Plan. The Community Strategic Plan engagement process has provided Council an opportunity to reassess the community's priorities and vision for the Narrabri Shire. The Delivery Program directly addresses the objectives and strategies of the Community Strategic Plan and identifies the work that Council will undertake towards achieving the community's vision. The Delivery Program establishes deliverable actions for the next four-years and provides the Councillors and operational staff with a road map to the community's vision.

Ordinarily, a Delivery Program will cover the four-year term of the newly elected Council, however due to legislated amendments to mitigate the negative effects of the COVID-19 pandemic, the NSW Office of Local Government postponed the Ordinary Local Government Elections from September 2020 to December 2021. This has effectively shortened the current Councillors term, so that it is expected to conclude in the third year of the four-year Delivery Program.

As Council looks to the year ahead, we are guided by the priorities of the Narrabri Shire community, outlined in the 2022/2032 Community Strategic Plan. The 2022/2026 Delivery Program contains more than 500 actions to build on this vision. I look forward to working together as we continue to shape a diverse, liveable, and dynamic Narrabri Shire.

The previous Council term saw the commencement of several state significant projects within the Shire, the benefit of which will begin to be fully realised within the next four years.

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

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. We recognise the continuing connection to lands, waters, and communities of people of the Gamilaraay/Gamilaroi/Gomeroi/Kamilaroi Nation, and pay respect to their Elders past, present and emerging.

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

The Narrabri Shire has a rich history of culture. Council endeavours to unite the Community in preserving the unique heritage, celebrating community strengths and diversities, and achieving social justice by redressing past wrongs through Aboriginal Reconciliation

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."

INTEGRATED PLANNING & REPORTING

Framework

In 2009 the NSW Government introduced a new integrated planning and reporting framework for NSW Local Government. This was embedded into the *Local Government Act 1993*. It includes the requirement to prepare a long-term Community Strategic Plan, along with a four-year Delivery Program, Operational Plan and Resourcing Strategy.

The components of the framework, and how they fit together, are shown in Figure 1.

Figure 1: Integrated Planning and Reporting Framework

Community Engagement Strategy

The Community Engagement Strategy outlines how Council will engage with the community to develop the Community Strategic Plan for Narrabri Shire.

Community Strategic Plan

The Community Strategic Plan presents the community endorsed vision and strategic plan for Narrabri Shire. The Community Strategic Plan has a minimum 10-year timeframe and is the highest-level document that Council prepares on behalf of the community.

Resourcing Strategy

The Resourcing Strategy outlines the resources available in terms of people, finances, and assets. The Resource Strategy includes the following three (3) components:

- **Workforce Plan** assists Council to have the right number of people who are appropriately skilled to assist in achieving the strategic objectives within Council's budget constraints.
- **Long-Term Financial Plan** outlines how Council will structure its available financial resources to achieve the strategic objectives over a 10-year timeframe.
- **Asset Management Strategy** sets the direction for Council to determine what level of service is required for the infrastructure and assets it has, or is to be developed, to meet the needs of the community.

Delivery Program

The strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these strategies over four (4) years .

Operational Plan

The Operational Plan sets specific actions to be achieved within the next financial year. It is supported by an annual budget.

Annual Report

The Annual Report reflects and reports on Council's strategic objectives, operations, and performance for the financial year.

End Of Term Report

In the last year of Council's term of office, an end-of-term report is prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of the Community Strategic Plan during its term in office.

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DEVELOPING THE DELIVERY PROGRAM

In line with the *Local Government Act 1993*, Council must prepare and adopt a Delivery Program every four years, outlining the activities to be undertaken for that four (4) year period (usually a term of Council), as a means of achieving the community's strategies set out in the Community Strategic Plan. The Delivery Program outlines how Council will deliver and resource those strategies over the following four years.

Specific actions to be completed and resourcing for each financial year are explored further in the Operational Plans and Resourcing Strategy. The relationship between the documents are set out in Figure 2 below.

Figure 2: Delivery Program Association

FOUR KEY STRATEGIC THEMES

Community Strategic Plan

Delivery Program

Operational Plan

Objectives supported by Strategies

10 Years 2022/2032

Objectives supported by Actions

4 Years 2022/2026

Detailed Actions

1 Year 2022/2023

REPORTING & MEASURING PROGRESS

Council must report on the Delivery Program every six months. Council management reports quarterly to Council on the Operational Plan progress against actions, the annual budget and annual capital works program.

Measurable targets have been aligned with actions in this Delivery Program to allow Council to monitor its progress in achieving the plan.

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OUR GUIDING PRINCIPLES

Social Justice: NSW local councils are guided by the social justice principles of:

- **Equity** in decision making, prioritisation and allocation of resources.
- **Fair access** to essential services, resources, and opportunities to improve quality of life.
- Genuine participation and consultation in the decisions affecting people's lives.
- **Equal rights** for all people, irrespective of linguistic, cultural, or religious backgrounds, to participate in community life.

Council's Role

Council plays a major role in supporting the plan, integrating the plan with initiatives that are already underway, communicating plans for the Shire's future and working with others to make progress, including Federal and State Governments, community groups and residents.

Council's role is summarised into the following key responsibilities:

- **Provider** through the provision of essential community services and infrastructure delivery.
- **Advocate** by promoting and lobbying on behalf of the community to achieve desirable outcomes.
- **Facilitator** by assisting interaction and forming strategic alliances to promote sustainability.

Key Partners

Achieving our Community Strategic Plan requires the involvement of all community members, groups, businesses, and government agencies. Our key community partners include:

- Community groups
- Industry and business groups
- Arts and cultural groups
- Environmental agencies
- Social welfare groups
- Transport providers
- Healthcare providers
- Tourists and visitors

- Education and training providers
- Police and emergency services providers
- Telecommunication providers
- Government agencies
- Non-government agencies
- Sporting and recreation groups
- Media networks

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OUR ELECTED COUNCILLORS

Our elected Councillors represent the Narrabri Shire on Council matters in accordance with the Local Government Act and associated legislation. Nine Councillors were elected in December 2021.

Mayor
Cr Ron Campbell

Deputy Mayor
Cr Cathy Redding

Cr Rohan Boehm

Cr Robert Browning

Cr John Clements

Cr Brett Dickinson

Cr Greg Lamont

Cr Lisa Richardson

Cr Darrell Tiemens

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OUR ORGANISATIONAL STRUCTURE

Narrabri Shire Council is consistently reviewing its workforce requirements and strategies to adequately resource and deliver essential community services and infrastructure across the Shire. Maintaining a balanced and professional workforce allows Council to improve its service and infrastructure provision and create ongoing opportunities for employees to develop their knowledge, professional experience, and expertise. Council will continue to review its organisational structure to ensure it aligns with service level requirements to meet community needs.

Figure 5: Narrabri Shire Council Organisational Structure

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OUR STRATEGIC DIRECTIONS

Our Future Directions

Our Community Strategic Plan is based on four (4) key Strategic Directions. Together, they provide a strong foundation for planning the *social*, *environmental*, *economic,* and *civic leadership* outcomes for our Shire with the purpose of achieving our shared vision and strategic directions.

These Strategic Directions align with our Community Vision. They also recognise that Narrabri Shire's community share similar aspirations, including:

- An empowered, inclusive, and connected community
- A sustainable and compatible natural and built environment
- A strong, diverse, and sustainable economy
- Strong leadership for the community

Under each Strategic Direction are Strategic Objectives. For each Strategic Objective are a series of Strategies, which demonstrate the Shire's focus for the next 10 years.

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

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Theme 1:	Society - An empowered, inclusive, and connected community
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
Theme 2:	Environment - A sustainable and compatible natural and built environment
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
Theme 3:	Economy - A strong, diverse, and sustainable economy
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.
Theme 4:	Civic Leadership – Council as a strong leader for the Community
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
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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

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THEME 1
Our Society

THEME 1: OUR SOCIETY

STRATEGIC DIRECTION 1: AN EMPOWERED, INCLUSIVE, AND CONNECTED COMMUNITY

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several social priority areas to be actioned over the 2022/2026 period.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Community development
- Community health and safety
- Community arts, events, and entertainment
- Community care services and transport
- Parks, open spaces, and sporting facilities
- Children, youth, and aged care services
- Disability access services
- Library services

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following social strategic objectives:

- A safe and healthy community
- A vibrant and connected community
- A resilient and strong community

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

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ACHIEVEMENT MEASURES AND INDICATORS

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

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
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	1.1.1.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to reduce the impacts of health issues (including mental health and addiction)	Corporate and Community Services	Community Development		▲	▲	▲	▲
	1.1.1.2	Work collaboratively with government and local agencies to promote and support health and wellbeing programs (including mental health services)	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	1.1.1.3	Develop publicly available disability inclusion guides to assist community, cultural and sporting events	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan		▲		
	1.1.1.4	Raise awareness for local sporting, recreation, and cultural programs with the aim of increasing inclusion and access across represented sporting codes	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan		▲		
	1.1.1.5	Boggabri - Construct Doctor's House (VPA Funded)	Corporate and Community Services	Property Services		▲			
	1.1.1.6	Facilitate economic activity around industry anchors, such as health and education facilities, through planning controls encourage clusters of complementary uses and address infrastructure needs	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲		
Strategy 1.1.2: Implement programs to improve crime prevention and risk management across the Shire	1.1.2.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to decrease the impact of domestic violence within the community	Corporate and Community Services	Community Development	Community Safety and Crime Prevention Action Plan 2019-2023	▲	▲	▲	▲
	1.1.2.2	Review and update the Narrabri Shire Crime Prevention Plan	Corporate and Community Services	Community Development			▲		
Strategy 1.1.3: Enhance opportunities for participation in	1.1.3.1	Narrabri - Investigate the construction of an Indoor Sports Centre	Infrastructure Delivery	Parks and Open Spaces				▲	
	1.1.3.2	Wee Waa - Cook Oval - storage shed (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
sport and recreation across the Shire	1.1.3.3	Wee Waa - Cook Oval - Upgrade lighting (subject to funding)	Infrastructure Delivery	Parks and Open Spaces				▲	
Strategy 1.1.3: Enhance opportunities for participation in sport and recreation across the Shire	1.1.3.4	Boggabri - Jubilee Oval - Carpark Entry Area	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.1.3.5	Boggabri - Jubilee Oval - Install Irrigation	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.1.3.6	Boggabri - Jubilee Oval - Storage Shed	Infrastructure Delivery	Parks and Open Spaces		▲	▲		
	1.1.3.7	Narrabri - Cooma Oval - Upgrade amenities (subject to funding)	Infrastructure Delivery	Parks and Open Spaces				▲	
	1.1.3.8	Narrabri - Leitch Ovals - Replace Lighting (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.1.3.9	Wee Waa - Cook Oval - Replace entry and front fence (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.1.3.10	Wee Waa - Cook Oval - Seal road and car park	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.1.3.11	Narrabri - Collins, Hogan, and Leitch Ovals - Access Roads	Infrastructure Delivery	Road Services		▲			
	1.1.3.12	Assist with implementation of the Sport, Recreation and Open Space Plan 2017-2032 from a land use planning perspective through including relevant considerations in the Development Control Plan (DCP)	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040		▲		
Strategy 1.1.4: Work to ensure that aged and child care services meet the current and future needs of the Shire	1.1.4.1	Conduct a childcare skills shortage study and investigate how Council can work to improve this	Corporate and Community Services	Community Development		▲			
	1.1.4.2	Promote ageing-in-place by adopting elements of Liveable Australia's Liveable Housing Design Guidelines in development controls for housing where possible	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020			▲	
Objective 1.2: A vibrant and connected community									

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 1.2.1: Improve digital connectivity and access to technology across the Shire	1.2.1.1.	Develop a Narrabri Shire Digital Communications Strategy	Corporate and Community Services	Information Services			▲	▲	
Strategy 1.2.2: Develop, maintain, and enhance quality community spaces and facilities	1.2.2.1	Boggabri - Investigate and complete the upgrade of Splash Park (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design	▲ Construct
	1.2.2.2	Boggabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.3	Boggabri - Pool - Investigate and implement additional opportunities for sport and recreation activities at the Facility (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design	▲ Construct
	1.2.2.4	Boggabri - Pool - Investigate keyless entry into the Facility	Infrastructure Delivery	Aquatic Facilities			▲		
	1.2.2.5	Boggabri - Pool - Renew Access Stairs for Pool Entry	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.6	Boggabri - Pool - Renew change room area	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.7	Boggabri - Pool - Replace the Gas BBQ with Electric	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.8	Narrabri - Investigate and complete the upgrade of Splash Park (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ Engagement	▲ Design	▲ Construct
	1.2.2.9	Narrabri - Investigate the feasibility of a large-scale aquatic recreational facility	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.10	Narrabri - Pool - Install Shade Shelter and Tables	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.11	Narrabri - Pool - Investigate and complete an upgrade of the 50m pool and equipment	Infrastructure Delivery	Aquatic Facilities		▲ Scope Works	▲ Design	▲ Construct	▲ Construct

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.2.12	Narrabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.14	Narrabri - Repaint the Aquatic Facilities	Infrastructure Delivery	Aquatic Facilities					▲
	1.2.2.15	Wee Waa - Investigate and complete the upgrade of Splash Park (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ **Engagement**	▲ **Design**	▲ **Construct**
	1.2.2.16	Wee Waa - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		▲	▲	▲	▲
	1.2.2.17	Wee Waa - Investigate keyless entry into the Facility	Infrastructure Delivery	Aquatic Facilities			▲		
	1.2.2.18	Wee Waa - Pool - Investigate and implement additional opportunities for sport and recreation activities at the Facility (subject to funding)	Infrastructure Delivery	Aquatic Facilities			▲ **Engagement**	▲ **Design**	▲ **Construct**
	1.2.2.19	Wee Waa - Pool - Paint Pool Shell and Surrounds	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.20	Wee Waa - Pool - Renew Access Stairs for Pool Entry	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.21	Wee Waa - Pool - Replace the Gas BBQ with Electric	Infrastructure Delivery	Aquatic Facilities		▲			
	1.2.2.22	Wee Waa - Remove asbestos from plant room	Infrastructure Delivery	Aquatic Facilities			▲		
	1.2.2.23	Wee Waa - Upgrade the facilities at the Pool	Infrastructure Delivery	Aquatic Facilities			▲		
	1.2.2.24	Boggabri - Lawn Cemetery - Install water tank and pump	Infrastructure Delivery	Cemetery Services		▲			
	1.2.2.25	Gwabegar - Cemetery - Install park bench and shade structure	Infrastructure Delivery	Cemetery Services			▲		
	1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows	Infrastructure Delivery	Cemetery Services		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.2.27	Wee Waa - Cemetery - Develop Master Plan	Infrastructure Delivery	Cemetery Services			▲		
	1.2.2.28	Wee Waa - Cemetery - Install toilet and amenities block	Infrastructure Delivery	Cemetery Services		▲			
	1.2.2.29	Wee Waa - Dangar Park - Develop Master Plan	Infrastructure Delivery	Cemetery Services		▲	▲		
	1.2.2.30	Wee Waa - Install a Picnic Table and Shade at the Cemetery	Infrastructure Delivery	Cemetery Services				▲	
	1.2.2.31	Investigate the demand and viability for youth spaces across the Shire	Corporate and Community Services	Community Development		▲	▲	▲	▲
	1.2.2.32	Boggabri - Vickery Park - Install a multipurpose court (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.2.33	Boggabri - Vickery Park - Install outdoor gym equipment (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.34	Gwabegar - Anzac Park - Upgrade fence	Infrastructure Delivery	Parks and Open Spaces				▲	
	1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.36	Narrabri - Hogan and Leitch Ovals - Upgrade Skate Park (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.2.37	Narrabri - Pirate Park - Install bubblers and bottle refill stations	Infrastructure Delivery	Parks and Open Spaces		▲	▲		
	1.2.2.38	Narrabri - Tibbereena Street - Beautification Project (Design and Investigation)	Infrastructure Delivery	Parks and Open Spaces			▲	▲	
	1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.40	Narrabri - Tourism Hub - Stage 1 - Construction (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	▲	
	1.2.2.41	Pilliga - Bore Baths - Install a fire pit and additional shelters (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.2.42	Pilliga - Bore Baths - Install irrigation system (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.2.43	Pilliga - Bore Baths - Resheet internal road	Infrastructure Delivery	Parks and Open Spaces		▲			▲
	1.2.2.44	Pilliga - Bore Baths - Upgrade amenities (subject to funding)	Infrastructure Delivery	Parks and Open Spaces				▲	
	1.2.2.45	Pilliga - Bore Baths - Upgrade internal walls of the baths and steps (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.2.46	Shire Wide - Conduct ongoing Facilities Maintenance	Infrastructure Delivery	Parks and Open Spaces		▲	▲	▲	▲
	1.2.2.47	Wee Waa - Dangar Park - Implement an off-leash area	Infrastructure Delivery	Parks and Open Spaces		▲	▲		
	1.2.2.48	Wee Waa - Dangar Park - Install a multipurpose court	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.2.49	Wee Waa - Dangar Park - Upgrade Irrigation	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.2.50	Boggabri - Caravan Park- Investigate opportunities for expansion and increased utilisation	Infrastructure Delivery	Property Services		▲	▲	▲	▲
	1.2.2.51	Boggabri - Caravan Park - Refurbishments	Corporate and Community Services	Property Services			▲		
	1.2.2.52	Boggabri - Develop the old bowling club into a Civic Precinct (Carryover 2021/2022)	Corporate and Community Services	Property Services		▲ **Demolish & Design and Consult**	▲ **Construct**		
	1.2.2.53	Develop Council's Asbestos Removal Strategy for Council property	Infrastructure Delivery	Property Services		▲			
	1.2.2.54	Gwabegar - Investigate and pursue opportunities to increase amenities at the Hall	Corporate and Community Services	Property Services		▲	▲		
	1.2.2.55	Narrabri - The Crossing Theatre -External refurbishment	Corporate and Community Services	Property Services			▲		
	1.2.2.56	Wee Waa - Identify appropriate community use for the former NAB building	Corporate and Community Services	Property Services		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.2.57	Wee Waa - Old NAB Building - Refurbishment	Corporate and Community Services	Property Services		▲			
Strategy 1.2.3: Ensure an accessible Shire for all	1.2.3.1	Advocate for local businesses to become more accessible and inclusive	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲			
	1.2.3.2	Review and update the Narrabri Shire Disability Inclusion Action Plan	Corporate and Community Services	Community Development				▲	▲
	1.2.3.3	Boggabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		▲	▲	▲	
	1.2.3.4	Develop a Safe Routes for Seniors program in the Shire by auditing popular routes in association with a senior/aged care facility, make improvements and then promote their use (including signage of routes).	Infrastructure Delivery	Design and Investigation		▲	▲	▲	▲
	1.2.3.5	Narrabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		▲	▲	▲	
	1.2.3.6	Narrabri - Library - Investigate increasing the number of disabled access parking spaces	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	▲			
	1.2.3.7	Review and update the Narrabri Shire Pedestrian Access and Mobility Plan (PAMP)	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	▲			
	1.2.3.8	Wee Waa - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		▲	▲	▲	
	1.2.3.9	Increase the accessibility and inclusivity of Rhyme Time at the Shire's Libraries	Corporate and Community Services	Library Services		▲			
	1.2.3.10	Bellata - Upgrade and extend existing pathway network (subject to funding)	Infrastructure Delivery	Parks and Open Spaces				▲	▲
	1.2.3.11	Boggabri - Shared Pathway - (Stage 1) Hospital to the Pool via Vickery Park	Infrastructure Delivery	Parks and Open Spaces		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.3.12	Boggabri - Shared Pathway - (Stage 2) Jubilee Oval to the Pool (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		▲	▲		
	1.2.3.13	Boggabri - Shared Pathway - (Stage 3) Jubilee Oval to the Highway via Boston Street (subject to funding)	Infrastructure Delivery	Parks and Open Spaces				▲	▲
	1.2.3.14	Boggabri - Shared Pathway - (Stage 4) Along the Namoi River via Boston Street (subject to funding)	Infrastructure Delivery	Parks and Open Spaces					▲
	1.2.3.15	Gwabegar - Upgrade and extend existing pathway network (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	▲	
	1.2.3.16	Gwabegar - Walking Track - Investigate the installation of a walking track between the township via the cemetery to the waste transfer station	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.3.17	Narrabri - Install additional bike racks at the Barwon Street Carpark, The Crossing Theatre, Parks, and Shared Pathways	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.3.18	Narrabri - Narrabri Creek Shared Pathway - Design footbridge near the Narrabri Hospital (subject to funding)	Infrastructure Delivery	Parks and Open Spaces					▲
	1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.2.3.20	Narrabri - West Lake Shared Pathway - Design footbridge to replace the Stepping Stones (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.2.3.21	Pilliga - Upgrade and extend existing pathway network (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲	▲	
	1.2.3.22	Shire Wide - Investigate the installation of additional inclusive amenities	Infrastructure Delivery	Parks and Open Spaces	2022/2026 Disability Inclusion Action Plan	▲			
	1.2.3.23	Wee Waa - Dangar Park - Upgrade Pathways	Infrastructure Delivery	Parks and Open Spaces		▲	▲		
	1.2.3.24	Wee Waa - Extend Shared Pathway Network (subject to funding)	Infrastructure Delivery	Parks and Open Spaces			▲		

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.2.3.25	Audit project management process to ensure disability standards and guidelines are considered for capital works projects	Infrastructure Delivery	Projects and Assets	2022/2026 Disability Inclusion Action Plan	▲			
	1.2.3.26	Wee Waa - Nurruby - refurbishment of accessibility ramp	Corporate and Community Services	Property Services			▲		
	1.2.3.27	Identify and prioritise public buildings that require access audits in accordance with Australian Standard 1428.1 –Access to Premises standards	Corporate and Community Services	Property Services	2022/2026 Disability Inclusion Action Plan			▲	
Strategy 1.2.4: Enhance access to arts and culture across the Shire	1.2.4.1	Engage with community-based art groups to develop an exhibition program at The Crossing Theatre and The Crossing Café	Corporate and Community Services	The Crossing Theatre		▲	▲	▲	▲
	1.2.4.2	Identify external funding opportunities to assist with the provision of events through The Crossing Theatre	Corporate and Community Services	The Crossing Theatre		▲	▲	▲	▲
	1.2.4.3	Identify new products and opportunities for the community to engage with at The Crossing Theatre	Corporate and Community Services	The Crossing Theatre		▲	▲	▲	▲
	1.2.4.4	Develop the Narrabri Shire Public Art Strategy	Corporate and Community Services	Tourism		▲			
Objective 1.3: A resilient and strong community									
Strategy 1.3.1: Implement programs to revitalise townships across the Shire	1.3.1.1	Boggabri - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces				▲	
	1.3.1.2	Narrabri - CBD - Install single face AC power source	Infrastructure Delivery	Parks and Open Spaces				▲	
	1.3.1.3	Narrabri - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces		▲			
	1.3.1.4	Shire Wide - Investigate opportunities for beautification of entryways to townships	Infrastructure Delivery	Parks and Open Spaces		▲	▲		
	1.3.1.5	Wee Waa - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces			▲		
	1.3.1.6	Narrabri - Old Gaol - Investigate opportunities for revitalisation	Corporate and Community Services	Property Services		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	1.3.1.7	Deliver a town centre precinct plan for Wee Waa, Narrabri, and Boggabri	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲	
	1.3.1.8	Wee Waa - Investigate and implement more opportunities to portray agricultural heritage	Corporate and Community Services	Tourism		▲	▲	▲	
	1.3.1.9	Shire Wide - Complete the upgrade of Gateway Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		▲			
	1.3.1.10	Shire Wide - Complete the upgrade of Town Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		▲			
Strategy 1.3.2: Empower the community's volunteers	1.3.2.1	Successfully organise and run National Volunteers Week	Corporate and Community Services	Community Development		▲	▲	▲	▲
	1.3.2.2	Successfully organise and run the Lillian Hulbert Scholarship and award presentation	Corporate and Community Services	Community Development		▲	▲	▲	▲
	1.3.2.3	Work with local response agencies and support organisations to build their volunteer base	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	1.3.2.4	Review volunteering policy to ensure Council volunteering opportunities are accessible and inclusive	Planning, Strategy and People	Risk	2022/2026 Disability Inclusion Action Plan	▲			
Strategy 1.3.3: Strengthen community resilience through collaboration and capacity building	1.3.3.1	Advocate for the introduction of 'neighbour helping neighbour' and 'phone a friend' programs	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	1.3.3.2	Shire Wide - Investigate the implementation of a Community Connect Day	Corporate and Community Services	Community Development		▲			
	1.3.3.3	Wee Waa - Advocate for the communities needs regarding access to face-to-face financial services	Planning, Strategy and People	Economic Development		▲			
Strategy 1.3.4: Increase public	1.3.4.1	Narrabri - CBD - Identify an appropriate area and install an inclusive amenities block	Infrastructure Delivery	Parks and Open Spaces		▲ **Identify**	▲ **Install**		

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
amenity across all townships	1.3.4.2	Shire Wide - Conduct Keep Australia Beautiful programs	Infrastructure Delivery	Waste Services		▲	▲	▲	▲

THEME 2

Our Environment

THEME 2: OUR ENVIRONMENT

STRATEGIC DIRECTION 2: A SUSTAINABLE AND COMPATIBLE NATURAL AND BUILT ENVIRONMENT

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2026 period.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Waste management and recycling
- Environmental planning
- Planning and development
- Parks and open spaces
- Noxious weeds control
- Floodplain management
- Water and sewer management
- Stormwater management

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following environmental strategic objectives:

- A protected and enhanced natural environment
- An integrated and strategic built environment
- A resilient and sustainable environment

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

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ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
2.1.1	Number of Aboriginal heritage listed sites across the Shire	Aboriginal Heritage Information Management System (AHIMS)
2.1.1	Number of Historic (non-Indigenous) heritage listed sites across the Shire	State Heritage Register
2.1.1	Number of educational programs implemented (including info sign installations etc)	Council Data
2.1.2	Trees planted by Council across the Shire	Council Data
2.1.2	Hectares of greenspaces maintained by Council	Council Data
2.1.2	Quantity of funds allocated to environmental initiatives	Council Data
2.1.3	Educational programs regarding responsible companion animal ownership	Council Data
2.1.3	Educational programs regarding effective biosecurity management	Council Data
2.1.3	Application of weeds management programs in the Shire	Council Data
2.1.4	Percentage of Council's facilities run through renewable energy	NSW Department of Primary Industries Data and Council Data
2.1.4	Council's fuel usage	Council Data
2.1.4	Percentage of electricity demand in the Shire met by renewable sources	Council Data
2.2.1	Average length of road closures	NSW EPA Data
2.2.1	Number of intermodal facilities in the Shire	Council Data
2.2.1	Regular Passenger Transport rates	Council Data
2.2.2	Number of new residential developments approved in the Shire	Council Data
2.2.2	Hectares of residential zones in the Shire	Council Data
2.2.2	Estimated rate of homelessness in the Shire	Council Data
2.2.3	Air quality pollution concentrations do not exceed National Environment Protection Measure Guidelines	Australian Bureau of Statistics
2.2.3	Quantity of income secured through Voluntary Planning Agreements	NSW DPE Regional Monitoring Data
2.2.4	Hectares of industrial and commercial zones	Council Data
2.2.4	Hectares of environmental zones, national parks, and nature reserves	Council Data
2.2.4	Local Environmental Plan housekeeping reviews completed	Council Data
2.3.1	Number of dwellings damaged by natural disasters	Council Data
2.3.2	Income generated through the Section 7.12 Contributions Scheme	Resilience NSW and Local Emergency Services Data
2.3.2	Value of projects funded through the Section 7.12 Contributions Scheme	Council Data
2.3.3	Council's water consumption	Council Data
2.3.3	Volume of ground water extracted	Council Data
2.3.3	Average water consumption rate per household	NSW Water
2.3.4	Percentage of waste diverted from landfill	Council Data
2.3.4	Average volume of household waste	Council Data
2.3.4	Volume of material reused	Council Data
2.3.4	Rate of Effluent Reuse	Council Data

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Objective 2.1: A protected and enhanced natural environment									
Strategy 2.1.1: Protect Aboriginal and historic (non-Indigenous) heritage whilst educating the broader community on its significance	2.1.1.1	Boggabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		▲	▲	▲	
	2.1.1.2	In partnership with local indigenous Community stakeholders, facilitate Reconciliation Week and NAIDOC Week	Corporate and Community Services	Community Development		▲	▲	▲	▲
	2.1.1.3	Narrabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		▲	▲	▲	
	2.1.1.4	Review and update the Narrabri Shire Reconciliation Action Plan	Corporate and Community Services	Community Development		▲			
	2.1.1.5	Wee Waa - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		▲	▲	▲	
	2.1.1.6	Develop a Long-term Transport Strategy to align with State Government priorities and documents	Infrastructure Delivery	Design and Investigation	Local Strategic Planning Statement 2040	▲	▲		
	2.1.1.7	Shire Wide - Carry out a Historic Heritage Study to identify and protect heritage items, and update appropriate local planning controls	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040; Growth Management Strategy 2020		▲		
	2.1.1.8	Develop conservation management policies for heritage items and areas to provide for sympathetic and adaptive use of heritage items and assets	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	▲			
	2.1.1.9	Shire Wide - Carry out an Aboriginal Heritage Study in consultation with the local Aboriginal Community to identify and protect heritage items, and update appropriate local planning controls	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040; Growth Management Strategy 2020				▲
Strategy 2.1.2: Protect and	2.1.2.1	Pilliga - Bore Baths - Tree planting program	Infrastructure Delivery	Parks and Open Spaces		▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
enhance the Shire's natural bushland, open spaces, and national parks	2.1.2.2	Shire Wide - Street Tree Strategy and Program	Infrastructure Delivery	Parks and Open Spaces		▲	▲	▲	▲
	2.1.2.3	Develop and implement Plans of Management for urban open spaces and environmental areas	Corporate and Community Services	Property Services		▲			
Strategy 2.1.3: Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna	2.1.3.1	Boggabri - Dripping Rock Access Road - Investigate and determine possible resolution of access issues	Infrastructure Delivery	Projects and Assets		▲			
	2.1.3.2	Apply for funding to undertake programs related to companion animals	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲
	2.1.3.3	Narrabri - New Animal Management Facility - Complete construction	Planning, Strategy and People	Regulatory Compliance		▲			
	2.1.3.4	Review and update companion animal information and resources on Council's website in line with the relevant legislation	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲
	2.1.3.5	Undertake educational programs targeted at increasing responsible companion animal ownership	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲
	2.1.3.6	Conduct at least two educational programs targeted at biosecurity (as per the Department of Industries' requirements)	Infrastructure Delivery	Weeds		▲	▲	▲	▲
	2.1.3.7	Continue to apply for funding to undertake programs related to biosecurity and land management	Infrastructure Delivery	Weeds		▲	▲	▲	▲
	2.1.3.8	Investigate the feasibility of procuring drones to reduce biosecurity and regulatory compliance risks	Infrastructure Delivery	Weeds		▲			
	2.1.3.9	Write and release six (6) Media Releases targeted at biosecurity (as per the Department of Primary Industries' requirements)	Infrastructure Delivery	Weeds		▲	▲	▲	▲
Strategy 2.1.4: Promote and	2.1.4.1	Identify opportunities to reduce Council's fuel consumption	Infrastructure Delivery	Fleet		▲	▲	▲	▲

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
implement where appropriate sustainable practices, energy efficient and renewable technologies	2.1.4.2	Develop Council's Renewable Energy Action Plan (REAP)	Corporate and Community Services	Property Services			▲		
	2.1.4.3	Shire Wide - Implement Council's Renewable Energy Action Plan (REAP)	Corporate and Community Services	Property Services				▲	▲
	2.1.4.4	Complete a Solar Feasibility Study to identify preferred locations best suited for solar energy development in Narrabri, Wee Waa, and Boggabri	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲	
	2.1.4.5	Continue to encourage innovation and adoption of sustainable land management practices and agritech in the primary production sector	Planning, Strategy and People	Strategic Planning	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	2.1.4.6	Develop an urban greening strategy to combat the urban heat island effect	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040	▲			
	2.1.4.7	Encourage 'green' industries by reviewing local plans to ensure land use zoning reflect industry requirements	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲		
	2.1.4.8	Identify locations for EV charging sites within Narrabri including Tourism Precinct and ensure statutory planning documents facilitate EV charging infrastructure to be located in appropriate zones	Corporate and Community Services	Tourism	Local Strategic Planning Statement 2040	▲	▲		
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	2.2.1.1	Review and update the Narrabri Airport Master Plan and Hanger Sub-division Plans (including land use review and needs analysis)	Corporate and Community Services	Airport		▲			
	2.2.1.2	Narrabri - Airport - Conduct an assessment of the runway	Corporate and Community Services	Airport		▲	▲	▲	▲
	2.2.1.3	Narrabri - Airport - Install LED Apron	Corporate and Community Services	Airport		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.2.1.4	Narrabri - Airport - Investigate opportunities for increased utilisation	Corporate and Community Services	Airport		▲	▲	▲	▲
	2.2.1.5	Narrabri - Airport - Terminal Design (Carryover 2020/2021)	Corporate and Community Services	Airport		▲	▲		
	2.2.1.6	Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire and report findings to Council.	Infrastructure Delivery	Design and Investigation		▲	▲	▲	▲
	2.2.1.7	Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	Infrastructure Delivery	Design and Investigation		▲	▲	▲	▲
	2.2.1.8	Facilitate more recreational walking and cycling paths, linkages with centres and public transport, and expand inter-regional and intra-regional walking and cycling links	Infrastructure Delivery	Design and Investigation	Growth Management Strategy 2020	▲	▲	▲	▲
	2.2.1.9	In association with schools, audit key routes to school and improve the facilities along these routes and report to Council	Infrastructure Delivery	Design and Investigation		▲	▲	▲	▲
	2.2.1.10	Prioritise projects that address impediments to the regional freight network and work with stakeholders to upgrade transport network capacity as demand changes	Infrastructure Delivery	Design and Investigation	Growth Management Strategy 2020		▲		
	2.2.1.11	Support Council to investigate opportunities to provide greatest access for high productivity vehicles	Infrastructure Delivery	Design and Investigation	Growth Management Strategy 2020		▲		
	2.2.1.12	Narrabri - CBD - Replace pavers	Infrastructure Delivery	Parks and Open Spaces		▲			
	2.2.1.13	Investigate digital road open/closed signs on key transport routes throughout the Shire	Infrastructure Delivery	Road Services	Narrabri Shire Adverse Event Plan		▲		
	2.2.1.14	Baan Baa - Harparary Road - Seal to Browns Lane Intersection (VPA Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲			

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.2.1.15	Bellata - Millie Road - Upgrade (6.5km) (Fixing Local Roads Program Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲	▲		
	2.2.1.16	Boggabri - Boston Street Bridge - Upgrade (Resources for Regions Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲			
	2.2.1.17	Boggabri - Caloola Road - Upgrade	Infrastructure Delivery	Road Services		▲			
	2.2.1.18	Boggabri - Complete installation of shared pathway (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲			
	2.2.1.19	Boggabri - MR 357 Rangari Road - Upgrade	Infrastructure Delivery	Road Services		▲			
	2.2.1.20	Boggabri - Tullamullen Bridge and Green Hills Quarry - Design and Investigation (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲	▲		
	2.2.1.21	Develop a Rural Roads Maintenance Strategy	Infrastructure Delivery	Road Services		▲			
	2.2.1.22	Ensure Council's quarries and small mines are operated and maintained in an environmentally compliant manner	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.23	Eulah Creek - Bullawa Creek Bridge - Upgrade (Resources for Regions Funded)	Infrastructure Delivery	Road Services		▲			
	2.2.1.24	Merah North - Doreen Lane - Rehabilitation (Fixing Local Roads Program Funded)	Infrastructure Delivery	Road Services		▲	▲		
	2.2.1.25	Narrabri - Kaputar Road - Intersection Upgrade (subject to grant funding)	Infrastructure Delivery	Road Services			▲		
	2.2.1.26	Narrabri - Selina Street to Tibbereena Street - Renewal	Infrastructure Delivery	Road Services		▲	▲		
	2.2.1.27	Pilliga - SR 127 Pilliga Road - Upgrade (Grant Funded)	Infrastructure Delivery	Road Services		▲ **Phase 1**	▲ **Phase 2**		
	2.2.1.28	Shire Wide - Flood Damage Restoration (March 2021 Augmentation)	Infrastructure Delivery	Road Services		▲			
	2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Augmentation)	Infrastructure Delivery	Road Services		▲	▲		

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.2.1.30	Shire Wide - Footpaths - Renewal programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.31	Shire Wide - Install Concrete Causeways	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.33	Shire Wide - Transport Assets - Roads Condition Assessments and Revaluations	Infrastructure Delivery	Road Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	2.2.1.34	Shire Wide - Rural Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.35	Shire Wide - Rural Roads - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.36	Shire Wide - Shire Roads - Gravel Resheeting	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.39	Shire Wide - Stormwater - Renewal programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.40	Shire Wide - Town Streets - Rehabilitation Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.41	Shire Wide - Town Streets - Reseal Programs	Infrastructure Delivery	Road Services		▲	▲	▲	▲
	2.2.1.42	Upgrade SR29 Yarrie Lake Road to provide all-weather, flood free access between Narrabri and the outskirts of Wee Waa, whilst maintaining consideration for Northern NSW Inland Port (N2IP)'s priorities	Infrastructure Delivery	Road Services	Narrabri Shire Adverse Event Plan	▲			
	2.2.1.43	Wee Waa - Culgoora Road - Upgrade (Carryover 2021/2022)	Infrastructure Delivery	Road Services		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.2.1.44	Wee Waa - Rose Street - Upgrade of stormwater management, kerb and guttering and road	Infrastructure Delivery	Road Services				▲	
	2.2.1.45	Wee Waa - SR29 Yarrie Lake Road to SR127 Pilliga Road - Upgrade Freight Route (11km)	Infrastructure Delivery	Road Services		▲	▲		
Strategy 2.2.2: Support the development of appropriate housing across the Shire	2.2.2.1	Market and transact Council's developed sites	Corporate and Community Services	Property Services		▲	▲	▲	▲
	2.2.2.2	Ensure rural residential development is delivered consistently with the Interim Settlement Planning Principles and in appropriately zoned areas as endorsed by the Department of Planning and Environment	Planning, Strategy and People	Statutory Planning	Growth Management Strategy 2020	▲	▲	▲	▲
	2.2.2.3	Continue to work with the NSW Government to advocate for Shire's need to access affordable housing	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	▲	▲	▲	▲
	2.2.2.4	Develop a Narrabri Shire Housing Strategy	Planning, Strategy and People	Strategic Planning			▲		
	2.2.2.5	Develop local growth management strategies to respond to changing housing needs, including household and demographic changes	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020			▲	
Strategy 2.2.3: Reduce the impact the built environment has on the natural environment	2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2)	Infrastructure Delivery	Sewer Services		▲			
Strategy 2.2.4: Support strategic and non-conflicting land use that supports sustainable growth	2.2.4.1	Complete an employment lands study	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040		▲		
	2.2.4.2	Deliver an adequate supply of employment land through local growth management strategies and Local Environmental Plan (LEP)	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020				▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
through zoning and advocacy	2.2.4.3	Prepare a Rural Lands Study and review every four years to ensure that land use standards enable a productive agricultural sector	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040		▲		
	2.2.4.4	Promote an appropriate mix of land uses and prevent the encroachment of sensitive uses on employment land through local planning controls	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲		
	2.2.4.5	Review and update the Narrabri Shire Local Environmental Plan	Planning, Strategy and People	Strategic Planning			▲	▲	
	2.2.4.6	Review RU1 zoning permissible land uses to enable complementary uses that support a stronger agricultural sector	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040	▲			
Objective 2.3: A resilient and sustainable environment									
Strategy 2.3.1: Mitigate impacts of adverse events through strategic planning and preparedness	2.3.1.1	Shire Wide - Install telemetric gauges on the creek systems that are subject to flash flooding	Infrastructure Delivery	Design and Investigation	Narrabri Shire Adverse Event Plan		▲		
	2.3.1.2	Advocate for an electricity sub-station in a flood-free location	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan				▲
	2.3.1.3	Advocate for an Emergency Services Precinct in Narrabri, incorporating the EOC and key response agencies	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan			▲	▲
	2.3.1.4	Advocate for information sharing processes between response agencies.	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	2.3.1.5	Shire Wide - Investigate the establishment of Heli Pads in key locations (such as areas near isolated workforces) across Narrabri, Boggabri, Wee Waa, and the Pilliga to assist in emergency management and evacuation efforts.	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan		▲		

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.1.6	Assess and manage the impacts of climate change (such as heat, floods, storms, and drought) on Council's assets and services	Infrastructure Delivery	Projects and Assets	Local Strategic Planning Statement 2040; 2022/2026 Resourcing Strategy: Asset Management Strategy	▲	▲	▲	▲
	2.3.1.7	Advocate for the provision of generators to power emergency facilities and critical infrastructure	Corporate and Community Services	Property Services	Narrabri Shire Adverse Event Plan	▲			
	2.3.1.8	Narrabri - The Crossing Theatre - Flood mitigation works	Corporate and Community Services	Property Services			▲		
	2.3.1.9	Narrabri - The Crossing Theatre - Gas Bottle relocation	Corporate and Community Services	Property Services		▲			
	2.3.1.10	Advocate for the establishment of a flood-free evacuation centre in Narrabri with the capacity to accommodate residents of both Narrabri and Wee Waa	Planning, Strategy and People	Risk	Narrabri Shire Adverse Event Plan				▲
	2.3.1.11	Investigate and advocate for funding to seal and widen SR5 Kaputar Road and provide passing bays and safety fencing to improve safety and response times for fires in the Mt Kaputar National Park and assist with evacuations.	Infrastructure Delivery	Road Services	Narrabri Shire Adverse Event Plan				▲
	2.3.1.12	Narrabri - Sewer Treatment Plant - Upgrade generator capabilities	Infrastructure Delivery	Sewer Services		▲			
	2.3.1.13	Update Risk and Emergency Response Plans for Sewer Services	Infrastructure Delivery	Sewer Services		▲			
	2.3.1.14	Review and update the Bush Fire Prone Lands map	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲	
	2.3.1.15	Boggabri - Flood Plain Management Plan Program - Develop Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning		▲ Year 1 of 3	▲ Year 2 of 3	▲ Year 3 of 3	

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.1.16	Gwabegar - Flood Plain Management Plan Program - Investigate implementing the program	Planning, Strategy and People	Strategic Planning		▲			
	2.3.1.17	Narrabri - Flood Plain Management Plan Program - Implement findings of the Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning			▲		
	2.3.1.18	Narrabri - Flood Plain Management Plan Program - Undertake community consultation regarding the Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning		▲			
	2.3.1.19	Review and update floodplain and bushfire mapping to manage risk, particularly where urban growth is being investigated	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲		
	2.3.1.20	Wee Waa - Flood Plain Management Plan Program - Implementation Plan	Planning, Strategy and People	Strategic Planning			▲		
	2.3.1.21	Wee Waa - Flood Plain Management Plan Program - Levy Feasibility Study	Planning, Strategy and People	Strategic Planning		▲			
	2.3.1.22	Shire Wide - Conduct Hydrant Maintenance	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.1.23	Update Risk and Emergency Response Plans for Sewer Services	Infrastructure Delivery	Water Services		▲			
	2.3.1.24	Wee Waa - Hydrology Options Assessment	Infrastructure Delivery	Water Services		▲			
	2.3.1.25	Wee Waa - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		▲			
	2.3.1.26	Wee Waa - Stop Valve Replacement	Infrastructure Delivery	Water Services		▲			
	2.3.1.27	Wee Waa - Water Main Renewals	Infrastructure Delivery	Water Services		▲			
	2.3.1.28	Wee Waa - Water Augmentation Project scope	Infrastructure Delivery	Water Services			▲ Scope Works	▲ Design	▲ Construct

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 2.3.2: Ensure appropriate planning controls are implemented for the benefit of the community	2.3.2.1	Review and update Local Environmental Plan (LEP) and Development Control Plan (DCP) (to include heritage considerations, integrated water cycle management strategies, growth management strategies, and mapping and consideration of areas of high environmental value to avoid conflicts)	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040		▲		
	2.3.2.2	Consider requirement for Water Sensitive Urban Design in Development Control Plan (DCP)	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040		▲		
	2.3.2.3	Develop Factsheets regarding State and Local Government planning legislation and framework changes (such as updates to State Environmental Planning Policies (SEPPs), Local Environmental Plan (LEP) and Development Control Plan (DCP))	Planning, Strategy and People	Strategic Planning		▲	▲	▲	▲
	2.3.2.4	Identify areas of urban expansion or intensification in local growth management strategies that are consistent with the Interim Settlement Planning Principles or comprehensive settlement planning guidelines once released	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020		▲		
Strategy 2.3.3: Responsibly manage, conserve, and protect water resources	2.3.3.1	Bellata - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		▲			
	2.3.3.2	Boggabri - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		▲			
	2.3.3.3	Boggabri - Sewerage Treatment Works Augmentation	Infrastructure Delivery	Water Services		▲			
	2.3.3.4	Boggabri - Water Main Renewals	Infrastructure Delivery	Water Services		▲			
	2.3.3.5	Develop and adopt the Narrabri Shire Integrated Water Cycle Management Strategy to consider regional climate change, water security, sustainable demand and growth, and the natural environment	Infrastructure Delivery	Water Services	Growth Management Strategy 2020	▲			
	2.3.3.6	Develop Narrabri Shire Rural Fire Station Water Access Point Strategy	Infrastructure Delivery	Water Services		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.3.7	Encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Water Services	Growth Management Strategy 2020	▲	▲		
	2.3.3.8	Gwabegar - Investigate opportunities to rectify water quality issues	Infrastructure Delivery	Water Services		▲			
	2.3.3.9	Narrabri - Decommission Tibbereena Street Bore	Infrastructure Delivery	Water Services		▲	▲	▲	
	2.3.3.10	Narrabri - Safe Chlorine Storage Unit	Infrastructure Delivery	Water Services		▲			
	2.3.3.11	Narrabri - Saleyards Bore and Rising Main - Design and Construction	Infrastructure Delivery	Water Services		▲			
	2.3.3.12	Narrabri - Selina Street and Hind Street Water Towers - Repaint	Infrastructure Delivery	Water Services		▲			
	2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	Infrastructure Delivery	Water Services		▲			
	2.3.3.14	Narrabri - Water Main Renewals	Infrastructure Delivery	Water Services		▲			
	2.3.3.15	Pilliga - Bore Augmentation	Infrastructure Delivery	Water Services		▲			
	2.3.3.16	Shire Wide - Conduct additional community engagement regarding water quality	Infrastructure Delivery	Water Services		▲			
	2.3.3.17	Shire Wide - Conduct water efficiency education to make the Narrabri Shire more Water Wise	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.18	Shire Wide - Environmental and Water Extraction - Monitoring Compliance	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.19	Shire Wide - Investigate opportunities for water service expansion	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.20	Shire Wide - Scouring Program	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.21	Shire Wide - Water Mains - Replacement program	Infrastructure Delivery	Water Services		▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.3.22	Narrabri - Water Pump Station Rehabilitation and Water Pump Service and Replacement Program	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.23	Shire Wide - Water Reservoir - Maintenance program	Infrastructure Delivery	Water Services		▲	▲	▲	▲
	2.3.3.24	Shire Wide - Water tower access upgrades	Infrastructure Delivery	Water Services		▲			
	2.3.3.25	Narrabri - Federation Farm - Upgrade water rising main	Infrastructure Delivery	Water Services				▲	
	2.3.3.26	Narrabri - Investigate the installation of a bulk Chlorine Gas System	Infrastructure Delivery	Water Services			▲		
	2.3.3.27	Narrabri - Telemetry Review	Infrastructure Delivery	Water Services			▲		
	2.3.3.28	Narrabri - Water Augmentation Project - Construct a Water Treatment Plant	Infrastructure Delivery	Water Services				▲	▲
	2.3.3.29	Narrabri - West Narrabri Water Reservoir - Upgrade	Infrastructure Delivery	Water Services					▲
	2.3.3.30	Shire Wide - Instrumentation Works	Infrastructure Delivery	Water Services			▲		
	2.3.3.31	Shire Wide - Investigate and implement methods to improve water pressure in townships	Infrastructure Delivery	Water Services			▲		
	2.3.3.32	Shire Wide - Water Reservoir - Upgrade program	Infrastructure Delivery	Water Services			▲	▲	▲
Strategy 2.3.4: Responsibly manage waste disposal and support the transition to a circular waste economy	2.3.4.1	Shire Wide - Investigate additional opportunities for reuse of treated effluent and encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Sewer Services	Growth Management Strategy 2020	▲	▲		
	2.3.4.2	Narrabri - Zimmerman Street - Sewer Pump Station Update	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.3	Shire Wide - Investigate opportunities for sewer service expansion	Infrastructure Delivery	Sewer Services		▲	▲	▲	▲
	2.3.4.4	Shire Wide - Sewer Pump Station - Rehabilitation Program	Infrastructure Delivery	Sewer Services		▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.4.5	Shire Wide - Sewer Mains - Relining and Rehabilitation (including manholes and chambers)	Infrastructure Delivery	Sewer Services		▲	▲	▲	▲
	2.3.4.6	Shire Wide - Sewer Pumps - Service and replacement program	Infrastructure Delivery	Sewer Services		▲	▲	▲	▲
	2.3.4.7	Wee Waa - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.8	Narrabri - Sewer Treatment Plant - Conduct compliance audit	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Access Road	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.10	Wee Waa - Sewer Treatment Plant - Works Augmentation	Infrastructure Delivery	Sewer Services		▲			
	2.3.4.11	Shire Wide - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services			▲	▲	▲
	2.3.4.12	Narrabri - Sewer Treatment Plant - Upgrade	Infrastructure Delivery	Sewer Services			▲ Scope Works	▲ Design	▲ Construct
	2.3.4.13	Narrabri - Telemetry Upgrades	Infrastructure Delivery	Sewer Services			▲		
	2.3.4.14	Shire Wide - Instrumentation Works	Infrastructure Delivery	Sewer Services			▲		
	2.3.4.15	Shire Wide - Sewer Treatment Plant - Install sampling jetties	Infrastructure Delivery	Sewer Services					▲
	2.3.4.16	Shire Wide - Sewer Treatment Plant - Update security systems	Infrastructure Delivery	Sewer Services				▲	
	2.3.4.17	Boggabri - Investigate the implementation of a Container Deposit Scheme	Infrastructure Delivery	Waste Services		▲	▲		
	2.3.4.18	Deliver Waste Education Programs	Infrastructure Delivery	Waste Services		▲	▲	▲	▲
	2.3.4.19	Finalise Council's Waste Strategy	Infrastructure Delivery	Waste Services		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.4.20	Narrabri - Investigate opportunities for a Community Garden maintained by mulched Green waste	Infrastructure Delivery	Waste Services					▲
	2.3.4.21	Narrabri - Waste Management Facility - Advocate for soft plastics receptacle	Infrastructure Delivery	Waste Services		▲	▲	▲	▲
	2.3.4.22	Narrabri - Waste Management Facility - Investigate and implement a Buy Back Centre	Infrastructure Delivery	Waste Services		▲ **Scope Works**	▲ **Construct**		
	2.3.4.23	Narrabri - Waste Management Facility - Investigate funding opportunities to implement green waste processing locally	Infrastructure Delivery	Waste Services		▲	▲	▲	▲
	2.3.4.24	Narrabri - Waste Management Facility - New Cell No. 1 - Complete construction (year 2 of 2)	Infrastructure Delivery	Waste Services		▲			
	2.3.4.25	Narrabri - Waste Management Facility - New Cell No. 2 - Complete Construction	Infrastructure Delivery	Waste Services			▲	▲	▲
	2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	Infrastructure Delivery	Waste Services		▲			
	2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction	Infrastructure Delivery	Waste Services		▲ **Scope Works**	▲ **Construction**		
	2.3.4.28	Shire Wide - Transfer Station Upgrades	Infrastructure Delivery	Waste Services		▲ **Year 1 of 2**	▲ **Year 2 of 2**		
	2.3.4.29	Undertake an annual Green Waste Educational Program (in cooperation with Council's Regulatory Compliance and Weeds Teams)	Infrastructure Delivery	Waste Services		▲	▲	▲	▲
	2.3.4.30	Wee Waa - Investigate the implementation of a Container Deposit Scheme	Infrastructure Delivery	Waste Services		▲	▲		
	2.3.4.31	Shire Wide - Landfill Legacy Closures	Infrastructure Delivery	Waste Services		▲ **Year 1 of 13**	▲ **Year 2 of 13**	▲ **Year 3 of 13**	▲ **Year 4 of 13**

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	2.3.4.32	Investigate the feasibility of an Assisted Household Waste Collection Service	Infrastructure Delivery	Waste Services	2022/2026 Disability Inclusion Action Plan			▲	
	2.3.4.33	Assess critical control points (liquid trade waste)	Infrastructure Delivery	Water Services		▲			

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THEME 3
Our Economy

THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: A STRONG, DIVERSE, AND SUSTAINABLE ECONOMY

Through extensive community engagement, the Narrabri Shire community identified several economic priority areas to be actioned over the 2022/2026 period.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Economic development
- Planning and development
- Entertainment and conferences
- Local and regional tourism and events
- Saleyards
- Airport

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following economic strategic objectives:

- A diverse economy
- A regionally renowned economy
- A resilient and sustainable economy

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
- Business NSW
- NSW Regional Growth and Development Corporation
- TAFE NSW
- Community College Northern Inland
- Local Businesses
- Regional Development Australia
- Regional Universities Network NSW members
- Country Universities Centre

ACHIEVEMENT MEASURES AND INDICATORS

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

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Objective 3.1: A diverse economy									
Strategy 3.1.1: Support local employment opportunities	3.1.1.1	Conduct annual tendering and procurement information sessions for local contractors	Infrastructure Delivery	Projects and Assets		▲	▲	▲	▲
	3.1.1.2	Promote aviation-related employment opportunities and precincts	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	▲			
Strategy 3.1.2: Actively engage with and support capacity building opportunities for local businesses and innovators	3.1.2.1	Advocate for continued access to the Rural Financial Counselling Service (RFCS) and encourage local businesses to plan for adverse events and improve their business skills including managing cashflow and arrears	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	3.1.2.2	Conduct annual Business Satisfaction Survey	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.1.2.3	Conduct Shire wide activities and events for local businesses to improve networking and development	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.1.2.4	Develop and facilitate activities for Small Business Month including the Small Business Summit	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.1.2.5	Maintain Council Connecting Business online business directory and network platform to provide information to small business outlining opportunities and economic activity of the region	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
Strategy 3.1.3: Attract and support opportunities for investment and value-add industries within the Shire	3.1.3.1	Develop industry specific action plans to grow cotton, broadacre grains and grazing sectors and address sectors specific considerations through local plans	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020			▲	
Strategy 3.1.4: Advocate for and support diverse	3.1.4.1	Investigate and implement Skills Training Programs targeted at all ages	Corporate and Community Services	Community Development		▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
education and personal development opportunities to ensure available skills meet local demand	3.1.4.2	Shire Wide - Investigate and support the implementation of youth development programs	Corporate and Community Services	Community Development		▲	▲	▲	▲
	3.1.4.3	Establish library programs to support and enhance early literacy in our community	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.4	Establish library programs to support seniors, youth, disability, Indigenous and CALD (culturally and linguistically diverse) groups in our community	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.5	Facilitate Science, Technology, Engineering, Arts, and Mathematics (STEAM) programs in collaboration with community stakeholders	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.6	Increase cooperation between the Shire's Libraries and local schools	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.7	Shire Wide – Develop library programs for the community	Corporate and Community Services	Library Services		▲	▲	▲	▲
	3.1.4.8	Prepare a Precinct Plan in consultation with Federal and State Government and Regional Universities Network representatives to develop a Country Education Hub in Narrabri to service the North-West Region	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040			▲	
Objective 3.2: A regionally renowned economy									
Strategy 3.2.1: Develop a state significant manufacturing, transport, and logistics hub	3.2.1.1	Actively promote the opportunities of the Northern NSW Inland Port (N2IP)	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.2.1.2	Narrabri - Develop scope of works for future infrastructure demands at the Northern NSW Inland Port (N2IP) site (transport, telecommunications, water, and sewer)	Planning, Strategy and People	Economic Development		▲	▲		
	3.2.1.3	Pursue economic diversification through the development of the Northern NSW Inland Port (N2IP) and supporting the attraction of manufacturing, recycling, transport, logistics and agribusinesses	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 3.2.2: Promote the Shire as an attractive environment to invest, visit and live	3.2.2.1	Develop a New Resident's Kit	Corporate and Community Services	Community Development		▲			
	3.2.2.2	Investigate opportunities to promote the Narrabri Shire's unique selling points (USPs)	Corporate and Community Services	Tourism		▲	▲	▲	▲
	3.2.2.3	Update the Narrabri Region Visitor Guide	Corporate and Community Services	Tourism			▲		
	3.2.2.4	Update the Narrabri Region App	Corporate and Community Services	Tourism			▲	▲	
	3.2.2.5	Integrate accessibility information into the Visit Narrabri promotional material	Corporate and Community Services	Tourism	2022/2026 Disability Inclusion Action Plan	▲			
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.1	Successfully organise and run Australia Day Events	Corporate and Community Services	Community Development		▲	▲	▲	▲
	3.2.3.2	Review and update Council's event management processes and procedures to include access and inclusion criteria and information	Corporate and Community Services	The Crossing Theatre	2022/2026 Disability Inclusion Action Plan	▲			
	3.2.3.3	Review and update Councils Events Application to include accessibility considerations within site plan	Corporate and Community Services	The Crossing Theatre	2022/2026 Disability Inclusion Action Plan	▲			
	3.2.3.4	Monitor, update and implement the Destination Management Plan	Planning, Strategy and People	Tourism	Local Strategic Planning Statement 2040	▲	▲	▲	▲
	3.2.3.5	Develop a Narrabri Shire Tourism Advisory Committee	Corporate and Community Services	Tourism				▲	
	3.2.3.6	Develop an AgriTourism Strategy for the Narrabri Shire	Corporate and Community Services	Tourism					▲
	3.2.3.7	Develop Narrabri Shire Cultural Tourism Strategy	Corporate and Community Services	Tourism		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	3.2.3.8	Develop Narrabri Shire Seasonal Tourism Marketing Plan	Corporate and Community Services	Tourism		▲			
	3.2.3.9	Develop the Narrabri Shire Accessible Tourism Strategy	Corporate and Community Services	Tourism	2022/2026 Disability Inclusion Action Plan		▲		
	3.2.3.10	Encourage commercial, tourist and recreation activities that complement and promote a stronger agricultural sector and build the sector's adaptability	Corporate and Community Services	Tourism	Growth Management Strategy 2020	▲	▲	▲	▲
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.11	Advocate for expanded nature-based adventure and cultural tourism places	Corporate and Community Services	Tourism	Local Strategic Planning Statement 2040			▲	
	3.2.3.12	Increase membership to cooperative tourism groups	Corporate and Community Services	Tourism		▲	▲	▲	▲
	3.2.3.13	Investigate funding for Tourism Marketing Campaigns	Corporate and Community Services	Tourism		▲	▲	▲	▲
	3.2.3.14	Investigate opportunities for annual events and develop a business case for the Narrabri Shire	Corporate and Community Services	Tourism		▲	▲		
	3.2.3.15	Investigate opportunities to promote the Narrabri Shire's unique Pink Slug	Corporate and Community Services	Tourism		▲	▲	▲	▲
	3.2.3.16	Prepare tourism focused strategies that: Identify culturally appropriate aboriginal tourism opportunities; Encourage tourism development in natural areas that support conservation outcomes; Strategically plan for a growing internationally tourism market, and align with the Destination Management Plan prepared by Destination NSW	Corporate and Community Services	Tourism	Growth Management Strategy 2020				▲
	3.2.3.17	Review and update the Narrabri Shire Destination Management Plan	Corporate and Community Services	Tourism					▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	3.2.3.18	Shire Wide - Investigate additional Council operated tours	Corporate and Community Services	Tourism		▲	▲	▲	▲
	3.2.3.19	Shire Wide - Investigate the implementation of sound trails	Corporate and Community Services	Tourism		▲			
Strategy 3.2.4: Capitalise on state significant development that occurs in the Shire for the benefit of the community	3.2.4.1	Adapt road strategies to manage the impact of regionally important projects such as the Inland Rail and other significant freight requirements on the future road network of the Narrabri Shire.	Infrastructure Delivery	Design and Investigation		▲	▲	▲	▲
	3.2.4.2	Monitor Badgery's Creek Airport progress to identify additional economic opportunities for the Shire	Planning, Strategy and People	Economic Development			▲	▲	▲
	3.2.4.3	Narrabri - Investigate the potential to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport	Planning, Strategy and People	Economic Development		▲			
Objective 3.3: A resilient and sustainable economy									
Strategy 3.3.1: Support the resilience, growth, and diversity of the local economy	3.3.1.1	Review and implement the Economic Development Strategy with a focus on innovative and knowledge jobs, and leveraging the agriculture and tourism sector	Planning, Strategy and People	Economic Development	Local Strategic Planning Statement 2040	▲			▲
Strategy 3.3.2: Revenue from grants and funding programs is maximised and responsibly managed	3.3.2.1	Implement and promote Council's Grants Portal	Corporate and Community Services	Grants		▲			
	3.3.2.2	Provide assistance with funding applications for Capital Works Projects	Corporate and Community Services	Grants		▲	▲	▲	▲
	3.3.2.3	Shire Wide - Conduct annual community grants workshop	Corporate and Community Services	Grants		▲	▲	▲	▲
	3.3.2.4	Support community groups and local businesses to applying for grants	Corporate and Community Services	Grants	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	3.3.2.5	Identify alternative funding opportunities to implement innovative Library programs	Corporate and Community Services	Library Services		▲	▲	▲	▲
Strategy 3.3.3: Achieve economic sustainability through supporting local businesses	3.3.3.1	Advocate for and support initiatives for local businesses, including business development workshops and seminars as well as available on-line resources	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
Strategy 3.3.4: Advocate for and invest in infrastructure to support and future-proof the local and broader economy	3.3.4.1	Develop and implement a Narrabri Shire Christmas Activation Strategy	Planning, Strategy and People	Economic Development		▲			
	3.3.4.2	Investigate and implement development incentives to increase development across the Shire	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.3.4.3	Narrabri - Advocate for the upgrade of the Old Gaol	Planning, Strategy and People	Economic Development		▲	▲	▲	▲
	3.3.4.4	Narrabri - Saleyards - Truck Wash Tank	Corporate and Community Services	Saleyards		▲			
	3.3.4.5	Develop proposals for new commercial centres only where irrefutably demonstrated	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020				▲

THEME 4

Our Civic Leadership

THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COUNCIL AS STRONG LEADERS FOR THE COMMUNITY

Through extensive community engagement, the Narrabri Shire community identified several civic leadership priority areas to be actioned over the 2022/2026 period.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Integrated strategic planning and reporting
- Community engagement and consultation
- Representation and governance
- Human resource management
- Customer services
- Information services
- Financial services
- Risk management
- Compliance and regulation

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following civic leadership strategic objectives:

- A transparent and accountable Council
- A strong Council that advocates for the Community
- A resilient and sustainable Council

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

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

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Objective 1.1: A safe and healthy community									
Strategy 4.1.1: Ensure all operations are pre-planned and executed in the best interests of the community	4.1.1.1	Deliver the airport upgrade master plan project	Corporate and Community Services	Airport	Local Strategic Planning Statement 2040				▲
	4.1.1.2	Develop the Narrabri Shire Youth Strategy	Corporate and Community Services	Community Development		▲			
	4.1.1.3	Review and update the Narrabri Shire Youth Strategy	Corporate and Community Services	Community Development					▲
	4.1.1.4	Review the Narrabri Shire Community Strategic Plan	Planning, Strategy and People	IPR					▲
	4.1.1.5	Narrabri - Library - Develop Master Plan	Corporate and Community Services	Property Services		▲			
	4.1.1.6	Narrabri - Saleyards - Annual Business Review	Corporate and Community Services	Saleyards		▲	▲	▲	▲
	4.1.1.7	Develop Management Plans for Sewer Data, and Sewer Treatment Plants	Infrastructure Delivery	Sewer Services		▲			
	4.1.1.8	Review and update the Narrabri Shire Community Participation Plan	Planning, Strategy and People	Strategic Planning			▲		
	4.1.1.9	Review and update the Narrabri Shire Growth Management Strategy	Planning, Strategy and People	Strategic Planning				▲	
	4.1.1.10	Review and update the Narrabri Shire Local Strategic Planning Statement	Planning, Strategy and People	Strategic Planning			▲		
	4.1.1.11	Narrabri - Visitor Information Centre - Investigate Redevelopment	Corporate and Community Services	Tourism		▲			

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.1.1.12	Develop Management Plans for Water Assets, Chlorine Operations, Drinking Water, Water Restriction, Water Reservoirs, and Water Reticulation Network	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.1.1.13	Develop a Narrabri Shire Water Data Management Plan	Infrastructure Delivery	Water Services			▲		
	4.1.1.14	Develop a Narrabri Shire Water Restrictions Management Plan	Infrastructure Delivery	Water Services			▲		
Strategy 4.1.2: Enforce good governance, risk management, and statutory compliance	4.1.2.1	Develop Council's Service Review Strategy	Planning, Strategy and People	Governance		▲			
	4.1.2.2	Ensure Council complies with public access to information requirements pursuant to the relevant legislation	Planning, Strategy and People	Governance		▲	▲	▲	▲
	4.1.2.3	Implement an electronic Delegations Management System	Planning, Strategy and People	Governance		▲			
	4.1.2.4	Implement Council's Service Review Strategy	Planning, Strategy and People	Governance			▲	▲	▲
	4.1.2.5	Review all delegations of Council officers post-Local Government Elections in September 2024	Planning, Strategy and People	Governance				▲	
	4.1.2.6	Review all of Council's committees post-Local Government Elections in September 2024	Planning, Strategy and People	Governance				▲	
	4.1.2.7	Review all of Council's policies post-Local Government Elections in September 2024	Planning, Strategy and People	Governance				▲	
	4.1.2.8	Carryout annual inspections of urban areas to identify properties requiring repair or demolition and implement a program to require action to repair or demolish derelict buildings	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.1.2.9	Run programs for Asbestos Awareness Month (November)	Planning, Strategy and People	Regulatory Compliance		▲	▲	▲	▲
	4.1.2.10	Conduct annual Business Continuity Plan (BCP) exercises and update as required	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.1.2.11	Conduct quarterly Audit Risk and Improvement Committee meetings	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.1.2.12	Continue to implement Council's Internal Audit Program	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.1.2.13	Deliver and maintain Council's Safety Audit System	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.1.2.14	Develop Council's Internal Audit Strategy	Planning, Strategy and People	Risk		▲			▲
	4.1.2.15	Map the extent of naturally occurring asbestos and develop an asbestos policy to manage the associated risks	Planning, Strategy and People	Risk	Growth Management Strategy 2020		▲		
	4.1.2.16	Finalise Council's Fraud and Corruption Plan	Planning, Strategy and People	Risk		▲			
	4.1.2.17	Wee Waa - Boundary Street - Reservoir Risk Assessment	Infrastructure Delivery	Water Services		▲			
	4.1.2.18	Upgrade the Chemical Loading Station at the Narrabri Depot	Infrastructure Delivery	Weeds		▲			
Strategy 4.1.3: Increase awareness of Council's role in the community including the services and facilities provided	4.1.3.1	Raise awareness of support services available and connect people to relevant service providers in times of adverse events	Corporate and Community Services	Communications	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	4.1.3.2	Provide links on Council's website to relevant disability inclusion information	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲			

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 4.1.4: Ensures transparent and accountable decision making for our community	4.1.4.1	Review and update Council's Code of Conduct	Planning, Strategy and People	Governance		▲			▲
	4.1.4.2	Review and update Council's Code of Meeting Practice	Planning, Strategy and People	Governance		▲			▲
Objective 4.2: A strong Council that advocates for the Community									
Strategy 4.2.1: Communicate and engage with the community regarding decision-making	4.2.1.1	Grow partnerships with Aboriginal communities to improve engagement process and outcomes, including the development of Aboriginal Elders Principles for engagement, collaboration, and Aboriginal led projects	Corporate and Community Services	Community Development	Growth Management Strategy 2020	▲	▲	▲	▲
	4.2.1.2	Ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans	Corporate and Community Services	Community Development	Growth Management Strategy 2020	▲	▲	▲	▲
	4.2.1.3	Implement opportunities for further engagement with the younger population of the Shire via the Narrabri Shire Youth Council	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.1.4	Undertake the Biennial Customer Satisfaction Survey	Corporate and Community Services	Community Relations			▲		▲
	4.2.1.5	Review and update the Narrabri Shire Community Engagement Strategy (and ensure barriers to access are considered and mitigated)	Planning, Strategy and People	IPR	2022/2026 Disability Inclusion Action Plan	▲			▲
	4.2.1.6	Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements	Planning, Strategy and People	Regulatory Compliance	Community Safety and Crime Prevention Action Plan 2019-2023	▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 4.2.2: Work cooperatively and appropriately with external parties to advocate for the community's best interests	4.2.2.1	Advocate for a School for Specific Purpose (SSP) to be established in Narrabri to provide specialist and dedicated support for students with moderate to high learning needs, and who meet the NSW Department of Education's Disability Criteria.	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲	▲	▲	▲
	4.2.2.2	Advocate for the implementation of support programs and networks for young parents across the Shire	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.3	Foster closer cooperation with Local Aboriginal Land Councils to identify the unique potential and assets of the New England and North West's communities	Corporate and Community Services	Community Development	Growth Management Strategy 2020	▲	▲	▲	▲
	4.2.2.4	Narrabri - Investigate and advocate for a PCYC that operates outreach services across the Shire	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.5	Organise and run the Seniors Festival and Awards	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.6	Successfully organise and run International Women's Day Events	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.7	Successfully organise and run International Day of People with Disabilities Events	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲	▲	▲	▲
	4.2.2.8	Successfully organise and run Youth Week activities	Corporate and Community Services	Community Development		▲	▲	▲	▲
	4.2.2.9	Support the development of a Disability Interagency Committee to assist in identifying and lobbying for service gaps within the disability sector	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	▲			
	4.2.2.10	Work with the Transport for NSW to ensure transport decisions promote the best outcome for Narrabri Shire communities.	Infrastructure Delivery	Design and Investigation	Local Strategic Planning Statement 2040	▲			

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.2.2.11	Improve communication infrastructure by lobbying the State and Federal Governments to extend mobile telephone coverage across the Shire	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	4.2.2.12	Narrabri - Airport - Advocate for more frequent regular passenger transport	Planning, Strategy and People	Economic Development			▲	▲	
	4.2.2.13	Work with the NSW Audit Office to advocate for a more efficient Internal Audit Strategy	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.2.2.14	Work with the NSW Government and Regional Growth and Development Corporation to facilitate development across the Narrabri Shire	Planning, Strategy and People	Strategic Planning		▲	▲	▲	▲
Strategy 4.2.3: Deliver clear and effective communication	4.2.3.1	Develop Style Guides for Council's External Services	Corporate and Community Services	Communications			▲		
	4.2.3.2	Develop the Council's Communications Strategy	Corporate and Community Services	Communications		▲	▲		
	4.2.3.3	Finalise Council's Internal Style Guide	Corporate and Community Services	Communications		▲			
	4.2.3.4	Investigate potential changes to Council's Rates and Water Notices to improve their readability	Corporate and Community Services	Financial Services		▲			
	4.2.3.5	Produce Annual Factsheets regarding Council's Budget and Financial Statements to improve community understanding of Council's financials	Corporate and Community Services	Financial Services		▲	▲	▲	▲
	4.2.3.6	Develop appendices to Council's Communications Strategy for Capital Works Projects Factsheets and Media Releases	Infrastructure Delivery	Projects and Assets		▲			
	4.2.3.7	Develop Factsheets regarding State Significant Development occurring within the Shire	Planning, Strategy and People	Strategic Planning		▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
Strategy 4.2.4: Deliver high quality and informative customer service	4.2.4.1	Regularly undertake community education to raise awareness of potential adverse events and provide agency information on how businesses and households can prepare and respond	Corporate and Community Services	Communications	Narrabri Shire Adverse Event Plan	▲	▲	▲	▲
	4.2.4.2	Ensure customer service procedures are reviewed and continuously improved, including Council's Customer Service Charter	Corporate and Community Services	Community Relations		▲	▲	▲	▲
	4.2.4.3	Investigate the upgrade of Council's Customer Relations Module	Corporate and Community Services	Community Relations		▲	▲	▲	▲
	4.2.4.4	Renew the Narrabri Administration Building's front counter and customer access	Corporate and Community Services	Property Services					▲
	4.2.4.5	Conduct biannual educational programs to improve customer experience when undertaking development within the Shire	Planning, Strategy and People	Statutory Planning		▲	▲	▲	▲
	4.2.4.6	Investigate and implement community-based organisations catering packages for meetings to be held at The Crossing Café	Corporate and Community Services	The Crossing Theatre		▲			
	4.2.4.7	Investigate opportunities to enhance the experience of patrons attending The Crossing Café	Corporate and Community Services	The Crossing Theatre		▲			
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	4.3.1.1	Develop and implement procedures for all front-line customer service staff to improve service delivery and complaints handling for people with a disability	Corporate and Community Services	Community Relations	2022/2026 Disability Inclusion Action Plan	▲	▲		
	4.3.1.2	Review procurement process to reflect best practice.	Corporate and Community Services	Financial Services		▲	▲	▲	▲
	4.3.1.3	Undertake a review of all Council Policies and Operational Protocols	Planning, Strategy and People	Governance		▲			▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.1.4	Develop strategies and policies for the management of Council's real property and associated assets	Corporate and Community Services	Property Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.3.1.5	Shire Wide - Depots - Develop Management Master Plan and Operational Protocols	Infrastructure Delivery	Property Services			▲		
	4.3.1.6	Develop an Operational Protocol for the Maintenance and Operation of Sewer Testing Kits and Sampling	Infrastructure Delivery	Sewer Services		▲			
	4.3.1.7	Develop an Operational Protocol for the Maintenance and Operation of Water Testing Kits and Sampling	Infrastructure Delivery	Water Services		▲			
	4.3.1.8	Develop Council's Water Leak Policy	Infrastructure Delivery	Water Services		▲			
Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce	4.3.2.1	Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	Corporate and Community Services	Financial Services	Fit For The Future Improvement Plan	▲	▲	▲	▲
	4.3.2.2	Review and monitor Council's financial risk profile across the organisation.	Corporate and Community Services	Financial Services		▲	▲	▲	▲
	4.3.2.3	Shire Wide - Sewer and Water Assets - Revaluation	Corporate and Community Services	Financial Services	2022/2026 Resourcing Strategy: Asset Management Strategy				▲
	4.3.2.4	Develop Council's Long-Term Financial Plan	Planning, Strategy and People	Financial Services				▲	▲
	4.3.2.5	Develop Council's Workshop Upgrade Plan	Infrastructure Delivery	Fleet		▲			
	4.3.2.6	Develop, review, and prioritise relevant fleet replacement programs	Infrastructure Delivery	Fleet		▲	▲	▲	▲
	4.3.2.7	Investigate appropriate structures to provide undercover protection of Council's Plant	Infrastructure Delivery	Fleet			▲		

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.2.8	Develop Council's Entry Level Employment Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲			
	4.3.2.9	Develop Council's Work Force Management Plan	Planning, Strategy and People	Human Resources				▲	▲
	4.3.2.10	Investigate and implement a data capture system to help inform Council operations and Workforce Management	Planning, Strategy and People	Human Resources		▲			
	4.3.2.11	Investigate non-salary-based incentives for Council Staff	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲			
	4.3.2.12	Investigate opportunities to support a culturally diverse workforce	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲			
	4.3.2.13	Update Council's Equal Employment Opportunity (EEO) Management Plan	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲			
	4.3.2.14	Continue to implement Council's Mature Aged Workforce Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.2.15	Develop Council's Workforce Knowledge Retention Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan		▲	▲	
	4.3.2.16	Develop Council's Recruitment Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan		▲	▲	
	4.3.2.17	Develop and conduct Recruitment Workshops for people of all abilities to increase understanding the local government recruitment process	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	▲			
	4.3.2.18	Develop an Easy Read fact sheet for people considering applying for a job with local government	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	▲			
	4.3.2.19	Council Technological Upgrades - Laptops and Desktops	Corporate and Community Services	Information Services		▲	▲	▲	▲
	4.3.2.20	Council Technological Upgrades - Mobility Devices (Mobiles)	Corporate and Community Services	Information Services		▲	▲	▲	▲
	4.3.2.21	Council Technological Upgrades - Mobility Devices (Tablets)	Corporate and Community Services	Information Services		▲	▲	▲	▲
	4.3.2.22	Council Technological Upgrades - Monitors	Corporate and Community Services	Information Services		▲	▲	▲	▲
	4.3.2.23	Develop an Information Services Asset Renewal Program	Corporate and Community Services	Information Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲		▲	

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.2.24	Review and Update Council's Asset Management Plans, Strategy and Policy	Planning, Strategy and People	Projects and Assets			▲	▲	
	4.3.2.25	Develop Council's Asset Management Guidelines and Contract Management Framework	Infrastructure Delivery	Projects and Assets	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.3.2.26	Develop internal Condition Assessment Program for all Asset Classes	Infrastructure Delivery	Projects and Assets	2022/2026 Resourcing Strategy: Asset Management Strategy				▲
	4.3.2.27	Finalise Council's Project Management Framework	Infrastructure Delivery	Projects and Assets			▲		
	4.3.2.28	Review and update Council's Capital Project Checklist	Infrastructure Delivery	Projects and Assets		▲		▲	
	4.3.2.29	Run annual Project Management workshops with Managers	Infrastructure Delivery	Projects and Assets		▲	▲	▲	▲
	4.3.2.30	Develop Council's Facilities Management Policy and Operational Protocol	Corporate and Community Services	Property Services		▲	▲		
	4.3.2.31	Finalise Facilities Management Plans for all of Council's real property	Corporate and Community Services	Property Services			▲	▲	▲
	4.3.2.32	Narrabri - Council Admin Building - External upgrade and repairs	Corporate and Community Services	Property Services				▲	
	4.3.2.33	Narrabri - Council Admin Building - Refurbishment	Corporate and Community Services	Property Services				▲	
	4.3.2.34	Perform initial audit of all Council managed and publicly accessible assets	Corporate and Community Services	Property Services	2022/2026 Disability Inclusion Action Plan			▲	

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.2.35	Shire Wide - Buildings and Other Structures - Assets revaluations and condition assessments	Corporate and Community Services	Property Services	2022/2026 Resourcing Strategy: Asset Management Strategy		▲		
	4.3.2.36	Narrabri - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.37	Develop Maintenance Plans for Sewer Assets	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.3.2.38	Narrabri - Sewer Treatment Plant - Options Study	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.39	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Sewer Services		▲			
	4.3.2.40	Shire Wide - Sewer Assets - Condition Assessments	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
	4.3.2.42	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Water Services		▲			
	4.3.2.43	Shire Wide - Water Assets - Condition Assessments	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	▲			
Strategy 4.3.3: Deliver reliable and quality services through innovation and continuous improvement	4.3.3.1	Investigate the implementation of an online accessibility map (existing or developed) that enables people of all abilities to navigate communities with greater confidence, independence, and dignity	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan		▲		
	4.3.3.2	Review and update Council's Website to modernise and incorporate 'self-service' opportunities increasing accessibility for community members	Corporate and Community Services	Community Relations		▲	▲		

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.3.3	Implement disability awareness training for all Councillors and staff and include in Council's onboarding process	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	▲			
	4.3.3.4	Develop and Implement Council's Software Management Strategy	Corporate and Community Services	Information Services			▲	▲	▲
	4.3.3.5	Investigate and implement a system to contact all staff simultaneously in case of an emergency	Corporate and Community Services	Information Services			▲		
	4.3.3.6	Centralise and simplify Council's key system	Corporate and Community Services	Property Services			▲		
	4.3.3.7	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Sewer Services		▲	▲	▲	
	4.3.3.8	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Water Services		▲	▲	▲	
	4.3.3.9	Conduct communications program to encourage uptake of Council Smart Water Metre App	Infrastructure Delivery	Water Services		▲			
Strategy 4.3.4: Provide a safe and healthy working environment	4.3.4.1	Conduct annual Staff Recognition Program	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲	▲
	4.3.4.2	Ensure all staff are appropriately inducted into Council's premises, systems, policies, and processes	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲	▲

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.4.3	Develop and implement Council's Aboriginal Employment Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan		▲	▲	
	4.3.4.4	Narrabri - Depot - Stores Office Construction (Carryover 2020/2021)	Corporate and Community Services	Property Services		▲			
	4.3.4.5	Narrabri - Library - Investigate and implement safety improvements	Corporate and Community Services	Property Services			▲		
	4.3.4.6	Wee Waa - Depot - Amenities Upgrade	Corporate and Community Services	Property Services		▲			
	4.3.4.7	Boggabri - Depot - Relocation to 82 Walton Street	Corporate and Community Services	Property Services		▲			
	4.3.4.8	Organise and execute Council's Safety Awards annually	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.3.4.9	Review and implement Council's Risk Management Framework	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.3.4.10	Conduct quarterly Health and Safety Committee meetings	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.3.4.11	Ensure the delivery of compliance and awareness training to required staff	Planning, Strategy and People	Risk		▲	▲	▲	▲
	4.3.4.12	Implement an annual Health and Wellness Day for Council's employees	Planning, Strategy and People	Risk	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲	▲

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023	2023/2024	2024/2025	2025/2026
	4.3.4.13	Implement Council's Integrated Management System (WHS, Environment and Quality)	Planning, Strategy and People	Risk		▲			
	4.3.4.14	Investigate and implement opportunities to improve employees' health and wellbeing	Planning, Strategy and People	Risk	2022/2026 Resourcing Strategy: Workforce Management Plan	▲	▲	▲	▲

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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:

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OPERATIONAL PLAN

NARRABRI SHIRE

DISCOVER THE POTENTIAL

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	April 2022		
Draft	2	May 2022	Endorsed for Public Exhibition	131/2022
Final	3	June 2022	To be Adopted by Council	

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MESSAGE FROM THE MAYOR

Mayor
Cr Ron Campbell

Narrabri Shire Council is pleased to present the 2022/2023 Operational Plan. This is the first Operational Plan from the 2022/2026 Delivery Program developed for the Narrabri Shire

The 2022/2023 Operational Plan was developed through thorough community engagement conducted for the 2022/2032 Community Strategic Plan. The Community Strategic Plan engagement process has provided Council an opportunity to reassess the community's priorities and vision for the Narrabri Shire.

As we plan for the year ahead, Council has a crucial role to play in ensuring our community continues to feel safe and that we can enjoy a life that is as close to normal as it can be. We have dealt with unprecedented challenges recently, however our resolve as a community and as a Council remains strong. I am very proud of the hard work we are undertaking to ensure we can continue to provide quality services to our City and its residents.

The 2022/2023 Operational Plan outlines out many important projects that Council will endeavour to accomplish. As Council looks to the year ahead, we are guided by the priorities of the Narrabri Shire community, outlined in the 2022/2032 Community Strategic Plan. The 2022/2023 Operational Plan contains more than 350 actions, including $30 million worth of capital works, which together build on this vision. I look forward to working together as we continue to shape a diverse, liveable, and dynamic Narrabri Shire.

2022/2023 Operational Plan - Page 4

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

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. We recognise the continuing connection to lands, waters, and communities of people of the Gamilaraay/Gamilaroi/Gomeroi/Kamilaroi Nation, and pay respect to their Elders past, present and emerging.

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

The Narrabri Shire has a rich history of culture. Council endeavours to unite the Community in preserving the unique heritage, celebrating community strengths and diversities, and achieving social justice by redressing past wrongs through Aboriginal Reconciliation

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."

INTEGRATED PLANNING & REPORTING

Framework

In 2009 the NSW Government introduced a new integrated planning and reporting framework for NSW Local Government. This was embedded into the *Local Government Act 1993*. It includes the requirement to prepare a long-term Community Strategic Plan, along with a four-year Delivery Program, Operational Plan and Resourcing Strategy.

The components of the framework, and how they fit together, are shown in Figure 1.

Figure 1: Integrated Planning and Reporting Framework

Community Engagement Strategy

The Community Engagement Strategy outlines how Council will engage with the community to develop the Community Strategic Plan for Narrabri Shire.

Community Strategic Plan

The Community Strategic Plan presents the community endorsed vision and strategic plan for Narrabri Shire. The Community Strategic Plan has a minimum 10-year timeframe and is the highest-level document that Council prepares on behalf of the community.

Resourcing Strategy

The Resourcing Strategy outlines the resources available in terms of people, finances, and assets. The Resource Strategy includes the following three (3) components:

- **Workforce Plan** assists Council to have the right number of people who are appropriately skilled to assist in achieving the strategic objectives within Council's budget constraints.
- **Long-Term Financial Plan** outlines how Council will structure its available financial resources to achieve the strategic objectives over a 10-year timeframe.
- **Asset Management Strategy** sets the direction for Council to determine what level of service is required for the infrastructure and assets it has, or is to be developed, to meet the needs of the community.

Delivery Program

The strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these strategies over four (4) years .

Operational Plan

The Operational Plan sets specific actions to be achieved within the next financial year. It is supported by an annual budget.

Annual Report

The Annual Report reflects and reports on Council's strategic objectives, operations and performance for the financial year.

End Of Term Report

In the last year of Council's term of office, an end-of-term report is prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of the Community Strategic Plan during its term in office.

DEVELOPING THE OPERATIONAL PLAN

In line with the _Local Government Act 1993_, Council must prepare and adopt an Operational Plan every year, outlining the activities to be undertaken for that financial year, as part of the Delivery Program.

The Operational Plan must include the Statement of Revenue Policy detailing the estimated income and expenditure, ordinary rates and special rates, proposed fees and charges, Council's proposed pricing methodology, and proposed borrowings.

Strategies identified in the Community Strategic Plan flow down into the Delivery Program, with the Delivery Program outlining how Council will deliver these strategies over the four-year period. Specific actions to be carried out over a twelve-month period and financial and resource allocation are described in the Operational Plan.

Figure 2: Operational Plan Association

REPORTING & MEASURING PROGRESS

Council must report on the Delivery Program every six months. Council management reports quarterly to Council on the Operational Plan progress against actions, the annual budget and annual capital works program.

Measurable targets have been aligned with actions in this Delivery Program to allow Council to monitor its progress in achieving the plan.

OUR GUIDING PRINCIPLES

Social Justice: NSW local councils are guided by the social justice principles of:

- **Equity** in decision making, prioritisation and allocation of resources.
- **Fair access** to essential services, resources, and opportunities to improve quality of life.
- Genuine participation and consultation in the decisions affecting people's lives.
- **Equal rights** for all people, irrespective of linguistic, cultural, or religious backgrounds, to participate in community life.

Council's Role

Council plays a major role in supporting the plan, integrating the plan with initiatives that are already underway, communicating plans for the Shire's future and working with others to make progress, including Federal and State Governments, community groups and residents.

Council's role is summarised into the following key responsibilities:

- **Provider** through the provision of essential community services and infrastructure delivery.
- **Advocate** by promoting and lobbying on behalf of the community to achieve desirable outcomes.
- **Facilitator** by assisting interaction and forming strategic alliances to promote sustainability.

Key Partners

Achieving our Community Strategic Plan requires the involvement of all community members, groups, businesses, and government agencies. Our key community partners include:

- Community groups
- Industry and business groups
- Arts and cultural groups
- Environmental agencies
- Social welfare groups
- Transport providers
- Healthcare providers
- Tourists and visitors

- Education and training providers
- Police and emergency services providers
- Telecommunication providers
- Government agencies
- Non-government agencies
- Sporting and recreation groups
- Media networks

OUR ELECTED COUNCILLORS

Our elected Councillors represent the Narrabri Shire on Council matters in accordance with the Local Government Act and associated legislation. Nine Councillors were elected in December 2021.

Mayor
Cr Ron Campbell

Deputy Mayor
Cr Cathy Redding

Cr Rohan Boehm

Cr Robert Browning

Cr John Clements

Cr Brett Dickinson

Cr Greg Lamont

Cr Lisa Richardson

Cr Darrell Tiemens

OUR ORGANISATIONAL STRUCTURE

Narrabri Shire Council is consistently reviewing its workforce requirements and strategies to adequately resource and deliver essential community services and infrastructure across the Shire. Maintaining a balanced and professional workforce allows Council to improve its service and infrastructure provision and create ongoing opportunities for employees to develop their knowledge, professional experience, and expertise. Council will continue to review its organisational structure to ensure it aligns with service level requirements to meet community needs.

Figure 5: Narrabri Shire Council Organisational Structure

OUR STRATEGIC DIRECTIONS

Our Future Directions

Our Community Strategic Plan is based on four (4) key Strategic Directions. Together, they provide a strong foundation for planning the *social*, *environmental*, *economic*, and *civic leadership* outcomes for our Shire with the purpose of achieving our shared vision and strategic directions.

These Strategic Directions align with our Community Vision. They also recognise that Narrabri Shire's community share similar aspirations, including:

- An empowered, inclusive, and connected community
- A sustainable and compatible natural and built environment
- A strong, diverse, and sustainable economy
- Strong leadership for the community

Under each Strategic Direction are Strategic Objectives. For each Strategic Objective are a series of Strategies, which demonstrate the Shire's focus for the next 10 years.

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**

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Theme 1:	Society - An empowered, inclusive, and connected community
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
Theme 2:	Environment - A sustainable and compatible natural and built environment
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
Theme 3:	Economy - A strong, diverse, and sustainable economy
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.
Theme 4:	Civic Leadership – Council as a strong leader for the Community
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

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THEME 1
Our Society

THEME 1: OUR SOCIETY

STRATEGIC DIRECTION 1: AN EMPOWERED, INCLUSIVE, AND CONNECTED COMMUNITY

COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several social priority areas to be actioned over the 2022/2023 financial year.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Community development
- Community health and safety
- Community arts, events, and entertainment
- Community care services and transport
- Parks, open spaces, and sporting facilities
- Children, youth, and aged care services
- Disability access services
- Library services

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following social strategic objectives:

- A safe and healthy community
- A vibrant and connected community
- A resilient and strong community

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

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ACHIEVEMENT MEASURES AND INDICATORS

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

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
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	1.1.1.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to reduce the impacts of health issues (including mental health and addiction)	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	1.1.1.2	Work collaboratively with government and local agencies to promote and support health and wellbeing programs (including mental health services)	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	1.1.1.5	Boggabri - Construct Doctor's House (VPA Funded)	Corporate and Community Services	Property Services		30/06/2023
Strategy 1.1.2: Implement programs to improve crime prevention and risk management across the Shire	1.1.2.1	Shire Wide - Support and encourage the provision of education programs in collaboration with other services to decrease the impact of domestic violence within the community	Corporate and Community Services	Community Development	Community Safety and Crime Prevention Action Plan 2019-2023	30/06/2023 (Ongoing)
Strategy 1.1.3: Enhance opportunities for participation in sport and recreation across the Shire	1.1.3.4	Boggabri - Jubilee Oval - Carpark Entry Area	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.1.3.5	Boggabri - Jubilee Oval - Install Irrigation	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.1.3.6	Boggabri - Jubilee Oval - Storage Shed	Infrastructure Delivery	Parks and Open Spaces		30/06/2024
	1.1.3.11	Narrabri - Collins, Hogan, and Leitch Ovals - Access Roads	Infrastructure Delivery	Road Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
Strategy 1.1.4: Work to ensure that aged and child care services meet the current and future needs of the Shire	1.1.4.1	Conduct a childcare skills shortage study and investigate how Council can work to improve this	Corporate and Community Services	Community Development		30/06/2023
Objective 1.2: A vibrant and connected community						
Strategy 1.2.2: Develop, maintain, and enhance quality community spaces and facilities	1.2.2.2	Boggabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		30/06/2023 (Ongoing)
	1.2.2.5	Boggabri - Pool - Renew Access Stairs for Pool Entry	Infrastructure Delivery	Aquatic Facilities		30/06/2023
	1.2.2.6	Boggabri - Pool - Renew change room area	Infrastructure Delivery	Aquatic Facilities		30/06/2023
	1.2.2.7	Boggabri - Pool - Replace the Gas BBQ with Electric	Infrastructure Delivery	Aquatic Facilities		30/06/2023
	1.2.2.9	Narrabri - Investigate the feasibility of a large-scale aquatic recreational facility	Infrastructure Delivery	Aquatic Facilities		30/06/2023 (Ongoing)
	1.2.2.10	Narrabri - Pool - Install Shade Shelter and Tables	Infrastructure Delivery	Aquatic Facilities		30/06/2023
	1.2.2.11	Narrabri - Pool - Investigate and complete an upgrade of the 50m pool and equipment – Phase 1 Scope Works	Infrastructure Delivery	Aquatic Facilities		30/06/2026
	1.2.2.12	Narrabri - Pool - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
	1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	Infrastructure Delivery	Aquatic Facilities		30/06/2023
	1.2.2.16	Wee Waa - Investigate and implement accessibility upgrades	Infrastructure Delivery	Aquatic Facilities		30/06/2023 (Ongoing)
	1.2.2.19	Wee Waa - Pool - Paint Pool Shell and Surrounds	Infrastructure Delivery	Aquatic Facilities		30/06/2023
	1.2.2.20	Wee Waa - Pool - Renew Access Stairs for Pool Entry	Infrastructure Delivery	Aquatic Facilities		30/06/2023
	1.2.2.21	Wee Waa - Pool - Replace the Gas BBQ with Electric	Infrastructure Delivery	Aquatic Facilities		30/06/2023
	1.2.2.24	Boggabri - Lawn Cemetery - Install water tank and pump	Infrastructure Delivery	Cemetery Services		30/06/2023
	1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows	Infrastructure Delivery	Cemetery Services		30/06/2023
	1.2.2.28	Wee Waa - Cemetery - Install toilet and amenities block	Infrastructure Delivery	Cemetery Services		30/06/2023
	1.2.2.29	Wee Waa - Dangar Park - Develop Master Plan	Infrastructure Delivery	Cemetery Services		30/06/2024
	1.2.2.31	Investigate the demand and viability for youth spaces across the Shire	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	1.2.2.33	Boggabri - Vickery Park - Install outdoor gym equipment (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
	1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.2.37	Narrabri - Pirate Park - Install bubblers and bottle refill stations	Infrastructure Delivery	Parks and Open Spaces		30/06/2024
	1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.2.43	Pilliga - Bore Baths - Resheet internal road	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.2.46	Shire Wide - Conduct ongoing Facilities Maintenance	Infrastructure Delivery	Parks and Open Spaces		30/06/2023 (Ongoing)
	1.2.2.47	Wee Waa - Dangar Park - Implement an off-leash area	Infrastructure Delivery	Parks and Open Spaces		30/06/2024
	1.2.2.49	Wee Waa - Dangar Park - Upgrade Irrigation	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.2.50	Boggabri - Caravan Park- Investigate opportunities for expansion and increased utilisation	Infrastructure Delivery	Property Services		30/06/2023 (Ongoing)
	1.2.2.52	Boggabri - Develop the old bowling club into a Civic Precinct (Carryover 2021/2022) – Phase 1: Demolish & Design and Consultation	Corporate and Community Services	Property Services		30/06/2024
	1.2.2.53	Develop Council's Asbestos Removal Strategy for Council property	Infrastructure Delivery	Property Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
	1.2.2.54	Gwabegar - Investigate and pursue opportunities to increase amenities at the Hall	Corporate and Community Services	Property Services		30/06/2024
	1.2.2.56	Wee Waa - Identify appropriate community use for the former NAB building	Corporate and Community Services	Property Services		30/06/2023
	1.2.2.57	Wee Waa - Old NAB Building - Refurbishment	Corporate and Community Services	Property Services		30/06/2023
Strategy 1.2.3: Ensure an accessible Shire for all	1.2.3.1	Advocate for local businesses to become more accessible and inclusive	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023
	1.2.3.3	Boggabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	1.2.3.4	Develop a Safe Routes for Seniors program in the Shire by auditing popular routes in association with a senior/aged care facility, make improvements and then promote their use (including signage of routes).	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	1.2.3.5	Narrabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	1.2.3.6	Narrabri - Library - Investigate increasing the number of disabled access parking spaces	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
	1.2.3.7	Review and update the Narrabri Shire Pedestrian Access and Mobility Plan (PAMP)	Infrastructure Delivery	Design and Investigation	2022/2026 Disability Inclusion Action Plan	30/06/2023
	1.2.3.8	Wee Waa - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	1.2.3.9	Increase the accessibility and inclusivity of Rhyme Time at the Shire's Libraries	Corporate and Community Services	Library Services		30/06/2023
	1.2.3.11	Boggabri - Shared Pathway - (Stage 1) Hospital to the Pool via Vickery Park	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.3.12	Boggabri - Shared Pathway - (Stage 2) Jubilee Oval to the Pool (subject to funding)	Infrastructure Delivery	Parks and Open Spaces		30/06/2024
	1.2.3.16	Gwabegar - Walking Track - Investigate the installation of a walking track between the township via the cemetery to the waste transfer station	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.3.17	Narrabri - Install additional bike racks at the Barwon Street Carpark, The Crossing Theatre, Parks, and Shared Pathways	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.2.3.22	Shire Wide - Investigate the installation of additional inclusive amenities	Infrastructure Delivery	Parks and Open Spaces	2022/2026 Disability Inclusion Action Plan	30/06/2023
	1.2.3.23	Wee Waa - Dangar Park - Upgrade Pathways	Infrastructure Delivery	Parks and Open Spaces		30/06/2024

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
	1.2.3.25	Audit project management process to ensure disability standards and guidelines are considered for capital works projects	Infrastructure Delivery	Projects and Assets	2022/2026 Disability Inclusion Action Plan	30/06/2023
Strategy 1.2.4: Enhance access to arts and culture across the Shire	1.2.4.1	Engage with community-based art groups to develop an exhibition program at The Crossing Theatre and The Crossing Café	Corporate and Community Services	The Crossing Theatre		30/06/2023 (Ongoing)
	1.2.4.2	Identify external funding opportunities to assist with the provision of events through The Crossing Theatre	Corporate and Community Services	The Crossing Theatre		30/06/2023 (Ongoing)
	1.2.4.3	Identify new products and opportunities for the community to engage with at The Crossing Theatre	Corporate and Community Services	The Crossing Theatre		30/06/2023 (Ongoing)
	1.2.4.4	Develop the Narrabri Shire Public Art Strategy	Corporate and Community Services	Tourism		30/06/2023
Objective 1.3: A resilient and strong community						
	1.3.1.3	Narrabri - CBD - Review and Update Master Plan	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.3.1.4	Shire Wide - Investigate opportunities for beautification of entryways to townships	Infrastructure Delivery	Parks and Open Spaces		30/06/2024
	1.3.1.6	Narrabri - Old Gaol - Investigate opportunities for revitalisation	Corporate and Community Services	Property Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
	1.3.1.8	Wee Waa - Investigate and implement more opportunities to portray agricultural heritage	Corporate and Community Services	Tourism		30/06/2025 (Ongoing)
	1.3.1.9	Shire Wide - Complete the upgrade of Gateway Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		30/06/2023
	1.3.1.10	Shire Wide - Complete the upgrade of Town Signage (Carryover 2020/2021)	Corporate and Community Services	Tourism		30/06/2023
Strategy 1.3.2: Empower the community's volunteers	1.3.2.1	Successfully organise and run National Volunteers Week	Corporate and Community Services	Community Development		30/06/2023 (Annual)
	1.3.2.2	Successfully organise and run the Lillian Hulbert Scholarship and award presentation	Corporate and Community Services	Community Development		30/06/2023 (Annual)
	1.3.2.3	Work with local response agencies and support organisations to build their volunteer base	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	1.3.2.4	Review volunteering policy to ensure Council volunteering opportunities are accessible and inclusive	Planning, Strategy and People	Risk	2022/2026 Disability Inclusion Action Plan	30/06/2023
Strategy 1.3.3: Strengthen community resilience	1.3.3.1	Advocate for the introduction of 'neighbour helping neighbour' and 'phone a friend' programs	Corporate and Community Services	Community Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	Target
through collaboration and capacity building	1.3.3.2	Shire Wide - Investigate the implementation of a Community Connect Day	Corporate and Community Services	Community Development		30/06/2023
	1.3.3.3	Wee Waa - Advocate for the communities needs regarding access to face-to-face financial services	Planning, Strategy and People	Economic Development		30/06/2023
Strategy 1.3.4: Increase public amenity across all townships	1.3.4.1	Narrabri - CBD - Identify an appropriate area and install an inclusive amenities block – Phase 1: Identify	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	1.3.4.2	Shire Wide - Conduct Keep Australia Beautiful programs	Infrastructure Delivery	Waste Services		30/06/2023

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THEME 2
Our Environment

THEME 2: OUR ENVIRONMENT

STRATEGIC DIRECTION 2: A SUSTAINABLE AND COMPATIBLE NATURAL AND BUILT ENVIRONMENT

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2023 financial year.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Waste management and recycling
- Environmental planning
- Planning and development
- Parks and open spaces
- Noxious weeds control
- Floodplain management
- Water and sewer management
- Stormwater management

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following environmental strategic objectives:

- A protected and enhanced natural environment
- An integrated and strategic built environment
- A resilient and sustainable environment

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

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ACHIEVEMENT MEASURES AND INDICATORS

CSP	Measure	Source
2.1.1	Number of Aboriginal heritage listed sites across the Shire	Aboriginal Heritage Information Management System (AHIMS)
2.1.1	Number of Historic (non-Indigenous) heritage listed sites across the Shire	State Heritage Register
2.1.1	Number of educational programs implemented (including info sign installations etc)	Council Data
2.1.2	Trees planted by Council across the Shire	Council Data
2.1.2	Hectares of greenspaces maintained by Council	Council Data
2.1.2	Quantity of funds allocated to environmental initiatives	Council Data
2.1.3	Educational programs regarding responsible companion animal ownership	Council Data
2.1.3	Educational programs regarding effective biosecurity management	Council Data
2.1.3	Application of weeds management programs in the Shire	Council Data
2.1.4	Percentage of Council's facilities run through renewable energy	NSW Department of Primary Industries Data and Council Data
2.1.4	Council's fuel usage	Council Data
2.1.4	Percentage of electricity demand in the Shire met by renewable sources	Council Data
2.2.1	Average length of road closures	NSW EPA Data
2.2.1	Number of intermodal facilities in the Shire	Council Data
2.2.1	Regular Passenger Transport rates	Council Data
2.2.2	Number of new residential developments approved in the Shire	Council Data
2.2.2	Hectares of residential zones in the Shire	Council Data
2.2.2	Estimated rate of homelessness in the Shire	Council Data
2.2.3	Air quality pollution concentrations do not exceed National Environment Protection Measure Guidelines	Australian Bureau of Statistics
2.2.3	Quantity of income secured through Voluntary Planning Agreements	NSW DPE Regional Monitoring Data
2.2.4	Hectares of industrial and commercial zones	Council Data
2.2.4	Hectares of environmental zones, national parks, and nature reserves	Council Data
2.2.4	Local Environmental Plan housekeeping reviews completed	Council Data
2.3.1	Number of dwellings damaged by natural disasters	Council Data
2.3.2	Income generated through the Section 7.12 Contributions Scheme	Resilience NSW and Local Emergency Services Data
2.3.2	Value of projects funded through the Section 7.12 Contributions Scheme	Council Data
2.3.3	Council's water consumption	Council Data
2.3.3	Volume of ground water extracted	Council Data
2.3.3	Average water consumption rate per household	NSW Water
2.3.4	Percentage of waste diverted from landfill	Council Data
2.3.4	Average volume of household waste	Council Data
2.3.4	Volume of material reused	Council Data
2.3.4	Rate of Effluent Reuse	Council Data

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
Objective 2.1: A protected and enhanced natural environment						
Strategy 2.1.1: Protect Aboriginal and historic (non-Indigenous) heritage whilst educating the broader community on its significance	2.1.1.1	Boggabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	2.1.1.2	In partnership with local indigenous Community stakeholders, facilitate Reconciliation Week and NAIDOC Week	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	2.1.1.3	Narrabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	2.1.1.4	Review and update the Narrabri Shire Reconciliation Action Plan	Corporate and Community Services	Community Development		30/06/2023
	2.1.1.5	Wee Waa - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	2.1.1.6	Develop a Long-term Transport Strategy to align with State Government priorities and documents	Infrastructure Delivery	Design and Investigation	Local Strategic Planning Statement 2040	30/06/2023
	2.1.1.8	Develop conservation management policies for heritage items and areas to provide for sympathetic and adaptive use of heritage items and assets	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	30/06/2023
Strategy 2.1.2: Protect and enhance the Shire's	2.1.2.1	Pilliga - Bore Baths - Tree planting program	Infrastructure Delivery	Parks and Open Spaces		30/06/2023

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
natural bushland, open spaces, and national parks	2.1.2.2	Shire Wide - Street Tree Strategy and Program	Infrastructure Delivery	Parks and Open Spaces		30/06/2023
	2.1.2.3	Develop and implement Plans of Management for urban open spaces and environmental areas	Corporate and Community Services	Property Services		30/06/2023
Strategy 2.1.3: Protect the Shire's natural environment through improved awareness and mitigation of destructive and invasive flora and fauna	2.1.3.1	Boggabri - Dripping Rock Access Road - Investigate and determine possible resolution of access issues	Infrastructure Delivery	Projects and Assets		30/06/2023
	2.1.3.2	Apply for funding to undertake programs related to companion animals	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Ongoing)
	2.1.3.3	Narrabri - New Animal Management Facility - Complete construction	Planning, Strategy and People	Regulatory Compliance		30/06/2023
	2.1.3.4	Review and update companion animal information and resources on Council's website in line with the relevant legislation	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Ongoing)
	2.1.3.5	Undertake educational programs targeted at increasing responsible companion animal ownership	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Ongoing)
	2.1.3.6	Conduct at least two educational programs targeted at biosecurity (as per the Department of Industries' requirements)	Infrastructure Delivery	Weeds		30/06/2023 (Ongoing)
	2.1.3.7	Continue to apply for funding to undertake programs related to biosecurity and land management	Infrastructure Delivery	Weeds		30/06/2023 (Ongoing)
	2.1.3.8	Investigate the feasibility of procuring drones to reduce biosecurity and regulatory compliance risks	Infrastructure Delivery	Weeds		30/06/2023

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.1.3.9	Write and release six (6) Media Releases targeted at biosecurity (as per the Department of Primary Industries' requirements)	Infrastructure Delivery	Weeds		30/06/2023 (Ongoing)
Strategy 2.1.4: Promote and implement where appropriate sustainable practices, energy efficient and renewable technologies	2.1.4.1	Identify opportunities to reduce Council's fuel consumption	Infrastructure Delivery	Fleet		30/06/2023 (Ongoing)
	2.1.4.5	Continue to encourage innovation and adoption of sustainable land management practices and agritech in the primary production sector	Planning, Strategy and People	Strategic Planning	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	2.1.4.6	Develop an urban greening strategy to combat the urban heat island effect	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040	30/06/2023
	2.1.4.8	Identify locations for EV charging sites within Narrabri including Tourism Precinct and ensure statutory planning documents facilitate EV charging infrastructure to be located in appropriate zones	Corporate and Community Services	Tourism	Local Strategic Planning Statement 2040	30/06/2023
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	2.2.1.1	Review and update the Narrabri Airport Master Plan and Hanger Sub-division Plans (including land use review and needs analysis)	Corporate and Community Services	Airport		30/06/2023
	2.2.1.2	Narrabri - Airport - Conduct an assessment of the runway	Corporate and Community Services	Airport		30/06/2023

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.2.1.3	Narrabri - Airport - Install LED Apron	Corporate and Community Services	Airport		30/06/2023
	2.2.1.4	Narrabri - Airport - Investigate opportunities for increased utilisation	Corporate and Community Services	Airport		30/06/2023
	2.2.1.5	Narrabri - Airport - Terminal Design (Carryover 2020/2021)	Corporate and Community Services	Airport		30/06/2024
	2.2.1.6	Consult with relevant stakeholders on opportunities to increase efficiencies on freight movements to, through and from the Narrabri Shire and report findings to Council.	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	2.2.1.7	Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	2.2.1.8	Facilitate more recreational walking and cycling paths, linkages with centres and public transport, and expand inter-regional and intra-regional walking and cycling links	Infrastructure Delivery	Design and Investigation	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	2.2.1.9	In association with schools, audit key routes to school and improve the facilities along these routes and report to Council	Infrastructure Delivery	Design and Investigation		30/06/2023 (Ongoing)
	2.2.1.12	Narrabri - CBD - Replace pavers	Infrastructure Delivery	Parks and Open Spaces		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.2.1.14	Baan Baa - Harparary Road - Seal to Browns Lane Intersection (VPA Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.15	Bellata - Millie Road - Upgrade (6.5km) (Fixing Local Roads Program Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.16	Boggabri - Boston Street Bridge - Upgrade (Resources for Regions Funded) (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.17	Boggabri - Caloola Road - Upgrade	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.18	Boggabri - Complete installation of shared pathway (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.19	Boggabri - MR 357 Rangari Road - Upgrade	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.20	Boggabri - Tullamullen Bridge and Green Hills Quarry - Design and Investigation (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2024
	2.2.1.21	Develop a Rural Roads Maintenance Strategy	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.22	Ensure Council's quarries and small mines are operated and maintained in an environmentally compliant manner	Infrastructure Delivery	Road Services		30/06/2023 (Ongoing)
	2.2.1.23	Eulah Creek - Bullawa Creek Bridge - Upgrade (Resources for Regions Funded)	Infrastructure Delivery	Road Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.2.1.24	Merah North - Doreen Lane - Rehabilitation (Fixing Local Roads Program Funded)	Infrastructure Delivery	Road Services		30/06/2024
	2.2.1.26	Narrabri - Selina Street to Tibbereena Street - Renewal	Infrastructure Delivery	Road Services		30/06/2024
	2.2.1.27	Pilliga - SR 127 Pilliga Road - Upgrade (Grant Funded) – Phase 1	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.28	Shire Wide - Flood Damage Restoration (March 2021 Augmentation)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Augmentation)	Infrastructure Delivery	Road Services		30/06/2024
	2.2.1.30	Shire Wide - Footpaths - Renewal programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.31	Shire Wide - Install Concrete Causeways	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.33	Shire Wide - Transport Assets - Roads Condition Assessments and Revaluations	Infrastructure Delivery	Road Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	2.2.1.34	Shire Wide - Rural Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.2.1.35	Shire Wide - Rural Roads - Reseal Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.36	Shire Wide - Shire Roads - Gravel Resheeting	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.39	Shire Wide - Stormwater - Renewal programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.40	Shire Wide - Town Streets - Rehabilitation Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.41	Shire Wide - Town Streets - Reseal Programs	Infrastructure Delivery	Road Services		30/06/2023 (Annual)
	2.2.1.42	Upgrade SR29 Yarrie Lake Road to provide all-weather, flood free access between Narrabri and the outskirts of Wee Waa, whilst maintaining consideration for Northern NSW Inland Port (N2IP)'s priorities	Infrastructure Delivery	Road Services	Narrabri Shire Adverse Event Plan	30/06/2023
	2.2.1.43	Wee Waa - Culgoora Road - Upgrade (Carryover 2021/2022)	Infrastructure Delivery	Road Services		30/06/2023
	2.2.1.45	Wee Waa - SR29 Yarrie Lake Road to SR127 Pilliga Road - Upgrade Freight Route (11km)	Infrastructure Delivery	Road Services		30/06/2024

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
Strategy 2.2.2: Support the development of appropriate housing across the Shire	2.2.2.1	Market and transact Council's developed sites	Corporate and Community Services	Property Services		30/06/2023 (Ongoing)
	2.2.2.2	Ensure rural residential development is delivered consistently with the Interim Settlement Planning Principles and in appropriately zoned areas as endorsed by the Department of Planning and Environment	Planning, Strategy and People	Statutory Planning	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	2.2.2.3	Continue to work with the NSW Government to advocate for Shire's need to access affordable housing	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	30/06/2023 (Ongoing)
Strategy 2.2.3: Reduce the impact the built environment has on the natural environment	2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2)	Infrastructure Delivery	Sewer Services		30/06/2023
Strategy 2.2.4: Support strategic and non-conflicting land use that supports sustainable growth through zoning and advocacy	2.2.4.6	Review RU1 zoning permissible land uses to enable complementary uses that support a stronger agricultural sector	Planning, Strategy and People	Strategic Planning	Local Strategic Planning Statement 2040	30/06/2023
Objective 2.3: A resilient and sustainable environment						
Strategy 2.3.1: Mitigate impacts of adverse events	2.3.1.4	Advocate for information sharing processes between response agencies	Infrastructure Delivery	Emergency Services	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
through strategic planning and preparedness	2.3.1.6	Assess and manage the impacts of climate change (such as heat, floods, storms, and drought) on Council's assets and services	Infrastructure Delivery	Projects and Assets	Local Strategic Planning Statement 2040; 2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023 (Ongoing)
	2.3.1.7	Advocate for the provision of generators to power emergency facilities and critical infrastructure	Corporate and Community Services	Property Services	Narrabri Shire Adverse Event Plan	30/06/2023
	2.3.1.9	Narrabri - The Crossing Theatre - Gas Bottle relocation	Corporate and Community Services	Property Services		30/06/2023
	2.3.1.12	Narrabri - Sewer Treatment Plant - Upgrade generator capabilities	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.1.13	Update Risk and Emergency Response Plans for Sewer Services	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.1.15	Boggabri - Flood Plain Management Plan Program - Develop Risk Management Strategy and Plan – Year 1 of 3	Planning, Strategy and People	Strategic Planning		30/06/2023
	2.3.1.16	Gwabegar - Flood Plain Management Plan Program - Investigate implementing the program	Planning, Strategy and People	Strategic Planning		30/06/2023
	2.3.1.18	Narrabri - Flood Plain Management Plan Program - Undertake community consultation regarding the Risk Management Strategy and Plan	Planning, Strategy and People	Strategic Planning		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.3.1.21	Wee Waa - Flood Plain Management Plan Program - Levy Feasibility Study	Planning, Strategy and People	Strategic Planning		30/06/2023
	2.3.1.22	Shire Wide - Conduct Hydrant Maintenance	Infrastructure Delivery	Water Services		30/06/2023 (Annual)
	2.3.1.23	Update Risk and Emergency Response Plans for Sewer Services	Infrastructure Delivery	Water Services		30/06/2023
	2.3.1.24	Wee Waa - Hydrology Options Assessment	Infrastructure Delivery	Water Services		30/06/2023
	2.3.1.25	Wee Waa - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		30/06/2023
	2.3.1.26	Wee Waa - Stop Valve Replacement	Infrastructure Delivery	Water Services		30/06/2023
	2.3.1.27	Wee Waa - Water Main Renewals	Infrastructure Delivery	Water Services		30/06/2023
Strategy 2.3.2: Ensure appropriate planning controls are implemented for the benefit of the community	2.3.2.3	Develop Factsheets regarding State and Local Government planning legislation and framework changes (such as updates to State Environmental Planning Policies (SEPPs), Local Environmental Plan (LEP) and Development Control Plan (DCP))	Planning, Strategy and People	Strategic Planning		30/06/2023 (Ongoing)
Strategy 2.3.3: Responsibly manage, conserve and protect water resources	2.3.3.1	Bellata - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.2	Boggabri - Install Bulk Water Filling Station	Infrastructure Delivery	Water Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.3.3.3	Boggabri - Sewerage Treatment Works Augmentation	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.4	Boggabri - Water Main Renewals	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.5	Develop and adopt the Narrabri Shire Integrated Water Cycle Management Strategy to consider regional climate change, water security, sustainable demand and growth, and the natural environment	Infrastructure Delivery	Water Services	Growth Management Strategy 2020	30/06/2023
	2.3.3.6	Develop Narrabri Shire Rural Fire Station Water Access Point Strategy	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.7	Encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Water Services	Growth Management Strategy 2020	30/06/2024
	2.3.3.8	Gwabegar - Investigate opportunities to rectify water quality issues	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.9	Narrabri - Decommission Tibbereena Street Bore	Infrastructure Delivery	Water Services		30/06/2025
	2.3.3.10	Narrabri - Safe Chlorine Storage Unit	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.11	Narrabri - Saleyards Bore and Rising Main - Design and Construction	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.12	Narrabri - Selina Street and Hind Street Water Towers - Repaint	Infrastructure Delivery	Water Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.14	Narrabri - Water Main Renewals	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.15	Pilliga - Bore Augmentation	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.16	Shire Wide - Conduct additional community engagement regarding water quality	Infrastructure Delivery	Water Services		30/06/2023
	2.3.3.17	Shire Wide - Conduct water efficiency education to make the Narrabri Shire more Water Wise	Infrastructure Delivery	Water Services		30/06/2023 (Ongoing)
	2.3.3.18	Shire Wide - Environmental and Water Extraction - Monitoring Compliance	Infrastructure Delivery	Water Services		30/06/2023 (Ongoing)
	2.3.3.19	Shire Wide - Investigate opportunities for water service expansion	Infrastructure Delivery	Water Services		30/06/2023 (Ongoing)
	2.3.3.20	Shire Wide - Scouring Program	Infrastructure Delivery	Water Services		30/06/2023 (Ongoing)
	2.3.3.21	Shire Wide - Water Mains - Replacement program	Infrastructure Delivery	Water Services		30/06/2023 (Annual)
	2.3.3.22	Narrabri - Water Pump Station Rehabilitation and Water Pump Service and Replacement Program	Infrastructure Delivery	Water Services		30/06/2023 (Annual)
	2.3.3.23	Shire Wide - Water Reservoir - Maintenance program	Infrastructure Delivery	Water Services		30/06/2023 (Annual)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.3.3.24	Shire Wide - Water tower access upgrades	Infrastructure Delivery	Water Services		30/06/2023
Strategy 2.3.4: Responsibly manage waste disposal and support the transition to a circular waste economy	2.3.4.1	Shire Wide - Investigate additional opportunities for reuse of treated effluent and encourage the use of alternate water sources on local government assets, including playing fields	Infrastructure Delivery	Sewer Services	Growth Management Strategy 2020	30/06/2023
	2.3.4.2	Narrabri - Zimmerman Street - Sewer Pump Station Update	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.3	Shire Wide - Investigate opportunities for sewer service expansion	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.4	Shire Wide - Sewer Pump Station - Rehabilitation Program	Infrastructure Delivery	Sewer Services		30/06/2023 (Annual)
	2.3.4.5	Shire Wide - Sewer Mains - Relining and Rehabilitation (including manholes and chambers)	Infrastructure Delivery	Sewer Services		30/06/2023 (Annual)
	2.3.4.6	Shire Wide - Sewer Pumps - Service and replacement program	Infrastructure Delivery	Sewer Services		30/06/2023 (Annual)
	2.3.4.7	Wee Waa - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.8	Narrabri - Sewer Treatment Plant - Conduct compliance audit	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Access Road	Infrastructure Delivery	Sewer Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.3.4.10	Wee Waa - Sewer Treatment Plant - Works Augmentation	Infrastructure Delivery	Sewer Services		30/06/2023
	2.3.4.17	Boggabri - Investigate the implementation of a Container Deposit Scheme	Infrastructure Delivery	Waste Services		30/06/2024
	2.3.4.18	Deliver Waste Education Programs	Infrastructure Delivery	Waste Services		30/06/2023 (Ongoing)
	2.3.4.19	Finalise Council's Waste Strategy	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.21	Narrabri - Waste Management Facility - Advocate for soft plastics receptacle	Infrastructure Delivery	Waste Services		30/06/2023 (Ongoing)
	2.3.4.22	Narrabri - Waste Management Facility - Investigate and implement a Buy Back Centre – Phase 1: Scope Works	Infrastructure Delivery	Waste Services		30/06/2024
	2.3.4.23	Narrabri - Waste Management Facility - Investigate funding opportunities to implement green waste processing locally	Infrastructure Delivery	Waste Services		30/06/2023 (Ongoing)
	2.3.4.24	Narrabri - Waste Management Facility - New Cell No. 1 - Complete construction (Year 2 of 2)	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction – Phase 1: Scope Works	Infrastructure Delivery	Waste Services		30/06/2024

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	2.3.4.28	Shire Wide - Transfer Station Upgrades – Year 1 of 2	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.29	Undertake an annual Green Waste Educational Program (in cooperation with Council's Regulatory Compliance and Weeds Teams)	Infrastructure Delivery	Waste Services		30/06/2023 (Ongoing)
	2.3.4.30	Wee Waa - Investigate the implementation of a Container Deposit Scheme	Infrastructure Delivery	Waste Services		30/06/2023
	2.3.4.31	Shire Wide - Landfill Legacy Closures - Year 1 of 13	Infrastructure Delivery	Waste Services		30/06/2036
	2.3.4.33	Assess critical control points (liquid trade waste)	Infrastructure Delivery	Water Services		30/06/2023

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THEME 3: OUR ECONOMY

STRATEGIC DIRECTION 3: A STRONG, DIVERSE, AND SUSTAINABLE ECONOMY

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2023 financial year.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Economic development
- Planning and development
- Entertainment and conferences
- Local and regional tourism and events
- Saleyards
- Airport

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following economic strategic objectives:

- A diverse economy
- A regionally renowned economy
- A resilient and sustainable economy

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
- Business NSW
- NSW Regional Growth and Development Corporation
- TAFE NSW
- Community College Northern Inland
- Local Businesses
- Regional Development Australia
- Regional Universities Network NSW members
- Country Universities Centre

ACHIEVEMENT MEASURES AND INDICATORS

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

Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
Objective 3.1: A diverse economy						
Strategy 3.1.1: Support local employment opportunities	3.1.1.1	Conduct annual tendering and procurement information sessions for local contractors	Infrastructure Delivery	Projects and Assets		30/06/2023 (Ongoing)
	3.1.1.2	Promote aviation-related employment opportunities and precincts	Planning, Strategy and People	Strategic Planning	Growth Management Strategy 2020	30/06/2023
Strategy 3.1.2: Actively engage with and support capacity building opportunities for local businesses and innovators	3.1.2.1	Advocate for continued access to the Rural Financial Counselling Service (RFCS) and encourage local businesses to plan for adverse events and improve their business skills including managing cashflow and arrears	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	3.1.2.2	Conduct annual Business Satisfaction Survey	Planning, Strategy and People	Economic Development		30/06/2023 (Annual)
	3.1.2.3	Conduct Shire wide activities and events for local businesses to improve networking and development	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.1.2.4	Develop and facilitate activities for Small Business Month including the Small Business Summit	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.1.2.5	Maintain Council Connecting Business online business directory and network platform to provide information to small business outlining opportunities and economic activity of the region	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
Strategy 3.1.4: Advocate for and support diverse education and personal	3.1.4.1	Investigate and implement Skills Training Programs targeted at all ages	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
development opportunities to ensure available skills meet local demand	3.1.4.2	Shire Wide - Investigate and support the implementation of youth development programs	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	3.1.4.3	Establish library programs to support and enhance early literacy in our community	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
	3.1.4.4	Establish library programs to support seniors, youth, disability, Indigenous and CALD (culturally and linguistically diverse) groups in our community	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
	3.1.4.5	Facilitate Science, Technology, Engineering, Arts, and Mathematics (STEAM) programs in collaboration with community stakeholders	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
	3.1.4.6	Increase cooperation between the Shire's Libraries and local schools	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
	3.1.4.7	Shire Wide – Develop library programs for the community	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
Objective 3.2: A regionally renowned economy						
Strategy 3.2.1: Develop a state significant manufacturing, transport, and logistics hub	3.2.1.1	Actively promote the opportunities of the Northern NSW Inland Port (N2IP)	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.2.1.2	Narrabri - Develop scope of works for future infrastructure demands at the Northern NSW Inland Port (N2IP) site (transport, telecommunications, water and sewer)	Planning, Strategy and People	Economic Development		30/06/2024

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	3.2.1.3	Pursue economic diversification through the development of the Northern NSW Inland Port (N2IP) and supporting the attraction of manufacturing, recycling, transport, logistics and agribusinesses	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
Strategy 3.2.2: Promote the Shire as an attractive environment to invest, visit and live	3.2.2.1	Develop a New Resident's Kit	Corporate and Community Services	Community Development		30/06/2023
	3.2.2.2	Investigate opportunities to promote the Narrabri Shire's unique selling points (USPs)	Corporate and Community Services	Tourism		30/06/2023 (Ongoing)
	3.2.2.5	Integrate accessibility information into the Visit Narrabri promotional material	Corporate and Community Services	Tourism	2022/2026 Disability Inclusion Action Plan	30/06/2023
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.1	Successfully organise and run Australia Day Events	Corporate and Community Services	Community Development		30/06/2023 (Annual)
	3.2.3.2	Review and update Council's event management processes and procedures to include access and inclusion criteria and information	Corporate and Community Services	The Crossing Theatre	2022/2026 Disability Inclusion Action Plan	30/06/2023
	3.2.3.3	Review and update Councils Events Application to include accessibility considerations within site plan	Corporate and Community Services	The Crossing Theatre	2022/2026 Disability Inclusion Action Plan	30/06/2023
	3.2.3.4	Monitor, update and implement the Destination Management Plan	Planning, Strategy and People	Tourism	Local Strategic Planning Statement 2040	30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	3.2.3.7	Develop Narrabri Shire Cultural Tourism Strategy	Corporate and Community Services	Tourism		30/06/2023
	3.2.3.8	Develop Narrabri Shire Seasonal Tourism Marketing Plan	Corporate and Community Services	Tourism		30/06/2023
	3.2.3.10	Encourage commercial, tourist and recreation activities that complement and promote a stronger agricultural sector and build the sector's adaptability	Corporate and Community Services	Tourism	Growth Management Strategy 2020	30/06/2023 (Ongoing)
Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire	3.2.3.12	Increase membership to cooperative tourism groups	Corporate and Community Services	Tourism		30/06/2023 (Ongoing)
	3.2.3.13	Investigate funding for Tourism Marketing Campaigns	Corporate and Community Services	Tourism		30/06/2023 (Ongoing)
	3.2.3.14	Investigate opportunities for annual events and develop a business case for the Narrabri Shire	Corporate and Community Services	Tourism		30/06/2023
	3.2.3.15	Investigate opportunities to promote the Narrabri Shire's unique Pink Slug	Corporate and Community Services	Tourism		30/06/2023 (Ongoing)
	3.2.3.18	Shire Wide - Investigate additional Council operated tours	Corporate and Community Services	Tourism		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	3.2.3.19	Shire Wide - Investigate the implementation of sound trails	Corporate and Community Services	Tourism		30/06/2023
Strategy 3.2.4: Capitalise on state significant development that occurs in the Shire for the benefit of the community	3.2.4.1	Adapt road strategies to manage the impact of regionally important projects such as the Inland Rail and other significant freight requirements on the future road network of the Narrabri Shire.	Infrastructure Delivery	Design and Investigation		30/06/2023
	3.2.4.3	Narrabri - Investigate the potential to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport	Planning, Strategy and People	Economic Development		30/06/2023
Objective 3.3: A resilient and sustainable economy						
Strategy 3.3.1: Support the resilience, growth, and diversity of the local economy	3.3.1.1	Review and implement the Economic Development Strategy with a focus on innovative and knowledge jobs, and leveraging the agriculture and tourism sector	Planning, Strategy and People	Economic Development	Local Strategic Planning Statement 2040	30/06/2023
Strategy 3.3.2: Revenue from grants and funding programs is maximised and responsibly managed	3.3.2.1	Implement and promote Council's Grants Portal	Corporate and Community Services	Grants		30/06/2023
	3.3.2.2	Provide assistance with funding applications for Capital Works Projects	Corporate and Community Services	Grants		30/06/2023 (Ongoing)
	3.3.2.3	Shire Wide - Conduct annual community grants workshop	Corporate and Community Services	Grants		30/06/2023 (Annual)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	3.3.2.4	Support community groups and local businesses to applying for grants	Corporate and Community Services	Grants	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	3.3.2.5	Identify alternative funding opportunities to implement innovative Library programs	Corporate and Community Services	Library Services		30/06/2023 (Ongoing)
Strategy 3.3.3: Achieve economic sustainability through supporting local businesses	3.3.3.1	Advocate for and support initiatives for local businesses, including business development workshops and seminars as well as available on-line resources	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
Strategy 3.3.4: Advocate for and invest in infrastructure to support and future-proof the local and broader economy	3.3.4.1	Develop and implement a Narrabri Shire Christmas Activation Strategy	Planning, Strategy and People	Economic Development		30/06/2023
	3.3.4.2	Investigate and implement development incentives to increase development across the Shire	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.3.4.3	Narrabri - Advocate for the upgrade of the Old Gaol	Planning, Strategy and People	Economic Development		30/06/2023 (Ongoing)
	3.3.4.4	Narrabri - Saleyards - Truck Wash Tank	Corporate and Community Services	Saleyards		30/06/2023

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THEME 4: OUR CIVIC LEADERSHIP

STRATEGIC DIRECTION 4: COUNCIL AS STRONG LEADERS FOR THE COMMUNITY

Through extensive community engagement, the Narrabri Shire community identified several environmental priority areas to be actioned over the 2022/2023 financial year.

COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Integrated strategic planning and reporting
- Community engagement and consultation
- Representation and governance
- Human resource management
- Customer services
- Information services
- Financial services
- Risk management
- Compliance and regulation

COMMUNITY OBJECTIVES

In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following civic leadership strategic objectives:

- A transparent and accountable Council
- A strong Council that advocates for the Community
- A resilient and sustainable Council

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

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

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
Objective 1.1: A safe and healthy community						
Strategy 4.1.1: Ensure all operations are pre-planned and executed in the best interests of the community	4.1.1.2	Develop the Narrabri Shire Youth Strategy	Corporate and Community Services	Community Development		30/06/2023
	4.1.1.5	Narrabri - Library - Develop Master Plan	Corporate and Community Services	Property Services		30/06/2023
	4.1.1.6	Narrabri - Saleyards - Annual Business Review	Corporate and Community Services	Saleyards		30/06/2023 (Annual)
	4.1.1.7	Develop Management Plans for Sewer Data, and Sewer Treatment Plants	Infrastructure Delivery	Sewer Services		30/06/2023
	4.1.1.11	Narrabri - Visitor Information Centre - Investigate Redevelopment	Corporate and Community Services	Tourism		30/06/2023
	4.1.1.12	Develop Management Plans for Water Assets, Chlorine Operations, Drinking Water, Water Restriction, Water Reservoirs, and Water Reticulation Network	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
Strategy 4.1.2: Enforce good governance, risk management, and statutory compliance	4.1.2.1	Develop Council's Service Review Strategy	Planning, Strategy and People	Governance		30/06/2023
	4.1.2.2	Ensure Council complies with public access to information requirements pursuant to the relevant legislation	Planning, Strategy and People	Governance		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.1.2.3	Implement an electronic Delegations Management System	Planning, Strategy and People	Governance		30/06/2023
	4.1.2.8	Carryout annual inspections of urban areas to identify properties requiring repair or demolition and implement a program to require action to repair or demolish derelict buildings	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Ongoing)
	4.1.2.9	Run programs for Asbestos Awareness Month (November)	Planning, Strategy and People	Regulatory Compliance		30/06/2023 (Annual)
	4.1.2.10	Conduct annual Business Continuity Plan (BCP) exercises and update as required	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.1.2.11	Conduct quarterly Audit Risk and Improvement Committee meetings	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.1.2.12	Continue to implement Council's Internal Audit Program	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.1.2.13	Deliver and maintain Council's Safety Audit System	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.1.2.14	Develop Council's Internal Audit Strategy	Planning, Strategy and People	Risk		30/06/2023
	4.1.2.16	Finalise Council's Fraud and Corruption Plan	Planning, Strategy and People	Risk		30/06/2023
	4.1.2.17	Wee Waa - Boundary Street - Reservoir Risk Assessment	Infrastructure Delivery	Water Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.1.2.18	Upgrade the Chemical Loading Station at the Narrabri Depot	Infrastructure Delivery	Weeds		30/06/2023
Strategy 4.1.3: Increase awareness of Council's role in the community including the services and facilities provided	4.1.3.1	Raise awareness of support services available and connect people to relevant service providers in times of adverse events	Corporate and Community Services	Communications	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	4.1.3.2	Provide links on Council's website to relevant disability inclusion information	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023
Strategy 4.1.4: Ensures transparent and accountable decision making for our community	4.1.4.1	Review and update Council's Code of Conduct	Planning, Strategy and People	Governance		30/06/2023
	4.1.4.2	Review and update Council's Code of Meeting Practice	Planning, Strategy and People	Governance		30/06/2023
Objective 4.2: A strong Council that advocates for the Community						
Strategy 4.2.1: Communicate and engage with the community regarding decision-making	4.2.1.1	Grow partnerships with Aboriginal communities to improve engagement process and outcomes, including the development of Aboriginal Elders Principles for engagement, collaboration and Aboriginal led projects	Corporate and Community Services	Community Development	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	4.2.1.2	Ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans	Corporate and Community Services	Community Development	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	4.2.1.3	Implement opportunities for further engagement with the younger population of the Shire via the Narrabri Shire Youth Council	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.2.1.5	Review and update the Narrabri Shire Community Engagement Strategy (and ensure barriers to access are considered and mitigated)	Planning, Strategy and People	IPR	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.2.1.6	Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements	Planning, Strategy and People	Regulatory Compliance	Community Safety and Crime Prevention Action Plan 2019-2023	30/06/2023 (Ongoing)
Strategy 4.2.2: Work cooperatively and appropriately with external parties to advocate for the community's best interests	4.2.2.1	Advocate for a School for Specific Purpose (SSP) to be established in Narrabri to provide specialist and dedicated support for students with moderate to high learning needs, and who meet the NSW Department of Education's Disability Criteria.	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023 (Ongoing)
	4.2.2.2	Advocate for the implementation of support programs and networks for young parents across the Shire	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	4.2.2.3	Foster closer cooperation with Local Aboriginal Land Councils to identify the unique potential and assets of the New England and North West's communities	Corporate and Community Services	Community Development	Growth Management Strategy 2020	30/06/2023 (Ongoing)
	4.2.2.4	Narrabri - Investigate and advocate for a PCYC that operates outreach services across the Shire	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	4.2.2.5	Organise and run the Seniors Festival and Awards	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.2.2.6	Successfully organise and run International Women's Day Events	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	4.2.2.7	Successfully organise and run International Day of People with Disabilities Events	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023 (Ongoing)
	4.2.2.8	Successfully organise and run Youth Week activities	Corporate and Community Services	Community Development		30/06/2023 (Ongoing)
	4.2.2.9	Support the development of a Disability Interagency Committee to assist in identifying and lobbying for service gaps within the disability sector	Corporate and Community Services	Community Development	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.2.2.10	Work with the Transport for NSW to ensure transport decisions promote the best outcome for Narrabri Shire communities.	Infrastructure Delivery	Design and Investigation	Local Strategic Planning Statement 2040	30/06/2023
	4.2.2.11	Improve communication infrastructure by lobbying the State and Federal Governments to extend mobile telephone coverage across the Shire	Planning, Strategy and People	Economic Development	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	4.2.2.13	Work with the NSW Audit Office to advocate for a more efficient Internal Audit Strategy	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.2.2.14	Work with the NSW Government and Regional Growth and Development Corporation to facilitate development across the Narrabri Shire	Planning, Strategy and People	Strategic Planning		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
Strategy 4.2.3: Deliver clear and effective communication	4.2.3.2	Develop the Council's Communications Strategy	Corporate and Community Services	Communications		30/06/2023
	4.2.3.3	Finalise Council's Internal Style Guide	Corporate and Community Services	Communications		30/06/2023
	4.2.3.4	Investigate potential changes to Council's Rates and Water Notices to improve their readability	Corporate and Community Services	Financial Services		30/06/2023
	4.2.3.5	Produce Annual Factsheets regarding Council's Budget and Financial Statements to improve community understanding of Council's financials	Corporate and Community Services	Financial Services		30/06/2023 (Ongoing)
	4.2.3.6	Develop appendices to Council's Communications Strategy for Capital Works Projects Factsheets and Media Releases	Infrastructure Delivery	Projects and Assets		30/06/2023
	4.2.3.7	Develop Factsheets regarding State Significant Development occurring within the Shire	Planning, Strategy and People	Strategic Planning		30/06/2023 (Ongoing)
Strategy 4.2.4: Deliver high quality and informative customer service	4.2.4.1	Regularly undertake community education to raise awareness of potential adverse events and provide agency information on how businesses and households can prepare and respond	Corporate and Community Services	Communications	Narrabri Shire Adverse Event Plan	30/06/2023 (Ongoing)
	4.2.4.2	Ensure customer service procedures are reviewed and continuously improved, including Council's Customer Service Charter	Corporate and Community Services	Community Relations		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.2.4.3	Investigate the upgrade of Council's Customer Relations Module	Corporate and Community Services	Community Relations		30/06/2023 (Ongoing)
	4.2.4.5	Conduct biannual educational programs to improve customer experience when undertaking development within the Shire	Planning, Strategy and People	Statutory Planning		30/06/2023 (Ongoing)
	4.2.4.6	Investigate and implement community-based organisations catering packages for meetings to be held at The Crossing Café	Corporate and Community Services	The Crossing Theatre		30/06/2023
	4.2.4.7	Investigate opportunities to enhance the experience of patrons attending The Crossing Café	Corporate and Community Services	The Crossing Theatre		30/06/2023
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	4.3.1.1	Develop and implement procedures for all front-line customer service staff to improve service delivery and complaints handling for people with a disability	Corporate and Community Services	Community Relations	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.3.1.2	Review procurement process to reflect best practice.	Corporate and Community Services	Financial Services		30/06/2023
	4.3.1.3	Undertake a review of all Council Policies and Operational Protocols	Planning, Strategy and People	Governance		30/06/2023
	4.3.1.4	Develop strategies and policies for the management of Council's real property and associated assets	Corporate and Community Services	Property Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.3.1.6	Develop an Operational Protocol for the Maintenance and Operation of Sewer Testing Kits and Sampling	Infrastructure Delivery	Sewer Services		30/06/2023
	4.3.1.7	Develop an Operational Protocol for the Maintenance and Operation of Water Testing Kits and Sampling	Infrastructure Delivery	Water Services		30/06/2023
	4.3.1.8	Develop Council's Water Leak Policy	Infrastructure Delivery	Water Services		30/06/2023
Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce	4.3.2.1	Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	Corporate and Community Services	Financial Services	Fit For The Future Improvement Plan	30/06/2023 (Ongoing)
	4.3.2.2	Review and monitor Council's financial risk profile across the organisation.	Corporate and Community Services	Financial Services		30/06/2023 (Ongoing)
	4.3.2.5	Develop Council's Workshop Upgrade Plan	Infrastructure Delivery	Fleet		30/06/2023
	4.3.2.6	Develop, review, and prioritise relevant fleet replacement programs	Infrastructure Delivery	Fleet		30/06/2023 (Ongoing)
	4.3.2.8	Develop Council's Entry Level Employment Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023
	4.3.2.10	Investigate and implement a data capture system to help inform Council operations and Workforce Management	Planning, Strategy and People	Human Resources		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.3.2.11	Investigate non-salary based incentives for Council Staff	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.2.12	Investigate opportunities to support a culturally diverse workforce	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.2.13	Update Council's Equal Employment Opportunity (EEO) Management Plan	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.2.14	Continue to implement Council's Mature Aged Workforce Strategy	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.2.17	Develop and conduct Recruitment Workshops for people of all abilities to increase understanding the local government recruitment process	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.3.2.18	Develop an Easy Read fact sheet for people considering applying for a job with local government	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.3.2.19	Council Technological Upgrades - Laptops and Desktops	Corporate and Community Services	Information Services		30/06/2023 (Ongoing)

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.3.2.20	Council Technological Upgrades - Mobility Devices (Mobiles)	Corporate and Community Services	Information Services		30/06/2023 (Ongoing)
	4.3.2.21	Council Technological Upgrades - Mobility Devices (Tablets)	Corporate and Community Services	Information Services		30/06/2023 (Ongoing)
	4.3.2.22	Council Technological Upgrades - Monitors	Corporate and Community Services	Information Services		30/06/2023 (Ongoing)
	4.3.2.23	Develop an Information Services Asset Renewal Program	Corporate and Community Services	Information Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	4.3.2.25	Develop Council's Asset Management Guidelines and Contract Management Framework	Infrastructure Delivery	Projects and Assets	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	4.3.2.28	Review and update Council's Capital Project Checklist	Infrastructure Delivery	Projects and Assets		30/06/2023
	4.3.2.29	Run annual Project Management workshops with Managers	Infrastructure Delivery	Projects and Assets		30/06/2023 (Ongoing)
	4.3.2.30	Develop Council's Facilities Management Policy and Operational Protocol	Corporate and Community Services	Property Services		30/06/2024

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.3.2.36	Narrabri - Sewer Mains - Replacement program	Infrastructure Delivery	Sewer Services		30/06/2023
	4.3.2.37	Develop Maintenance Plans for Sewer Assets	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	4.3.2.38	Narrabri - Sewer Treatment Plant - Options Study	Infrastructure Delivery	Sewer Services		30/06/2023
	4.3.2.39	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Sewer Services		30/06/2023
	4.3.2.40	Shire Wide - Sewer Assets - Condition Assessments	Infrastructure Delivery	Sewer Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
	4.3.2.42	Shire Wide - Conduct a critical spares assessment and procure critical spares	Infrastructure Delivery	Water Services		30/06/2023
	4.3.2.43	Shire Wide - Water Assets - Condition Assessments	Infrastructure Delivery	Water Services	2022/2026 Resourcing Strategy: Asset Management Strategy	30/06/2023
Strategy 4.3.3: Deliver reliable and quality services through	4.3.3.2	Review and update Council's Website to modernise and incorporate 'self-service' opportunities increasing accessibility for community members	Corporate and Community Services	Community Relations		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
innovation and continuous improvement	4.3.3.3	Implement disability awareness training for all Councillors and staff and include in Council's onboarding process	Planning, Strategy and People	Human Resources	2022/2026 Disability Inclusion Action Plan	30/06/2023
	4.3.3.7	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Sewer Services		30/06/2025
	4.3.3.8	Shire Wide - SCADA Upgrade	Infrastructure Delivery	Water Services		30/06/2025
	4.3.3.9	Conduct communications program to encourage uptake of Council Smart Water Metre App	Infrastructure Delivery	Water Services		30/06/2023
Strategy 4.3.4: Provide a safe and healthy working environment	4.3.4.1	Conduct annual Staff Recognition Program	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Annual)
	4.3.4.2	Ensure all staff are appropriately inducted into Council's premises, systems, policies and processes	Planning, Strategy and People	Human Resources	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.4.4	Narrabri - Depot - Stores Office Construction (Carryover 2020/2021)	Corporate and Community Services	Property Services		30/06/2023
	4.3.4.6	Wee Waa - Depot - Amenities Upgrade	Corporate and Community Services	Property Services		30/06/2023

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Strategy	Action		Responsible Directorate	Service Area	Source	2022/2023
	4.3.4.7	Boggabri - Depot - Relocation to 82 Walton Street	Corporate and Community Services	Property Services		30/06/2023
	4.3.4.8	Organise and execute Council's Safety Awards annually	Planning, Strategy and People	Risk		30/06/2023 (Annual)
	4.3.4.9	Review and implement Council's Risk Management Framework	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.3.4.10	Conduct quarterly Health and Safety Committee meetings	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.3.4.11	Ensure the delivery of compliance and awareness training to required staff	Planning, Strategy and People	Risk		30/06/2023 (Ongoing)
	4.3.4.12	Implement an annual Health and Wellness Day for Council's employees	Planning, Strategy and People	Risk	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023 (Ongoing)
	4.3.4.13	Implement Council's Integrated Management System (WHS, Environment and Quality)	Planning, Strategy and People	Risk		30/06/2023
	4.3.4.14	Investigate and implement opportunities to improve employees' health and wellbeing	Planning, Strategy and People	Risk	2022/2026 Resourcing Strategy: Workforce Management Plan	30/06/2023

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APPENDICES

APPENDIX A: 2022/2023 REVENUE POLICY

APPENDIX B: 2022/2023 FEES AND CHARGES

APPENDIX C: 2022/2023 OPERATIONAL BUDGET

APPENDIX D: 2022/2023 CAPITAL WORKS PROGRAM

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:

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OPERATIONAL PLAN
APPENDIX A
2022/2023 REVENUE POLICY

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Appendix A: Revenue Policy & Fees and Charges 2022/23

Responsible Department: Corporate & Community Services
Responsible Section: Corporate & Community Services
Responsible Officer: Manager Financial Services

Revenue Policy

The Local Government Act 1993 (LGA) prescribes the ways that Councils' may raise revenue. These include rates, charges, fees, grants, borrowings and investments. Council is required to set its rates, charges and fees annually and publish these in its Operational Plan, which undergoes a 28-day public consultation period before being adopted by Council.

Ordinary Rates

Section 493 of the LGA prescribes four categories of rateable land being farmland, residential, mining and business. These categories can be further sub-categorised in accordance with Sections 515 to 518 of the LGA.

Ordinary rates are applied to properties based on independent land valuations provided by the NSW Valuer General. Council is required to use the latest valuations received up until 30 June of the previous year for rating purposes in the new financial year.

In accordance with Section 497 of the LGA, the structure of a rate may consist of:
a) an ad valorem amount (which may be subject to a minimum amount of the rate), or
b) a base amount to which an ad valorem amount is added.

The ad valorem is a cent in the dollar value that is multiplied by the land value to derive the ad valorem amount.

If the use of the land no longer reflects its rating category, Section 524 of the LGA states that the ratepayer must notify Council within 30 days of the land use change or make application to Council to have the category changed, as per Section 525 of the LGA.

Special Rates

Section 495 of the LGA covers the making and levying of special rates. Special rates are raised and used for a specific purpose. Council has one special rate for Tourism, which is levied on business.

Water Charges

Section 501 of the LGA covers the making and levying of Water Access Charges on all properties connected to, or able to be connected to, Council's water service network. Section 552(1)(b) of the LGA prescribes that Council can charge for a connected water service provided the land is within 225 metres of a Council water pipe.

Council has adopted a water charging structure based on the following benefit index:

Service Size (mm)	20/25	32	40	50	65	80	90	100
Benefit Index	1.00	1.64	2.56	4.01	6.76	10.24	12.96	16.00

The benefit index is used to calculate the base charge for each service.

It is noted that the application of this benefit index has become misguided over the years since it was first instituted for the 2008/09 financial year. In 2019/20 Council began the process of realigning all larger sized connections with the above index.

Council has adopted to limit annual increases on 32, 40 and 50mm connections in Narrabri and 32 and 40mm connections in Wee Waa to soften the impact on ratepayers (particularly residential properties) in these two towns. The annual increase has been limited to 20% per year and will be corrected over the next few years allowing customers time to assess their connection requirements.

A subsidised charge to down-size connections of effected ratepayers was also introduced in 2019/20 for those that do not need the larger sized connections. Ratepayers are to apply for assessment under this offer by contacting Water Services at the Council Office.

In addition to this base charge, usage charges apply. For metered services, this usage charge is a charge per kilolitre of water used. For non-metered services (Narrabri only), an additional charge is incorporated into the base charge.

An unconnected service is charged the same base charge as a 20/25 metered service and is applicable to land that is within 225 metres of a Council water main.

Sewerage Charges

Section 501 of the LGA covers the making and levying of Sewer Access Charges on all properties connected to, or able to be connected to, Council's sewer service network. Section 552(3) (a) of the LGA prescribes that Council can charge for a connected sewer service provided the land is within 75 metres of a Council sewer main.

An unconnected service is charged half the base charge of a connected service. A landowner must apply and pay the appropriate fee for a disconnection to qualify for this service if the land is within 75 metres of a Council sewer. The landowner is then liable for a reconnection fee should a connected service be required in the future.

Pedestal charges are levied on residential units and commercial premises that add above normal loads to the sewer. Council has two charges being water closets and cisterns. These are set at 15% of the connected service charge.

Waste Management Charges

Section 496 of the LGA prescribes that Council must make and levy an annual charge for the provision of domestic waste management services. Section 501 of the LGA prescribes that Council can make an annual charge for waste management services other than domestic waste management.

In 2007/08 Council implemented a recycling collection program for the townships of Narrabri, Boggabri, Wee Waa and Baan Baa. This was expanded to include green waste in 2013/14.

In 2014/15 Council implemented an Urban Waste Management Fee for ALL urban assessments (domestic and non-domestic), and a separate service charge for assessments receiving waste collection. Farmland still has a vacant land garbage charge, with all occupied farmland being charged a waste management fee as per urban properties.

Interest

Section 566 of the LGA prescribes that interest accrues on rates and charges that remain unpaid after they become due and payable. In accordance with section 566(3) of the LGA, the Minister determines annually the maximum rate of interest payable. Council proposes to apply the maximum permissible for the 2022/23 rating year.

Rounding

All rates and annual charges are rounded to the nearest dollar.

Fees for Service

Council must adhere to legislative requirements in the setting of some fees. Otherwise, fee setting is at Council's discretion.

Council supports the user pays principle, where appropriate.

Council reserves the right to charge for additional services or legislative changes that are not identified in the proposed fees schedule.

User Charges and Fees are listed in Council's Fees and Charges document.

Pricing Policy

Council is committed to providing a diverse range of services that meet the needs of residents or visitors, within available resources. The principles of competitive neutrality have been taken into consideration in this policy.

Council recognises the need to provide services for groups and members of the community that may not be able to afford a commercial rate for service. Council will ensure that all rates, charges and fees are set so as to provide adequate cash flows to meet operating costs and to assist in the provision of funding capital works.

Council will pursue all cost-effective opportunities to maximise its revenue base and to seek an acceptable commercial rate of return on investments, subject to community service obligations.

Council recognises the need to set prices for goods and services to provide the most effective level of service to the community and to ensure resources are not wasted.

Goods and Services Tax (GST)

GST is not applicable to rates, annual charges or water usage charges.

In general, where legislation states that Local Government is the only possible supplier of a service, the fee for that service does not attract GST. Most other fees and charges do attract GST. All fees and charges are quoted including GST if applicable.

Borrowings

Council is proposing to fund waste projects including Transfer Station Upgrades, Cell Construction and Acquisition of Land & Environmental Assessment from new loan borrowings in 2022/23.

Public Access Documents

Schedule 5 of the Government Information (Public Access) Act 2009 (GIPA) requires that certain documents held by council, be made publicly available for inspection, free of charge. The public is entitled to inspect these documents either on Council's website (unless there is an unreasonable additional cost to Council to publish these documents on the website) or at the offices of the Council during ordinary office hours or at any other place as determined by the Council. These documents include:

1. Information About Council

- The model Code of Conduct prescribed under section 440(1) of the Local Government Act
- Council's adopted Code of Conduct
- Code of Meeting Practice
- Annual Report
- Annual Financial Report
- Auditor's Report
- Operational Plan
- EEO Management Plan
- Policy concerning the Payment of Expenses and Provision of Facilities to the Mayor and Councillors
- Annual Reports of Bodies Exercising Functions Delegated by Council (eg Section 355/377 Committees)
- Any Codes referred to in the Local Government Act
- Returns of the Interest of Councillors, Designated Person's and Delegates
- Agendas, Business Papers and minutes of Council/Committee meetings (except meetings that are closed to the public)
- Office of Local Government reports presented at a meeting of Council
- Land Register
- Register of Investments
- Register of Delegations
- Register of Graffiti removal works
- Register of current Declarations of Disclosures of Political donations
- Register of Voting on Planning Matters

2. Plans and Policies

- Local Policies adopted by Council concerning approvals and orders
- Plans of Management for Community Land
- Environmental Planning Instruments, Development Control Plans and Contribution Plans

2022/2023 Operational Plan - Appendix A: Revenue Policy

3. Information about Development Applications and any associated documents received in relation to a Proposed Development

- Home Warranty Insurance documents
- Construction Certificates
- Occupation Certificates
- Structural Certification Documents
- Town Planner Reports
- Submissions received on Development Applications
- Heritage Consultant Reports
- Tree Inspections Consultant Reports
- Acoustic Consultant Reports
- Land Contamination Consultant Reports
- Records of decisions on Development Applications including decisions on appeals
- Publication Guides, Summary of Affairs and register of policy documents required under the Government Information (public Access) Act, 2009

4. Approvals, Orders and other Documents

- Information contained in the following records (whenever created) is prescribed as open access information
- Applications for approvals under Part 1 of Chapter 7 of the LGA and any associated documents received in relation to such an application
- Applications for approvals under any other Act and any associated documents received in relation to such an application
- Records of approvals granted or refused, any variation from local policies with reasons for the variation, and decisions made on appeals concerning approvals
- Orders given under Part 2 of Chapter 7 of the LGA, and any reasons given under section 136 of the LGA
- Orders given under the authority of any other Act
- Records of building certificates under the Environmental Planning and Assessment Act 1979
- Plans of land proposed to be compulsorily acquired by the local authority
- Compulsory acquisition notices
- Leases and licences for use of public land classified as community land
- Performance improvement orders issued to a council under Part 6 of Chapter 13 of the LGA.

Any current or previous versions of these documents may be inspected free of charge. Copies can be supplied for a copying charge as prescribed in Council's Fees and Charges schedule.

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2022/2023 Operational Plan - Appendix A: Revenue Policy

2022/23 ORDINARY & SPECIAL RATES

Business

Section 519 – Land may be categorised as Business for rating purposes should it not satisfy any of the conditions of any other rating category. The Business rate is sub-categorised into separate urban areas and a rural business sub-category.

	Base Rate	Base as % of Yield	Ad Valorem Rate	Estimated Yield	% of Category Yield
Business – Boggabri	$320	36%	$0.0119838	$49,287	4%
Business – Narrabri	$320	9%	$0.0157560	$1,111,665	76%
Business – Rural	$320	27%	$0.0083920	$104,077	7%
Business – Wee Waa	$320	18%	$0.0432535	$191,750	13%
TOTAL BUSINESS RATE YIELD ESTIMATE				**$1,456,779**	**10%**

Farmland

Section 515 of the LGA prescribes that land is to be categorised as farmland if its dominant use is for farming.

	Base Rate	Base as % of Yield	Ad Valorem Rate	Estimated Yield	% of Category Yield
Farmland	$270	7%	$0.0032503	$6,850,820	100%
TOTAL FARMING RATE YIELD ESTIMATE				**$6,850,820**	**48%**

Mining

Section 517 – Land may be classified as mining land if its dominant use is as a coal mine or metalliferous mine.

	Base Rate	Base as % of Yield	Ad Valorem Rate	Estimated Yield	% of Category Yield
Mining	$23,000	9%	$0.0017673	$1,045,105	100%
TOTAL MINING RATE YIELD ESTIMATE				**$1,045,105**	**8%**

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2022/2023 Operational Plan - Appendix A: Revenue Policy

Residential

Section 516 – Land may be classified as residential if its dominant use is for resident accommodation. Hotels, motels, guesthouses and nursing homes do not qualify as residential. The rate is separated into four sub-categories, being three urban areas and a rural residential category.

	Base Rate	Base as % of Yield	Ad Valorem Rate	Estimated Yield	% of Category Yield
Residential – Boggabri	$270	38%	$0.0094465	$339,588	7%
Residential – Narrabri	$270	22%	$0.0105647	$3,036,776	62%
Residential – Rural	$270	36%	$0.0054284	$738,377	15%
Residential – Wee Waa	$270	24%	$0.0345404	$748,869	16%
TOTAL RESIDENTIAL RATE YIELD ESTIMATE				**$4,863,610**	**34%**

Tourism Promotion - Special Rate

This Special Rate is set to assist in funding of Council's promotional allocation. The rate is levied on all properties classified Business within the Shire area.

	Base Rate	Base as % of Yield	Ad Valorem Rate	Estimated Yield	% of Category Yield
Tourism	$0	0%	$0.0009620	$74,584	100%
TOTAL TOURISM RATE YIELD ESTIMATE				**$74,584**	**100%**

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2022/23 ANNUAL CHARGES - WATER

Water - Baan Baa

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
20/25mm Service	$378	$390	$22,620
65mm Service	$2,555	$2,635	$2,635
ESTIMATED ACCESS CHARGE YIELD			**$25,255**
ESTIMATED USAGE CHARGE YIELD	$1.10	$1.13	**$13,080**

Water - Bellata

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
20/25mm Service	$378	$390	$43,680
32mm Service	$620	$640	$640
40mm Service	$968	$998	$1,996
Unconnected Service	$378	$390	$780
ESTIMATED ACCESS CHARGE YIELD			**$47,096**
ESTIMATED USAGE CHARGE YIELD	$1.10	$1.13	**$33,228**

Water - Boggabri

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
20/25mm Service	$378	$390	$220,350
32mm Service	$620	$640	$5,120
40mm Service	$968	$998	$4,990
50mm Service	$1,520	$1,565	$14,085
80mm Service	$3,875	$3,995	$7,990
100mm Service	$6,048	$6,240	$12,480
Unconnected Service	$378	$390	$8,970
ESTIMATED ACCESS CHARGE YIELD			**$273,985**
ESTIMATED USAGE CHARGE YIELD	$1.10	$1.13	**$294,204**

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2022/2023 Operational Plan - Appendix A: Revenue Policy

Water - Gwabegar

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
20/25mm Service	$378	$390	$23,790
40mm Service	$968	$998	$998
Unconnected Service	$378	$390	$2,730
ESTIMATED ACCESS CHARGE YIELD			**$27,518**
ESTIMATED USAGE CHARGE YIELD	$1.10	$1.13	**$9,495**

Water – Narrabri – Metered

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
20/25mm Service	$378	$390	$1,028,430
32mm Service	$572	$640	$44,800
40mm Service	$607	$729	$72,900
50mm Service	$957	$1,150	$28,750
80mm Service	$2,985	$3,585	$7,170
100mm Service	$3,790	$4,550	$22,750
Unconnected Service	$245	$294	$24,990
ESTIMATED ACCESS CHARGE YIELD			**$1,229,790**
ESTIMATED USAGE CHARGE YIELD	$1.10	$1.13	**$1,566,712**

Water – Narrabri – Unmetered only for exiting services

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
20/25mm Service	$592	610	$21,960
32mm Service	$970	$1,000	$1,000
40mm Service	$1,515	$1,600	$1,600
100mm Service	$9,472	$9,760	$9,760
Unoccupied	$592	$610	$610
ESTIMATED ACCESS CHARGE YIELD			**$34,930**

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2022/2023 Operational Plan - Appendix A: Revenue Policy

Water - Pilliga

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
20/25mm Service	$378	$390	$40,560
40mm Service	$968	$998	$998
50mm Service	$1,515	$1,565	$1,565
Unconnected Service	$378	$390	$3,900
ESTIMATED ACCESS CHARGE YIELD			**$47,023**
ESTIMATED USAGE CHARGE YIELD	$1.10	$1.13	**$15,000**

Water – Wee Waa

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
20/25mm Service	$378	$390	$310,050
32mm Service	$552	$640	$6,400
40mm Service	$628	$754	$14,326
50mm Service	$957	$1,150	$6,900
80mm Service	$2,440	$2,930	$8,790
100mm Service	$3,800	$4,560	$13,680
Unconnected Service	$260	$312	$1,560
ESTIMATED ACCESS CHARGE YIELD			**$361,706**
ESTIMATED USAGE CHARGE YIELD	$1.10	$1.13	**$583,442**

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2022/2023 Operational Plan - Appendix A: Revenue Policy

2022/23 ANNUAL CHARGES – SEWER

Sewerage – Boggabri

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
Occupied	$664	$684	$307,116
Unoccupied	$332	$342	$13,680
Pedestal Charges – Per Cistern/>6W.C	$100	$103	$47,895
Pedestal Charges – Water Closets (1-6)	$100	$103	$5,768
TOTAL BOGGABRI SEWER CHARGES YIELD			**$374,459**

Sewerage – Narrabri

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
Occupied	$825	$850	$2,178,550
Unoccupied	$413	$426	$53,676
Pedestal Charges – Per Cistern/>6W.C	$124	$128	$78,080
Pedestal Charges – Water Closets (1-6)	$124	$128	$87,168
TOTAL NARRABRI SEWER CHARGES YIELD			**$2,397,474**

Sewerage – Wee Waa

	Service Charge 2021/22	Service Charge 2022/23	Estimated Yield
Occupied	$860	$886	$669,816
Unoccupied	$431	$444	$13,320
Pedestal Charges – Per Cistern/>6W.C	$129	$133	$3,325
Pedestal Charges – Water Closets (1-6)	$129	$133	$31,122
TOTAL WEE WAA SEWER CHARGES YIELD			**$717,583**

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2022/2023 Operational Plan - Appendix A: Revenue Policy

2022/23 ANNUAL CHARGES – WASTE

Domestic Waste Management (DWM) Charges

	Service Type	Service Charge 2021/22	Service Charge 2022/23
DWM Availability Fee	All Urban Assessments	$177.00	$185.00
DWM – MSW/Recycling/Organics (Serviced Assessments Only)	Per 1x140 Litre MSW (Red), 1x240 Litre Recycling Bin (Yellow) & 1x240 Litre Organics Recycling Bin (Green)	$354.00	$380.00
Additional/Upsize Residential Service	Additional MGB (per annum fee)	$138.50	$145.00
	Upsize Mixed Solid Waste Bin	$83.00	$87.00
	Upsize Recycling bin	$66.50	$69.00
TOTAL DOMESTIC WASTE MANAGEMENT ESTIMATED YIELD			**$1,646,897**

Other Waste Management Services (Non-Domestic) Charges

	Service Type	Service Charge 2021/22	Service Charge 2022/23
Business Waste Management Fee	All Urban Assessments	$177.00	$185.00
Business – MSW/Recycling (Serviced Assessments Only)	Per 1x240 Litre MSW (Red) & 1x240 Litre Recycling Bin (Yellow)	$392.00	$410.00
	Additional MGB (per Annum fee)	$171.50	$180.00
Additional/Upsize Residential Service	Upsize existing Recycling bin to 360 Litres (one off fee)	$66.50	$69.00
Rural Waste Management Fee		$177.00	$185.00
Rural Waste Management Charge Unoccupied		$61.00	$63.50
TOTAL OTHER WASTE MANAGEMENT ESTIMATED YIELD			**$1,506,380**

NB: MSW – Mixed Solid Waste

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OPERATIONAL PLAN
APPENDIX B
2022/2023 FEES AND CHARGES

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

NARRABRI SHIRE COUNCIL

RATES, ANNUAL & SPECIFIC USER CHARGES

Ordinary Rates

Residential

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Residential – Boggabri	Base Rate $270, Ad Valorem Rate $0.0094465	N		
Residential – Narrabri	Base Rate $270, Ad Valorem Rate $0.0105647	N		
Residential – Rural	Base Rate $270, Ad Valorem Rate $0.0054284	N		
Residential – Wee Waa	Base Rate $270, Ad Valorem Rate $0.0345404	N		

Farmland

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Farmland	Base Rate $270, Ad Valorem Rate $0.0032503	N		

Mining

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Mining	Base Rate $23,000, Ad Valorem Rate $0.0017673	N		

Business

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Business – Boggabri	Base Rate $320, Ad Valorem Rate $0.0119838	N		
Business – Narrabri	Base Rate $320, Ad Valorem Rate $0.0157560	N		
Business – Rural	Base Rate $320, Ad Valorem Rate $0.0083920	N		
Business – Wee Waa	Base Rate $320, Ad Valorem Rate $0.0432535	N		

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Special Rates

Tourism	Ad Valorem Rate $0.0009620	N		

Annual Charges

Domestic Waste Management Services

Urban Waste Management	$185.00	N	Annum	All urban assessments
DWM – Mixed Solid Waste / Recycling / Organics Bins Collection Service	$380.00	N	Annum per service	Includes 1x140L MSW (red) bin, 1x240L recycling (yellow) bin & 1x240L organics (green) bin
DWM – Additional Waste Bin	$145.00	N	Annum per bin	Per 140L MSW (red) bin, 240L recycling (yellow) bin & 240L organics (green) bin
DWM – Upsize Mixed Solid Waste Bin	$87.00	N	Annum	MSW (red) bin upsized to 240L bin
DWM – Upsize Recycling Bin	$69.00	N	One-off	Recycling (yellow) bin upsized to 360L bin

Urban Waste Management Services (Non-Domestic)

Urban Waste Management	$185.00	N	Annum	All Urban Assessments.
Business – Mixed Solid Waste / Recycling Bins	$410.00	N	Annum per service	Includes 1x240L MSW (red) bin & 1x240L recycling (yellow) bin
Business – Additional Waste Bin	$180.00	N	Annum per bin	Per 240L MSW (red) bin & 240L recycling (yellow) bin
Business – Upsize Recycling Bin	$69.00	N	One-off	Recycling (yellow) bin upsize to 360L

Rural Waste Management Services

Rural Waste Management (Occupied)	$185.00	N	Annum	All rural occupied assessments
Rural Waste Management (Unoccupied)	$63.50	N	Annum	All rural unoccupied assessments

Water Supply Annual Charges

Water - Baan Baa

20/25mm Service	$390.00	N	Annual	
65mm Service	$2,635.00	N		
Usage Charge	$1.13	N	Per kl	

Water - Bellata

20/25mm Service	$390.00	N		
32mm Service	$640.00	N		
40mm Service	$998.00	N		
Unconnected Service	$390.00	N		
Usage Charge	$1.13	N		

Water - Boggabri

20/25mm Service	$390.00	N		
32mm Service	$640.00	N		
40mm Service	$998.00	N		
50mm Service	$1,565.00	N		
80mm Service	$3,995.00	N		
100mm Service	$6,240.00	N		
Unconnected Service	$390.00	N		
Usage Charge	$1.13	N		

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Water - Gwabegar				
20/25mm Service	$390.00	N		
40mm Service	$998.00	N		
Unconnected Service	$390.00	N		
Usage Charge	$1.13	N		
Water - Narrabri Metered				
20/25mm Service	$390.00	N		
32mm Service	$640.00	N		
40mm Service	$729.00	N		
50mm Service	$1,150.00	N		
80mm Service	$3,585.00	N		
100mm Service	$4,550.00	N		
Unconnected Service	$294.00	N		
Usage Charge	$1.13	N		
Water - Narrabri Unmetered (Existing Services Only)				
20/25mm Service	$610.00	N		
32mm Service	$1,000.00	N		
40mm Service	$1,600.00	N		
100mm Service	$9,760.00	N		
Unoccupied	$610.00	N		
Water - Pilliga				
20/25mm Service	$390.00	N		
40mm Service	$998.00	N		
50mm Service	$1,565.00	N		
Unconnected	$390.00	N		
Usage Charge	$1.13	N		
Water - Wee Waa				
20/25mm Service	$390.00	N		
32mm Service	$640.00	N		
40mm Service	$754.00	N		
50mm Service	$1,150.00	N		
80mm Service	$2,930.00	N		
100mm Service	$4,560.00	N		
Unconnected Service	$312.00	N		
Usage Charge	$1.13	N		

Sewerage Annual Charges

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Sewerage - Boggabri				
Occupied	$684.00	N		
Unoccupied	$342.00	N		
Pedestal Charges – Per Cistern / >6 WCs	$103.00	N		
Pedestal Charges – Water Closets (1-6)	$103.00	N		
Sewerage - Narrabri				
Occupied	$850.00	N		
Unoccupied	$426.00	N		

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Sewerage - Narrabri [continued]				
Pedestal Charges – Per Cistern / >6 WCs	$128.00	N		
Pedestal Charges – Water Closets (1-6)	$128.00	N		
Sewerage - Wee Waa				
Occupied	$886.00	N		
Unoccupied	$444.00	N		
Pedestal Charges – Per Cistern / >6 WCs	$133.00	N		
Pedestal Charges – Water Closets (1-6)	$133.00	N		
Onsite Wastewater Management Fee				
Onsite Sewerage Management System	$36.50	N	Annual Fee	

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

OTHER USER CHARGES AND FEES

CORPORATE AND COMMUNITY SERVICES

Government Information Public Access

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Public Access Documents	$0.40	N	Page	Copies
Resource Register	As Quoted	N		
Formal GIPA Application Fee	$30.00	N	Application	Includes initial processing of the request and initial search time of one hour
Additional Search Fee (per hour)	$30.00	N	Hour	Applicable to extensive searches for information within a formal application after the first hour of search
Internal Review Fee	$40.00	N	Request	

Rates and Property

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Real Estate Valuers' Report	$317.00	N		
Section 603 Certificate	$90.00	N		
Transfer Summary	$46.00	N		
Transfer Summary Update	$3.30	N	Page	
Debt Recovery Administration	Actual Cost	N	Each	Debt recovery charges on overdue rates and charges, including early stage intervention, late stage intervention and service fees.
Interest on Outstanding Rates & Charges	6%	N		

Admin / Copying Charges

Available at Libraries, the Visitor Information Centre and Council's Admin Office

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Photocopies – Black & white (double sided) A3	$1.65	Y	Sheet	
Photocopies – Black & white (double sided) A4	$0.85	Y	Sheet	
Photocopies – Black & white (single sided) A3	$0.85	Y	Sheet	
Photocopies – Colour (double sided) A3	$3.30	Y	Sheet	
Photocopies – Colour (single sided) A4	$0.85	Y	Sheet	
Printing Fees – Black & white (double sided) A3	$1.65	Y	Sheet	
Printing Fees – Black & white (single sided) A3	$0.85	Y	Sheet	
Printing Fees – Colour (double sided) A3	$3.30	Y	Sheet	
Printing Fees – Colour (single sided) A3	$1.65	Y	Sheet	
Printing Fees – Colour (single sided) A4	$0.85	Y	Sheet	
Printing Fees – Black & white (double sided) A4	$0.85	Y	Sheet	
Printing Fees – Black & white (single sided) A4	$0.40	Y	Sheet	
Photocopies – Colour (double sided) A4	$1.65	Y	Sheet	A4 Full Page
Photocopies – Black & white (single sided) A4	$0.40	Y	Sheet	Single Sided
Photocopies – Colour (single sided) A3	$1.65	Y	Sheet	
Fax – Incoming	$0.40	Y	Sheet	
Laminating – A4	$5.90	Y	Sheet	
Laminating – A3	$11.40	Y	Sheet	
Narrabri Shire Town Maps A3 – black & white (double sided pad maps)	$29.00	Y	Each	Available at Visitor Information Centre only
Scanning	$2.60	Y	Per Request	
Narrabri Shire Town Maps A3 – colour (double sided pad maps)	$45.50	Y	Each	Available at Visitor Information Centre only

Maps / Rural Addressing

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Custom Printed Map – A0 Colour	$87.50	N	Copy	
Custom Printed Map – A0 Black & White	$66.00	N	Copy	
Printed Map – A1 Colour	$66.00	N	Copy	
Printed Map – A1 Black & White	$49.50	N	Copy	

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Maps / Rural Addressing   [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Printed Map – A2 Colour	$38.50	N	Copy	
Printed Map – A2 Black & White	$27.50	N	Copy	
Printed Map – A3 Colour	$22.00	N	Copy	
Printed Map – A3 Black & White	$19.00	N	Copy	
Printed Map – A4 Colour	$16.20	N	Copy	
Printed Map – A4 Black & White	$14.00	N	Copy	
Document Preparation	$56.00	N	15 minutes	
Preparation of Baseline Datasets	$66.00	N	15 minutes	Charged per 15 minutes
Search Fees	$142.50	N		
Rural Addressing	$88.00	N		
Rural Addressing Secondary or Alternate Address or replacement	$46.00	N		
Plan Scanning – A0	$33.00	N	Copy	
Plan Scanning – A1	$28.00	N	Copy	
Plan Scanning – A2	$22.00	N	Copy	
Plan Scanning – A3	$13.40	N	Copy	
Plan Scanning – A4	$11.40	N	Copy	

Libraries

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Replace Lost or Damaged Items	At Cost	N	Item	
Replacement Membership Card	$3.60	N	Card	
Interlibrary Loan	$28.50	Y	Per Item	
Interlibrary Loan Electronic (up to 25 pages)	$18.30	Y	Per Item	
Interlibrary Loan Rush	$52.00	Y	Per Item	
Interlibrary Loan Rush Electronic (up to 25 pages)	$37.00	Y	Per Item	
Sale of Old Books	As Specified	Y		
Hire Meeting Room	$20.00	Y	Half Day	1/2 day - Non Profit
Hire Meeting Room	$26.00	Y	Half Day	1/2 Day - Other
Hire Meeting Room	$31.00	Y	Full Day	Full Day - Non Profit
Hire Meeting Room	$50.00	Y	Full Day	Full Day - Other

Boggabri Caravan Park

These fees are to be read in conjunction with the Terms and Conditions for operation of the Boggabri Caravan Park.

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Daily Site Fee Powered Site (for 2 People)	$36.50	Y		
Daily Site Fee – Each Additional Person (< 16 yrs of age)	$10.00	Y		
Daily Site Fee Unpowered Site (for 2 People)	$27.00	Y		
Daily Site Fee Ensuite Site (for 2 people)	$50.00	Y		
Daily Site Fee – Each Additional Person (> 16 yrs of age)	$12.00	Y		
Weekly Site Fee Powered Site (for 2 People)	$180.00	Y		Book for seven nights, only pay for five
Weekly Site Fee – Each Additional Person (< 16 yrs of age)	$42.00	Y		
Weekly Site Fee Ensuite Site (for 2 people)	$250.00	Y		
Weekly Site Fee Unpowered Site (for 2 people)	$136.00	Y		
Weekly Site Fee – Each Additional Person (> 16 yrs of age)	$60.00	Y		
Amenities Building Key Deposit	$53.00	N	Key	
1 Bedroom Cabin – Daily (for 2 People)	$90.00	Y		Linen not included
1 Bedroom Cabin – Weekly (for 2 People)	$450.00	Y		Linen not included Stay for 7 nights pay for 5
1 Bedroom Cabin – Each Additional Person per Day	$21.00	Y	Night	Linen not included
2 Bedroom Cabin – Daily (for 2 People)	$115.00	Y		Linen not included
2 Bedroom Cabin – Weekly (for 2 People)	$575.00	Y		Linen not included Stay 7 nights pay for 5
2 Bedroom Cabin – Each Additional Person per Day	$21.00	Y	Night	Linen not included
Booking Deposit	$60.00	Y		
Cleaning Fee	$51.50	Y	Hour	Available for stays longer than 7 days Additional fee charged upon vacating if cabin/ensuite is left excessively dirty

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Boggabri Caravan Park   [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Lost Cabin Key Replacement Fee	$60.00	Y	Key	

The Crossing Theatre

Concessional discounts can be applicable to complying organisations as per Council's Concessional Use Policy.

General Manager delegated the authority to negotiate all fees relating to The Crossing Theatre.

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Cinema data projector & screen hire	$360.00	Y	Per booking	
Ushering services	$70.00	Y	Per hour, minimum 3 hrs	
Auditorium Hire	$1,320.00	Y	Per Day (4.1 - 8 Hours duration)	
Auditorium Hire >100pax	$790.00	Y		
Half Day Auditorium Hire	$720.00	Y	Per Day (up to 4 hours duration)	
Half Day Auditorium Hire >100pax	$435.00	Y	Each	
Riverside Room Hire	$260.00	Y	Per day (4.1 - 8 Hours Duration)	
Half Day Riverside Room Hire	$140.00	Y	Per Day (up to 4 Hours Duration)	
Exhibition Room Hire	$225.00	Y	Per day (4.1 - 8 Hours Duration)	
Half Day Exhibition Room Hire	$120.00	Y	Per Day (up to 4 Hours Duration)	
Gallery Lounge Hire	$150.00	Y	Per day (4.1 - 8 Hours Duration)	
Half Day Gallery Hire	$90.00	Y	Per Day (up to 4 Hours Duration)	
70 Inch LED TV Hire (Gallery Lounge only)	$45.00	Y	Per Day	
Cinema 1	$361.00	Y	Per day (4.1 - 8 Hours Duration)	Seats 159 people
Cinema 1 Weekend Hire	$465.00	Y	Per Day (4.1 - 8 Hours Duration)	
Half Day Cinema 1 Weekend Hire	$309.00	Y	Per Day (up to 4 Hours Duration)	
Half Day Cinema 1 Week Day Hire	$206.00	Y	Per Day (up to 4 Hours Duration)	
Cinema 2	$340.00	Y	Per day (4.1 - 8 Hours Duration)	Seats 80 people
Cinema 2 Weekend Hire	$392.00	Y	Per Day (4.1 - 8 Hours Duration)	
Half Day Cinema 2 Weekend Hire	$309.00	Y	Per Day (up to 4 Hours Duration)	
Half Day Cinema 2 Week Day Hire	$206.00	Y	Per Day (up to 4 Hours Duration)	
Band Room Hire	As Quoted	Y		Limited availability
Dressing Room 1 Hire	$257.50	Y	Per Day	
Dressing Room 2 & 3 Hire	$154.50	Y	Per Day	
Entire Building Hire	As Quoted	Y	Per Day	

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

The Crossing Theatre [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Stage Only Hire	As Quoted	Y	As quoted by Venue Services Coordinator.	
Labour - Cleaner	$55.00	Y	Per Hour	
Labour – Technician (in house)	$80.00	Y	Per Hour	Applies to all setup, operating and packdown requirements
Labour – General	$55.00	Y	Per Hour	Setup, packdown and general labour
Table Cloth Hire & Laundry	$12.40	Y	Per Table Cloth	
Piano – KAWAI RX7 (Grand Piano)	$205.00	Y	Per Booking.	
Baby Grand Piano Hire	$155.00	Y	Per booking.	Including tuning fee
Standard Lighting Rig	As Quoted.	Y	As quoted.	
Auditorium PA System	$255.00	Y	Per Booking	
Data Projector & Screen hire	$60.00	Y	Per Booking.	
Porta Stage	$31.00	Y	Per Piece	$50 per piece of stage with 9 pieces available for use.
Laptop	$50.00	Y	Per Booking.	
DVD / Blu-Ray Player	$50.00	Y	Per Booking.	
2 Way Radios	$15.00	Y	Per Radio	
32" LCD TV	$20.00	Y	Per Booking.	
Data Projector, Screen and PA Package	As Quoted	Y	Day	Cinemas only
Photocopying – See Council photocopying	As Quoted	Y	Sheet	A4 and A3 - single sided

Other Corporate Service Fees

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Dishonoured Payment Processing Fee	$25.50	N		
Debtor Account Overdue Interest Rate	6%	N		
Direct Deposit Transaction Fee	$6.50	Y		
Non-Electronic Key	$95.00	N	Key	Key deposit - refundable
Electronic Cyber Key	$201.00	N	Key	Key deposit - refundable
Book Sales	As Quoted	Y		
Street Stall Key Deposit	$10.00	N		
Fines and Prosecutions	As Specified	N		
Hire of Council Chambers	$133.00	Y	Day or part thereof	Bookings to be confirmed by Director Corporate Services
Hire of Committee Room	$133.00	Y	Day or part thereof	Bookings to be confirmed by Director Corporate Services
Hire of Interview Room	$69.50	Y	Day or part thereof	Bookings to be confirmed by Director Corporate Services

Saleyards

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Agents' Licence	$2,500.00	Y	Per Annum	
New Agents Permit	$10,000.00	Y	One-off	
Late Sale Cancellation Fee	$660.00	Y		
Agents Kiosk	$14.40	Y	Per Sale	
Agents Operations	$0.55	Y	Per Head	
Re-scanning Fee	$10.80	Y	Per Head	
Saleyards Fees – Sheep	$5.00	Y	Per Head	
Saleyards Fees – Calves	$4.10	Y	Per Head	
Saleyards Fees – Fat Cattle	$10.40	Y	Per Head	
Saleyards Fees – Store Cattle	$9.80	Y	Per Head	
Saleyards Fees – Passed-in Stock	$3.10	Y	Per Head	

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Saleyards [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Saleyards Fees – Special Weighing	$6.20	Y	Per Head	Outside of sale day $33 minimum charge
Saleyards Fees – Use of Crush	$1.50	Y	Per Head	Outside of sale day service must be booked in advance $33 minimum charge
Transit Stock - per head	$0.90	Y	per head	
Holding or Agistment Yard Fees – Use of Concrete Yards	$2.20	Y	Per Head / Per Day	Outside of sale day service must be booked in advance $700 minimum charge
Holding or Agistment Yard Fees – Use of Holding Pens (Transit Yards)	$1.50	Y	Per Head / Per Day	Outside of sale day service must be booked in advance $33 minimum charge
Holding or Agistment Yard Fees – Use of Sheep Yards	$0.65	Y	Per Head / Per Day	Outside of sale day service must be booked in advance $33 minimum charge
Disposal of Dead Stock – Large Animals (Cattle / Calves / Horses)	$300.00	Y	Per Animal	
Disposal of Dead Stock – Medium Animals (Sheep)	$300.00	Y	Per Animal	

Tourism

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Computer Printing Fees – A4 -Colour	$0.85	Y	Sheet	
Tourism Event Administration Fee	$80.00	Y	per hour	

Banner Advertising

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Advertising Rental Space	$29.50	N	Banner / Month	Required Public Liability Certificate of Currency of minimum $20,000,000
Combined Hanging / Removal Fee	As Quoted	N		Narrabri, Wee Waa and Boggabri

Gwabegar Hall

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Day Time Usage	$6.00	Y	Hour	Maximum two hour blocks
Hall Hire for Functions	$57.00	Y	Function	
Night Hire for Games	$12.00	Y	Hire	5.30pm - 9.30pm, maximum 10 people
Key Deposit	$5.00	N	Hire	Refundable
Cleaning Fee	$70.50	Y	Hire	Applied if hall or amenities are left dirty after usage

Narrabri Airport

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Passenger Tax – RPT – per arriving / departing passenger	$17.35	Y		
Passenger Tax – Charter Operators – per arriving / departing passenger	$17.85	Y		
Parking Fees – Aircraft over 1,500kg	$13.80	Y	Aircraft / Day	
Landing Fees – Aircraft <1,500kg	$6.50	Y	Landing	
Landing Fees - Aircraft <1,500kg for locally registered training aircraft only	$4.00	Y	Landing	
Landing Fees – Aircraft 1,500kg to <5,000kg	$14.80	Y	Tonne	
Landing Fees – Aircraft 5,000kg to <10,000kg	$17.20	Y	Tonne	
Landing Fees – Aircraft 10,000kg to <20,000kg	$17.85	Y	Tonne	
Landing Fees – Aircraft >20,000kg	$19.90	Y	Tonne	
Landing Fees – Helicopter	$6.70	Y	Landing	
Landing Fees – Aircraft Freight and RPT	$15.20	Y	Landing	
Landing Fees – Touch and Go / Flight Training	$3.90	Y	Landing	
Authority To Operate Hire Car Business	$454.00	Y	Parking Space	
Hire Space – Counter – Temporary Car Hire Building	$623.00	Y	Annum	
Hire Space – Counter -Terminal	$5,500.00	Y	Annum	

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

PLANNING AND ENVIRONMENT

Animal Control - Companion Animals

RANGER CALL-OUT FEES - Where Council's Ranger is required to attend a call-out after their normal rostered working hours and it can be established who the responsible party is, Council may recover actual costs from the responsible party if the call-out is a result of negligence or the actions of a repeat offender.

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Impounding Fee - 1st offence (+ any additional vet charges at cost)	$65.00	N		
Impounding Fee - Second or further offence (+ any additional vet charges at cost)	$131.00	N		
Impounding Fee – Daily Sustenance	$30.00	N	Day	
Companion Animals Disposal Fee (cat/dog)	$12.40	N	Per Animal	
Microchip implanted by Council	$22.00	Y	Animal	
Dangerous Dog Inspection	$147.00	N		
Surrender fee (Surrender form must be completed and signed by owner)	$156.00	N	Animal	
Dangerous Dog Signs	$49.00	Y	Each	
Registration - Dog - Desexed prior to 6 months of age (must provide copy of sterilisation certificate)	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Registration - Dog - Not Desexed or Desexed after 6 months of age	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Registration - Dog - Desexed Owned by Pensioner (copy of pension card and sterilisation certificate required)	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Registration - Dog (recognised breeder)	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Registration - Working Dog/Assistance Animal (must provide evidence)	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Registration - Dog - Desexed (sold by pound or shelter)	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Registration - Cat - Desexed or Not Desexed	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Registration - Cat - Owned by Pensioner (copy of pension card required)	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Animal Control - Companion Animals [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Registration - Cat - Desexed (sold by pound or shelter)	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Registration - Cat - Not Desexed (recognised breeder)	Statutory fee, as prescribed by Companion Animal Regulation	N	Animal	
Annual Permit Fee - Cat - In addition to lifetime pet registration fee	Statutory fee, as prescribed by Companion Animal Regulation	N		Cats not desexed by four (4) months of age Annual permit - Cat - In addition to Lifetime pet registration fee - Fee subject to OLG Guidelines
Annual Permit Fee - Dog - In addition to lifetime registration fee	Statutory fee, as prescribed by Companion Animal Regulation	N		Dogs of a restricted breed or formally declared to be dangerous Annual Permit Fee - Dog - In addition to lifetime registration fee - Fee subject to OLG Guidelines

Animal Control - Other

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Care of Impounded Stock	At Cost	N	At Cost	
Serving Owner with Notice of Impounded Animal (Stock)	$79.00	N	each	
Transportation of Stock by Council (Contract Transport at Cost)	At Cost	N	At cost	
Impounding Fee for Sheep or Goats	$22.00	N	Animal / Day	
Impounding Fee for any other Hoofed Animals	$49.00	N	Animal / Day	

Impounding - Other

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Vehicles (plus any towing costs)	$13.00	N	Per day	
Other Articles	$6.00	N	Day	

Certificates

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Flood Information Certificate	$150.00	N		
Section 10.7(2) Planning Certificate	$62.00	N	per application	
Section 10.7(2&5) Planning Certificate	$156.00	N	per application	Includes 149 (2) Certificate
Application for Dwelling Entitlement	$450.00	N	Per Application	
Drainage Diagram	$54.00	N	per application	
Application for Burning Permit	$38.50	N		
Site Compatibility Certificate under State Environmental Planning Policy (Housing) 2021— plus $42.00 for each dwelling (maximum fee payable $626 including base fee and additional fee))	$310.00	N	Per Application	
Site Compatibility Certificate under State Environmental Planning Policy (Transport and Infrastructure) 2021, Chapter 2 or 3— PLUS $265 for each hectare, or part hectare, of area of land (maximum fee payable $626 including base fee and additional fee)	$310.00	N	Per Application	
Site Verification Certificate under State Environmental Planning Policy (Resources and Energy) 2021, Part 2.4	$4,375.00	N	Per Application	
Outstanding Notices Combined - Section 735A Certificate & Section 121ZP Certificate	$115.00	N	per application	Issued under section 121ZP Environmental Planning and Assessment Act 1979 and Section 735A Local Government Act 1993

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Certificates [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Additional Urgency Fee (Issued within 48hrs)	$150.00	N	Per application	In Addition to Set Fee

Building Information Certificates

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Building Information Certificate - Class 1 & 10	$250.00	N	Per Dwelling	For each dwelling contained in the building or in any other building on the allotment
Building Information Certificate – Not exceeding 200m2 (Class 2-9 buildings)	$250.00	N	per application	Floor area of building or part thereof
Building Information Certificate – Area greater than 200m2 up to 2000m2 (Class 2-9 buildings)	$250.00 plus an additional $0.50/m2 over 200m2	N	Floor area of building or part thereof	Floor area of building or part thereof
Building Information Certificate - Area greater than 2000m2 (Class 2-9 buildings)	$1,165.00 plus an additional $0.075/m2 over 2,000m2	N	Floor area of building or part thereof	Floor area of building or part thereof
BUilding Information Certificate – Part of Building, external wall or no floor area (Class 2-9 buildings)	$250.00	N	per application	In the case where the application relates to part of a building and that part consists of an external wall only or does not otherwise have a floor area
Building Information Certificate - Additional Inspection fee (capped at 1 insp fee)	$90.00	N		If more than one inspection is required before issuing a Building Certificate, Council may require the payment of an additional fee.
Building Certificate Application for Unauthorised Works (CC)	Fee	N	Per Application	
Building Certificate Application for Unauthorised Works (DA)	Fee	N	Per Application	
Copy of a Building Certificate	$13.00	N	Copy	Providing a copy of a Building Certificate
Certified Copy of document, map or plan	$53.00	N	per Copy	Providing a certified copy of a document, map or plan

Building - Other

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Planning Enquiry/Advice – Search and Written Reply (per hour)	$270.00	Y	Per Hour	
Development Inspections – Miscellaneous/Additional	$145.00	Y	per inspection	
Mobile Hairdressers	$150.00	N	Annual	
Advertising Sign on Council Land Lease – Small (in addition to application fee)	$170.00	Y	yearly	
Advertising Sign Lease on Council Land – Large (in addition to application fee)	$690.00	Y	yearly	

Development - Complying Development & Construction Certificates

Fees are payable on submission of the building application. The value of the building is the contract price or if there is no contract price, the value of the building as determined by Council. Fees are determined by applying the flat fee and adding the fee calculated in accordance with the relevant percentage. Inspection fees include, but are not limited to the following: Commencement, footings, reinforcement, frame, water-proofing and stormwater drainage.

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Complying Development Certificate (value up to $5,000)	$260.00	Y	per application	
Complying Development Certificate (value $5,000 – $10,000)	$280.00	Y		
Complying Development Certificate (value $10,000 – $20,000)	$468.00	Y		
Complying Development Certificate (value $20,000 - $50,000)	$703.00	Y		
Complying Development Certificate (Value $50,000 - $150,000)	$1,057.00	Y	Per Application	
Complying Development Certificate (Value $150,000 - $250,000)	$1,878.00	Y	Per Application	
Complying Development Certificate (Value Over $250,000)	$2,110.00	Y	Per Application	

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Development - Complying Development & Construction Certificates [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Construction Certificate (value less than $5,000)	$85.00 plus 0.55% of Construction Value	Y	per application	
Construction Certificate (valued $5,001 – $100,000)	$117.00 plus 0.35% of Construction Value	Y	per application	
Construction Certificate (valued $100,001 – $250,000)	$641.00 plus 0.20% of Construction Value	Y	per application	
Construction Certificate (value over $250,000)	$1000.00 plus 0.11% of Construction Value	Y		
Compliance Certificate	$210.00	Y		
Occupation Certificate	$140.00	Y		
Lodgement/Registration Fee of Certificates issued by Private Certifiers	$36.00	Y	per lodgement	
Certified copy of a document, map or plan under the Act, section 10.8(2)	$62.00	N	per certificate	
General Housing Specification Booklet	$15.00	Y	Booklet	

Inspections

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Additional Inspection or Re-Inspection Fee	$145.00	Y	per inspection	
Septic/OSSM Inspection Fee	$200.08	Y	per inspection	
PCA Inspection Package for class 1 & 10 buildings – CC issued by NSC (value < $5,000)	$247.80	Y	Per Application	
PCA Inspection Package for class 1 & 10 buildings – CC issued by NSC (value $5,000 – $10,000)	$278.25	Y	Per Application	
PCA Inspection Package for class 1 & 10 buildings – CC issued by NSC (value $10,001 – $50,000)	$308.70	Y	Per Application	
PCA Inspection Package for class 1 & 10 buildings – CC issued by NSC (value $50,001 – $100,000)	$429.45	Y	Per Application	
PCA Inspection Package for class 1 & 10 buildings – CC issued by NSC (value $100,001 – $200,000)	$540.75	Y	Per Application	
PCA Inspection Package for class 1 & 10 buildings – CC issued by NSC (value $200,001 – $400,000)	$639.45	Y	Per Application	
PCA Inspection Package for class 1 & 10 buildings – CC issued by NSC (value > $400,000)	0.16% of contract price per application by quotation	Y	Per Application	
PCA Inspection Package for class 2-9 buildings – CC issued by NSC (value < $5,000)	$396.90	Y	Per Application	
PCA Inspection Package for class 2-9 buildings – CC issued by NSC (value $5,000 – $10,000)	$453.60	Y	Per Application	
PCA Inspection Package for class 2-9 buildings – CC issued by NSC (value $10,001 – $50,000)	$567.00	Y	Per Application	
PCA Inspection Package for class 2-9 buildings – CC issued by NSC (value $50,001 – $100,000)	$680.41	Y	Per Application	
PCA Inspection Package for class 2-9 buildings – CC issued by NSC (value $100,001 – $200,000)	$794.00	Y	Per Application	
PCA Inspection Package for class 2-9 buildings – CC issued by NSC (value $200,001 – $400,000)	$850.50	Y	Per Application	
PCA Inspection Package for class 2-9 buildings – CC issued by NSC (value > $400,000)	0.25% of contract price per application by quotation	Y	Per Application	

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Inspections   [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
PCA Inspection Package – CC or CDC issued by Private Certifier (value < $5,000)	$552.30	Y	Per Application	
PCA Inspection Package – CC or CDC issued by Private Certifier (value $5,000 – $10,000)	$645.76	Y	Per Application	
PCA Inspection Package – CC or CDC issued by Private Certifier (value $10,001 – $50,000)	$960.75	Y	Per Application	
PCA Inspection Package – CC or CDC issued by Private Certifier (value $50,001 – $100,000)	$1,293.60	Y	Per Application	
PCA Inspection Package – CC or CDC issued by Private Certifier (value $100,001 – $200,000)	$1,873.20	Y	Per Application	
PCA Inspection Package – CC or CDC issued by Private Certifier (value $200,001 – $400,000)	$2,166.15	Y	Per Application	
PCA Inspection Package – CC or CDC issued by Private Certifier (value > $400,000)	0.8% of contract price per application by quotation	Y	Per Application	

Development Applications

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Application/Plan Printing Fee	At cost	N	Per Page	
Development application for development involving the erection of a building, the carrying out of a work or the demolition of a work or building (value up to $5,000)	$129.00	N		
Development application for development involving the erection of a building, the carrying out of a work or the demolition of a work or building (value $5,001 – $50,000)Development application for development involving the erection of a building, the carrying out of a work or the demolition of a work or building (Value $5,001 - $50,000)	$198.00 plus an additional $3.00 for each $1,000 (or part of $1,000) of the estimated cost	N	per application	
Development application for development involving the erection of a building, the carrying out of a work or the demolition of a work or building (value $50,001 – $250,000)	$412.00 plus an additional $3.64 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $50,000	N		
Development application for development involving the erection of a building, the carrying out of a work or the demolition of a work or building (value $250,001 – $500,000)	$1,356.00 plus an additional $2.34 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	N	per application	
Development application for development involving the erection of a building, the carrying out of a work or the demolition of a work or building (value $500,001 – $1,000,000)	$2,041.00 plus an additional $1.64 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	N	per application	

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Development Applications [continued]				
Development application for development involving the erection of a building, the carrying out of a work or the demolition of a work or building (value $1,000,001 – $10,000,000)	$3,058.00 plus an additional $1.44 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	N	per application	
Development application for development involving the erection of a building, the carrying out of a work or the demolition of a work or building (value over $10,000,000)	$18,565.00 plus an additional $1.19 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10 million	N	per application	
Development application for development involving the erection of a dwelling house with an estimated cost of $100,000 or less	$532.00	N	per application	
Use of Footpath – Dining	$125 admin fee plus $20.00 per chair (annual renewal fee)	N		
Development application involving subdivision (other than strata subdivision) involving the opening of a public road	$777.00 plus $65.00 for each additional lot created	N	per application	
Development application involving subdivision (other than strata subdivision) not involving the opening of a public road	$386.00 plus $53.00 for each additional lot created	N	per application	
Development application involving strata subdivision	$386.00 plus $65.00 for each additional lot created	N	per application	
Development application for development not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a work or building	$333.00	N	per application	
Additional fee for development application for designated development (in addition to any other fees payable)	$1,076.00	N	per application	
Additional fees—Giving of notice for designated development	$2,596.00	N		In the case of a designated development
Additional fees—Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	$1,292.00	N	per application	In the case of an advertised development
Additional fees—Giving of notice for prohibited development	$1,292.00	N		In the case of a prohibited development
Additional fees—Giving of notice for other development for which a community participation plan requires notice to be given	$1,292.00	N	per application	
Additional fee for development application for development requiring concurrence (payable to consent authority)	$164.00	N	per application	
Additional Fee to Concurrence Authority (to be paid via Planning Portal to appropriate Govt Dept)	$374.00	N	per application	
Additional Fee – development application for integrated development (payable to consent authority)	$164.00	N	per application	
Integrated Development - Additional fee to each Approval Body (to be paid via NSW Planning Portal)	$374.00	N	per application	
Development Application – Home Industry / Occupation - Development application for development not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a work or building	$333.00	N		

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Development Applications [continued]				
Application for review under the Act, section 8.3 that relates to a development application not involving the erection of a building, the carrying out of a work or the demolition of a work or building	50% of the original development application fee charged	N	per application	
Application for review under the Act, section 8.3 that relates to a development application involving the erection of a dwelling house with an estimated cost of $100,000 or less	$222.00	N	per application	Where a development application involves the erection of a dwelling house with an estimated cost of construction of $100,000 or less
Review Any Other Development Application (value less $5,000)	$64.00	N	per application	
Review Any Other Development Application (value $5,001 – $250,000)	$100.00 plus an additional $1.50 for each $1,000 (or part of $1,000) by which estimated cost exceeds $5,000	N	per application	
Review Any Other Development Application (value $250,000 – $500,000)	$585.00 plus an additional $0.85 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	N	per application	
Review Any Other Development Application (value $500,000 – $1,000,000)	$833.00 plus an additional $0.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	N	per application	
Review Any Other Development Application (value $1,000,000 – $10,000,000)	$1,154.00 plus an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1 million	N	per application	
Review Any Other Development Application (value over $10,000,000)	$5,540.00 plus an additional $0.27 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10 million	N	per application	
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) (Value less than $100,000)	$64.00	N	per application	
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) (value $100,000 – $1,000,000)	$175.00	N		

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Development Applications [continued]				
Application for review of decision to reject and not determine a development application under the Act, section 8.2(1)(c) (value over $1 million)	$292.00	N		
Modification application under the Act, section 4.55(1)	$83.00	N		
s 4.55(1) Modification of a Development Consent – where rectifying a Council error	$0.00	N		
Modification of a Development Application Consent – 4.55(1A) or 4.56(1) – Min Env Impact	$754 or 50% of the fee for the original development application, whichever is the lesser	N	per application	
Modification of a Development Application Consent – 4.55(2) or 4.56(1) – Not Min Env Impact	50% of the original fee	N	per application	
Modification of Consent - 4.55(2) or 4.56(1) – original application fee less $100	50% of the original fee	N		
Modification of Consent – 4.55(2) or 4.56(1) - original fee over $100 (NO erection of building, carrying out of work or demolition involved)	50% of the original fee	N		
Modification of Consent – 4.55(2) or 4.56(1) - Involving erection of dwelling house est. cost less $100,000	$222.00	N	per application	
Modification to any other DA - 4.55(2) or 4.56(1) - value less $5,000	$64.00	N		
Modification to any other DA - 4.55(2) or 4.56(1) - value $5,000 – $250,000	$99.00 plus an additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost	N	per application	
Modification to any other DA - 4.55(2) or 4.56(1) - value $250,000 – $500,000	$585.00 plus an additional $0.85 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	N	per application	
Modification to any other DA - 4.55(2) or 4.56(1) - value $500,000 – $1,000,000	$833.00 plus an additional $0.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	N	per application	
Modification to any other DA - 4.55(2) or 4.56(1) - value $1,000,000 – $10,000,000	$1,154.00 plus an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1 million	N	per application	

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Development Applications [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Modification to any other DA - 4.55(2) or 4.56(1) - value over $10million	$5,540.00 plus an additional $0.27 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10million	N	per application	
Additional fee payable for development to which Clause 115 (1A) – Modification for residential apartment development under SEPP 65	$778.00	N	in addition to other fees payable	
Additional fee for modification application that is accompanied by statement of qualified designer	$889.00	N		
Additional fee for modification application that is referred to design review panel for advice	$3,508.00	N		
Review of Determination of Modification under s96AB	50% of the original fee	N	per application	
LEP Amendment / Rezoning Application – Major	$8,270.00	N	per application	
LEP Amendment / Rezoning Application – Minor	$4,370.00	N	per application	
Long Service Levy (LSPA 1986)	0.35% of cost of all building work for applications over $25,000	N	as quoted	
Long Service Levy Commission	$19.80	N		
Planning Reform Fund	0.64% of CIV for developments over $50,000	N		
Planning Reform Fund Commission	$5.00	N		
Subdivision Certificate Application fee	$217.00	N	per application	

Development - Local Approvals

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Review Fee – 50% of Original Application	As Quoted	N		
PART A: Structures or Places of Public Entertainment – Additional Inspections	$145.00	N		
A1 Install a manufactured home, moveable dwelling or associated structure on land	$460.00	N	per application	In addition to DA fees payable
PART B - B1 Carry out water supply work	$143.00	N	per application	B1 Carry out water supply work
PART B – B4 Carry out sewerage work	$212.00	N	per application	
PART B – B5 Carry out Stormwater drainage work	$143.00	N	per application	
PART B – B1/4/5 Combined Water/Sewerage/Stormwater drainage work	$213.00	N	per application	
PART B – Additional Inspections for Water, Sewer or Stormwater drainage Work	$145.00	N	per inspection	Additional Inspections
PART C – C1 For fee or reward, transport waste over or under a public place	$213.00	N	per application	C1 for fee or reward, transport waste over or under a public place
PART C – C2 Place waste in a public place	$80.58	N	per application	C2 place waste in a public place
PART C – C3 Place a waste storage container in a public place	$80.58	N	per application	C3 place a waste storage container in a public place
PART C – C5 Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility	$250.00	N	per application	C5 install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Development - Local Approvals [continued]				
PART C – C6 Operate a system of sewage management (within the meaning of section 68A)	$65.00	N	per application	C6 Registration / Approval to Operate an Onsite Sewage Management System
PART C - C5 & C6 Combined Application	$315.00	N		
PART C – Additional Inspections – not related to Septic Systems (OSSM)	$185.00	N	per inspection	Where required
PART C – Septic Inspection	$201.00	N	per inspection	
PART C – Transfer of Approval to Operate (OSSM)	$50.50	N	per application	
PART D: Community Land – D1 Engage in Trade or Business	$119.00	N		
PART D: Community Land – D2 Direct or procure a theatrical, musical or other entertainment for the public	$119.00	N	per application	D2 Direct or procure a theatrical, musical or other entertainment for the public.
PART D: Community Land – D3 Construct a temporary enclosure for the purpose of entertainment	$119.00	N		D3 construct a temporary enclosure for the purpose of entertainment
PART D: Community Land – D4 For fee or reward, play a musical instrument or sing	$119.00	N		D4 for fee or reward, play a musical instrument or sing
PART D: Community Land – D5 Set up, operate or use a loudspeaker or sound amplifying device	$119.00	N		D5 set up, operate or use a loudspeaker or amplifying device
PART D: Community Land – D6 Deliver a public address or hold a religious service or public meeting	$119.00	N		D6 deliver a public address or hold a religious service or public meeting
PART E: Public Roads – E1 Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	$143.00	N		E1 swing or hoist goods across or over any part of a public road using a lift, hoist or tackle projecting over the footway
PART E: Public Roads – E2 Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	$143.00	N		E2 erect an advertising structure over a public road or allow any article to overhang any part of a road
PART F: Other Activities – F1 Operate a public car park	$213.00	N		F1 Operate a public carpark
PART F: Other Activities – F2 Operate a caravan park or camping ground (minimum fee $100)	$16.40	N	per site / application	F2 operate a caravan park or camping ground
PART F: Other Activities – F3 Operate a manufactured home estate	$16.40	N	per site / application	F3 operate a manufactured home estate
PART F: Other Activities – F4 Install a domestic oil or solid fuel heating appliance, other than a portable appliance	$143.00	N		F4 install a domestic oil or solid fuel heating appliance, other than a portable appliance
PART F: Other Activities – F5 Install or operate amusement devices	$213.00	N		F5 install or operate amusement device
PART F: Other Activities – F7 Use a standing vehicle or any article for the purpose of selling any article in a public place	$213.00	N		F7 use a standing vehicle or any article for the purpose of selling any article in a public place (fee can be waived for registered charity or not for profit organisation)
PART F: Other Activities – F10 Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations	As Quoted	N		F10 carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations
Use of Footpath - A Frame signs/mobile structures/merchandising display – Annual Permit (in addition to any application fee)	$54.00	N	annual fee	Annual permit fee (in addition to any application fee required)
A Frame signs/mobile structures/merchandising display – Impound fees	$70.30	N		Impound Fee for Board without Current Permit Sticker

Development - Section 94 Contributions

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Section 7.11 Contributions – Mines / Extractive	$0.31 per Equivalent Standard Axle (ESA) per km of haul road OR $0.053 per tonne of hauled material per km of haul road	N		Mines, extractive industries and other developments that result in increased numbers of laden heavy vehicles using Council's road network

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Development - Section 94 Contributions [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Section 7.11 Contributions – Urban Roads & Projects	As quoted - refer to Schedule Narrabri Shire Section 7.11 Contibutions Plan 2016	N		Development on land shown in the Schedule of s7.11 Contributions Plan fronting certain unsealed or unformed roads in towns & villages Development on land shown in the Schedule of s7.11 Contributions Plan fronting certain unsealed or unformed roads in towns & villages
Section 7.12 Contribution – Development value $100,000 – $199,000 = 0.5% of CIV	in accordance with the adopted s7.12 Contribution Plans	N		Levied on Development in accordance with the adopted s94A Contribution Plans
Section 7.12 Contribution – Development value over $200,000 = 1% of CIV	in accordance with the adopted s7.12 Contribution Plans	N		Levied on Development in accordance with the adopted s94A Contribution Plans

Liquid Trade Waste

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Application to Cancel a Liquid Trade Waste Service combined Inspection	$135.00	N	Per Application	
PART C: C4 Application Fee for Liquid Trade Waste (New Business or Device)	$303.00	N	per application	
Additional Inspection Fee	$201.00	N		
Cat 1 – NO Annual Charge (Application fee only)	$0.00	N		
Cat 1A Annual Charge	$130.00	N	Annual Fee	
Cat 2 Annual Charge	$204.00	N	Instance	
Cat 3 Annual Charge	$599.00	N	Instance	
Discharge without Approval (Annual Fee)	$758.00	N	Instance	
Waste Water Analysis (Prescribed)	$162.50	N	per sample	
Excess Mass Charge	As per Liquid Trade Waste Regulation Guidelines	N		

Public Health

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Category 1 Administration	$325.00	N	Annum	This category includes food premises that meet the criteria of fast choices (franchises of more than 20 stores per state, or 50 stores nationally); supermarket franchises; and any other premises that handles Potentially Hazardous Food (PHF) and that employs more than 15 FTE food handling staff
Category 2 Administration	$201.00	N	Annum	This category includes food premises that are handling PHF at a retail level including cooking raw meat products, having hot and cold display (e.g. Bain Maries) Examples of this category includes restaurants, cafe's, hotels (with attached restaurants), sushi bars, bakery's, sandwich shops, takeaway food shops, corner shops doing take away cooked foods, and catering operators
Category 3 Administration	$108.50	N	Annum	This category includes food premises that are involved with PHF at a low risk level (no hot or cold holding/display of food, no raw to cooked poultry, no complex food processing, low turn-over and subsequently low risk). Examples of this category include corner stores which may make ready to eat sandwiches (but do not slice their own meat products), service stations (without restaurants attached), cafes not cooking food (e.g. cake/coffee type cafe's), Bed and breakfast premises, and motels without restaurants attached (low level production) for example breakfasts only

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Public Health   [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Public Health or Food Inspection	$157.50	N	Hour	Minimum charge of $70 when the inspection lasts 30 minutes or less. Inspections from 31 to 60 minutes will be charged $140. Inspections longer than 60 minutes incur an additional $140 charge. This charge also applies to new business inspections.
Food Premises Improvement Notice	$356.90	N	Notice	
Registration of New Business	$65.00	N	One-off	
Alteration of Registration for Existing Business	$32.50	N	One-off	
Small Permit Application	$38.50	N	Application	
Fire Burning Permit for Urban Areas	$38.50	N	Permit	
Inspection - legionella	$125.00	N	Per Inspection	
Inspection - Hair Dresser	$125.00	N	Per Inspection	
Inspection - Beauty Salon	$125.00	N	Per Inspection	
Inspection - Skin Penetration Premises	$125.00	N	Per Inspection	
Inspection - Public Swimming Pool	$125.00	N	Per Inspection	
Inspection - Boarding House	$125.00	N	Per Inspection	
Water Sampling	$171.00	N	Per Sample	Water Sampling per hour $158.00 PLUS sampling fee of $150 per sample Water Sampling per hour $158.00 PLUS sampling fee of $150 per sample
Approvals and Licenses (not specifically listed anywhere else in these Fees and Charges	$162.50	N	Per Application	
Registration of Cooling Towers (in accordance with the Public Health Act Registered Premises)	$282.00	N	Per Application	

Private Swimming Pools

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Certificate of Compliance – Swimming Pool (includes 1st inspection)	$150.00	Y	per application	
Swimming Pool Inspection – any or all subsequent inspections after the first inspection	$100.00	Y	per inspection	
Application for exemption from barrier (s22 Swimming Pools Act)	$250.00	N	per application	
Resuscitation Signs	$41.50	Y		
Fee for Council to Register Swimming Pool on the NSW Swimming Pools Register	$10.00	Y	per application	

Truck Wash

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Truck Wash Usage	$0.95	Y	Minute	
Truck Wash Key	$62.00	Y	Key	

Labour Hire Services

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Labour Hire Services	By Agreement	Y		

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

INFRASTRUCTURE DELIVERY

Waste Disposal Narrabri Landfill

General Waste

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Weighbridge Tickets – General Waste (Outside Narrabri Shire)	$205.00	Y	Tonne	Unsorted charges will apply if general waste contains wire, tyres, hydraulic hoses, tarpaulins, asbestos and material that could cause breakdown of Council's plant.
Public use of Weighbridge	$25.00	N	Each	
Weighbridge Tickets – General Waste (Within Narrabri Shire). Free for Shire residents with household quantities. Proof of being a resident is required.	$154.00	Y	Tonne	Unsorted charges will apply if general waste contains wire, tyres, hydraulic hoses, tarpaulins, asbestos and material that could cause breakdown of Council's plant.
Weighbridge Tickets – Unsorted General Waste	$286.00	Y	Tonne	Not sorted –containing wire, tyres, hydraulic hoses, tarpaulins, asbestos and material that could cause breakdown of Council's plant.
Weighbridge Tickets - Unsorted General Waste (total expected disposal > 5 tonne)	Price on application	Y		

Recyclables

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Weighbridge Tickets – Drum Muster Drums	Free	Y		
Weighbridge Tickets – Mixed Recyclables. Household Quantities Only.	Free	Y		
Weighbridge Tickets – Paper & Cardboard. Household Quantities Only.	Free	Y		
Weighbridge Tickets – Glass Containers. Household Quantities Only.	Free	Y		Excluding window glass and crockery
Weighbridge Tickets – Scrap Metal Waste	Free	Y		Includes other white goods. Refrigerators and Airconditioners must be accompanied by a de-gas certificate. If not, charges apply. For car disposal the VIN number is required. This must be booked in one (1) day in advance.
Weighbridge Tickets – Vehicle Batteries	Free	Y		
Weighbridge Tickets – Electronic Equipment. Household Quantities Only.	Free	Y		Includes computers, printers, televisions, telephones and laptops.
Weighbridge Tickets – Used Motor Oil	Free	Y		
Weighbridge Tickets – Clean Fill	Free	Y		Excavated Natural Material or Virgin Excavated Natural Material. Must be tested by a NATA certified laboratory. Testing results to be submitted to Council five (5) days prior to disposal.

Other Waste. Charges apply for Commercial and Residential Users

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Weighbridge Tickets – Construction / Demolition Waste (mixed)	$177.00	Y	Tonne	
Weighbridge Tickets – Cover Material	$29.00	Y	Tonne	Not certified. Excavated natural material or fill not contaminated.
Weighbridge Tickets – Contaminated Soil	$217.00	Y	Tonne	Testing results to be submitted to Council one (1) week prior to disposal. Must be tested by a NATA certified laboratory.
Weighbridge Tickets – Special Waste	$217.00	Y	Tonne	Grains, tarps and asbestos. For asbestos, must notify Council 4 days prior to delivery.
Weighbridge Tickets – Ducting	$643.00	Y	Tonne	
Weighbridge Tickets – Green Waste. Household Quantities Free.	$85.50	Y	Tonne	
Weighbridge Tickets – Clean Concrete & Masonry	$99.50	Y	Tonne	
Weighbridge Tickets – Clean Timber. Household Quantities Free.	$63.00	Y	Tonne	
Weighbridge Tickets – Refrigerators and Airconditioners (not degassed/no certificate)	$46.00	Y	Item	Exempt - not-for-profit welfare organisations, including The Salvation Army, Lifeline and St. Vincent de Paul Society.

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Other Waste. Charges apply for Commercial and Residential Users [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Weighbridge Tickets – Disposal Dead Animal – Small	$11.60	Y	Each	Eg. Cat, Dog
Weighbridge Tickets – Disposal Dead Animal – Medium	$29.00	Y	Each	Eg. Sheep, Deer and Pony.
Weighbridge Tickets – Disposal Dead Animal – Large	$63.00	Y	Each	Eg, Cow, Horse
Other – Disposal of Chemicals	As Quoted	Y		Arrangement to be made prior to disposal. Household quantities only.

Tyres - Charges apply for Commercial and Residential users

For Commercial and Residential Disposal

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Tyres – Commercial Rubber	$341.00	Y	Tonne	
Tyres – Motor Cycle, Quad Runner – clean	$4.70	Y	Unit	
Tyres – Motor Cycle, Quad Runner – with rim or dirty	$9.20	Y	Unit	
Tyres – Car, Ute (not 4WD) clean	$6.90	Y	Unit	
Tyres – Car, Ute (not 4WD) with rims or dirty	$11.60	Y	Unit	
Tyres – 4WD – clean	$9.20	Y	Unit	
Tyres – 4WD – with rim or dirty	$13.80	Y	Unit	
Tyres – Light Truck <16" clean	$18.40	Y	Unit	
Tyres – Light Truck <16" with rims or dirty	$29.00	Y	Unit	
Tyres – Heavy Truck >16" clean	$57.50	Y	Unit	
Tyres – Heavy Truck >16" with rim or dirty	$114.00	Y	Unit	
Tyres – Truck, Tractor – small up to 1.5 width clean	$103.00	Y	Unit	
Tyres – Truck, Tractor – large more than 1.5m clean	$170.50	Y	Unit	
Tyres – Truck, Tractor – small up to 1.5m width with rim or dirty	$170.50	Y	Unit	
Tyres – Truck, Tractor – large more than 1.5m with rim or dirty	$286.00	Y	Unit	
Tyres – Commercial Rubber	$341.00	Y	Tonne	

Special Events

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Weekend & Public Holiday Call Out	$308.00	Y		
Weekend & Public Holiday Service	$6.90	Y	Bin per collection	
Weekend and Public Holiday service fee	$6.90	Y	Bin	
Delivery and Removal	$228.00	Y	Event	
Weekend and Public Holiday call out fee	$308.00	Y		
Service of 140L MSW bins	$11.60	Y	Bin per collection	
Service of Front-Lift Bins	$46.00	Y	Bin per collection	

Waste Disposal Rural Transfer Stations

General Waste

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Small Vehicle Charges – Lawn Clipping	Free	Y		
Small Vehicle Charges – Lawn Clipping	Free	Y		
Small Vehicle Charges – Car/Van/Wagon	$16.40	Y	Vehicle	
Small Vehicle Charges – Utes/AWD/6*4 Trailer	$32.50	Y	Vehicle	
Small Vehicle Charges -> = 8*5 Trailer	$51.50	Y	Vehicle	
Small Vehicle Charges -> = 10*5 Trailer	$59.00	Y	Vehicle	

Green Waste

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Small Vehicle Charges – Lawn Clipping	Free	Y		
Small Vehicle Charges – Car/Van/Wagon	$11.60	Y	Vehicle	
Small Vehicle Charges – Utes/AWD/6*4 Trailer	$19.60	Y	Vehicle	
Small Vehicle Charges -> = 8*5 Trailer	$26.00	Y	Vehicle	

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Green Waste [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Small Vehicle Charges -> = 10*5 Trailer	$31.00	Y	Vehicle	

Other

Note: Other types of waste, asbestos, construction and demolition waste and tyres must be disposed at Narrabri Landfill.

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Bulk Waste	Free	Y		Household quantities only. Include furniture and mattresses.
Degassed Fridges, Freezers and Airconditioners	Free	Y		Items must be accompanied by a de-gas certificate. If not they must be taken to Narrabri landfill.
Electronic Waste (E-Waste)	Free	Y		Includes computers, printers,televisions, telephones and laptops.
General Household Comingle Recycling	Free	Y		Small business and household quantities only.
Scrap Metal	Free	Y		
Used Machinary Oil	Free	Y		

Cemeteries

General (excludes Lawn Cemetery)

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Transfer of Right of Burial	$59.00	N	Transfer	Administration Fee
Genealogy / historical search of cemetery records requiring more than 30 minutes	$59.00	N	Hour	Per hour after initial 30 minutes + Information Cost
Adult / Child – Casket – Right of Burial / Plot Reservation	$695.00	Y	Plot	
Adult / Child – Ashes – Right of Burial / Plot Reservation	$97.50	Y	Plot	Columbarium Wall
Adult / Child – Casket – Burial Permit including Interment	$948.00	Y	Interment	
Adult / Child – Casket – Burial Permit excluding Interment	$358.00	Y	Interment	Interment arranged by Funeral Director
Adult / Child – Ashes – Burial Permit including interment	$146.50	Y	Interment	Columbarium Wall
Monument Works Application	$116.00	N	Plot	
After Hours Fee	$474.00	Y	Funeral	Additional fee for pre-arranged after hours, weekends or public holidays

Boggabri Lawn Cemetery

Plinths and plaques are not included. A plinth must be purchased at the time of interment.

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Transfer of Right of Burial	$59.00	N	Transfer	Administration Fee
Genealogy / historical search of cemetery records requiring more than 30 minutes	$59.00	N	Hour	Per hour after initial 30 minutes + Information Cost
Adult / Child – Casket – Right of Burial / Plot Reservation	$1,820.00	Y	Plot	Double Depth
Adult / Child – Ashes – Right of Burial / Plot Reservation	$97.00	Y	Plot	Columbarium Wall
Adult – Casket – Burial Permit including excavation (First Interment)	$1,175.00	Y	Interment	Adults (> 12 years of age)
Adult – Casket – Burial Permit including excavation (Second Interment)	$850.00	Y	Interment	Adults (> 12 years of age)
Child – Casket – Burial Permit including excavation	$490.00	Y	Interment	Child (< 12 years of age)
Adult / Child – Ashes – Burial Permit	$146.50	Y	Interment	Columbarium Wall
After Hours Fee	$474.00	Y	Funeral	Additional fee for pre-arranged after hours, weekends or public holidays

Narrabri Lawn Cemetery

Plinths and plaques are not included. A plinth must be purchased at the time of interment.

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Transfer of Right of Burial	$58.50	Y	Transfer	Administration Fee
Genealogy / historical search of cemetery records requiring more than 30 minutes	$58.50	Y	Hour	Per hour after initial 30 minutes + Information Cost
Adult – Casket – Right of Burial / Plot Reservation	$2,345.00	Y	Plot	Double Depth

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Narrabri Lawn Cemetery [continued]

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Child – Casket – Right of Burial / Plot Reservation	$1,175.00	Y	Plot	Double Depth
Adult / Child – Ashes – Right of Burial / Plot Reservation – Columbarium Wall	$97.50	Y	Plot	
Adult / Child – Ashes – Right of Burial – Memorial Garden	$864.00	Y	Plot	
Adult – Casket – Burial Permit including excavation (First Interment)	$1,340.00	Y	Interment	Adults (> 12 years of age)
Adult – Casket – Burial Permit including excavation (Second Interment)	$947.00	Y	Interment	Adults (> 12 years of age)
Child – Casket – Burial Permit including excavation	$805.00	Y	Interment	Child (< 12 years of age)
Adult / Child – Ashes – Burial Permit –	$148.50	Y	Interment	
Adult / Child – Ashes – Burial Permit – Memorial Garden (First Interment)	$148.50	Y	Interment	
Adult / Child – Ashes – Burial Permit – Memorial Garden (Second Interment)	$148.50	Y	Interment	
After Hours Fee	$474.00	Y	Funeral	Additional fee for pre-arranged after hours, weekends or public holidays

Plinths and Vases

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Plinth – Black Granite lawn cemetery	$1,010.00	Y	Plinth	Vases purchased seperately
Plinth – Black Granite section 7&8 lawn cemetery	$685.00	Y		
Plinth – Dark Grey Granite	$966.00	Y	Plinth	Vases purchased seperately
Plinth – Dark grey Granite section 7& 8 lawn cemetery	$656.00	Y		
Plinth – Light Grey	$588.00	Y	Plinth	Vases purchased seperately
Plinth Light grey section 7&8 lawn cemetery	$476.00	Y		
Plinth – Concrete	$238.00	Y	Plinth	Vases purchased seperately
Gold Vase	$24.50	Y	Vase	Vases are to be sold as individual Vases are to be sold as individual
Silver Vase	$24.50	Y	Vase	Vases are to be sold as individual Vases are to be sold as individual
Black Vase	$24.50	Y	Vase	Vases are to be sold as individual Vases are to be sold as individual

Community Facilities

Public Parks and Events

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Cleaning deposit for major events – refundable after full clean up and restoration	$346.00	N		Refundable bond required. Damage to Council facilities will be charged.
Event Booking and Usage Fee	$51.50	Y		
Event waste bin supply and removal (minimum 4 bins)	$16.00	Y	Per Bin	
Event mark out of irrigation for temporary structures	$40.00	Y		
Event key deposit	$100.00	N		
Council staff assistance for events during business hours	$80.00	Y	Hour / Staff Member	Bump In / Bump Out
Council staff assistance for events after hours / weekends	$120.00	Y	Hour / Staff Member	Minimum 4 hour call out may be payable
Power Access	$17.60	Y	Hour	Public Parks
Mowing Request for Events	$95.50	Y	Request	Minimum fee or as quoted
Itinerant Traders and Fitness / Boot Camp Instructors	$35.50	Y	Day	Daily fee for commercial trade in a public park

Sporting Fields

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Collins Park Oval # 1 - Cricket Lights	$44.00	Y		
Hogan Oval # 2 - Cricket Lights	$34.00	Y		
Collins Park Oval # 1 – Training Lights	$22.00	Y	Hour	
Collins Park Oval # 1 – Competition Lights	$34.50	Y	Hour	
Hogan Oval # 2 – Training Lights	$14.40	Y	Hour	
Hogan Oval # 2 – Competition Lights	$24.00	Y	Hour	
Leitch Oval # 3 – Training Lights	$12.40	Y	Hour	

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Sporting Fields [continued]				
Cook Oval, Wee Waa – Training Lights	$12.40	Y	Hour	
Jubilee Oval , Boggabri – Lights	$12.40	Y	Hour	
Dangar Park, Narrabri – Combined Netball / Basketball Courts – Lighting Tower 1	$17.00	Y	Hour	
Dangar Park, Narrabri – Combined Netball / Basketball Courts – Lighting Tower 2	$17.00	Y	Hour	
Additional Field Line Marking	$402.00	Y	Field	Line marking at commencement of season provided free of charge
Storage Hire – without power	$402.00	Y	Annum	Approximatelty 3m x 6m
Storage Hire – with power	$350.00 plus meter read Min. Fee excl. GST: $500.00	Y	Annum	Annual Fee plus meter read. Approximatelty 3m x 6m
Cleaning Fee	$41.50	Y	Room	For toilets and change rooms not cleaned after training or competition
Pilliga Artesian Bore Baths				
Camping Fee	$6.00	Y	Vehicle / Night	Primitive camping ground adjacent to Pilliga Artesian Bore Baths
Public Swimming Pools				
Narrabri Aquatic Centre				
Single Entry – Child 2 years and under	Free	Y	Child	
Single Entry – Children (3-18 years) / Concession	$3.00	Y	Child, Concession	Concession on presentation of Pension Card
Single Entry – Adults	$5.00	Y	Adult	
Single Entry – Schools and approved groups	$3.00	Y	Person	
Single Entry – School Teachers and Teachers Assistants	$2.00	Y	Person	
Season Fee – School Teachers and Teachers Assistants	$100.00	Y	School	
Child / Concession 12 Month Pass – All Shire Pools	$190.00	Y	Child, Concession	
Adult 12 Month Pass – All Shire Pools	$300.00	Y	Adult	
Family 12 Month Pass – All Shire Pools	$550.00	Y	Family	
Child / Concession 6 Month Pass	$115.00	Y	Child, Concession	Purchased at any time for use at all three pools. Concession on presentation of Pension Card.
Adult 6 Month Pass	$180.00	Y	Adult	Purchased at any time for use at all three pools.
Family 6 Month Pass All shire Pools	$350.00	Y	Family	Purchased at any time for use at all three pools. Family to be as listed on Medicare Card.
Life Member 6 Month Pass	Free	Y	Member	Purchased at any time for use at all three pools. Non Transferable.
Child / Concession 10 Entry Pass	$25.00	Y	Child, Concession	10 Entries. Concession on presentation of Pension Card.
Adult 10 Entry Pass	$45.00	Y	Adult	10 Entries
Spectator Fee	$2.00	Y		
Non-Swimming Spectator 10 Entry Pass	$18.00	Y	Person	10 Entries
Provision of LTS Instructor for School Swimming	As Quoted Min. Fee excl. GST: $40.00	N	Instructor / Hour	
Private Swimming Lessons	As Quoted Min. Fee excl. GST: $15.50	N	Lesson plus entry	Adult/Child/Concession - 15 minute one on one lesson

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Narrabri Aquatic Centre *[continued]*

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Learn to Swim Classes	As Quoted Min. Fee excl. GST: $12.50	N	Lesson plus entry	Group - all levels
Squad Training	As Quoted Min. Fee excl. GST: $4.55	Y	Session plus entry	
Intensive Holiday Program	As Quoted Min. Fee excl. GST: $72.50	N	Block Fee	5 day block - 5 x 30 minute group lessons
Adult / Child / Concession Fitness Classes	$10.00	Y	Person / Class plus entry fee	Concession on presentation of Pension Card
Adult / Child / Concession Fitness Classes 10 Class Pass	$90.00	Y	Person	Concession on presentation of Pension Card
Lane Hire – 50m Pool	$20.60	Y	Hour	Commercial
Lane Hire – 25m Pool	$25.75	Y	Hour	Commercial
Lane Hire – Swim Club – 50m pool	$515.00	Y	One lane free, second lane fee per calendar month regardless of use	Additional lanes and hours at commercial rates. Based on summer use provided by Swim Club - October to March only - Mon to Fri (3.45pm to 6.00pm) and Wed & Thurs (6.00am to 7.30am) - (total of 14.25 additional hrs/wk)
Lane Hire – Swim Club – 25m pool	$258.00	Y	One lane free, second lane fee per calendar month regardless of use	Additional lanes and hours at commercial rates. Based on winter use provided by Swim Club - April to Sept only - Mon, Wed & Fri (4.00pm to 5.30pm) - (total of 4.5 additional hrs/wk)
Learn To Swim Pod Hire - per hour	$8.00	N	Hourly	
Multi-Purpose Room Hire – per hour	$11.50	Y	Hour	
Multi-Purpose Room Hire – per half day	$32.50	Y	3 Hour Block	4 hour blocks
Multi-Purpose Room Hire – per full day	$77.50	Y	Day	8 hour blocks
Other – Pool Hire Out of Hours	$130.00	Y	Hour	Minimum 2 hour booking
Other – Pool Inflatable	$82.50	Y	Hour	Minimum 2 hour booking plus pool booking (above)
Narrabri Aquatic Centre Event Fee	$500.00	Y		

Wee Waa and Boggabri Pools

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Single Entry – Child 2 years and under	Free	Y	Child	
Single Entry – Children (3-18 years) / Concession	$2.00	Y	Child, Concession	Concession on presentation of Pension Card
Single Entry – Adults	$3.50	Y	Adult	
Single Entry – Schools and approved groups	$2.00	Y	Person	
Single Entry – School Teachers and Teachers Assistants	$2.00	Y	Person	
Season Fee – School Teachers and Teachers Assistants	$100.00	Y	School	
Single Entry – Family	$10.00	Y	Family	Family to be as listed on Medicare Card.
Child / Concession 6 Month Pass	$83.00	Y	Child, Concession	Purchased before 31 December. Concession on presentation of Pension Card
Adult 6 Month Pass	$130.00	Y	Adult	Purchased before 31 December
Family 6 Month Pass All shire Pools	$350.00	Y	Family	Purchased before 31 December. Family to be as listed on Medicare Card.
Life Member 6 Month Pass	Free	Y	Member	Purchased before 31 December. Non Transferable
Child / Concession Half Season Pass	$40.00	Y	Child, Concession	Purchased after 31 December. Concession on presentation of Pension Card
Adult Half Season Pass	$70.00	Y	Adult	Purchased after 31 December
Family Half Season Pass	$200.00	Y	Family	Purchased after 31 December. Family to be as listed on Medicare Card.

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Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Wee Waa and Boggabri Pools *[continued]*				
Child / Concession 10 Entry Pass	$18.00	Y	Child, Concession	10 Entries. Concession on presentation of Pension Card.
Adult 10 Entry Pass	$30.00	Y	Adult	10 Entries
Spectator Fee	$2.00	Y		
Non-Swimming Spectator 10 Entry Pass	$18.00	Y	Person	10 Entries
Learn to Swim Classes	As Quoted Min. Fee excl. GST: $11.36	Y	Lesson plus entry	
Squad Training	As Quoted	Y	Session plus entry	
Intensive Holiday Program – 5 Day Blocks	As Quoted	Y	Each	
Intensive Holiday Program – 10 Day Blocks	As Quoted	Y	Each	
Adult / Child / Concession Fitness Classes	As Quoted	Y	Person / Class plus entry fee	
Adult / Child / Concession Fitness Classes 10 Class Pass	As Quoted	Y	Person	
Lane Hire – 33m Pool – Business	$15.60	Y	Hour	
Lane Hire – 33m Pool – Swimming Club	$258.00	Y	One lane free, second lane fee per calendar month regardless of use	
Other – Phone Call at Pool	$1.03	Y	Each	
Other – Pool Hire Out of Hours	$130.00	Y	Hour	Minimum 2 hour booking
Other – Inflatable Hire	$82.50	Y	Hour	Minimum 2 hour booking plus pool booking (above)

General Inspections

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Section 138 Inspection	$150.00	N		
Pipeline Under Road – Application Only	$25.50	N		
Pipeline Under Road – Inspection – Rural	$357.00	N		for a maximum of 2 inspections
Pipeline Under Road – Inspection – Urban	$297.00	N		for a maximum of 2 inspections
Pipeline Under Road – Additional Inspection	$150.00	N		
Gates & Grids on Public Road – Application Only	$24.50	N		
Gates & Grids on Public Road – Inspection	$357.00	N		for a maximum of 2 inspections
Gates & Grids on Public Road – Additional Inspection	$150.00	N		
Gates & Grids on Public Road – Removal Bond – refunded to remover	$592.00	N		
Gates & Grids on Public Road – Removal of grid on unsealed public road	$2,885.00	N		
Gates & Grids on Public Road – Removal of grid on sealed public road	$3,810.00	N		
Driveway / Culvert Access – Application Only	$24.50	N		This fee will be charged in addition to the listed Inspection Fee
Driveway / Culvert Access – Inspection – Rural	$357.00	N		Where there is no established kerb and guttering for a maximum of 2 inspections
Driveway / Culvert Access – Inspection – Urban	$297.00	N		Where there is established kerb and guttering for a maximum of 2 inspections
Driveway / Culvert Access – Additional Inspection	$150.00	N		
Concrete Footpath Construction	As Quoted	N	Per Metre	
Concrete Kerb & Gutter Construction	As Quoted	N	Per Metre	
Concrete Kerb & Gutter Construction – Additional Inspection	$150.00	N		
Development Design Specification	$83.00	N		
Sub-Division Inspections – < $100,000 (minimum 3 inspections)	$1,030.00	N		
Sub-Division Inspections – > $100,000 (minimum 10 inspections)	$3,440.00	N		
Sub-Division Inspections – Additional inspections	$357.00	N	Inspection	

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

General - Other

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Application for temporary lifting of alcohol free zones	$115.50	N		
Contractor Deposits	As Quoted	N		

General - Photocopying,Tender / Contract Documents / Drawings

General - Tender Document Fees

Private Works

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Plant Hire	As Quoted	Y		Full cost recovery
Roadwork Supervision	As Quoted	Y		Full cost recovery
Slashing	As Quoted	Y		
	Min. Fee excl. GST: $100.00			
Emulsion	As Quoted	Y	Litre	Sold to RMS only

Water Supply Services

Water - Connection (Includes Meter)

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Connection – 20mm Service	$2,400.00	N		
Connection – 25mm Service	$2,680.00	N		
Connection – 32mm Service	$2,965.00	N		
Connection – 40mm Service	$4,215.00	N		
Connection – 50mm Service	$5,725.00	N		
Connection – >50mm Service	As Quoted	N		
Downsizing Connection Fee due to increased charges (temporary fee)	$500.00	N	Each Connection	
Installation of a Water Flow Restrictor	$408.00	N		
Supply and Install an Underground Plastic Meter Pit	$504.00	N		

Water - Disconnection

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Disconnection	$669.00	N		

Water - Meters

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Meter Testing	$250.00	N		
Special Meter Reading	$78.00	N		
Standard Pressure and Flow Test	$250.00	N		
Damaged Automatic Meter Reading Device Replacement	$266.00	N		
Damaged Meter / Replacement – 20mm	$286.00	N		
Damaged Meter / Replacement – 25mm	$314.00	N		
Damaged Meter / Replacement – 32mm	$469.00	N		
Damaged Meter / Replacement – 40mm	$659.00	N		
Damaged Meter / Replacement – > 50 mm	As Quoted	N	As Quoted	

Water Unmetered Service

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description
Installation Meter & AMR Device	As Quoted	N		

Name	Year 22/23 Fee (incl. GST)	GST	Unit	Description

Water - Meter & AMR Device Installation / Replacement

Water - Bulk Sales

Name	Year 22/23 Fee	GST	Unit	Description
Bulk Water	$3.90	N	Kilolitre	
Security Deposit for Avdata Key\Fob	$50.00	N		
Single use hire for metered hydrant	$20.00	N		
Multiple use hire for metered hydrant – per week	$10.00	N	Per Week	
Deposit on Metered Hydrant	$100.00	N		
Fill Swimming Pool – Call out fee	$104.50	N		

Water - Headworks

Name	Year 22/23 Fee	GST	Unit	Description
Water – Headworks	$4,220.00	N	Allotment	

Sewerage Services

Sewer - Connection / Disconnection

Name	Year 22/23 Fee	GST	Unit	Description
Connection Fee – junction previously installed – < 900mm deep	$886.00	N		
Connection Fee – junction previously installed – > 900mm deep	$1,385.00	N		
Connection Fee – cut in junction – < 1.5m deep	$1,025.00	N		
Connection Fee – cut in junction – > 1.5m deep	As Quoted	N		
Disconnection Fee – at junction	$566.00	N		
Disconnection Fee – at mains – < 1.5m deep	$1,025.00	N		
Disconnection Fee – at mains – > 1.5m deep	As Quoted	N		

Sewer - Headworks

Name	Year 22/23 Fee	GST	Unit	Description
Sewer – Headworks	$6,370.00	N	Allotment	
Sewer – Headworks – Zimmerman St, Narrabri	$2,715.00	N	Allotment	

Sewer - Organic Waste

Name	Year 22/23 Fee	GST	Unit	Description
Sewage Dispersal Field Charge	$1,385.00	N		
Cat 2 Organic liquid trade waste (septic)	$0.10	N	Litre	

Fee Name	Parent Name	Page

Index of all Fees

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Fee Name	Parent Name	Page

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Fee Name	Parent Name	Page

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2022/2023

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OPERATIONAL PLAN
APPENDIX C
2022/2023 OPERATIONAL BUDGET

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Narrabri Shire Council
INCOME STATEMENTS

	2020/21 CONSOLIDATED $	March 2022 QBR CONSOLIDATED $	2022/23 Draft Estimates			
			CONSOLIDATED $	GENERAL FUND $	WATER FUND $	SEWER FUND $
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	20,961,000	21,725,000	22,389,521	17,145,626	1,856,946	3,386,949
User Charges & Fees	7,610,000	7,790,000	9,178,269	6,356,449	2,719,400	102,420
Other Revenues	1,472,000	1,986,000	1,853,165	1,793,741	59,424	-
Grants & Contributions provided for Operating Purposes	15,476,000	14,475,000	5,481,803	5,424,499	30,464	26,840
Grants & Contributions provided for Capital Purposes	8,807,000	16,011,000	15,351,454	15,351,454	-	-
Interest & Investment Revenue	390,000	269,000	289,150	201,150	53,000	35,000
Other Income	1,025,000	175,000				
Net gains from the disposal of assets	-	-	144,223	144,223	-	-
Total Income from Continuing Operations	55,741,000	62,431,000	54,687,585	46,417,142	4,719,234	3,551,209
Expenses from Continuing Operations						
Employee Benefits & On-Costs	17,208,000	17,840,000	18,020,266	16,456,962	964,022	599,282
Borrowing Costs	216,000	197,000	274,661	274,661	-	-
Materials & Services	17,105,000	14,347,000	14,848,365	11,334,933	1,806,702	1,706,730
Depreciation & Amortisation	10,342,000	11,405,000	11,144,163	8,786,353	1,152,100	1,205,710
Other Expenses	1,210,000	807,000	949,567	914,044	13,677	21,846
Net Losses from the Disposal of Assets	1,224,000	-	-	-	-	-
Total Expenses from Continuing Operations	47,305,000	44,596,000	45,237,022	37,766,953	3,936,501	3,533,568
Operating Result from Continuing Operations	8,436,000	17,835,000	9,450,563	8,650,189	782,733	17,641
Net Operating Result for the Year	8,436,000	17,835,000	9,450,563	8,650,189	782,733	17,641
Net Operating Result before Grants and Contributions provided for Capital Purposes	(371,000)	1,824,000	(5,900,891)	(6,701,265)	782,733	17,641
Financial Assistance Grant paid in advance			6,148,109	6,148,109		
Adjusted Result with FAG consideration			247,218	(553,156)	782,733	17,641

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Narrabri Shire Council
SUMMARY OF ALL G/L ACCOUNTS
by Department (Service)   2022/23

Description	Operating Income $	Operating Expenditure $	Capital Income $	Capital Expenditure $	Reserve Inc (Tfr from) $	Reserve Expend (Tfr to) $	Internal Income $	Internal Expenditure $	Net Result after Dep'n $	Add back Depreciation $	Net Result before Dep'n $	Add back other non-cash Exp. $	Net Result after all non-cash $
Airport Services	134,250	406,727	100,000	357,424	160,000	385,000	0	52,386	-807,287	179,260	-628,027	0	-628,027
Community & Customer Relations	4,667	1,310,723	0	0	0	0	0	-217,065	-1,088,991	0	-1,088,991	0	-1,088,991
Cemetery Services	217,500	362,086	0	230,000	230,000	0	8,796	74,590	-210,380	31,554	-178,826	0	-178,826
Cultural Facilities	843,820	2,201,773	13,350	276,700	263,350	195,000	0	42,397	-1,595,350	308,820	-1,286,530	0	-1,286,530
Design & Investigation Services	4,936	707,676	0	0	0	0	0	-79,116	-623,624	78,665	-544,959	0	-544,959
Development	1,844,012	1,287,628	3,320,000	100,000	100,000	4,720,000	505	55,695	-898,806	2,000	-896,806	0	-896,806
Economic Development	47,576	412,961	0	166,116	0	700,000	0	55,149	-1,286,650	0	-1,286,650	0	-1,286,650
Emergency Support	210,500	815,132	0	0	0	0	0	26,070	-630,702	0	-630,702	0	-630,702
Financial Services	138,940	1,485,919	0	0	0	28,000	28,000	-239,472	-1,107,507	0	-1,107,507	0	-1,107,507
Governance & Risk	55,940	1,354,160	0	0	0	100,000	0	-197,427	-1,200,793	0	-1,200,793	0	-1,200,793
General Purpose Revenue	16,224,802	0	0	0	6,148,019	0	121,170	0	22,493,991	0	22,493,991	0	22,493,991
Corporate Planning & Workforce	64,940	1,036,048	0	0	0	0	0	-169,117	-801,991	0	-801,991	0	-801,991
Information Services	4,936	1,402,398	0	80,000	80,000	108,000	0	-225,759	-1,279,703	203,599	-1,076,104	0	-1,076,104
Parks & Open Spaces	214,810	2,690,185	190,000	415,000	225,000	185,000	373,522	804,020	-3,090,873	646,108	-2,444,765	0	-2,444,765
Swimming Pools	272,000	1,547,869	0	453,073	130,000	10,000	0	70,805	-1,679,747	372,098	-1,307,649	0	-1,307,649
Projects & Assets	908,316	5,029,929	0	2,472,991	1,709,991	1,853,633	5,065	3,705,715	-3,027,466	1,234,856	-1,792,610	618,777	-1,173,833
Property Services	416,251	2,116,462	305,000	1,018,412	535,000	344,000	3,000	63,676	-2,283,299	555,378	-1,727,921	0	-1,727,921
Roads & Ancillary Services	5,254,876	12,416,203	11,204,414	19,375,202	8,320,788	5,217,176	3,462,687	2,574,723	-11,340,539	4,745,000	-6,595,539	0	-6,595,539
Strategic Management	46,685	1,213,934	0	0	0	0	0	-120,554	-1,046,695	0	-1,046,695	0	-1,046,695
Strategic Planning	129,000	832,033	0	0	0	0	0	0	-703,033	0	-703,033	0	-703,033
Tourism & Community Development	190,618	907,224	75,000	463,320	388,320	0	4,666	14,631	-726,571	34,598	-691,973	0	-691,973
Solid Waste Management Services	4,455,090	3,572,094	143,690	1,601,395	181,054	452,285	306,389	710,449	-1,250,000	394,417	-855,583	68,234	-787,349
Water Services	4,719,234	3,220,991	0	1,870,000	0	0	968,508	1,684,018	-1,087,267	1,152,100	64,833	0	64,833
Sewerage Services	3,551,209	2,358,290	0	1,323,000	0	0	53,767	1,229,045	-1,305,359	1,205,710	-99,649	0	-99,649
	39,954,908	48,688,445	15,351,454	30,202,633	18,471,522	14,298,094	5,336,075	2,503,429	-16,578,642	11,144,163	-5,434,479	687,011	-4,747,468

Plus Capital Income	15,351,454	
Less Internal Income		-5,336,075
Plus Internal Expenditure		2,503,429
Less Cost of Assets Sold	-618,777	-618,777
Total Income / Expenditure	54,687,585	45,237,022
Net Operating Result		9,450,563
Net Operating Result (excl Capital Grants)		-5,900,891

Narrabri Shire Council
SUMMARY OF ALL G/L ACCOUNTS
by Cost Centre

2022/23

Description	$ Operating Income	$ Operating Expenditure	$ Capital Income	$ Capital Expenditure	$ Reserve Income	$ Reserve Expenditure	$ Internal Income	$ Internal Expenditure	$ Net Result after Dep'n	$ Add back Depreciation	$ Net Result before Dep'n	$ Add back other non-cash Exp.	$ Net Result after all non-cash
Airport Services													
Airport Management	0	330,827	100,000	357,424	160,000	385,000	0	52,386	-865,637	179,260	-686,377	0	-686,377
Airport - Airside Operations	104,000	22,700	0	0	0	0	0	0	81,300	0	81,300	0	81,300
Airport - Landside Operations	17,000	42,000	0	0	0	0	0	0	-25,000	0	-25,000	0	-25,000
Airport - Aviation Fuel Facilities	13,250	11,200	0	0	0	0	0	0	2,050	0	2,050	0	2,050
Community & Customer Relations													
Customer Management	4,667	846,407	0	0	0	0	0	-217,065	-624,675	0	-624,675	0	-624,675
Communications	0	464,316	0	0	0	0	0	0	-464,316	0	-464,316	0	-464,316
Cemetery Services													
Cemeteries Management	0	64,986	0	230,000	230,000	0	8,796	17,690	-73,880	31,554	-42,326	0	-42,326
Cemeteries Interment Services	181,500	88,800	0	0	0	0	0	3,700	89,000	0	89,000	0	89,000
Cemeteries Maintenance	36,000	208,300	0	0	0	0	0	53,200	-225,500	0	-225,500	0	-225,500
Cultural Facilities													
The Crossing Theatre Management	8,950	544,851	13,350	276,700	263,350	151,000	0	34,005	-720,906	239,824	-481,082	0	-481,082
TCT Cinemas & Front of House	323,000	279,759	0	0	0	0	0	0	43,241	0	43,241	0	43,241
The Crossing Café & Kitchen	189,000	391,921	0	0	0	0	0	0	-202,921	0	-202,921	0	-202,921
TCT Events	220,000	198,971	0	0	0	0	0	0	21,029	0	21,029	0	21,029
Libraries Management	96,770	441,798	0	0	0	44,000	0	0	-389,028	68,996	-320,032	0	-320,032
Library - Narrabri	4,900	201,304	0	0	0	0	0	5,609	-202,013	0	-202,013	0	-202,013
Library - Wee Waa	1,000	95,399	0	0	0	0	0	2,783	-97,182	0	-97,182	0	-97,182
Library - Boggabri	200	47,770	0	0	0	0	0	0	-47,570	0	-47,570	0	-47,570
Design & Investigation Services													
Design Management Services	4,936	707,676	0	0	0	0	0	-79,116	-623,624	78,665	-544,959	0	-544,959
Development													
Statutory Land Use Planning	1,581,450	459,704	3,320,000	0	0	4,720,000	0	27,173	-305,427	0	-305,427	0	-305,427
Building Surveying and Certification	102,300	356,112	0	0	0	0	0	0	-253,812	0	-253,812	0	-253,812
Regulatory Enforcement	151,262	447,812	0	100,000	100,000	0	505	28,522	-324,567	2,000	-322,567	0	-322,567
Environmental Health Management	9,000	24,000	0	0	0	0	0	0	-15,000	0	-15,000	0	-15,000
Economic Development													
Economic Development	4,936	139,372	0	0	0	0	0	11,049	-145,485	0	-145,485	0	-145,485
Northern NSW Inland Port (N2IP)	42,640	109,603	0	166,116	0	700,000	0	44,100	-977,179	0	-977,179	0	-977,179
Small Business Liaison	0	163,986	0	0	0	0	0	0	-163,986	0	-163,986	0	-163,986
Emergency Support													
Emergency Services Coordination	210,500	815,132	0	0	0	0	0	26,070	-630,702	0	-630,702	0	-630,702
Financial Services													
Financial Services	138,940	1,485,919	0	0	0	28,000	28,000	-239,472	-1,107,507	0	-1,107,507	0	-1,107,507
Governance & Risk													
Governance	1,000	547,038	0	0	0	50,000	0	-71,427	-524,611	0	-524,611	0	-524,611
Corporate Planning	0	153,185	0	0	0	0	0	-26,000	-127,185	0	-127,185	0	-127,185
Risk	54,940	653,937	0	0	0	50,000	0	-100,000	-548,997	0	-548,997	0	-548,997
General Purpose Revenue													
General Purpose Revenue	16,224,802	0	0	0	6,148,019	0	121,170	0	22,493,991	0	22,493,991	0	22,493,991
Human Resource Management													
Human Resource Management	4,940	829,048	0	0	0	0	0	-169,117	-654,991	0	-654,991	0	-654,991
Organisational Development	60,000	207,000	0	0	0	0	0	0	-147,000	0	-147,000	0	-147,000
Information Services													
IT Technical Support	4,936	568,791	0	0	0	0	0	-83,759	-480,096	0	-480,096	0	-480,096
IT Corporate Computer Network	0	833,607	0	80,000	80,000	108,000	0	-142,000	-799,607	203,599	-596,008	0	-596,008
Parks & Open Spaces													
Weeds Management	0	45,568	0	0	0	0	16,000	35,854	-65,422	0	-65,422	0	-65,422
Weeds North West Action Program	95,000	264,000	0	0	0	0	0	16,000	-185,000	0	-185,000	0	-185,000
Parks & Open Spaces Management	14,810	364,123	0	0	0	160,000	357,522	367,556	-519,347	297,594	-221,753	0	-221,753
Open Spaces	0	771,114	0	0	0	25,000	0	165,505	-961,619	348,514	-613,105	0	-613,105
Sporting Facilities	5,000	342,900	190,000	315,000	125,000	0	0	78,200	-416,100	0	-416,100	0	-416,100
Recreational Parks	100,000	323,300	0	100,000	100,000	0	0	82,505	-305,805	0	-305,805	0	-305,805
Public Waste / Litter Control	0	79,780	0	0	0	0	0	1,500	-81,280	0	-81,280	0	-81,280
Street Trees Program	0	57,100	0	0	0	0	0	7,800	-64,900	0	-64,900	0	-64,900
Public Amenities & Monuments	0	314,300	0	0	0	0	0	14,200	-328,500	0	-328,500	0	-328,500
Central Business Districts	0	128,000	0	0	0	0	0	34,900	-162,900	0	-162,900	0	-162,900
Swimming Pools													

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Swimming Pools Management	0	88,460	0	130,000	130,000	3,000	0	11,563	-103,023	4,800	-98,223	0	-98,223
Swimming Pools - Narrabri	216,000	960,565	0	323,073	0	0	0	29,500	-1,097,238	241,676	-855,562	0	-855,562
Swimming Pools - Wee Waa	27,500	256,827	0	0	0	2,000	0	10,300	-241,627	58,716	-182,911	0	-182,911
Swimming Pools - Boggabri	25,000	231,917	0	0	0	5,000	0	13,442	-225,359	64,706	-160,653	0	-160,653
Artesian Bore Baths - Pilliga	3,500	10,000	0	0	0	0	0	6,000	-12,500	2,200	-10,300	0	-10,300
Projects & Assets													
Projects & Assets	4,936	787,873	0	0	0	0	0	-115,495	-667,442	0	-667,442	0	-667,442
Plant Admin and Hire Operations	903,380	4,242,056	0	2,472,991	1,709,991	1,853,633	5,065	-3,590,220	-2,360,024	1,234,856	-1,125,168	618,777	-506,391
Property Services													
Property Management	301,156	1,133,116	305,000	750,966	325,000	294,000	3,000	119,421	-1,363,347	422,954	-940,393	0	-940,393
Geospatial Information Services	1,845	0	0	0	0	0	0	0	1,845	0	1,845	0	1,845
Insurance Management	0	533,413	0	0	0	0	0	-92,000	-441,413	0	-441,413	0	-441,413
Works Depots Management	0	10,926	0	200,000	200,000	4,000	0	0	-14,926	10,926	-4,000	0	-4,000
Works Depot - Narrabri	0	175,856	0	0	0	0	0	-20,950	-154,906	4,356	-150,550	0	-150,550
Works Depot - Wee Waa	0	16,750	0	0	0	0	0	6,765	-23,515	0	-23,515	0	-23,515
Works Depot - Boggabri	0	18,000	0	0	0	0	0	3,568	-21,568	0	-21,568	0	-21,568
Narrabri Saleyards	64,500	222,401	0	67,446	10,000	46,000	0	46,872	-308,219	117,142	-191,077	0	-191,077
Narrabri Truck Wash Facilities	48,750	6,000	0	0	0	0	0	0	42,750	0	42,750	0	42,750
Roads & Ancillary Services													
Roads Management	22,700	4,443,203	0	0	0	0	2,162,687	1,236,109	-3,493,925	3,707,000	213,075	0	213,075
State Highways Maintenance Contract	2,500,000	1,930,000	0	0	0	0	0	120,000	450,000	0	450,000	0	450,000
Regional Roads	1,200,000	680,000	1,000,000	3,380,000	2,380,000	400,000	0	120,000	0	0	0	0	0
Shire Roads	1,475,176	2,140,000	5,542,584	10,608,372	5,065,788	4,065,176	0	750,000	-5,480,000	0	-5,480,000	0	-5,480,000
Bridges	0	440,000	2,750,000	2,750,000	0	308,000	0	0	-748,000	440,000	-308,000	0	-308,000
Town Streets	57,000	870,000	0	325,000	325,000	0	0	223,614	-1,036,614	0	-1,036,614	0	-1,036,614
Footpaths	0	159,000	1,231,830	1,431,830	200,000	94,000	0	0	-253,000	134,000	-119,000	0	-119,000
Kerb & Guttering	0	439,000	680,000	680,000	0	241,000	0	0	-680,000	344,000	-336,000	0	-336,000
Stormwater Management	0	140,000	0	0	150,000	84,000	0	0	-74,000	120,000	46,000	0	46,000
Quarries	0	1,175,000	0	200,000	200,000	25,000	1,300,000	125,000	-25,000	0	-25,000	0	-25,000
Strategic Management													
Strategic Management	46,685	1,213,934	0	0	0	0	0	-120,554	-1,046,695	0	-1,046,695	0	-1,046,695
Strategic Planning													
Strategic Land Use Planning	129,000	832,033	0	0	0	0	0	0	-703,033	0	-703,033	0	-703,033
Tourism & Community Development													
Community Development	10,000	136,240	0	0	0	0	0	0	-126,240	0	-126,240	0	-126,240
Grants Administration	0	101,090	0	0	0	0	0	0	-101,090	0	-101,090	0	-101,090
Narrabri Visitor Information Centre	110,000	523,302	75,000	463,320	388,320	0	0	14,631	-427,933	34,598	-393,335	0	-393,335
Tourism Network Management	500	59,008	0	0	0	0	0	0	-58,508	0	-58,508	0	-58,508
Shire Marketing & Promotion	70,118	78,303	0	0	0	0	4,666	0	-3,519	0	-3,519	0	-3,519
Event Facilitation	0	9,281	0	0	0	0	0	0	-9,281	0	-9,281	0	-9,281
Solid Waste Management Services													
Urban Waste Management	1,971,437	1,359,068	143,690	1,601,395	181,054	405,593	18,312	34,000	-1,085,563	0	-1,085,563	0	-1,085,563
Narrabri Waste Depot	2,146,745	1,469,090	0	0	0	46,692	285,554	592,027	324,490	318,013	642,503	60,326	702,829
Rural Waste (incl Transfer Stations)	336,908	743,936	0	0	0	0	2,523	84,422	-488,927	76,404	-412,523	7,908	-404,615
Water Services													
Water Management	100,952	339,961	0	490,000	0	0	833,541	370,363	-265,831	0	-265,831	0	-265,831
Baan Baa Water	39,290	68,084	0	0	0	0	1,170	61,486	-89,110	45,000	-44,110	0	-44,110
Bellata Water	79,549	93,915	0	0	0	0	390	32,664	-46,640	26,050	-20,590	0	-20,590
Boggabri Water	610,181	390,591	0	30,000	0	0	39,766	295,677	-66,321	150,550	84,229	0	84,229
Gwabegar Water	35,097	56,276	0	0	0	0	1,560	16,920	-36,539	22,400	-14,139	0	-14,139
Narrabri Water	2,835,113	1,738,612	0	1,100,000	0	0	63,579	654,000	-593,920	703,500	109,580	0	109,580
Pilliga Water	59,253	63,883	0	30,000	0	0	2,558	25,386	-57,458	29,100	-28,358	0	-28,358
Wee Waa Water	959,799	469,669	0	220,000	0	0	25,944	227,522	68,552	175,500	244,052	0	244,052
Sewerage Services													
Sewerage Management	35,000	132,828	0	75,000	0	0	0	13,900	-186,728	0	-186,728	0	-186,728
Boggabri Sewerage	364,025	258,900	0	550,000	0	0	11,224	306,753	-740,404	145,000	-595,404	0	-595,404
Narrabri Sewerage	2,437,226	1,410,262	0	555,000	0	0	27,348	664,143	-164,831	709,010	544,179	0	544,179
Wee Waa Sewerage	714,958	556,300	0	143,000	0	0	15,195	244,249	-213,396	351,700	138,304	0	138,304
	39,954,908	48,688,445	15,351,454	30,202,633	18,471,522	14,298,094	5,336,075	2,503,429	-16,578,642	11,144,163	-5,434,479	687,011	-4,747,468

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2022/2023
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OPERATIONAL PLAN
APPENDIX D
2022/2023 CAPITAL WORKS PROGRAM

NARRABRI SHIRE
DISCOVER THE POTENTIAL

NARRABRI SHIRE COUNCIL'S 2022/23 CAPITAL EXPENDITURE PROGRAM	Capital Expenditure Budget (Original)	Restricted Assets (Council's Internal Reserves)	Restricted Assets (External Obligations)					Capital Grants & Non-Developer Contributions	Draw down Loan Funds (Borrowings)	Proceeds from the Sale of Assets	Rates & Annual Charges, Untied Grants
			Developer Contributions & Other Misc.	VPA Contributions	Water, Sewer or DWM Funds	Specific Purpose Unexpended Grants	Operating Grants & Contributions				
PLANNING, STRATEGY and PEOPLE											
Economic Development											
Loan Repayments (N2IP)	166,116										166,116
Total Economic Development	**166,116**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**166,116**
Development											
Regulatory - Animal Shelter Additional Funding for Fit-Out	100,000		100,000								
Total Planning & Environment	**100,000**	**0**	**100,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
CORPORATE and COMMUNITY SERVICES											
Airport											
Airport - Terminal Design (Carry Over from 2020/21)	60,000	60,000									
Airport Capex - Upgrade Apron Flood Lighting to LED	200,000		100,000					100,000			
Loan Repayments (Narrabri Airport)	97,424										97,424
Total Airport	**357,424**	**60,000**	**100,000**	**0**		**0**	**0**	**100,000**	**0**	**0**	**97,424**
Cultural Facilities											
Cultural Capex - Crossing Theatre Replace Entry (Automatic) Doors	26,700	13,350						13,350			
Total Cultural Facilities	**26,700**	**13,350**	**0**	**0**	**0**	**0**	**0**	**13,350**	**0**	**0**	**0**
Information Services											
IT - Laptops / Desktops	35,000	35,000									
IT - Monitors	5,000	5,000									
IT - Mobility Devices (iPads)	20,000	20,000									
IT - Mobile Telephones	20,000	20,000									
Total Information Services	**80,000**	**80,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Property Services											
Property Capex - New Boggabri Doctors House VPA	300,000	28,200		271,800							
Property Capex - Old NAB Wee Waa - Refurbishment	75,000							75,000			
Property Capex - Design & Consult on Civic Precinct (grant dependent)	100,000							100,000			
Property Capex - Gwabegar Hall Improvements (grant dependent)	55,000	25,000						30,000			
Property Capex - Baan Baa Amenities Block (grant dependent)	100,000							100,000			
Depot Capex - Narrabri Stores Office Construction (carryover)	150,000	150,000									
Depot Capex - Boggabri Amenities Upgrade	180,000		180,000								
Depot Capex - Wee Waa Amenities Upgrade	120,000		120,000								
Saleyards Capex - Truck Wash Tank	10,000	10,000									
Loan Repayments (Staff Housing & Toilets)	99,002										99,002
Loan Repayments (Boggabri Caravan Park)	21,964										21,964
Loan Repayments (Narrabri Truck Wash)	57,446										57,446
Total Property Services	**1,268,412**	**213,200**	**300,000**	**271,800**	**0**	**0**	**0**	**305,000**	**0**	**0**	**178,412**
Tourism & Community Development											
Tourism - Gateway Signage (Carryover from 2020/21)	208,320	208,320									
Tourism - Town Signage	180,000	180,000									
Tourism - Dripping Rock Development Feasibilty Study (grant dependent)	75,000							75,000			
Total Tourism & Community Development	**463,320**	**388,320**	**0**	**0**	**0**	**0**	**0**	**75,000**	**0**	**0**	**0**
INFRASTRUCTURE DELIVERY											
Cemeteries											
Cemetery Capex - Wee Waa Installation of Toilet Amenties Block	90,000		90,000								
Cemetery Capex - Narrabri Lawn Installation of two Concrete Plinth Rows	20,000		20,000								
Cemetery Capex - Narrabri Lawn Internal Road Upgrade	100,000		100,000								
Cemetery Capex - Boggabri -Install Water Tank and Pump	20,000		20,000								
Total Cemetery Services	**230,000**	**0**	**230,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

NARRABRI SHIRE COUNCIL'S 2022/23 CAPITAL EXPENDITURE PROGRAM	Capital Expenditure Budget (Original)	Restricted Assets (Council's Internal Reserves)	Restricted Assets (External Obligations)					Capital Grants & Non-Developer Contributions	Draw down Loan Funds (Borrowings)	Proceeds from the Sale of Assets	Rates & Annual Charges, Untied Grants
			Developer Contributions & Other Misc.	VPA Contributions	Water, Sewer or DWM Funds	Specific Purpose Unexpended Grants	Operating Grants & Contributions				
Solid Waste Management											
Waste Capex - Transfer Station Upgrades (Stage 1 of 2)	600,000								600,000		
Waste Capex - Cell Construction (Piggyback Cell 1 completion)	100,000								100,000		
Waste Capex - Acquisition of Land and Environmental Assessment	550,000								550,000		
Waste Capex - New Cell Investiagation / Planning (Piggyback Cells 2 to 4)	300,000	76,310				80,000		143,690			
Loan Repayments	51,395										51,395
Total Solid Waste Management	**1,601,395**	**76,310**	**0**	**0**	**80,000**	**0**	**0**	**143,690**	**1,250,000**	**0**	**51,395**
Swimming Pools											
Pools - Boggabri - Replace Gas BBQ with Electric	8,000		8,000								
Pools - Boggabri - Renew Change Room Area	35,000		35,000								
Pools - Narrabri - Shade shelter and Tables	30,000		30,000								
Pools - Narrabri - Replace Tiles and Paint Pool Shell	15,000		15,000								
Pools - Wee Waa - Replace Gas BBQ with Electric	8,000		8,000								
Pools - Wee Waa - Paint Shell and Surrounds	10,000		10,000								
Pools - Boggabri & Wee Waa - Renew Access Stairs for Pool Entry	24,000		24,000								
Loan Repayments (Narrabri Aquatic Centre)	323,073										323,073
Total Swimming Pools	**453,073**	**0**	**130,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**323,073**
Parks & Open Spaces											
Sporting Facilities											
P&OS Capex - Narrabri - Replace Lietch Oval Lighting (subject to grant approval)	190,000							190,000			
P&OS Capex - Boggabri - Jubilee Oval Reseal Carpark Entry Area	35,000		35,000								
P&OS Capex - Boggabri - Jubilee Oval Irrigation Practice Field	90,000		90,000								
Recreational Parks											
P&OS Capex - Wee Waa - Dangar park Irrigation	100,000		100,000								
Total Parks and Open Spaces	**415,000**	**0**	**225,000**	**0**	**0**	**0**	**0**	**190,000**	**0**	**0**	**0**
Projects & Assets											
Plant Replacement	2,472,991	1,709,991								763,000	
Total Projects & Assets	**2,472,991**	**1,709,991**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**763,000**	**0**
Transport (incl. Roads, Footpaths, Bridges, Stormwater & Quarries)											
Regional Roads											
Roads Capex - MR127 Pilliga Road Upgrade (phase 1)	2,980,000					1,980,000		1,000,000			
Roads Capex - MR357 Rangari Road Upgrade	400,000						400,000				
Shire Roads											
Roads Capex - Culgoora Road Upgrade (Carryover)	420,961	420,961									
Roads Capex - Seal Harparary Road to Browns Lane Intersection (Carryover)	875,265			875,265							
Roads Capex - Flood Damage Restoration (March 2021)	1,000,000							1,000,000			
Roads Capex - Flood Damage Restoration (Nov 2021)	1,000,000							1,000,000			
Roads Capex - Shire Roads Resheets	1,000,000						1,000,000				
Roads Capex - Shire Roads Rehabiliations	250,176						250,176				
Roads Capex - Doreen Lane Rehabiliation	1,824,382	182,438				1,149,360		492,584			
Roads Capex - Shire Road Reseals	750,000	750,000									
Roads Capex - Shire Road Rehab (21/22)	237,588	237,588									
Roads Capex - Yarrie Lake to Pilliga Road Freight Route	3,000,000							3,000,000			
Roads Capex - Floodway Renewals	150,000	150,000									
Roads Capex - Caloola Rd	100,000	50,000						50,000			
Bridges											
Roads Capex - Bullawa Cr Bridge Replacement	2,750,000							2,750,000			
Town Streets											
Roads Capex - Town Streets Rehabilitation	50,000	50,000									
Roads Capex - Town Streets Reseals	225,000						225,000				
Roads Capex - Narrabri - Collins, Hogan, Lietch Ovals access roads	50,000	50,000									
Roads Capex - Shared Path Narrabri (Selina & Guest)	431,830	200,000						231,830			

NARRABRI SHIRE COUNCIL'S 2022/23 CAPITAL EXPENDITURE PROGRAM	Capital Expenditure Budget (Original)	Restricted Assets (Council's Internal Reserves)	Restricted Assets (External Obligations)					Capital Grants & Non-Developer Contributions	Draw down Loan Funds (Borrowings)	Proceeds from the Sale of Assets	Rates & Annual Charges, Untied Grants
			Developer Contributions & Other Misc.	VPA Contributions	Water, Sewer or DWM Funds	Specific Purpose Unexpended Grants	Operating Grants & Contributions				
Roads Capex - Shared Path Boggabri	1,000,000							1,000,000			
Roads Capex - Kerb Replacement Program	680,000							680,000			
Quarries											
Roads Capex - Tullamullen Bridge and Green Hills Quarry Design and Investigation	200,000	200,000									
Total Transport Services	**19,375,202**	**2,290,987**	**0**	**875,265**	**0**	**3,129,360**	**1,875,176**	**11,204,414**	**0**	**0**	**0**
Water Supplies											
Water Management											
Water Capex - Telemetry Review	25,000				25,000						
Water Capex - Bulk Water Filling Stations	350,000				350,000						
Water Capex - Instrumentation Works	40,000				40,000						
Water Capex - Safe Chlorine Storage Unit	75,000				75,000						
Boggabri											
Water Capex - Boggabri Water Mains Renewals	30,000				30,000						
Narrabri											
Water Capex - Narrabri Water Mains Renewals	250,000				250,000						
Water Capex - Access Stairs and Roof Upgrade Selina St Reservoir	100,000				100,000						
Water Capex - Saleyards Bore and Rising Main Design and Construction	750,000				750,000						
Pilliga											
Water Capex - Pilliga Bore Augmentation	30,000				30,000						
Wee Waa											
Water Capex - Wee Waa Water Mains Renewals	100,000				100,000						
Water Capex - Wee Waa Stop Valve Replacement	30,000				30,000						
Water Capex - Wee Waa Hydrology Options Assessment	60,000				60,000						
Water Capex - Wee Waa Boundary St Reservoir Risk Assessment	30,000				30,000						
Total Water Supply Services	**1,870,000**	**0**	**0**	**0**	**1,870,000**	**0**	**0**	**0**	**0**	**0**	**0**
Sewerage Services											
Sewer Management											
Sewer Capex - Telemetry Upgrades - Sewerage Services	25,000				25,000						
Sewer Capex - Instrumentation Works	50,000				50,000						
Boggabri											
Sewer Capex - Boggabri Sewerage Treatment Works Augmentation	550,000				550,000						
Narrabri											
Sewer Capex - Narrabri STP Options Study	40,000				40,000						
Sewer Capex - Narrabri Sewer Mains Replacement	60,000				60,000						
Sewer Capex - Narrabri Zimmerman St PS Upgrade	70,000				70,000						
Sewer Capex - Narrabri STP Environmental Improvements (Stage 2)	260,000				260,000						
Sewer Capex - Narrabri STP Access Rd	125,000				125,000						
Wee Waa											
Sewer Capex - Wee Waa Sewer Mains Replacement	109,000				109,000						
Sewer Capex - Wee Waa Sewerage Treatment Works Augmentation	34,000				34,000						
Total Sewerage Services	**1,323,000**	**0**	**0**	**0**	**1,323,000**	**0**	**0**	**0**	**0**	**0**	**0**
Total Capital Works Program	**29,386,213**	**4,832,158**	**1,085,000**	**1,147,065**	**3,273,000**	**3,129,360**	**1,875,176**	**12,031,454**	**1,250,000**	**763,000**	**0**
Total Loan Repayments (Principle Component)	816,420	0	0	0	0	0	0	0	0	0	816,420
TOTAL CAPITAL EXPENDITURE (as per Services Budget)	**30,202,633**	**4,832,158**	**1,085,000**	**1,147,065**	**3,273,000**	**3,129,360**	**1,875,176**	**12,031,454**	**1,250,000**	**763,000**	**816,420**
Fund Totals:											
General Fund Capital Works	26,193,213	4,832,158	1,085,000	1,147,065	80,000	3,129,360	1,875,176	12,031,454	1,250,000	763,000	0
General Fund Loan Repayments (Principle Component)	816,420	0	0	0	0	0	0	0	0	0	816,420
Water Fund Capital Works	1,870,000	0	0	0	1,870,000	0	0	0	0	0	0
Sewerage Fund Capital Works	1,323,000	0	0	0	1,323,000	0	0	0	0	0	0
PLANNING, STRATEGY & PEOPLE	**266,116**	**0**	**100,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**166,116**

NARRABRI SHIRE COUNCIL'S 2022/23 CAPITAL EXPENDITURE PROGRAM	Capital Expenditure Budget (Original)	Funded from:									
		Restricted Assets (Council's Internal Reserves)	Restricted Assets (External Obligations)					Capital Grants & Non-Developer Contributions	Draw down Loan Funds (Borrowings)	Proceeds from the Sale of Assets	Rates & Annual Charges, Untied Grants
			Developer Contributions & Other Misc.	VPA Contributions	Water, Sewer or DWM Funds	Specific Purpose Unexpended Grants	Operating Grants & Contributions				
CORPORATE & COMMUNITY SERVICES	2,195,856	754,870	400,000	271,800	0	0	0	493,350	0	0	275,836
INFRASTRUCTURE DELIVERY	27,740,661	4,077,288	585,000	875,265	3,273,000	3,129,360	1,875,176	11,538,104	1,250,000	763,000	374,468
Total	30,202,633	4,832,158	1,085,000	1,147,065	3,273,000	3,129,360	1,875,176	12,031,454	1,250,000	763,000	816,420

2022/2023 Operational Plan - Appendix D: Capital Works Program - Page 5

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From:	stolty@royalhotelboggabri.com.au
Sent:	Tuesday, 31 May 2022 9:02 PM
To:	Governance
Cc:	Rohan Boehm; greg@yourexecutiveservice.com.au
Subject:	Attention GM Bob Ball Council 2022-23 budget clarification - replaces previous
Attachments:	2022-23 Capital budget in detail.pdf; Draft 2022-23 Operational Budget.xlsx

Dear Mr Ball

Attached

- Spreadsheet that summaries the budget information published in the business papers , council figures not mine , I have just presented them in tables a bit easier to comprehend.
- A PDF , exact extract the council capital budget.

A key issue at the last election that saw all but 2 councillors seeking return dumped by the community, was transparency in the budget, so it is disappointing that you have chosen to ignore that and put up the same confusing document of the last 5 years, especially when I went to the trouble of coding your 2022 budget from GIPA spreadsheets to show you a better way to do it, based on combining the old SS1 & the statutory format, so you can see HOW & WHERE money goes & comes from. The overly consolidated and poorly grouped document council does put to the community does nothing to help highlight the confusion in general.

Most in LG know the FAG grant has been paid 1st half early on and off a decade , stated again 2017-18 as you point out. This is part the distortion but not the main reason as your letter claims.

I think what you describe is that the last few years, the 1st half is receipted early in June , the statements don't get distorted much because the ledgers still get 2 halves each year, but the estimates do because they are framed assuming the next year will NOT come early , **but it always does.** This really is a red herring , no one is ever going to say its poor budgeting , just do a manual reconciliation and stick it in the year it related to not when receipted, if a June QBR4 was don't that would be more helpful.

The $6,148,109 FAG payment received in July that distorts , how much of that was the 1st half that was not budgeted for that comes in early recent years , and how much is the 2nd half received early ? I'm not nit-picking here ; they do need to be highlighted.

The 2021 statements at B2-4 state in 2020 the early payment was $3.846m , the 2021 statements say the current was $3.645m , so the total true fag for 2021 was 3.846 + 3.645 = $7.491 m. There is not sufficient detail to work out what was the true 2022 FAG because the statements not done yet. But if the $6.148m just received now is both 1st and 2nd payment for the 2023 year , then the FAG has reduced from $7.491 million in 2021 to $6.148m in 2023 , that is reduction of $1.343m or 17.9% in one of the councils most significant income streams at a time when inflation is starting to gallop and raw material quickly putting pressure on the budget.

At face value, it looks like at time of rising costs , you have just lost $1.3m in one of the core recurrent income items, the FAG. That's what I say it looks like , do you agree ? If you agree , then why have you not shown the budget in a more transparent manner as I showed you is possible ? Savings are going to be needed across the board , but from what's presented you cannot even tell how much labour is in each cost centre. How can you budget when you don't know what your staff costs are by cost centre?

So, this $6.148 FAG money received early , how much of that is the 1st half ? If we are to compare apples with apples say it was a split $3.0 & $3.148 , then $3m debit should come off the 2022 result and credit 2023 , we would get a 2022 projected result of $1.824 credit + $3.0 debit = $1.176m net deficit. Compare this to the 2021 Actual , $.371dr with $2.31m credited to the operating result that had nothing to do with the operating result I have pointed out

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before , a grant of $1.475m and tip adjustment of .835m. A much truer statement of 2021 would be $2.681 deficit. I have deduced above the march projection is really closer to $1.176 deficit (apples to apples) so at face value looks like it may have improved 2.681 − 1.176 = $1.505m.

I say a fair call is the actual results rounded were , 2021 $2.7 deficit 2022 $1.2 deficit , on the proviso that 2022QBR3 was accurate in picking up over runs, but past history is actual always turns out a bit worse than QBR3 says it will , hard to see a true 2022 deficit result not starting with a 2 if you treat the FAG same as the previous 5 years.

A crucial figure now, and we can not expect the council CFO to accurately predict it, is what is the future FAG going to be ? If it is $6.1m then the 2023 forecast is really a deficit of $2.633m. Such a figure is consistent with the fairer adjusted figures I discussed above ; a deficit consistently above $2m. Now it appears the FAG is reducing ,making future results worse, while rapidly rising cost of materials is putting pressure on the expenditure side.

It is clear the factors are turning down not up, the need for transparency in the document is now even greater than the past. It is no longer a question , *"Is the money well spent for the benefit of the community"*, the question will soon be *"can the community pay for the money the council is spending"* , good or bad. To continue with such a poor budget document, I say is negligent.

My enquiry to you was not really about the FAG , it was the seeming arbitrary credit of $5,336,075 for internal income and $2,503,429 debit for a net credit of $2,832,646 these figures shown clearly on page 617 of the business paper of 16/5/2022.

Your explanation is , to give part of your example , plant hire credits in the operating result , but some of the debits go to the capital budget and do not net off in the operating budget, so they need to be eliminated.

They do not have to , as long as the debits to all jobs , operating or capital , exactly equal the credits in plant hire in the operating budget, this should be automatic in the system , then that's how it should work. The operating budget in the plant System should cancel out to zero or close to it , the debits for cost running the fleet equal the income in plant hire , Plant used on capital jobs get used on capital jobs get costed to capital jobs. The only way there is anything improper is if the plant hire rates have been artificially jacked up to either produce a false profit to buy new toys in the plant fund or cover up inefficient use of plant. If fair plant hire rates are used , there will be no distortion, so I do not accept your explanation.

With regards to my enquiry part 2 , you have not convinced me you don't have a significant distortion , now on 2 levels.

1. If you back out income , you do so with a debit , not a credit. Other way around expenditure.
2. The capital budget , PDF copy attached, shows no adjustments for removing internal costings , you cannot remove one side and not the other.

Even if I have not uncovered an arithmetic error, (and would not know for sure unless I saw the work as close as an auditor would) the explanation is muddled and what the adjustment was trying to do suspect.

Add these concerns to the failure to show source and use of funds by cost centre and the failure to make clear the ramifications the falling FAG , plus last year's blatant window dressing the final result, I do not have any confidence at all in the budget put to the public. I and many of the public are disappointed the new councillors who were voted in on a promise of greater transparency are not taking senior management to task over this.

This shire is our home, when the councils financial control goes haywire, we all suffer, that's why we voted most of the old council out, they failed to keep senior staff accountable. We do not want to be the next Gosford.

I am not happy at all the budget you have put and any member of the public who asks me what I think of it, many do , I will be explaining why in detail.

Your sincerely

2

Stephen Stoltenberg
Manager
0428 892 769

3

NARRABRI SHIRE COUNCIL'S 2022/23 CAPITAL EXPENDITURE PROGRAM	Capital Expenditure Budget (Original)	Restricted Assets (Council's Internal Reserves)	Restricted Assets (External Obligations)					Capital Grants & Non-Developer Contributions	Draw down Loan Funds (Borrowings)	Proceeds from the Sale of Assets	Rates & Annual Charges, Untied Grants
			Developer Contributions & Other Misc.	VPA Contributions	Water, Sewer or DWM Funds	Specific Purpose Unexpended Grants	Operating Grants & Contributions				
PLANNING, STRATEGY and PEOPLE											
Economic Development											
Loan Repayments (N2IP)	166,116										166,116
Total Economic Development	**166,116**	0	0	0	0	0	0	0	0	0	**166,116**
Development											
Regulatory - Animal Shelter Additional Funding for Fit-Out	100,000		100,000								
Total Planning & Environment	**100,000**	0	**100,000**	0	0	0	0	0	0	0	0
CORPORATE and COMMUNITY SERVICES											
Airport											
Airport - Terminal Design (Carry Over from 2020/21)	60,000	60,000									
Airport Capex - Upgrade Apron Flood Lighting to LED	200,000		100,000					100,000			
Loan Repayments (Narrabri Airport)	97,424										97,424
Total Airport	**357,424**	**60,000**	**100,000**	0		0	0	**100,000**	0	0	**97,424**
Cultural Facilities											
Cultural Capex - Crossing Theatre External Refurbishment	250,000		250,000								
Cultural Capex - Crossing Theatre Replace Entry (Automatic) Doors	26,700	13,350						13,350			
Total Cultural Facilities	**276,700**	**13,350**	**250,000**	0	0	0	0	**13,350**	0	0	0
Information Services											
IT - Laptops / Desktops	35,000	35,000									
IT - Monitors	5,000	5,000									
IT - Mobility Devices (iPads)	20,000	20,000									
IT - Mobile Telephones	20,000	20,000									
Total Information Services	**80,000**	**80,000**	0	0	0	0	0	0	0	0	0
Property Services											
Property Capex - New Boggabri Doctors House VPA	300,000	28,200		271,800							
Property Capex - Old NAB Wee Waa - Refurbishment	75,000							75,000			
Property Capex - Design & Consult on Civic Precinct (grant dependent)	100,000							100,000			
Property Capex - Gwabegar Hall Improvements (grant dependent)	55,000	25,000						30,000			
Property Capex - Baan Baa Amenities Block (grant dependent)	100,000							100,000			
Depot Capex - Narrabri Stores Office Construction (carryover)	150,000	150,000									
Depot Capex - Wee Waa Amenities Upgrade	50,000	50,000									
Saleyards Capex - Truck Wash Tank	10,000	10,000									
Loan Repayments (Staff Housing & Toilets)	99,002										99,002
Loan Repayments (Boggabri Caravan Park)	21,964										21,964
Loan Repayments (Narrabri Truck Wash)	57,446										57,446
Total Property Services	**1,018,412**	**263,200**	0	**271,800**	0	0	0	**305,000**	0	0	**178,412**
Tourism & Community Development											
Tourism - Gateway Signage (Carryover from 2020/21)	208,320	208,320									
Tourism - Town Signage	180,000	180,000									
Tourism - Dripping Rock Development Feasibilty Study (grant dependent)	75,000							75,000			
Total Tourism & Community Development	**463,320**	**388,320**	0	0	0	0	0	**75,000**	0	0	0
INFRASTRUCTURE DELIVERY											
Cemeteries											
Cemetery Capex - Wee Waa Installation of Toilet Amenties Block	90,000		90,000								
Cemetery Capex - Narrabri Lawn Installation of two Concrete Plinth Rows	20,000		20,000								
Cemetery Capex - Narrabri Lawn Internal Road Upgrade	100,000		100,000								
Cemetery Capex - Boggabri -Install Water Tank and Pump	20,000		20,000								
Total Cemetery Services	**230,000**	0	**230,000**	0	0	0	0	0	0	0	0
Solid Waste Management											
Waste Capex - Transfer Station Upgrades (Stage 1 of 2)	600,000							600,000			
Waste Capex - Cell Construction (Piggyback Cell 1 completion)	100,000							100,000			
Waste Capex - Acquisition of Land and Environmental Assessment	550,000							550,000			

NARRABRI SHIRE COUNCIL'S 2022/23 CAPITAL EXPENDITURE PROGRAM	Capital Expenditure Budget (Original)	Funded from:									
		Restricted Assets (Council's Internal Reserves)	Restricted Assets (External Obligations)					Capital Grants & Non-Developer Contributions	Draw down Loan Funds (Borrowings)	Proceeds from the Sale of Assets	Rates & Annual Charges, Untied Grants
			Developer Contributions & Other Misc.	VPA Contributions	Water, Sewer or DWM Funds	Specific Purpose Unexpended Grants	Operating Grants & Contributions				
Waste Capex - New Cell Investiagation / Planning (Piggyback Cells 2 to 4)	300,000	76,310			80,000			143,690			
Loan Repayments	51,395										51,395
Total Solid Waste Management	**1,601,395**	**76,310**	**0**	**0**	**80,000**	**0**	**0**	**143,690**	**1,250,000**	**0**	**51,395**
Swimming Pools											
Pools - Boggabri - Replace Gas BBQ with Electric	8,000		8,000								
Pools - Boggabri - Renew Change Room Area	35,000		35,000								
Pools - Narrabri - Shade shelter and Tables	30,000		30,000								
Pools - Narrabri - Replace Tiles and Paint Pool Shell	15,000		15,000								
Pools - Wee Waa - Replace Gas BBQ with Electric	8,000		8,000								
Pools - Wee Waa - Paint Shell and Surrounds	10,000		10,000								
Pools - Boggabri & Wee Waa - Renew Access Stairs for Pool Entry	24,000		24,000								
Loan Repayments (Narrabri Aquatic Centre)	323,073										323,073
Total Swimming Pools	**453,073**	**0**	**130,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**323,073**
Parks & Open Spaces											
Sporting Facilities											
P&OS Capex - Narrabri - Replace Lietch Oval Lighting (subject to grant approval)	190,000							190,000			
P&OS Capex - Boggabri - Jubilee Oval Reseal Carpark Entry Area	35,000		35,000								
P&OS Capex - Boggabri - Jubilee Oval Irrigation Practice Field	90,000		90,000								
Recreational Parks											
P&OS Capex - Wee Waa - Dangar park Irrigation	100,000		100,000								
Total Parks and Open Spaces	**415,000**	**0**	**225,000**	**0**	**0**	**0**	**0**	**190,000**	**0**	**0**	**0**
Projects & Assets											
Plant Replacement	2,472,991	1,709,991								763,000	
Total Projects & Assets	**2,472,991**	**1,709,991**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**763,000**	**0**
Transport (incl. Roads, Footpaths, Bridges, Stormwater & Quarries)											
Regional Roads											
Roads Capex - MR127 Pilliga Road Upgrade (phase 1)	2,980,000					1,980,000		1,000,000			
Roads Capex - MR357 Rangari Road Upgrade	400,000						400,000				
Shire Roads											
Roads Capex - Culgoora Road Upgrade (Carryover)	420,961	420,961									
Roads Capex - Seal Harparary Road to Browns Lane Intersection (Carryover)	875,265			875,265							
Roads Capex - Flood Damage Restoration (March 2021)	1,000,000							1,000,000			
Roads Capex - Flood Damage Restoration (Nov 2021)	1,000,000							1,000,000			
Roads Capex - Shire Roads Resheets	1,000,000						1,000,000				
Roads Capex - Shire Roads Rehabilitations	250,176						250,176				
Roads Capex - Doreen Lane Rehabiliation	1,824,382	182,438				1,149,360		492,584			
Roads Capex - Shire Road Reseals	750,000	750,000									
Roads Capex - Shire Road Rehab (21/22)	237,588	237,588									
Roads Capex - Yarrie Lake to Pilliga Road Freight Route	3,000,000							3,000,000			
Roads Capex - Floodway Renewals	150,000	150,000									
Roads Capex - Caloola Rd	100,000	50,000						50,000			
Bridges											
Roads Capex - Bullawa Cr Bridge Replacement	2,750,000							2,750,000			
Town Streets											
Roads Capex - Town Streets Rehabilitation	50,000	50,000									
Roads Capex - Town Streets Reseals	225,000						225,000				
Roads Capex - Narrabri - Collins, Hogan, Lietch Ovals access roads	50,000	50,000									
Roads Capex - Shared Path Narrabri (Selina & Guest)	431,830	200,000						231,830			
Roads Capex - Shared Path Boggabri	1,000,000							1,000,000			
Roads Capex - Kerb Replacement Program	680,000							680,000			
Quarries											
Roads Capex - Tullamullen Bridge and Green Hills Quarry Design and Investigation	200,000	200,000									
Total Transport Services	**19,375,202**	**2,290,987**	**0**	**875,265**	**0**	**3,129,360**	**1,875,176**	**11,204,414**	**0**	**0**	**0**
Water Supplies											
Water Management											

NARRABRI SHIRE COUNCIL'S 2022/23 CAPITAL EXPENDITURE PROGRAM	Capital Expenditure Budget (Original)	Restricted Assets (Council's Internal Reserves)	Developer Contributions & Other Misc.	VPA Contributions	Water, Sewer or DWM Funds	Specific Purpose Unexpended Grants	Operating Grants & Contributions	Capital Grants & Non-Developer Contributions	Draw down Loan Funds (Borrowings)	Proceeds from the Sale of Assets	Rates & Annual Charges, Untied Grants
						Funded from:					
Water Capex - Telemetry Review	25,000				25,000						
Water Capex - Bulk Water Filling Stations	350,000				350,000						
Water Capex - Instrumentation Works	40,000				40,000						
Water Capex - Safe Chlorine Storage Unit	75,000				75,000						
Boggabri											
Water Capex - Boggabri Water Mains Renewals	30,000				30,000						
Narrabri											
Water Capex - Narrabri Water Mains Renewals	250,000				250,000						
Water Capex - Access Stairs and Roof Upgrade Selina St Reservior	100,000				100,000						
Water Capex - Saleyards Bore and Rising Main Design and Construction	750,000				750,000						
Pilliga											
Water Capex - Pilliga Bore Augmentation	30,000				30,000						
Wee Waa											
Water Capex - Wee Waa Water Mains Renewals	100,000				100,000						
Water Capex - Wee Waa Stop Valve Replacement	30,000				30,000						
Water Capex - Wee Waa Hydrology Options Assessment	60,000				60,000						
Water Capex - Wee Waa Boundary St Reservoir Risk Assessment	30,000				30,000						
Total Water Supply Services	**1,870,000**	0	0	0	**1,870,000**	0	0	0	0	0	0
Sewerage Services											
Sewer Management											
Sewer Capex - Telemetry Upgrades - Sewerage Services	25,000				25,000						
Sewer Capex - Instrumentation Works	50,000				50,000						
Boggabri											
Sewer Capex - Boggabri Sewerage Treatment Works Augmentation	550,000				550,000						
Narrabri											
Sewer Capex - Narrabri STP Options Study	40,000				40,000						
Sewer Capex - Narrabri Sewer Mains Replacement	60,000				60,000						
Sewer Capex - Narrabri Zimmerman St PS Upgrade	70,000				70,000						
Sewer Capex - Narrabri STP Environmental Improvements (Stage 2)	260,000				260,000						
Sewer Capex - Narrabri STP Access Rd	125,000				125,000						
Wee Waa											
Sewer Capex - Wee Waa Sewer Mains Replacement	109,000				109,000						
Sewer Capex - Wee Waa Sewerage Treatment Works Augmentation	34,000				34,000						
Total Sewerage Services	**1,323,000**	0	0	0	**1,323,000**	0	0	0	0	0	0
Total Capital Works Program	**29,386,213**	4,882,158	1,035,000	1,147,065	3,273,000	3,129,360	1,875,176	12,031,454	1,250,000	763,000	0
Total Loan Repayments (Principle Component)	816,420	0	0	0	0	0	0	0	0	0	816,420
TOTAL CAPITAL EXPENDITURE (as per Services Budget)	**30,202,633**	4,882,158	1,035,000	1,147,065	3,273,000	3,129,360	1,875,176	12,031,454	1,250,000	763,000	816,420
Fund Totals:											
General Fund Capital Works	26,193,213	4,882,158	1,035,000	1,147,065	80,000	3,129,360	1,875,176	12,031,454	1,250,000	763,000	0
General Fund Loan Repayments (Principle Component)	816,420	0	0	0	0	0	0	0	0	0	816,420
Water Fund Capital Works	1,870,000	0	0	0	1,870,000	0	0	0	0	0	0
Sewerage Fund Capital Works	1,323,000	0	0	0	1,323,000	0	0	0	0	0	0
PLANNING, STRATEGY & PEOPLE	266,116	0	100,000	0	0	0	0	0	0	0	166,116
CORPORATE & COMMUNITY SERVICES	2,195,856	804,870	350,000	271,800	0	0	0	493,350	0	0	275,836
INFRASTRUCTURE DELIVERY	27,740,661	4,077,288	585,000	875,265	3,273,000	3,129,360	1,875,176	11,538,104	1,250,000	763,000	374,468
Total	30,202,633	4,882,158	1,035,000	1,147,065	3,273,000	3,129,360	1,875,176	12,031,454	1,250,000	763,000	816,420

	Operating Income - BUDGET				Operating Expense - BUDGET				Net Result - Budget				
	2021-22	2022-23	Change	±±%	2021-22	2022-23	Change	±±%	2021-22	% GP	2022-23	% GP	Change	±±%

Narrabri Shire Council - Operating Budget by Department (Service) Service

Alternate sort by function - SRS

General Fund

General purpose Revenue

Used on :-

- Administration - declared
- Administration - internal costings
- Town planning & building control
- Recreation
- Property Assets
- Transport
- Other activities

Net Result General Fund

Trading funds
- Water
- Sewer
- Waste

Net Result trading Fund

Consolidated result

As presented in the business paper

- Airport Services
- Community & Customer Relations
- Cemetery Services
- Cultural Facilities
- Design & Investigation Services
- Development
- Economic Development
- Emergency Support
- Financial Services
- Fleet Management
- Government & risk
- General Purpose Revenue
- Corporate Planning & Workforce
- Information Services
- Parks & Open Spaces
- Planning & Environment
- Swimming Pools
- Projects & Assets
- Property Services
- Roads & Auxiliary Services
- Strategic Management & Governance
- Strategic planning
- Tourism & Community Development
- Solid Waste Management Services
- Water Services
- Sewerage Services

- Plus Capital Income (incl sale of assets)
- Less Internal Income
- Plus Internal Expenditure
- Less cost assets sold

- Total Income / Expenditure
- Net Operating Result
- Less capital income
- Net Operating Result (excl Cap Grants)

Trading activities / funds
- Water
- Sewer
- Waste
- Sub-total

General Fund

Consolidated

By Inputs

	2021 Budget	Actual	2022 Budget	QBR3	2023 Budget	Actual

Income from Continuing Operations

Revenue :-
- Rates & Annual Charges
- User Charges & Fees
- Other Revenues
- Grants & Contributions provided for Operating Purposes
- Grants & Contributions provided for Capital Purposes
- Interest & Investment Revenue
- Other Income
- Net gains from the disposal of assets
- Joint Ventures & Associated Entities
- Total Income from Continuing Operations

Expenses from Continuing Operations
- Employee Benefits & On-Costs
- Borrowing Costs
- Materials & Services
- Depreciation & Amortisation
- Other Expenses
- Net Losses from the Disposal of Assets
- Joint Ventures & Associated Entities
- Total Expenses from Continuing Operations

- Operating Result from Continuing Operations
- Less Capital grants
- Net Operating Result exclude capital

- Add Fag grant in advance
- Less questionable transactions
- Capital grant as operating
- Tip adjustment

- Adjusted declared surplus for comparative purpose

From:	stolty@royalhotelboggabri.com.au
Sent:	Friday, 20 May 2022 12:25 PM
To:	Council
Subject:	Attention GM Bob Ball Council 2022-23 budget clarification - replaces previous
Attachments:	2023 SRS Budget summary.pdf

Sorry , read a wrong line my own spreadsheet the figure needing explanation is $2.8m not $3.4m , internal transactions. This replaces previous email to be deleted.

To the GM
Narrabri Shire
Attention Mr Bob Ball

Dear Mr Ball.

I refer to the council 2023 budget on display , the operating component , not capital , this is a specific question that I'm sure the finance Manager could answer quickly.

Attached is a PDF based on the document in the council business paper of 16/5/2022 , I have just added columns for previous year figures available on the council website. I (nor the public) am not privy what sits behind these very consolidated figures, the history of recent years is the council fails by Millions to meet budget and this is never properly explained. After allowing the $6.1 early FAG payment , the 2021-22 operating budget , as set out in the business paper , all other things equal , is $4.5m worse than the original budget , there is obviously something fundamentally wrong in the process.

I draw attention to 2 x items at the bottom of the reconciliation that need further explanation. In 2023 , adding back , credit , $5,336,075 for internal income and taking off $2,503,429 , debit , for internal expenditure. The net of the 2 is a credit of $2,832,646 to the budget result of $5,900,891 deficit , or if you treat the $6.1m FAG as 2023 not 2022 , as you rightly have for comparative reasons , **a surplus of $247,228.**

The $247k surplus is very clearly reliant on the $2.8m add back described above for internal transactions.

All my experience , internal transactions have both a debit and a credit , if you are to remove them you do so to both sides , has zero effect on the bottom line. This is exactly what has happened the $618,777 assets sold , a debit to income & credit to expense , no net difference.

Simple logic dictates 1 of 2 things has happened : -

1. There is one or more cost centres , not in the list in business paper resulting in a net debit of $2.8m that needs to be either included or backed out. Labour oncost system springs to mind , but some pretty poor estimates of % rates must have been used if the net value was of such magnitude, a perfect on-cost system has a net zero balance. To be out $2.8m on $18m wages is very unusual and would have the effect of distorting the cost of all the other cost centres with labour in them if that was the case. It is obvious the picture would be clearer if this was explained in the business paper.

2. At another council I contracted to a decade ago , I found the people framing the budget did not reconcile the internal transactions debits = credits , in that case more was credited to engineers supervision than debited to cost centres as expenses, the result was an overstatement of credits of over $1m , a "mirage" surplus that never existed , possible because estimates , unlike end of year accounts are not audited and in the case of Narrabri no QBR4 in June is ever done. I do know Narrabri makes extensive use of journals to shift expenses around cost centres.

1

I realise Narrabri uses the ken Crawford template for the budget summary that should self-balance to the balance sheet and the type of error I describe should not be possible.

This blanket $2.8m "adjustment" is bad for transparency and management accounting and efficient resource allocation , does not help avoid a large rate increase that many other councils are currently pursuing, I already know that and do not need to ask you any question about that , what I do need is your assurance that is as bad as it is , that there is no failure to reconcile internal transactions , there is no large arithmetic error in the estimates , like in the council I sorted years ago and **this is not the reason why in recent years council has failed to meet budget in the millions each year.**

This is not a GIPA to take as long to answer as the rules allow, there is no reason why your Finance Manager can not give you the answer by end of business Tuesday and you get an answer back to me by next Friday if the answer is simply , scenario # 2 does not exist , no error , and a brief explanation the $2.8m , a simple you are jumping at a shadow Steve letter.

Thanks

Stephen Stoltenberg
Manager
0428 892 769

2

	Operating Income - BUDGET				Operating Expense - BUDGET				Net Result - Budget				
	2021-22	2022-23	Change	as %	2021-22	2022-23	Change	as %	2021-22	%GP	2022-23	%GP	Change	as %

Narrabri Shire Council - Operating Budget by Department (Service) Service

Alternate sort by function - SRS

General Fund

General purpose Revenue

Used on :-

Administration – declared
Administration – internal costings
Town planning & building control
Recreation
Property Assets
Transport
Other activities

Net Result General Fund

Trading funds
Water
Sewer
Waste
Net Result trading Fund

Consolidated result

Surplus / Deficit

As presented in the business paper

Airport Services
Community & Customer Relations
Cemetery Services
Cultural Facilities
Design & Investigation Services
Development
Economic Development
Emergency Support
Financial Services
Fleet Management
Government & risk
General Purpose Revenue
Corporate Planning & Workforce
Information Services
Parks & Open Spaces
Planning & Environment
Swimming Pools
Projects & Assets
Property Services
Roads & Ancillary Services
Strategic Management & Governance
Strategic planning
Tourism & Community Development
Solid Waste Management Services
Water Services
Sewerage Services

Plus Capital Income (incl sale of assets)
Less Internal Income
Plus Internal Expenditure
Less cost assets sold

Total Income / Expenditure
Net Operating Result
Less capital income
Net Operating Result (excl Cap Grants)

Trading activities / funds
Water
Sewer
Waste
Subtotal

General Fund

Consolidated

By Inputs

	2021 Budget	Actual	2022 Budget	QBR3	2023 Budget	Actual
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges						
User Charges & Fees						
Other Revenue						
Grants & Contributions provided for Operating Purposes						
Grants & Contributions provided for Capital Purposes						
Interest & Investment Revenue						
Other Income						
Net gains from the disposal of assets						
Joint Venture & Associated Entities						
Total Income from Continuing Operations						
Expenses from Continuing Operations						
Employee Benefits & On-Costs						
Borrowing Costs						
Materials & Services						
Depreciation & Amortisation						
Other Expenses						
Net Losses from the Disposal of Assets						
Joint Venture & Associated Entities						
Total Expenses from Continuing Operations						
Operating Result from Continuing Operations						
Less Capital grants						
Net Operating Result excl cap capital						
	Deficit	Deficit	Surplus	Surplus	Deficit	
Add flag grant in advance						
Less prev identified transactions						
Capital grant in operating						
Tip adjustment						

| Adjusted disclosure surplus for comparative purpose | 1,864,000 | 2,681,000 | -273,936 | 4,324,109 | -247,228 | 7.77777 |

Consolidated Actions

1. Merged to form **"Review and update the Narrabri Airport Master Plan and Hanger Sub-division Plans (including land use review and needs analysis)"**:

- 2.2.1.1 Narrabri - Airport - Conduct a Needs Analyses
- 2.2.1.5 Narrabri - Airport - Investigate the installation of new hangars
- 2.2.1.7 Review and update the Narrabri Airport Master Plan and Hanger Sub-division Plans (including land use review)

2. Merged to form *"Advocate for and support initiatives for local businesses, including business development workshops and seminars as well as available on-line resources"*:

- 3.3.3.1 Advocate for and support initiatives to support local businesses
- 3.1.2.6 Promote and support business development workshops and seminars as well as available on-line resources

3. Merged to form *"Maintain Council Connecting Business online business directory and network platform to provide information to small business outlining opportunities and economic activity of the region"*:

- 3.1.2.5 Maintain Council Connecting Business online business directory and network
- 3.1.2.7 Provide information to small business outlining opportunities and economic activity of the region

4. Merged to form *"Work collaboratively with government and local agencies to promote and support health and wellbeing programs (including mental health services)"*:

- 1.1.1.1 Advocate for additional and improved accessible mental health services
- 1.1.1.3 Work collaboratively with government and local agencies to promote and support health and wellbeing programs

5. Merged to form *"Develop Management Plans for Sewer Data, and Sewer Treatment Plants"*:

- 4.1.1.7 Develop Sewer Data Management Plan
- 4.1.1.8 Develop Sewer Treatment Plants Management Plan

P a g e 1 of 5

6. Merged to form *"Develop Management Plans for Water Assets, Chlorine Operations, Drinking Water, Water Reservoirs, and Water Reticulation Network"*:

- 4.3.1.6   Develop Chlorine Operations Management Plan
- 2.3.3.10   Develop Council's Drinking Water Management Plan
- 2.3.3.15   Develop Water Reservoir Management Plan
- 2.3.3.16   Develop Water Reticulation Network Management Plans
- 4.3.2.32   Develop Maintenance Plans for Water Assets

7. Merged to form *"Develop an Operational Protocol for the Maintenance and Operation of Sewer Testing Kits and Sampling"*:

- 4.3.1.3   Develop an Operational Protocol for the Maintenance and Operation of Sewer Testing Kits
- 4.3.1.4   Develop Sewer Treatment Plant Sampling Procedures

8. Merged to form *"Develop an Operational Protocol for the Maintenance and Operation of Water Testing Kits and Sampling"*:

- 2.3.3.9   Develop an Operational Protocol for the Maintenance and Operation of Water Testing Kits
- 4.3.1.5   Develop Water Sampling Procedures

9. Merged to form "*Review and update Local Environmental Plan (LEP) and Development Control Plan (DCP) (to include heritage considerations, integrated water cycle management strategies, growth management strategies, and mapping and consideration of areas of high environmental value to avoid conflicts)*":

- 2.1.1.10   Review and update Local Environmental Plan (LEP) and Development Control Plan (DCP)
- requirements for Aboriginal heritage protection considerations
- 2.1.1.11   Review and update Local Environmental Plan (LEP) following completion of Historic Heritage Study
- 2.3.3.1 Consider riparian land and watercourses mapping and provisions in Local Environmental Plan (LEP)
- 2.3.3.2 Consider wetlands, water catchment areas and groundwater sensitive areas mapping and provisions in Local Environmental Plan (LEP)
- 2.3.3.3 Implement the integrated water management policy and strategy through a review of the Local Environmental Plan (LEP) and Development Control Plan (DCP) provisions
- 2.3.2.2 Consider terrestrial biodiversity mapping and provisions in Development Control Plan (DCP)
- 2.3.2.5 Review and update the Narrabri Shire Development Control Plans (DCP)

P a g e 2 o f 5

- 2.3.1.14   Council will amend the Local Environmental Plan (LEP) zones to restrict development in high flood-risk constrained areas
- 2.1.2.4 Ensure local plans consider areas of high environmental value to avoid potential development impacts
- 2.2.3.2 Focus development to areas of least biodiversity sensitivity and implement the 'avoid, minimise, offset' hierarchy to biodiversity and areas of high environmental value.
- 2.3.3.18   Ensure local plans manage water catchment areas and groundwater sources to avoid potential development impacts

10. Merged to form *"Continue to work with the NSW Government to advocate for Shire's need to access affordable housing"*:

- 2.2.2.3 Deliver more opportunities for affordable housing by incorporating policies and tools into local growth management strategies and local plans that will incentivise private investment into affordable housing
- 2.2.2.2 Continue to work with the NSW Government to advocate for Shire's need to access affordable housing

11. Merged to form *"Shire Wide - Carry out a Historic Heritage Study to identify and protect heritage items, and update appropriate local planning controls"* for 2023/2024 and *"Shire Wide - Carry out an Aboriginal Heritage Study in consultation with the local Aboriginal Community to identify and protect heritage items, and update appropriate local planning controls"* for 2025/2026 (noting that an Aboriginal Heritage Study was completed in 2021):

- 2.1.1.6 Shire Wide - Carry out a Historic Heritage Study
- 2.1.1.8 Develop local heritage studies in consultation with the local Aboriginal community and adopt appropriate measures in planning strategies and local plans to avoid and protect Aboriginal heritage
- 2.1.1.9 Prepare, review and update heritage studies in consultation with the wider community to identify and protect heritage items, and include appropriate local planning controls

12. Merged to form *"Ensure rural residential development is delivered consistently with the Interim Settlement Planning Principles and in appropriately zoned areas as endorsed by the Department of Planning and Environment"*:

- 2.2.2.4 Deliver rural residential development consistent with Principles 1-5 of the Interim Settlement Planning Principles or comprehensive framework once released
- 2.2.2.7 Enable new rural residential development where identified in a local growth management strategy prepared by Council and endorsed by the Department of Planning and Environment

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13. Merged to form *"Develop a Long-term Transport Strategy to align with State Government priorities and documents"*:

- 2.1.1.12   Develop a Long-Term Transport Strategy to align with State Government Priorities and Documents
- 2.2.1.9 Develop the Narrabri Shire Transport Strategy

14. Merged to form *"Monitor, update and implement the Destination Management Plan"*:

- 3.2.3.2 Monitor, update and implement the Destination Management Plan
- 3.2.3.10   Implement the Narrabri Shire Destination Management Plan

15. Merged to form *"Develop and adopt the Narrabri Shire Integrated Water Cycle Management Strategy to consider regional climate change, water security, sustainable demand and growth, and the natural environment"*:

- 2.3.3.4 Adopt an integrated approach to water cycle management to consider regional climate change, water security, sustainable demand and growth, and the natural environment
- 2.3.3.11   Develop Narrabri Shire Integrated Water Cycle Management Strategy

16. Merged to form *"Shire Wide - Investigate additional opportunities for reuse of treated effluent and encourage the use of alternate water sources on local government assets, including playing fields"*:

- 2.3.3.17   Encourage the use of alternate water sources on local government assets, including playing fields.
- 2.3.4.1 Boggabri - Investigate additional opportunities for reuse of treated effluent
- 2.3.4.2 Narrabri - Investigate additional opportunities for reuse of treated effluent

17. Merged to form *"Shire Wide - Environmental and Water Extraction - Monitoring Compliance"*:

- 2.3.3.34   Shire Wide – Environmental – Monitoring and Compliance
- 2.3.3.39   Shire Wide - Water Extraction - Monitoring Compliance

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18. Merged to form *"Shire Wide - Water Pump Station Rehabilitation and Water Pump Service and Replacement Program":*

- 2.3.3.41   Shire Wide - Water Pump Station - Rehabilitation Program
- 2.3.3.42   Shire Wide - Water Pumps - Service and replacement program

19. Merged to form *"Shire Wide - Sewer Mains – Relining and Rehabilitation (including manholes and chambers)":*

- 2.3.4.8   Shire Wide - Sewer Mains - Rehabilitation (including manholes and chambers)
- 2.3.4.9   Shire Wide - Sewer Mains - Relining

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2022/2026
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RESOURCING STRATEGY

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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	April 2022		
Draft	2	May 2022	Endorsed for Public Exhibition	130/2022
Final	3	June 2022	To be Adopted by Council	

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

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. We recognise the continuing connection to lands, waters, and communities of people of the Gamilaraay/Gamilaroi/Gomeroi/Kamilaroi Nation, and pay respect to their Elders past, present and emerging.

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

The Narrabri Shire has a rich history of culture. Council endeavours to unite the Community in preserving the unique heritage, celebrating community strengths and diversities, and achieving social justice by redressing past wrongs through Aboriginal Reconciliation

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."

FOREWORD

Narrabri Shire Council is pleased to present the 2022/2026 Resourcing Strategy. This is the third Resourcing Strategy developed for the Narrabri Shire.

The Resourcing Strategy supports the 2022/2032 Community Strategic Plan (CSP). Where the CSP provides long term goals for the community, the Resourcing Strategy details how Council can achieve these with the resources available (being time, money, assets, and staff). Effective resource planning ensures Council will focus not only on the short-term actions indicated in the Operational Plan and the medium term in the Delivery Program.

The Resourcing Strategy has been prepared to reflect and respond to the objectives the community identified through engagement. Like the Delivery Program, the Resourcing Strategy is prepared every four (4) years although the action plan in each part is monitored and reviewed annually to ensure our resources are being managed to achieve the community's goals.

The 2022/2026 Resourcing Strategy is made up of three (3) parts:

1. **2022/2026 Workforce Management Plan;**
2. **2022/2032 Long-Term Financial Management Plan; and,**
3. **2022/2032 Asset Management Plans**

INTEGRATED PLANNING & REPORTING

Framework

In 2009 the NSW Government introduced a new integrated planning and reporting framework for NSW Local Government. This was embedded into the *Local Government Act 1993*. It includes the requirement to prepare a long-term Community Strategic Plan, along with a four-year Delivery Program, Operational Plan and Resourcing Strategy.

The components of the framework, and how they fit together, are shown in Figure 1.

Figure 1: Integrated Planning and Reporting Framework

Community Engagement Strategy

The Community Engagement Strategy outlines how Council will engage with the community to develop the Community Strategic Plan for Narrabri Shire.

Community Strategic Plan

The Community Strategic Plan presents the community endorsed vision and strategic plan for Narrabri Shire. The Community Strategic Plan has a minimum 10-year timeframe and is the highest-level document that Council prepares on behalf of the community.

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Resourcing Strategy

The Resourcing Strategy outlines the resources available in terms of people, finances, and assets. The Resource Strategy includes the following three (3) components:

- **Workforce Plan** assists Council to have the right number of people who are appropriately skilled to assist in achieving the strategic objectives within Council's budget constraints.
- **Long-Term Financial Plan** outlines how Council will structure its available financial resources to achieve the strategic objectives over a 10-year timeframe.
- **Asset Management Strategy** sets the direction for Council to determine what level of service is required for the infrastructure and assets it has, or is to be developed, to meet the needs of the community.

Delivery Program

The strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these strategies over the following four (4) year period.

Operational Plan

The Operational Plan sets specific actions to be achieved within the next financial year. It is supported by an annual budget.

Annual Report

The Annual Report reflects and reports on Council's strategic objectives, operations, and performance for the financial year.

End Of Term Report

In the last year of Council's term of office, an end-of-term report is prepared as an additional section for the Annual Report, outlining progress in achieving the objectives of the Community Strategic Plan during its term in office.

DEVELOPING THE RESOURCING STRATEGY

In line with the *Local Government Act 1993*, Council must prepare and adopt a Resourcing Strategy every four (4) years, outlining how Council will deliver the actions planned in the delivery program, as a means of achieving the community's strategies outlined in the Community Strategic Plan.

Workforce Management Plan

The Workforce Management Strategy considers what people, with what capabilities, experience and expertise are required to implement Council's four-year Delivery Program and ultimately the Community's long-term goals as outlined in the Community Strategic Plan. Due to its close alignment with Council's four-year Delivery Program, the Workforce Management Strategy spans four years.

The Workforce Management Strategy includes:

- an analysis of Council's workforce requirements based on the commitments in the Community Strategic Plan; and
- a program of actions to develop an appropriate workforce structure and culture to meet those objectives.

Long-Term Financial Plan

The Long-term Financial Plan is a decision-making tool that allows various assumptions and sensitivity analysis to be carried out that will indicate the ability of Council to deliver cost-effective services to our community into the future, within a framework of financial sustainability. It is within this plan that the long-term aspirations and goals of our community are tested against financial reality.

The Long-term Financial Plan:

- provides long-term financial projections and
- highlights issues which may impact on our future financial sustainability;
- helps assess the long-term financial sustainability of present and future service levels;
- allows various scenarios to be tested regarding different levels of service delivery;
- identifies future funding gaps in advance so action can be taken now to address shortfalls; and
- allows sensitivity testing regarding various assumptions contained within the Plan.

Asset Management Plans

Council is the custodian of more than $537 million of infrastructure, community, operational and commercial assets, which enable us to provide services to our community. These assets include roads, drains, footpaths, community facilities, recreational facilities, parks, administration buildings, works depots, and caravan parks. The Asset Management Strategy outlines how we develop, implement, and administer service centric, community focused and sustainable asset management at Narrabri Shire Council. It provides strategic guidance for the planning, construction, maintenance, and operation of the assets essential for Council to provide services to the community.

The Asset Management Strategy includes Asset Management Plans for four (4) asset groups:

1. Transportation Assets (including roads and stormwater drainage);
2. Parks and Open Spaces;
3. Buildings and Other Structures; and
4. Water and Sewer Assets.

OUR STRATEGIC DIRECTIONS

Our Future Directions

Our Community Strategic Plan is based on four (4) key Strategic Directions. Together, they provide a strong foundation for planning the *social*, *environmental*, *economic*, and *civic leadership* outcomes for our Shire with the purpose of achieving our shared vision and strategic directions.

These Strategic Directions align with our Community Vision. They also recognise that all our communities share similar aspirations, including:

- An empowered, inclusive, and connected community
- A sustainable and compatible natural and built environment
- A strong, diverse, and sustainable economy
- Strong leadership for the community

Under each Strategic Direction are several Strategic Objectives, and for each Strategic Objective are a series of Strategies and Actions which demonstrate the Shire's focus for the next 10 years.

Figure 6: Narrabri Shire Council Vision and Strategic Direction

1. <u>Society</u> - An empowered, inclusive, and connected community

2. <u>Environment</u> - A sustainable and compatible natural and built environment

3. <u>Economy</u> - A strong, diverse, and sustainable economy

4. <u>Civic Leadership</u> - Council as strong leaders for the community

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WORKFORCE MANAGEMENT PLAN

(See APPENDIX A for Full Plan)

Overview

The key objective of the Workforce Management Plan is to consider what people, with what capabilities, experience and expertise are required to implement Council's four-year Delivery Program. The Workforce Management Plan provides Council with an opportunity, every four years, to plan adjustments to the workforce to meet changing community expectations and changes to the operating environment in which the community pursues the goals of the 10-year Community Strategic Plan.

The Workforce Management Plan considers issues such as:

- The whole workforce;
- Succession planning;
- How to provide opportunities to create and retain positions for local young people;
- Programs that will support Council to be an employer of choice;
- Learning and development;
- Performance management;
- Recruitment strategies to fill skills gaps; and,
- Workforce diversity.

Broad consultation, both internal and external, enabled Council to develop a comprehensive four-year Delivery Program that identifies actions to meet the goals of a large and diverse community. In developing our Delivery Program, Council considered the expectations of the Shire's residents and community members, the elected Council, Council's senior leadership team and broader staff group.

A robust workforce planning framework supported development of this Workforce Management Plan. The workforce planning framework allows us to gather a broad range of workforce data, review and consider current and future workforce needs, undertake analysis of the internal and external environment, and identify actions and strategies to mitigate risks and challenges. Council undertakes workforce planning at the organisational and departmental level to ensure integrity of data and the development of targeted actions to meet both organisation-wide and specific workforce needs.

Figure 2: Workforce Planning Framework
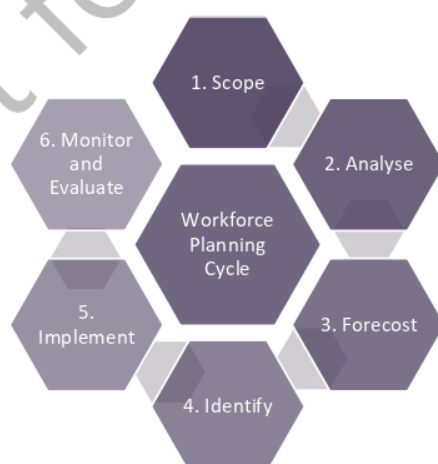
LONG-TERM FINANCIAL PLAN

(See APPENDIX B for Full Plan)

Overview

This plan forms part of our Resourcing Strategy and is a fluid document, which will be updated and amended over time as circumstances change.

The goal of Council's Long-term Financial Plan (LTFP) is to update and maintain a long-term financial blueprint for the Council and the community that ensures the cost- effective delivery of works and services, and the appropriate maintenance and renewal of our significant asset base, within the framework of present and future financial sustainability.

The Long-term Financial Plan:

provides long-term financial projections and highlights issues which may impact on our future financial sustainability;

- helps assess the long-term financial sustainability of present and future service levels;
- allows various scenarios to be tested regarding different levels of service delivery;
- identifies future funding gaps in advance so action can be taken now to address shortfalls; and
- allows sensitivity testing regarding various assumptions contained within the Plan.
- It is within this 10-year plan that the long-term aspirations and goals of our community are tested against financial reality.

The Long-term Financial Plan incorporates several assumptions regarding projected rate income, projected fees, charges, and grants, and includes assumptions regarding future operational and capital expenditure.

The Long-term Financial Plan is an evolving document that will be renewed over time due to changes to the community's goals and expectations, changes to income and expenditure projections, and to remain directly linked to our detailed asset management plans. The initiatives will be reviewed annually to ensure they remain applicable and appropriate, and to reflect the feedback we receive from our community.

Figure 3: Long-Term Financial Planning

1	2	3	4	5	6	7	8	9	10
Detailed budget from the operational plan	Forward estimates from the Delivery Program			Financial projections and assumptions					

Increasing level of detail

ASSET MANAGEMENT PLANS

(See APPENDIX C for Full Plans)

Overview

Council recognises the importance of asset management planning to deliver agreed levels of service to the community. The Narrabri Shire Council Asset Management Plans and Strategy have been prepared in accordance with the NSW Government's Integrated Planning and Reporting Framework requirements pursuant to the *Local Government Act 1993* (NSW).

The development of these Asset Management Plans and Strategy is another step in providing guidance to Council on improving its asset management systems and practices, and ultimately the condition and suitability of our assets. It is a continuation of a process of improving asset management to ensure Council's assets and asset management practices, processes and systems are maintained at a high level. This is required if Council is to successfully implement the visions and strategies identified in Council's 10-year Community Strategic Plan and four-year Delivery Program.

The overall purpose of the Asset Management Plans and Strategy is to ensure Council develops, implements, and administers community-focused and sustainable asset management practices. It provides strategic guidance for the planning, construction, maintenance, and operation of the assets essential for Council to provide services to the community. This ensures that:

- assets are delivered and managed in a cost-effective manner;
- services can be provided at an appropriate and agreed level through the creation, acquisition, maintenance, operation, rehabilitation, and disposal of assets;
- the impact of future assets is known at the time of deciding to provide them;
- assets are maintained at a suitable level for present and future consumers; and
- long-term needs are known and planned for, both technically and financially.

Council has invested substantial resources to maintain and enhance these assets to service the needs of the community and increase public amenity of the Shire.

Council is custodian to $537 million of infrastructure and community assets that enable us to provide core services to our Shire. These assets include:

- Roads;
- Stormwater drainage;
- Footpaths;
- Community facilities (such as halls);
- Recreational facilities (such as pools);
- Parks and open spaces;
- Administration buildings; and,
- Works depots.

The overall goal in managing assets is to meet required levels of service in a financially sustainable manner for present and future generations. Substantial resources have been invested in the development, maintenance, and renewal of the assets over many years to service the needs and enhance the quality of life of the community.

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The Asset Management Strategy is a living document that helps guide the activities and decision making of the organisation into the future and provides actions that will help Council continuously improve in this space. The actions identified in these documents will be reviewed annually to ensure their applicability in the ever-changing environment to ensure best value for public monies.

Asset Management Framework

The Asset Management Framework follows key areas of asset management and guides the direction for future systems, processes, and planning.

Asset management aims to optimise services to the community at an acceptable cost and risk. To assist in undertaking this Council have developed various planning tools, the primary being the Community Strategic Plan, along with our asset and risk management plans, as well as the Long-Term Financial Plan. Implementation is guided by the Asset Management Strategy and Asset Management Policy.

Figure 4: Asset Management Framework in the Context of the Integrated Planning and Reporting Framework
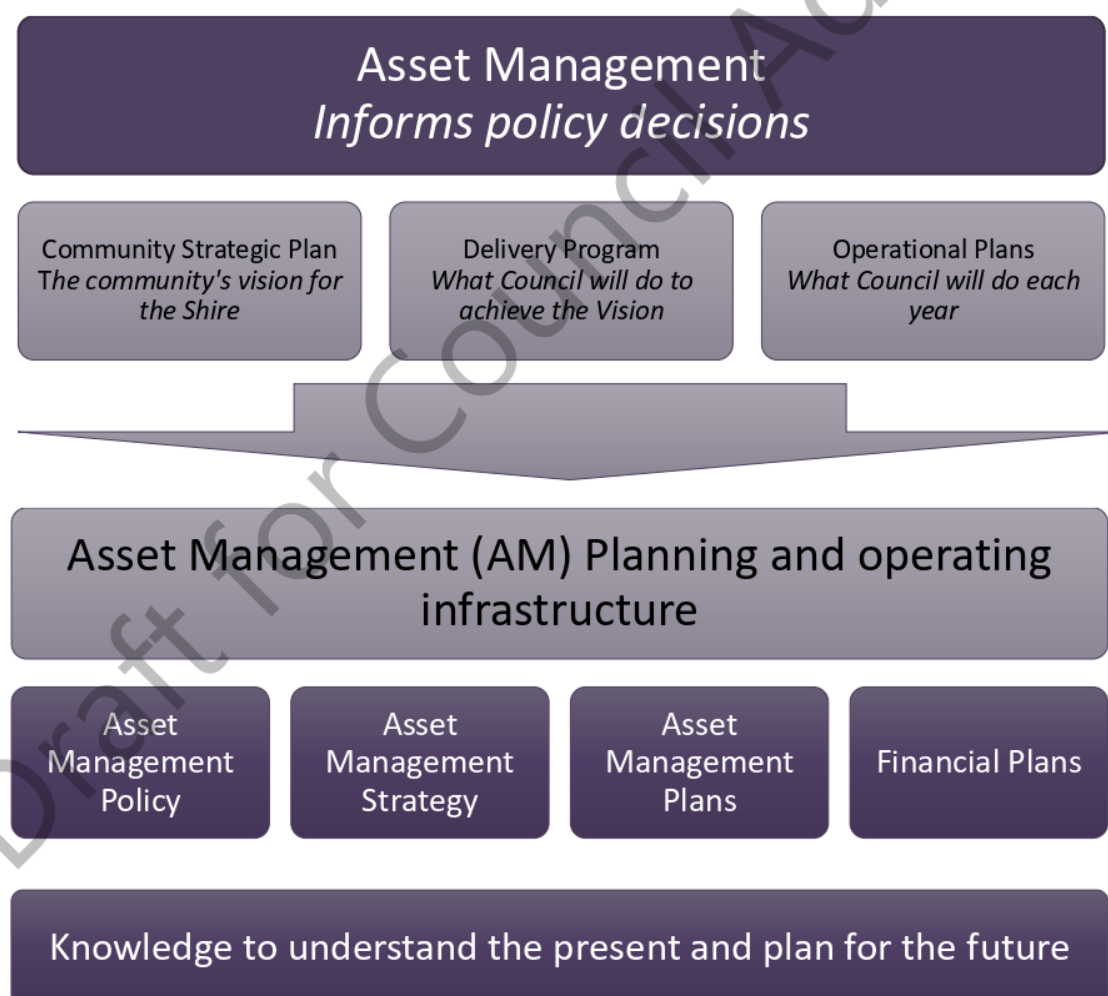
This diagram shows how the key elements of the strategy are implemented. Knowledge to understand the present and plan arises from asset management and risk management plans linked to financial plans. These should be informed by sound data derived from an integrated asset decision support system. Additional direction is derived through the development of other strategies and plans such as service delivery models, open space and recreation strategies and community facilities strategies.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plans and operational plans, linked to a long-term financial plan. To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services.

Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council develops and maintains asset management governance, skills, processes, data, and systems to provide services to our present and future community in the most cost-effective and sustainable manner.

Asset Management Policy

Council's Asset Management Policy is a formal policy of Council and guides the strategic management of Council's assets. The Policy defines the Council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability. Council's Asset Management Policy was first adopted in August 2011 and has since beet review every Council term.

The Policy must:

- Set the broad framework for undertaking asset management in a structured and coordinated way, aligned with the Community Strategic Plan;
- Outline how asset management will be undertaken;
- Provide clear direction for asset management and the key principles that underpin asset management for Council; and,
- Promote sustainability to protect the needs of future generations.

Asset Management Strategy

The Asset Management Strategy provides strategic direction for implementing the Asset Management Policy. It guides the management, planning, construction, maintenance, and operation of the infrastructure to meet the objectives in the Community Plan. The Asset Management Strategy will continue to evolve as the strategic objectives of Council develop and change. The key steps in this process include reviewing the strategic trends, assessing potential impacts on the asset stock, and assessing gaps in the asset knowledge required to prepare asset management plans and the Asset Management Improvement Plan.

The Strategy must:

- Include the council-endorsed Asset Management Policy and states the approach to achieving the vision and principles.
- Responds to the following questions:
  - What is the current situation?
  - Where do we want to be?
  - How sustainable are our assets and how aligned to the direction set by CSP?

- o What is the gap?
- o What asset solutions will get us there?
- Identify assets that are critical to the Council's operations with a risk management strategy for each of these.
- Include the specific actions required to improve council's asset management capability and projected resource requirements and timeframes.
- Document and demonstrate an integrated approach to planning and coordination of asset management across the various asset groups.

Asset Management Plans

Council has prepared asset management plans (AMPs) for key asset groups that have informed the preparation of the Long-Term Financial Plan for the organisation. The AMPs provide a long-term assessment of the activities and actions required to deliver services related to infrastructure and community assets. They document the levels of service currently provided, future demands on assets, as well as planned improvements.

The AMPs take a whole-of-life approach to managing the assets. Expenditure projections and funding requirements are identified for the next 20 years, allowing for projected cost increases and growth in assets. This includes planning, acquisition/creation, operation, maintenance, renewal, and disposal. They detail the methods Council uses to operate and maintain the asset network to achieve the following objectives:

- ensure the assets are maintained at a safe and functional standard;
- ensure that all future asset financial commitments are identified and planned for in future operating budgets;
- ensure that all assets are assessed, maintained, and serviced to the highest possible standard;
- ensure that service levels are matched as closely as possible to the Council's ability to fund the service in a sustainable way; and
- develop cost-effective asset management strategies for the long term.

Council's AMPs currently cover the following key groups of assets:

1. Transportation Assets (including roads and stormwater drainage);
2. Parks and Open Spaces;
3. Buildings and Other Structures; and
4. Water and Sewer Assets.

As identified in the attached Improvement Plan, separate AMPs are also being prepared for Council's operational assets, as well as the commercial asset portfolio. This portfolio comprises investment and trading properties retained for income generating purposes.

The AMPs must:

- Include all the assets under Council's control;
- Identify community's expectations for asset service standard;
- Identify actions and resources required to provide a defined level of service in the most cost-effective way; and
- Provide long-term projections of asset maintenance, rehabilitation, renewal, and replacement (including lifecycle costs for reflection in the Long-Term Financial Plan).

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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:

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Email: council@narrabri.nsw.gov.au

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2022/2026
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RESOURCING STRATEGY
APPENDIX A
WORKFORCE MANAGEMENT PLAN

NARRABRI SHIRE
DISCOVER THE POTENTIAL

INTRODUCTION AND OVERVIEW

What is workforce planning?

Workforce planning is a continuous improvement process designed to ensure Council's workforce can deliver the community's key priorities now and into the future. In simple terms, the Workforce Management Plan must ensure Council has the right people, in the right place, at the right time. Workforce planning enables evidence-based decision-making about the workforce to develop strategies to address gaps between supply and demand.

How does this link to our 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."

To enable the Shire to achieve its shared vision and strategic direction Council must ensure it has the appropriate resources to achieve it. This Workforce Management Plan aims to ensure that Council's workforce meets those requirements.

Our 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 time or long-term career.

Our values are:

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

WORKFORCE PLANNING FRAMEWORK

Our Workforce Management Plan is underpinned by the Workforce Planning Framework.

Council's process is outlined as follows:

1. Scope

Defining the scope of the WMS

2. Analyse

Establishing the future profile of our workforce based on Council's direction over the next four years and beyond. This involves developing an understanding of the key drivers that will affect the future supply and demand for labour for the organisation.

3. Forecast

Identifying scenarios and risks that can be foreseen that affect the efficiency of our workforce. This involves the use of data to inform forecasting the future needs.

4. Identify

Developing an understanding of the current workforce capability and characteristics, the skills and knowledge required for the future and how external factors might affect the supply and demand of workers.

5. Implementation

Implementing an effective workforce strategy that addresses key issues and assigns clear responsibilities.

6. Monitoring and evaluation

The final stage involves monitoring and evaluating the WMS to measure success and identify areas for improvement.

2022/2026 Resourcing Strategy - Appendix A: Workforce Management Plan - Page 3

WORKFORCE STATISTICS AND BREAKDOWN

Council has analysed relevant data to develop a comprehensive profile of our workforce. This analysis assists us to identify key issues and challenges within the workforce profile.

Employment Status

Our workforce consists of permanent, temporary, and casual employees. Staffing levels by employment status as of March 2022 are indicated in the graph below. The combination of permanent, temporary, and casual employees allows flexibility in responding to the needs of the community. Much of our casual workforce typically work in The Crossing Theatre, Pools, Libraries and Tourism. The part time indicator demonstrates that Council encourages and supports flexible working arrangements to accommodate work life balance and family responsibilities.

Employment Type

- Casual — 51, 23%
- Full Time — 159, 70%
- Part Time — 16, 7%
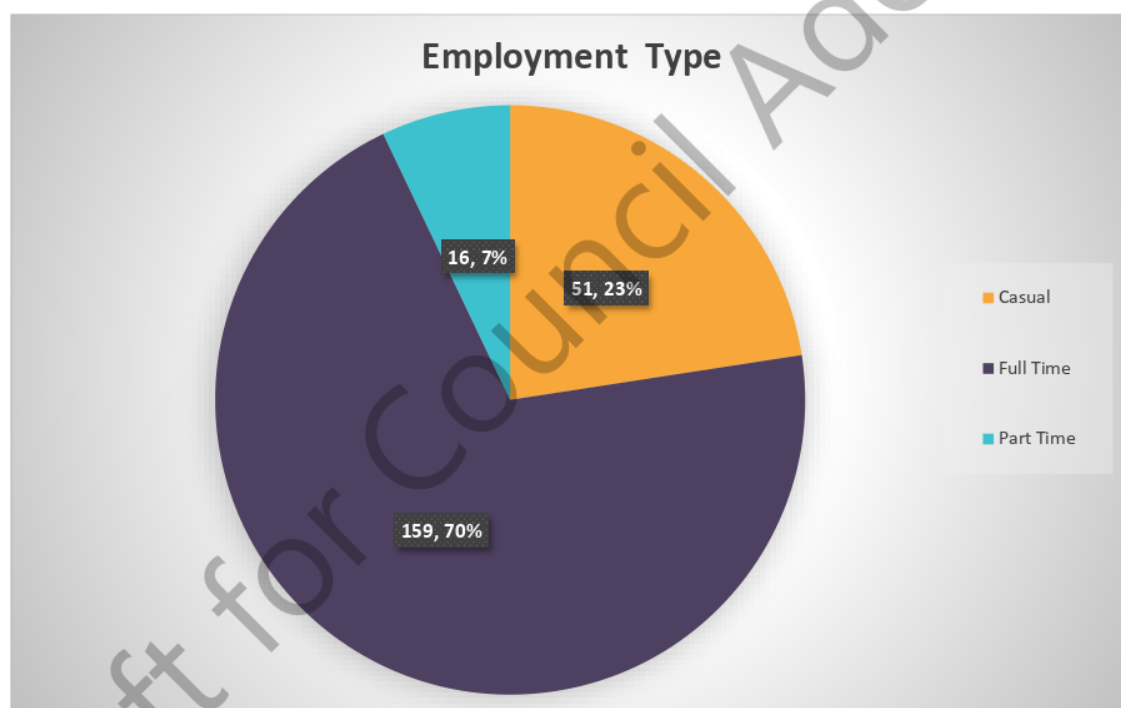
Diversity and Inclusion

We are committed to building a diverse and inclusive workplace where the skills, perspectives and experiences of our people are valued and respected. We recognise that diversity and inclusion foster a high performing workforce that delivers to our community.

Gender

Council has a higher gender balance towards males within our workforce with 57% being male and 43% being female including temporary and casual employees. This is likely linked to the types

of work Council undertakes. In some professions the ratio of male to female is traditionally higher. For example, the sections of Road Services, Water and Sewer, Parks and Open Spaces and Waste Facilities have been traditionally male dominated due to the type of labouring work undertaken. Other services such as Library, Tourism, Hospitality and Administration are typically female dominated. Since 2016 the gender balance has slightly improved with the percentage of female employees increasing by 4%.

The percentage of females working in part time and casual roles is significantly higher than males. This is reflective of the female dominated carer role along with the traditional preference to certain roles which are often offered on a casual or part time basis.
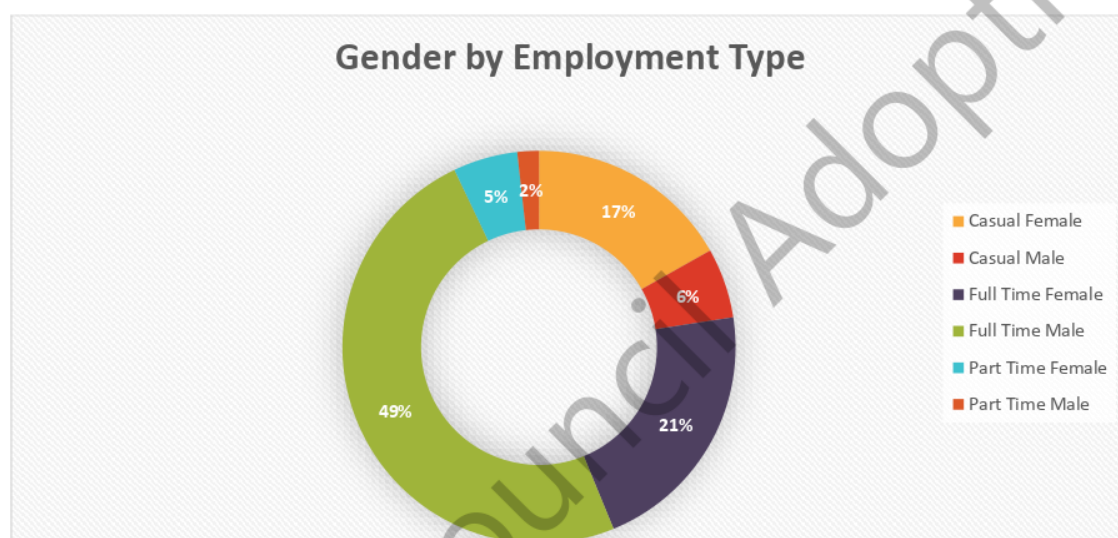
Age

The following table provides a breakdown of Council's workforce by age bracket.

Age Bracket	No. of Employees (March 2022)	Percentage of Workforce (March 2022)	Percentage of Workforce (2016)	LGA Census Data 2016
15 – 24 years	39	17%	15%	10.9%
25 – 34 years	53	23%	18%	11.3%
35 – 44 years	34	15%	23%	11.7%
45 – 54 years	51	23%	22%	13.5%
55 - 64 years	43	19%	21%	14.9%
65 – 74 years	6	3%	2%	10%

22% of our workforce is aged 55 and above. This group bring a wealth of experience and knowledge to the workplace. This was recognised in the previous WMP with a key action being to develop a Mature Aged Workforce Strategy. Consideration was also given to supporting youth employment and to explore opportunities for graduate, traineeship, and apprenticeship roles. This strategy has resulted in a 2% increase in the percentage of the workforce in the 15-24 age bracket

since 2016 and a workforce percentage of those employed within this age range being higher than the percentage of the LGA population as indicated in the census data compiled in 2016.

Whilst there is a good representation of employees in the younger and mid-career age brackets overall, there has been a significant decline in the number of employees who are within the 35-44 years age bracket.

The Australasian LG Performance Excellence Program FY 2021 report on the performance results of Narrabri Council indicates that though we are seeing attrition of the Baby Boomers we have been successful in replacing them with younger workers from Gen Y and Z. The trend summary of generational diversity is provided in the graphs below:
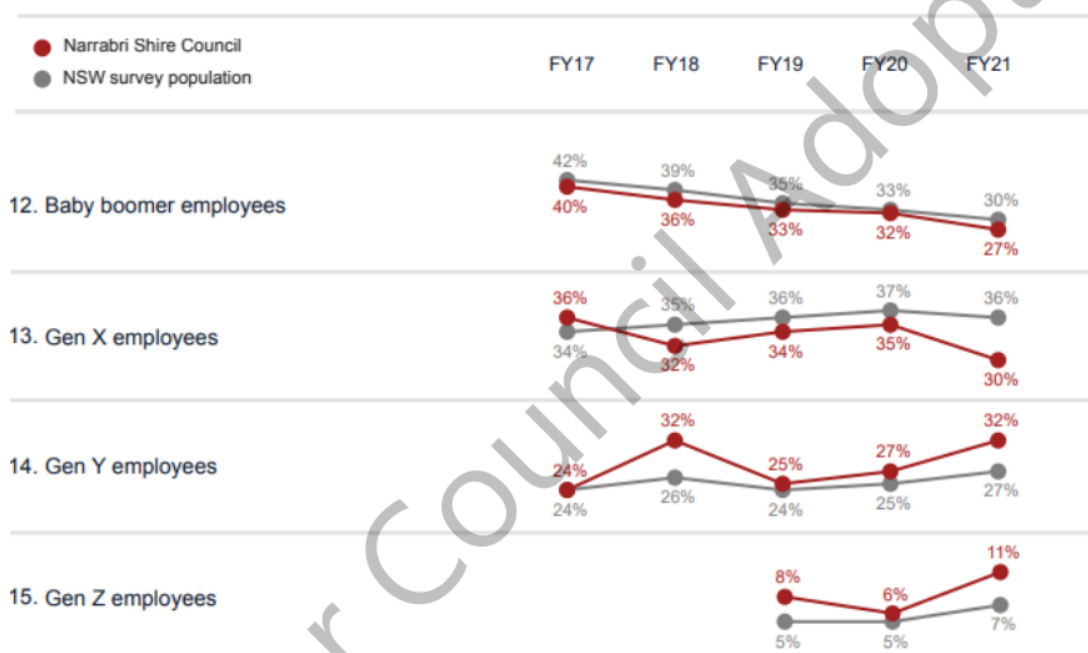
The report also indicates that we have been successful in retaining Gen Y staff with the turnover rate decreasing from 31% in 2018 to 13% in 2021.

EQUAL EMPLOYMENT OPPORTUNITY

Our EEO data is limited as it is not a mandatory requirement for staff to complete the data collection survey. Our last organisation wide survey was completed in 2016 and some staff preferred not to share their demographic information. Since the last survey we have made considerable efforts to collect the information during the onboarding process. A primary area of focus in this plan is to improve our data collection and awareness with respect to EEO. Strategies include the conduct of another EEO survey to identify representation of target groups, embedding the EEO Management Plan and regular EEO training.

Our records presently show that:

- 1 employee has indicated they have a disability

- 6 employees have indicated they are from a diverse cultural background

- 19 employees have indicated they have an indigenous background which has increased from the 8 reported in the previous WMP.

There is an opportunity for Council to tap into the under-employed labour market to access a greater pool of potential workers. This market includes people with carer responsibilities, people with disabilities and people from culturally diverse and indigenous backgrounds. To do this, Council will need to ensure that it establishes the appropriate mechanisms to support it.

MARKET FACTORS AND THE EXTERNAL ENVIRONMENT

Ageing population and workforce

Consistent with global trends, Australia's population is ageing due to sustained low fertility and increasing life expectancy. This has resulted in proportionally fewer children under 15 and a proportionally larger increase in those aged 65 and over. Over the five years to 30 June 2020, the working-age population grew by 6.1%, compared to 11.4% for the remainder. The main contributor to the increased growth of the non-working-ages was the growth in the population aged 65 and over. (ABS website 2020).

With an ageing workforce, corporate knowledge management poses a significant risk to Council. The ageing Australian population will also impact on the structure of the demand for our Council's services. As the population ages, demand for health and aged care related services increases. These challenges can affect workforce capacity and the capabilities required by Council from staff.

To address this issue, it is important to continue to act on the mature aged workforce strategy and promote flexible work practices, mentoring opportunities, and options for succession planning.

Differing needs and expectations of a multi-generational workforce

The characteristics of the workforce will look different across all age cohorts. For example, younger employees have different expectations of their jobs, careers, and employers. These varying attitudes and expectations towards work means that employers need to adopt a variety of workforce strategies to meet the various needs of workers.

Skills shortages and increasing competition for talent

Skills shortages have been identified in several occupations required by local government, including engineering, town planning and environmental health. Generally, Council consistently experiences difficulties in recruiting for several skilled roles such as engineering, building certification, environmental and animal control. What is more concerning is that Narrabri Council is experiencing increasing competition for labourers, skilled trades people and truck drivers due to a growth in the resources industry over several years. This transition to other industries is

2022/2026 Resourcing Strategy - Appendix A: Workforce Management Plan - Page 7

reflected in the male staff turnover rate in 2021 being 11% higher than the industry average and the significant drop in the number of employees within the 35-44 years age bracket as identified in the table provided in the age profile section above. Council is unable to compete with the salaries that are provided in the resource industries. This has resulted in the loss of skilled workers that are critical to maintain infrastructure services.

The male staff turnover rate over the last 5 years is provided in the following graph.
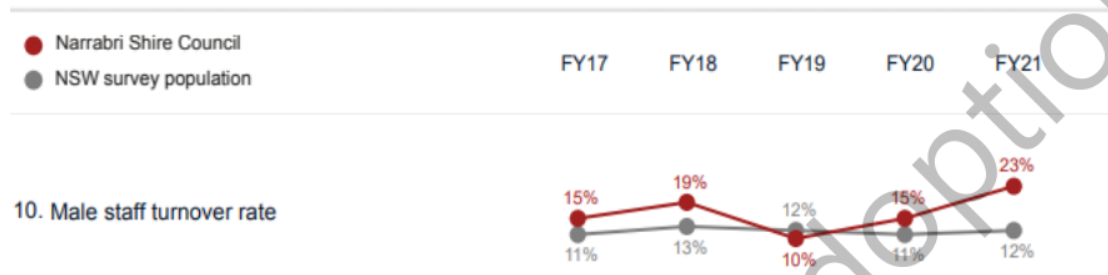
This trend of transitioning to alternative industries is expected to continue given that there are 12 state significant development projects proposed for Narrabri Shire which are likely to extend beyond the next 6 years.

To remedy future skills shortages Council needs to continue to actively pursue avenues for providing employment pathways for young people and invest in their development to fulfill and remain in the roles where shortages are occurring.

Council also needs to consider introducing an innovative retention strategy such as:

- Flexible work options including compressed working weeks.

- Maintaining opportunities for working from home arrangements.

- Wellness safety and health programs.

- Innovative recruitment and onboarding practices.

- Providing options for encouraging and supporting staff to participate in professional development and training.

Other Influences

In addition, technological changes, rising expectations of the community, changes in legislation and Local Government Reform all have potential impacts on our future workforce requirements.

WORKFORCE MANAGEMENT PLAN DELIVERABLES

	=stabilise and embed		=Implement	=maintain		=enhance		
STRATEGY	**2022/2023**	**2023/2024**	**2024/2025**	**2025/2026**	**Deliverables**	**Measurement & KPI's**	**Responsible**	**Likelihood of success**
Strategy 1: **EEO and Diversity Management**	✹	∞	∞	∞	1.1 Finalise and embed EEO Management Plan 1.2 Introduce Biannual EEO management training 1.3 Conduct and EEO survey with all staff to identify representation of target groups 1.4 Develop and implement an Aboriginal Employment Strategy to attract new employees with an indigenous background. 1.5 Implement Actions within the Disability Inclusion Action Plan (DIAP) applicable to Council's workforce 1.6 Implement actions outlined in Council's reconciliation action plan	By 2026: EEO plan was fully embedded by 2023. Number of employees with an indigenous background is maintained or increased. 100% of the actions identified in the EEO, DIAP and RAP Plans have been completed.	Human Resources Partners: Council Executive, Managers & Supervisors	Excellent

✵ =stabilise and embed		☑ =Implement		∞ =maintain	⣿↗ =enhance			
STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					(RAP) applicable to Council's workforce			
Strategy 2: Ageing Workforce	✵	☑	☑	∞	2.1 Policies and governance to support flexible work, phased retirement, and succession planning. 2.2 Continue to implement actions identified in the Mature Aged Workforce Strategy. 2.3 Safety and wellness programs are targeted at all age demographics and include financial and retirement advice. 2.4 Council develops a knowledge retention strategy.	By 2026: 100% of policies and governance frameworks to support the ageing workforce are in place. 100% implementation of a comprehensive knowledge retention strategy.	Human Resources Partners: Council Executive, Managers & Supervisors	Excellent
Strategy 3: Youth employment programs	⣿↗	∞	∞	∞	3.1 Continue to expand on the employment of cadets, trainees, and apprentices to target future critical shortages.	By 2026 80% transition rate of if cadets, trainees, and apprentices to permanent employment after	Human Resources Partners:	Fair

✦ =stabilise and embed		☑ =Implement		∞ =maintain	📈 =enhance			
STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					3.2 Develop a pathway program for cadets, trainees, and apprentices to transition to permanent positions to retain the skills have been attained.	completion of their training program.	Council Executive, Managers & Supervisors	
Strategy 4: Attraction and Retention	✦	✦	☑	☑	4.1 Develop a recruitment strategy and associated policies to address the key findings of the Workforce Planning Audit, encourage quality applicants and maintain equitable practices. 4.2 Explore additional benefits to attract and retain employees, such as: • Expanding on salary sacrificing options • Expanding on wellness initiatives • Developing a rewards and recognition framework including	By 2026 Recruitment strategy is developed and implemented Number of potential candidates for positions has increased by 30%. Additional benefits have been reviewed and a recognition and reward framework has been implemented. 30% increase in the level of participation in the Pulse survey.	Human Resources	Good

2022/2026 Resourcing Strategy - Appendix A: Workforce Management Plan - Page 11

=stabilise and embed		=Implement		=maintain	=enhance			
STRATEGY	**2022/2023**	**2023/2024**	**2024/2025**	**2025/2026**	**Deliverables**	**Measurement & KPI's**	**Responsible**	**Likelihood of success**
					options for non-monetary benefits. 4.3 Continue to conduct intermittent Pulse employee engagement surveys to encourage staff feedback. 4.4 Review the onboarding process to ensure the best possible start to employees and introduce regular informal follow ups in the first 12 months as part of the onboarding process. 4.5 Review opportunities for the introduction of flexible work practices such as compressed working weeks, working from home options and part time employment 4.6 Develop processes to maximise participation in exit interviews.	70% of staff exiting the organization participate in an exit interview process.		

✦ =stabilise and embed	☑ =Implement	∝ =maintain	👥 =enhance				
STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
Strategy 6: Develop our employees	✦	✦	☑	☑	6.1 Develop a formal learning and development framework and associated policies. 6.2 Provide leadership development training incorporating: • Cross divisional cooperation • Effective performance management and appraisal practices. • Effective measures to link performance plans and training to the delivery of Council's plans. 6.3 Provide opportunities for staff to be seconded to other positions or act in a higher capacity.	By 2026: 100% implementation of the formal learning and development framework. Leadership development training program has been introduced.	Human Resources Partners: Managers & Supervisors	Good

Note: the header spanning row contains the four legend items; the table below has nine columns (STRATEGY, 2022/2023, 2023/2024, 2024/2025, 2025/2026, Deliverables, Measurement & KPI's, Responsible, Likelihood of success).

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	=stabilise and embed		=Implement		=maintain		=enhance		
STRATEGY	**2022/2023**	**2023/2024**	**2024/2025**	**2025/2026**	**Deliverables**	**Measurement & KPI's**	**Responsible**	**Likelihood of success**	
					6.4 Provide opportunities for professional and skill development				
					6.5 Review opportunities to introduce a succession planning program.				
					6.4 Provide training in use of technology to maximise productivity.				
					6.5 Review opportunities to partner with other Councils/organisations to provide training or work placements.				
Strategy 7: Maintaining Human Capacity	(stabilise and embed icon)	(enhance icon)	(maintain icon)	(maintain icon)	7.1 Conduct biennial staff satisfaction surveys. 7.2 Implement diversity and inclusion initiatives (including a working group). 7.3 Continue to promote Council's Employee Assistance Program (EAP).	By 2026 90% of workforce are actively engaged. 80% staff satisfaction rate with workplace culture. Working groups targeted at improving participation	Human Resources	Excellent	

2022/2026 Resourcing Strategy - Appendix A: Workforce Management Plan - Page 14

✦ =stabilise and embed	☑ =Implement	∞ =maintain	👥 =enhance				
STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					7.4 Investigate and implement initiatives to promote Council's Corporate Values within the organisation. 7.5 Increase understanding of staff's leave entitlements (including access to Health and Wellbeing Leave).	have been implemented and meet quarterly. Council continues to maintain an EAP service that is free for staff to access.		
Strategy 8: Manage risks	✦	☑	☑	∞	8.1 Implement all actions identified in the Work Health and Safety Audit. 8.2 Implement all actions associated with the identification of roles matrix and the review of the Workforce Management Risk Register as identified in the Environmental Management Systems Audit. 8.3 Review processes fur undertaking incident investigations and reporting WHS matters	By 2026: 100% of actions identified in the WHS Audit completed. 100% of actions associated with workforce management identified in the Environmental Management System Audit completed. Register of suitable duties is developed by June 2023 100% of WHS incidents are investigated and reported.	Manager Governance and Risk	Good

2022/2026 Resourcing Strategy - Appendix A: Workforce Management Plan - Page 15

✦ =stabilise and embed	☑ =Implement	∞ =maintain	👥 =enhance					
STRATEGY	2022/2023	2023/2024	2024/2025	2025/2026	Deliverables	Measurement & KPI's	Responsible	Likelihood of success
					8.4 Develop a comprehensive register of suitable duties to strengthen communication and collaboration with treating medical practitioners. 8.5 Develop an injury management protocol	Injury management protocol is in place.		
Strategy 9: Monitoring and evaluation	✦	∞	∞	∞	9.1 Review HR and Payroll modules to ensure capture of information on employee demographics. 9.2 Develop a suite of reports to inform management on progress regarding Workforce Management Strategy, diversity, and the identification of future skills gaps. 9.3 Provide quarterly reports to on trends identified in exit interviews. 9.4 Report on achievement of the deliverables in the WMP annually.	By 2026: Review of HR and Payroll modules undertaken by 2023. Regular reports are provided within timeframes.	Manager Human Resources	Excellent

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RESOURCING STRATEGY
APPENDIX B
LONG-TERM FINANCIAL PLAN

NARRABRI SHIRE
DISCOVER THE POTENTIAL

2022/2026 Resourcing Strategy - Appendix B: Long-Term Financial Plan - Page 1

1. INTRODUCTION AND OVERVIEW

The Long Term Financial Plan (LTFP) is prepared in accordance with the provisions of the *Local Government Amendment (planning and reporting) Act 2009* and the associated Guidelines and Manual.

The purpose of this LTFP is to provide a framework to assist future decision making that will secure the economic sustainability of the organisation and ensure adequate funds are generated into the future to achieve desirable outcomes for the community.

Council's LTFP was originally adopted in June 2013. The plan has been updated annually to assist in the preparation of yearly budget forecasts. This plan is a key document in forecasting the financial resources available for Council to achieve the strategic Direction and Goals specified in Councils' Community Strategic Plan.

Policy Statements contained in this plan have been given force by resolution of Council. These policies provide the framework to guide decision making, future budgets and establish a mechanism to fund future investment decisions.

Council's LTFP has been developed to include financial forecasting and to form part of Council's Resourcing Strategy. The Resourcing Strategy will comprise the Long-Term Financial Plan, the Workforce Management Plan and Asset Management Plans. The LTFP also provides a link to Council's Delivery and Operational Plans.

The LTFP establishes a framework, mechanism, and financial targets of the Council. It is the basis or benchmark to guide Council in the decision-making process across multiple years. It contains guiding philosophies to promote a consistent financial direction spanning financial years and council terms.

The financial model predicts Narrabri Shire Council's future funding requirements to maintain a strong financial position and deliver the facilities and services expected by our community. Setting the strategic direction of a financial plan promotes the sustainability of the organisation and ensures the availability of funds in future years to achieve all of Councils' goals and objectives.

2. POLICY FRAMEWORK

Previous Council resolutions have provided a policy framework to help guide the development of Council budgeting and long-term financial planning. Future resource use and decision making by the Council can be guided by the structure provided in the policy framework. Council's 10 Year Long Term Financial Plan has been drafted to comply with the following policies:

2.1 Fiscal Responsibility Principles

Council's Fiscal Responsibility Principles provides a clear direction and context for decision making that guides the allocation, management, and use of its financial resources. It aims to ensure that Council remains financially stable while giving focus to financing key Council priorities through strong financial management. It acts as the catalyst for improving efficiency and releasing resources to improve frontline services and continuity.

The Principles set parameters within which Council agrees to operate to maintain accepted financial outcomes and should be viewed as an enabling strategy that aims to provide financial stability, affordability, delivery, and value for money, over the short, medium, and longer term.

2.2 Restricted Assets Policy

To assist Council in continuing to be fiscally responsible with a strong focus on financial capacity and long-term sustainability; Council has established a series of Restricted Assets utilising sensible practices regarding the establishment and maintenance of cash reserves to fund future asset renewal or liability obligations.

The policy provides the basis and methodology for internally restricted assets, including their purpose, utilisation, and maintenance.

2.3 Infrastructure and Service Level Policy

The effective management of capital expenditure is becoming more and more crucial for Local Government; budgetary pressures and ever-increasing community expectations mean that Council must ensure that investment in new infrastructure and increases in service levels need to be properly and accurately scoped and assessed prior to any commitment.

Prior to committing to new infrastructure or increased service level investment; Council will utilise industry recognised and accepted methods to assess and review any proposed investment in additional infrastructure or increased service levels prior to formal commitment.

3. CURRENT FINANCIAL POSITION OF COUNCIL

Council's net operating result for 2020/2021 was a deficit of $0.371m. This followed two previous years of deficit results (2019/2020 : $3.579m) and (2018/2019 : $0.097m). Contributing factors have included the introduction of landfill rehabilitation provisions, additional depreciation costs that flow from annual asset revaluations and reduced income incurred during periods of pandemic restriction. Council continues to be vigilant towards its goal of achieving small surplus operating results, but it is becoming increasingly difficult as increasing wages and materials costs outstrip IPART's annual rate-peg determinations.

Over the past few years' Council has been undertaking large capital works programs in order renew its asset base. This has been achievable from increased grant funding opportunities, but also involved utilising internal and external restricted cash.

As at 30 June 2021, Council's cash reserves totalled $30.330m ($36.517m in 2019/2020).

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4. SIGNIFICANT FORECASTING ASSUMPTIONS, UNCERTAINTIES AND RISKS

The following assumptions, risks and uncertainties have been prepared in accordance with the Council's legislative requirements, and in reference to the Council's Community Strategic Plan. Uncertainty increases as the number of years of prospective financial information increases. These forecast financial statements must be read with caution utilising the details of financial assumptions contained in this statement.

Uncontrollable external events can significantly affect the forecast. The most significant risks that may impact on the forecast financial statements include unexpected changes to legislation and/or regulations. It has been assumed that the organisational structure of Council will remain relatively unchanged.

4.1 Service Priorities

It is assumed that the community will continue to endorse the current range of services that the Council provides to the community. Extensive consultation has been conducted as part of the Community Strategic Planning Process to determine the range of services expected by the community.

4.2 Asset Ownership and Management

There are no major asset sales or change in management of significant assets that is forecast in this plan.

Council will continue to manage its large infrastructure stock in accordance with Asset Management Plans detailed as part of the Resourcing Strategy. Technology and further asset information may impact on the Council's Asset Management Strategy. However, significant changes to Council's strategy are not anticipated over the life of this plan.

4.3 Natural Disasters

The funding provisions in this plan assume that there will be no major natural disaster of a type that causes widespread and significant damage to Council's infrastructure.

4.4 External Factors

There will be no unexpected changes to legislation, national standards, or other external factors which alter the nature or extent of services provided by Council.

4.5 Interest Rates

Council's current external borrowings are locked and therefore repayment levels are known. Two new loans are however included in 2021/2022 and 2022/2023. An interest rate estimate of 4% has been applied for these new loans. No other new loans have been included in the LTFP after 2022/2023.

Interest on money invested is estimated at $132,000 for 2022/2023, with 3% increases built in for future years.

4.6 Depreciation and Useful Lives

Estimates are based on Council's accounting policies and current useful lives assessment.

Future revaluations will have an impact on infrastructure remaining lives as well as future depreciation charges. This plan does not anticipate significant valuation movements that would significantly change depreciation charges on infrastructure. Depreciation has been indexed by 1% pa across the term of the LTFP.

4.7 Outsourcing

Where Council outsources physical works and professional services, it is assumed this practice will continue over the life of the plan.

4.8 Asset Renewal

The forecast expenditure for infrastructural asset renewal is sufficient to maintain the current level of service provided by those assets.

There is a risk of deferred maintenance resulting in additional funding requirements and/or reduced service levels not stated or provided in the Community Strategic Plan. The Council is continually working to improve the level of confidence in the asset renewal forecasts.

4.9 Sources of Funds

It is assumed that the level of funds available to the Council over the period of this plan will be sufficient to meet the planned service levels.

4.10 Changes to Planned Service Levels

Council assumes that the service issues not provided for, or not fully provided for in the Community Strategic Plan will be considered by Council in the future, and in a manner that is consistent with the requirements of the *Local Government Act 1993*. In doing so it is assumed that the capacity of Council to fund these services will be assessed against the key financial management ratios and financial policy framework stated in this plan.

5. FINANCIAL SCENARIOS PROVIDED IN THE LTFP

Attached are Consolidated Income Statements, Balance Sheets and Cash Flow Statements for the two (2) scenarios listed below:

SCENARIO 1 - BASE CASE - Continue down the same path (business as usual)

SCENARIO 2 – SPECIAL RATE VARIATION (SRV) CASE – Introduce a SRV as originally set out in Council's *"Fit for the Future" Improvement Plan* that included a SRV of 5% p.a. for three (3) cumulative years. This was originally proposed from 2018/2019 but was not taken up. This scenario introduces the SRV from 2023/2024 and would claw back some of the devastating determination by IPART for a 0.7% rate-peg for 2022/2023.

The base case scenario model is a financial forecast aimed at delivering the strategic goals and outcomes set out in Council's Community Strategic Plan. It provides thorough estimates of future income and expenditure under normal operating conditions. Readers should note the forecast assumptions, uncertainties, and risks to the performance of this budget plan set out in this document.

Both scenarios are provided under the following assumptions:

- Allowable rate increases of 4% (2023/2024), 3.5% (2024/2025) and 3% pa over the remaining term of the LTFP have been applied. It is assumed that the rate-peg will dramatically increase over the short-term to truly reflect inflationary pressures;
- Annual Charges have been forecasted to increase by 3% pa over the term of the LTFP;
- Non-specific User Charges & Fees have been indexed by 3% p.a. for the term of the LTFP;
- Financial Assistance Grant increases of 3% pa have been applied over the term of the LTFP;
- Salaries & Wages increases of 2% pa have been applied over the term of the LTFP. The last year of the current Local Government (State) Award has provided a 2% increase for 2022/2023. The new Award conditions have not yet been finalised, but is due to come into effect from 1 July 2023;
- Superannuation expenses have increased in-line with wages estimates and the scheduled increases of the Superannuation Guarantee;
- Materials & Services have been forecasted for 2022/2023 using the most up-to-date information available; and have been indexed between 2% & 4% p.a. for the remaining years of the LTFP;
- Depreciation increases of 1% pa have been applied over the term of the LTFP: and
- No new loans have been included for 2023/2024 or beyond.

2022/2026 Resourcing Strategy - Appendix B: Long-Term Financial Plan - Page 7

SCENARIO 1

1. **Income Statement**

2. **Balance Sheet**

3. **Cash Flow Statement**

Narrabri Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario: Scenario 1 - BASE CASE

	Actuals 2020/21 $	Current Year 2021/22 $	Projected Years 2022/23 $	2023/24 $	2024/25 $	2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	20,961,000	21,726,299	22,389,521	23,200,700	23,969,257	24,688,335	25,428,985	26,191,854	26,977,610	27,786,938	28,620,547	29,479,163
User Charges & Fees	7,610,000	7,793,162	9,178,269	9,980,879	10,278,493	10,584,991	10,900,637	11,225,705	11,560,476	11,905,240	12,260,296	12,625,951
Other Revenues	1,472,000	2,142,661	1,853,165	1,906,977	1,962,404	2,019,493	2,078,295	2,138,862	2,201,245	2,265,499	2,331,681	2,399,849
Grants & Contributions provided for Operating Purposes	15,476,000	14,368,889	5,481,803	12,362,717	12,685,598	13,018,166	13,360,711	13,713,532	14,076,938	14,451,247	14,836,784	15,233,887
Grants & Contributions provided for Capital Purposes	8,807,000	15,107,413	15,351,454	15,889,100	14,757,308	14,292,027	14,327,788	14,364,622	14,402,560	14,441,637	14,481,886	14,523,343
Interest & Investment Revenue	390,000	267,932	289,150	293,535	298,051	302,702	307,493	312,428	317,511	322,746	328,138	333,693
Other Income:												
Net Gains from the Disposal of Assets	-	5,000	144,223	144,223	144,223	144,223	144,223	144,223	144,223	144,223	144,223	144,223
Reversal of revaluation decrements on IPPE previously expensed	835,000	-	-	-	-	-	-	-	-	-	-	-
Other Income	185,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	5,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	55,741,000	61,411,356	54,687,585	63,778,130	64,095,334	65,049,937	66,548,132	68,091,226	69,680,563	71,317,530	73,003,555	74,740,109
Expenses from Continuing Operations												
Employee Benefits & On-Costs	17,208,000	17,778,012	18,020,266	18,390,379	18,768,220	19,153,953	19,547,744	19,949,763	20,360,182	20,779,180	21,206,936	21,643,636
Borrowing Costs	216,000	196,322	274,661	264,362	229,424	198,312	177,544	142,443	109,790	80,979	54,984	36,040
Materials & Contracts	17,105,000	14,334,335	14,848,365	15,460,145	15,985,761	16,178,489	16,548,472	16,925,854	17,510,783	17,703,412	18,103,893	18,512,384
Depreciation & Amortisation	10,342,000	11,406,074	11,144,163	11,228,731	11,298,608	11,348,898	11,460,893	11,524,775	11,608,550	11,710,536	11,813,754	11,921,687
Impairment of receivables	61,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,149,000	806,553	949,567	968,490	987,790	1,007,476	1,027,554	1,048,032	1,068,919	1,090,223	1,111,951	1,134,113
Net Losses from the Disposal of Assets	1,224,000	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	47,305,000	44,521,296	45,237,022	46,312,107	47,269,803	47,887,128	48,762,206	49,590,867	50,658,225	51,364,330	52,291,519	53,247,861
Operating Result from Continuing Operations	8,436,000	16,890,060	9,450,563	17,466,023	16,825,531	17,162,810	17,785,927	18,500,359	19,022,338	19,953,201	20,712,037	21,492,248
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	8,436,000	16,890,060	9,450,563	17,466,023	16,825,531	17,162,810	17,785,927	18,500,359	19,022,338	19,953,201	20,712,037	21,492,248
Net Operating Result before Grants and Contributions provided for Capital Purposes	(371,000)	1,782,647	(5,900,891)	1,576,923	2,068,223	2,870,782	3,458,139	4,135,737	4,619,777	5,511,563	6,230,151	6,968,905

Narrabri Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED
Scenario: Scenario 1 - BASE CASE

	Actuals 2020/21 $	Current Year 2021/22 $	2022/23 $	2023/24 $	2024/25 $	2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,330,000	8,883,310	6,816,613	10,686,258	9,793,294	11,010,023	12,196,076	13,731,410	15,890,567	18,363,069	21,096,983	24,756,450
Investments	27,000,000	27,000,000	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752
Receivables	7,398,000	10,111,963	5,886,850	6,143,006	6,490,637	6,645,231	6,812,470	7,002,787	7,182,166	7,369,640	7,561,998	7,763,730
Inventories	6,331,000	5,500,142	5,546,829	5,598,484	5,642,398	5,656,572	5,686,491	5,717,007	5,765,967	5,779,884	5,812,269	5,845,301
Contract assets	6,997,000	-	-	-	-	-	-	-	-	-	-	-
Other	359,000	432,147	449,814	465,652	361,624	365,183	372,282	379,523	390,909	394,442	402,126	409,964
Total Current Assets	51,415,000	51,927,562	41,929,858	46,123,152	45,517,705	46,906,762	48,297,071	50,060,479	52,259,360	55,136,787	58,103,127	62,005,197
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	536,836,000	558,840,933	577,227,206	594,339,189	612,250,795	629,647,461	646,967,836	664,260,389	681,205,588	698,087,586	714,905,540	731,655,126
Investments Accounted for using the equity method	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000
Total Non-Current Assets	537,097,000	559,101,933	577,488,206	594,600,189	612,511,795	629,908,461	647,228,836	664,521,389	681,466,588	698,348,586	715,166,540	731,916,126
TOTAL ASSETS	588,512,000	611,029,495	619,418,064	640,723,341	658,029,500	676,815,223	695,525,908	714,581,868	733,725,948	753,485,373	773,269,668	793,921,323
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	3,161,000	4,512,042	5,540,122	6,579,950	6,641,304	7,652,861	9,125,729	10,259,788	10,419,388	10,558,595	9,768,305	9,968,480
Contract liabilities	6,063,000	8,825,449	6,232,786	9,867,478	10,952,845	12,261,409	12,430,801	12,605,275	13,353,205	13,834,755	14,038,118	13,357,108
Borrowings	576,000	765,025	903,235	730,446	752,261	774,784	797,828	822,082	846,864	368,336	383,292	75,012
Provisions	4,090,000	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272
Total Current Liabilities	13,890,000	18,377,788	16,951,416	21,453,146	22,621,687	24,964,327	26,629,630	27,962,418	28,894,729	29,036,959	28,464,988	27,675,871
Non-Current Liabilities												
Payables	191,000	212,796	213,569	213,668	213,769	213,872	214,440	214,556	214,675	214,795	214,919	215,045
Borrowings	4,021,000	5,255,536	5,550,906	4,820,460	4,068,199	3,293,415	2,495,587	1,673,505	826,641	458,304	75,012	-
Provisions	2,422,000	2,305,316	2,373,550	2,441,421	2,505,669	2,560,624	2,617,338	2,662,118	2,698,295	2,730,505	2,757,903	2,781,313
Total Non-Current Liabilities	6,634,000	7,773,648	8,138,025	7,475,549	6,787,637	6,067,910	5,327,364	4,550,179	3,739,610	3,403,604	3,047,834	2,996,357
TOTAL LIABILITIES	20,524,000	26,151,435	25,089,441	28,928,695	29,409,323	31,032,237	31,956,995	32,512,597	32,634,339	32,440,563	31,512,821	30,672,229
Net Assets	567,988,000	584,878,060	594,328,623	611,794,646	628,620,177	645,782,986	663,568,913	682,069,271	701,091,609	721,044,809	741,756,846	763,249,094
EQUITY												
Retained Earnings	251,772,000	268,662,060	278,112,623	295,578,646	312,404,177	329,566,986	347,352,913	365,853,271	384,875,609	404,828,809	425,540,846	447,033,094
Revaluation Reserves	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	567,988,000	584,878,060	594,328,623	611,794,646	628,620,177	645,782,986	663,568,913	682,069,271	701,091,609	721,044,809	741,756,846	763,249,094
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	567,988,000	584,878,060	594,328,623	611,794,646	628,620,177	645,782,986	663,568,913	682,069,271	701,091,609	721,044,809	741,756,846	763,249,094

Narrabri Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Scenario 1 - BASE CASE

	Actuals 2020/21 $	Current Year 2021/22 $	2022/23 $	2023/24 $	2024/25 $	2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	21,387,000	21,958,220	22,655,535	23,248,237	23,933,392	24,653,073	25,587,935	26,258,679	26,948,064	27,756,506	28,589,201	29,446,877
User Charges & Fees	8,944,000	9,322,841	8,999,758	9,917,444	10,249,821	10,555,461	10,870,225	11,194,383	11,528,218	11,872,018	12,226,081	12,590,713
Investment & Interest Revenue Received	540,000	216,738	284,841	245,553	288,694	285,742	289,888	293,265	295,906	297,769	303,143	304,333
Grants & Contributions	26,566,000	32,409,565	25,240,269	31,884,065	28,528,292	28,618,566	27,857,540	28,252,266	29,227,056	29,374,050	29,521,637	29,075,812
Bonds & Deposits Received	76,000	-	-	-	-	-	-	-	-	-	-	-
Other	7,339,000	4,390,427	(669,800)	1,756,375	1,725,039	1,979,973	2,029,869	1,973,573	2,147,885	2,210,544	2,275,084	2,341,560
Payments:												
Employee Benefits & On-Costs	(16,980,000)	(17,759,137)	(17,902,951)	(18,379,289)	(18,866,999)	(19,144,592)	(19,423,709)	(19,937,759)	(20,466,999)	(20,769,047)	(21,196,601)	(21,633,094)
Materials & Contracts	(22,318,000)	(12,568,500)	(14,470,676)	(14,556,720)	(15,820,583)	(15,244,780)	(15,563,102)	(15,903,187)	(17,368,815)	(17,655,902)	(19,011,617)	(18,432,436)
Borrowing Costs	(150,000)	(126,519)	(206,124)	(197,123)	(165,687)	(143,883)	(121,372)	(98,222)	(74,189)	(49,362)	(27,844)	(12,899)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(4,520,000)	(507,878)	(815,164)	(949,171)	(968,495)	(989,229)	(929,391)	(1,026,733)	(1,046,359)	(1,068,898)	(1,089,348)	(1,111,058)
Net Cash provided (or used in) Operating Activities	20,884,000	37,335,756	23,115,688	32,969,371	28,903,473	30,570,332	30,597,882	31,006,266	31,190,766	31,967,678	31,589,735	32,569,808
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	3,770,248	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	110,000	205,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	643,000	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	32,400,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(27,271,000)	(33,411,007)	(29,386,213)	(28,196,491)	(29,065,991)	(28,601,341)	(28,637,045)	(28,673,105)	(28,409,526)	(28,448,312)	(28,487,485)	(28,527,050)
Other Investing Activity Payments	(26,400,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(20,518,000)	(33,206,007)	(25,615,965)	(28,196,491)	(29,065,991)	(28,601,341)	(28,637,045)	(28,673,105)	(28,409,526)	(28,448,312)	(28,487,485)	(28,527,050)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,000,000	1,250,000	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(553,000)	(576,439)	(816,420)	(903,235)	(730,446)	(752,261)	(774,784)	(797,828)	(822,082)	(846,864)	(368,336)	(383,292)
Net Cash Flow provided (used in) Financing Activities	(553,000)	1,423,561	433,580	(903,235)	(730,446)	(752,261)	(774,784)	(797,828)	(822,082)	(846,864)	(368,336)	(383,292)
Net Increase/(Decrease) in Cash & Cash Equivalents	(187,000)	5,553,310	(2,066,696)	3,869,645	(892,964)	1,216,730	1,186,053	1,535,333	1,959,157	2,672,503	2,733,914	3,659,466
plus: Cash & Cash Equivalents - beginning of year	3,517,000	3,330,000	8,883,310	6,816,613	10,686,258	9,793,294	11,010,023	12,196,076	13,731,410	15,690,567	18,363,069	21,096,983
Cash & Cash Equivalents - end of the year	3,330,000	8,883,310	6,816,613	10,686,258	9,793,294	11,010,023	12,196,076	13,731,410	15,690,567	18,363,069	21,096,983	24,756,450
Cash & Cash Equivalents - end of the year	3,330,000	8,883,310	6,816,613	10,686,258	9,793,294	11,010,023	12,196,076	13,731,410	15,690,567	18,363,069	21,096,983	24,756,450
Investments - end of the year	27,000,000	27,000,000	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752
Cash, Cash Equivalents & Investments - end of the year	30,330,000	35,883,310	30,046,365	33,916,010	33,023,046	34,239,775	35,425,828	36,961,162	38,920,318	41,592,821	44,326,735	47,986,201
Representing:												
- External Restrictions	23,839,457	22,206,376	22,630,796	23,442,874	24,465,738	25,704,004	27,165,245	28,848,788	30,579,737	32,555,880	34,785,819	37,278,427
- Internal Restrictions	6,263,333	8,768,915	6,356,063	8,720,171	8,269,814	8,059,688	7,920,493	7,852,941	8,157,747	8,735,634	9,387,334	10,113,585
- Unrestricted	227,210	4,908,019	1,059,506	1,752,964	287,494	476,084	340,090	259,433	182,835	301,308	153,582	594,189
	30,330,000	35,883,310	30,046,365	33,916,010	33,023,046	34,239,775	35,425,828	36,961,162	38,920,318	41,592,821	44,326,735	47,986,201

2022/2026 Resourcing Strategy - Appendix B: Long-Term Financial Plan - Page 11

SCENARIO 2

1. **Income Statement**

2. **Balance Sheet**

3. **Cash Flow Statement**

Narrabri Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
INCOME STATEMENT - CONSOLIDATED
Scenario: Scenario 2 - SRV CASE

	Actuals 2020/21 $	Current Year 2021/22 $	2022/23 $	2023/24 $	2024/25 $	2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	20,961,000	21,726,299	22,389,521	23,898,165	25,451,372	27,039,770	27,850,964	28,686,492	29,547,087	30,433,500	31,346,505	32,286,900
User Charges & Fees	7,610,000	7,793,162	9,178,269	9,980,879	10,278,493	10,584,991	10,900,637	11,225,705	11,560,476	11,905,240	12,260,296	12,625,951
Other Revenues	1,472,000	2,142,661	1,853,165	1,906,977	1,962,404	2,019,493	2,078,295	2,138,862	2,201,245	2,265,499	2,331,681	2,399,849
Grants & Contributions provided for Operating Purposes	15,476,000	14,368,889	5,481,803	12,362,717	12,685,598	13,018,166	13,360,711	13,713,532	14,076,938	14,451,247	14,836,784	15,233,887
Grants & Contributions provided for Capital Purposes	8,807,000	15,107,413	15,351,454	15,889,100	14,757,308	14,292,027	14,327,788	14,364,622	14,402,560	14,441,637	14,481,886	14,523,343
Interest & Investment Revenue	390,000	267,932	289,150	293,535	298,051	302,702	307,493	312,428	317,511	322,746	328,138	333,693
Other Income:												
Net Gains from the Disposal of Assets	-	5,000	144,223	144,223	144,223	144,223	144,223	144,223	144,223	144,223	144,223	144,223
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	835,000	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	185,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	5,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	55,741,000	61,411,356	54,687,585	64,475,595	65,577,448	67,401,373	68,970,111	70,585,864	72,250,040	73,964,092	75,729,514	77,547,846
Expenses from Continuing Operations												
Employee Benefits & On-Costs	17,208,000	17,778,012	18,020,266	18,390,379	18,768,220	19,153,953	19,547,744	19,949,763	20,360,182	20,779,180	21,206,936	21,643,636
Borrowing Costs	216,000	196,322	274,681	264,362	198,312	229,424	177,544	142,443	109,790	80,979	54,984	36,040
Materials & Contracts	17,105,000	14,334,335	14,848,365	15,460,145	15,985,761	16,178,489	16,548,472	16,925,854	17,510,783	17,703,412	18,103,893	18,512,384
Depreciation & Amortisation	10,342,000	11,406,074	11,144,163	11,228,731	11,298,608	11,348,898	11,460,893	11,524,775	11,608,550	11,710,536	11,813,754	11,921,687
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	61,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,149,000	806,553	949,567	968,490	987,790	1,007,476	1,027,554	1,048,032	1,068,919	1,090,223	1,111,951	1,134,113
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	1,224,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	47,305,000	44,521,296	45,237,022	46,312,107	47,269,803	47,887,128	48,762,206	49,590,867	50,658,225	51,364,330	52,291,519	53,247,861
Operating Result from Continuing Operations	8,436,000	16,890,060	9,450,563	18,163,489	18,307,645	19,514,245	20,207,905	20,994,997	21,591,815	22,599,762	23,437,995	24,299,985
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	8,436,000	16,890,060	9,450,563	18,163,489	18,307,645	19,514,245	20,207,905	20,994,997	21,591,815	22,599,762	23,437,995	24,299,985
Net Operating Result before Grants and Contributions provided for Capital Purposes	(371,000)	1,782,647	(5,900,891)	2,274,389	3,550,337	5,222,218	5,880,117	6,630,375	7,189,254	8,158,125	8,956,109	9,776,642

Narrabri Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
BALANCE SHEET - CONSOLIDATED
Scenario: Scenario 2 - SRV CASE

	Actuals 2020/21 $	Current Year 2021/22 $	2022/23 $	2023/24 $	2024/25 $	2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,330,000	8,883,310	6,816,613	11,351,065	11,900,359	15,420,842	19,038,411	23,065,890	27,579,695	32,883,546	38,327,749	44,778,814
Investments	27,000,000	27,000,000	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752
Receivables	7,398,000	10,111,963	5,886,850	6,217,513	6,652,079	6,906,514	7,092,668	7,290,564	7,490,010	7,698,092	7,911,677	8,135,274
Inventories	6,331,000	5,500,142	5,546,829	5,598,484	5,642,398	5,656,572	5,686,491	5,717,007	5,765,967	5,779,884	5,812,269	5,845,301
Contract assets	6,997,000	-	-	-	-	-	-	-	-	-	-	-
Other	359,000	432,147	449,814	465,652	361,624	365,183	372,282	379,523	390,909	394,442	402,126	409,964
Total Current Assets	51,415,000	51,927,562	41,929,858	46,862,465	47,786,212	51,578,864	55,419,604	59,682,736	64,456,333	69,985,717	75,683,573	82,399,104
Non-Current Assets												
Infrastructure, Property, Plant & Equipment	536,836,000	558,840,933	577,227,206	594,339,189	612,250,795	629,647,461	646,967,836	664,260,389	681,205,588	698,087,586	714,905,540	731,655,126
Investments Accounted for using the equity method	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000	261,000
Total Non-Current Assets	537,097,000	559,101,933	577,488,206	594,600,189	612,511,795	629,908,461	647,228,836	664,521,389	681,466,588	698,348,586	715,166,540	731,916,126
TOTAL ASSETS	588,512,000	611,029,495	619,418,064	641,462,654	660,298,007	681,487,325	702,648,440	724,204,125	745,922,921	768,334,303	790,850,114	814,315,230
LIABILITIES												
Current Liabilities												
Payables	3,161,000	4,512,042	5,540,122	6,621,798	6,730,235	7,793,947	9,295,267	10,434,413	10,599,251	10,743,854	9,959,122	10,165,021
Contract liabilities	6,063,000	8,825,449	6,232,786	9,867,478	10,952,845	12,261,409	12,430,801	12,605,275	13,353,205	13,834,755	14,038,118	13,357,108
Borrowings	576,000	765,025	903,235	730,446	752,261	774,784	797,828	822,082	846,864	368,336	383,292	75,012
Provisions	4,090,000	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272	4,275,272
Total Current Liabilities	13,890,000	18,377,788	16,951,416	21,494,994	22,710,614	25,105,413	26,799,169	28,137,043	29,074,593	29,222,219	28,655,805	27,872,413
Non-Current Liabilities												
Payables	191,000	212,796	213,569	213,668	213,769	213,872	214,440	214,556	214,675	214,795	214,919	215,045
Borrowings	4,021,000	5,255,536	5,550,906	4,820,460	4,068,199	3,293,415	2,495,587	1,673,505	826,641	458,304	75,012	-
Provisions	2,422,000	2,305,316	2,373,550	2,441,421	2,505,669	2,560,624	2,617,338	2,662,118	2,698,295	2,730,505	2,757,903	2,781,313
Total Non-Current Liabilities	6,634,000	7,773,648	8,138,025	7,475,549	6,787,637	6,067,910	5,327,364	4,550,179	3,739,610	3,403,604	3,047,834	2,996,357
TOTAL LIABILITIES	20,524,000	26,151,435	25,089,441	28,970,543	29,498,250	31,173,323	32,126,533	32,687,222	32,814,203	32,625,823	31,703,639	30,868,770
Net Assets	567,988,000	584,878,060	594,328,623	612,492,111	630,799,757	650,314,002	670,521,907	691,516,903	713,108,718	735,708,480	759,146,475	783,446,460
EQUITY												
Retained Earnings	251,772,000	268,662,060	278,112,623	296,276,111	314,583,757	334,098,002	354,305,907	375,300,903	396,892,718	419,492,480	442,930,475	467,230,460
Revaluation Reserves	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000	316,216,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	567,988,000	584,878,060	594,328,623	612,492,111	630,799,757	650,314,002	670,521,907	691,516,903	713,108,718	735,708,480	759,146,475	783,446,460
Non-controlling equity interests												
Total Equity	567,988,000	584,878,060	594,328,623	612,492,111	630,799,757	650,314,002	670,521,907	691,516,903	713,108,718	735,708,480	759,146,475	783,446,460

Narrabri Shire Council
10 Year Financial Plan for the Years ending 30 June 2032
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Scenario 2 - SRV CASE

	Actuals 2020/21 $	Current Year 2021/22 $	2022/23 $	2023/24 $	2024/25 $	2025/26 $	2026/27 $	2027/28 $	2028/29 $	2029/30 $	2030/31 $	2031/32 $
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	21,387,000	21,958,220	22,655,535	23,929,556	25,397,342	26,984,384	28,032,500	28,764,563	29,516,923	30,402,430	31,314,503	32,253,938
User Charges & Fees	8,944,000	9,322,841	8,999,758	9,917,444	10,249,821	10,555,461	10,870,225	11,194,383	11,528,218	11,872,018	12,226,081	12,590,713
Investment & Interest Revenue Received	540,000	216,738	284,841	229,040	267,003	258,186	276,839	279,526	281,695	283,194	288,130	288,870
Grants & Contributions	26,566,000	32,409,565	25,240,269	31,884,065	28,528,292	28,618,566	27,857,540	28,252,266	29,227,056	29,374,050	29,521,637	29,075,812
Bonds & Deposits Received	76,000	-	-	-	-	-	-	-	-	-	-	-
Other	7,339,000	4,390,427	(669,800)	1,756,375	1,725,039	1,979,973	2,029,869	1,973,573	2,147,885	2,210,544	2,275,084	2,341,560
Payments:												
Employee Benefits & On-Costs	(16,980,000)	(17,759,137)	(17,902,951)	(18,379,289)	(18,866,999)	(19,144,592)	(19,937,759)	(20,466,999)	(20,769,047)	(21,196,601)	(21,633,094)	
Materials & Contracts	(22,318,000)	(12,568,500)	(14,470,676)	(14,556,720)	(15,820,583)	(15,244,780)	(15,563,102)	(15,903,187)	(17,368,815)	(17,655,902)	(19,011,617)	(18,432,436)
Borrowing Costs	(150,000)	(126,519)	(206,124)	(197,123)	(165,687)	(143,883)	(121,372)	(98,222)	(74,189)	(49,362)	(27,844)	(12,899)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(4,520,000)	(507,878)	(815,164)	(949,171)	(968,495)	(989,229)	(929,391)	(1,026,733)	(1,046,359)	(1,068,898)	(1,089,348)	(1,111,058)
Net Cash provided (or used in) Operating Activities	20,884,000	37,335,756	23,115,688	33,634,177	30,345,732	32,874,085	33,029,398	33,498,411	33,745,414	34,599,027	34,300,024	35,361,406
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	-	3,770,248	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	110,000	205,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	643,000	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	32,400,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Infrastructure, Property, Plant & Equipment	(27,271,000)	(33,411,007)	(29,386,213)	(28,196,491)	(29,065,991)	(28,601,341)	(28,637,045)	(28,673,105)	(28,409,526)	(28,448,312)	(28,487,485)	(28,527,050)
Other Investing Activity Payments	(26,400,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(20,518,000)	(33,206,007)	(25,615,965)	(28,196,491)	(29,065,991)	(28,601,341)	(28,637,045)	(28,673,105)	(28,409,526)	(28,448,312)	(28,487,485)	(28,527,050)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,000,000	1,250,000	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(553,000)	(576,439)	(816,420)	(903,235)	(730,446)	(752,261)	(774,784)	(797,828)	(822,082)	(846,864)	(368,336)	(383,292)
Net Cash Flow provided (used in) Financing Activities	(553,000)	1,423,561	433,580	(903,235)	(730,446)	(752,261)	(774,784)	(797,828)	(822,082)	(846,864)	(368,336)	(383,292)
Net Increase/(Decrease) in Cash & Cash Equivalents	(187,000)	5,553,310	(2,066,696)	4,534,451	549,294	3,520,483	3,617,569	4,027,478	4,513,805	5,303,852	5,444,203	6,451,064
plus: Cash & Cash Equivalents - beginning of year	3,517,000	3,330,000	8,883,310	6,816,613	11,351,065	11,900,359	15,420,842	19,038,411	23,065,890	27,579,695	32,883,546	38,327,749
Cash & Cash Equivalents - end of the year	3,330,000	8,883,310	6,816,613	11,351,065	11,900,359	15,420,842	19,038,411	23,065,890	27,579,695	32,883,546	38,327,749	44,778,814
Cash & Cash Equivalents - end of the year	3,330,000	8,883,310	6,816,613	11,351,065	11,900,359	15,420,842	19,038,411	23,065,890	27,579,695	32,883,546	38,327,749	44,778,814
Investments - end of the year	27,000,000	27,000,000	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752	23,229,752
Cash, Cash Equivalents & Investments - end of the year	30,330,000	35,883,310	30,046,365	34,580,817	35,130,111	38,650,594	42,268,163	46,295,642	50,809,447	56,113,298	61,557,501	68,008,566
Representing:												
- External Restrictions	23,839,457	22,206,376	22,630,796	23,442,874	24,465,738	25,704,004	27,165,245	28,848,788	30,579,737	32,555,880	34,785,819	37,278,427
- Internal Restrictions	6,263,333	8,768,915	6,356,063	8,720,171	8,269,814	8,059,688	7,920,493	7,852,941	8,157,747	8,735,634	9,387,334	10,113,585
- Unrestricted	227,210	4,908,019	1,059,506	2,417,771	2,394,559	4,886,903	7,182,425	9,593,913	12,071,963	14,821,785	17,384,349	20,616,553
	30,330,000	35,883,310	30,046,365	34,580,817	35,130,111	38,650,594	42,268,163	46,295,642	50,809,447	56,113,298	61,557,501	68,008,566

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2022/2026

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RESOURCING STRATEGY
APPENDIX C
ASSET MANAGEMENT PLANS

NARRABRI SHIRE
DISCOVER THE POTENTIAL

2022/2026 Resourcing Strategy - Appendix C: Asset Management Plans 1

APPEDIX C:
ASSET MANAGEMENT PLANS

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ASSET MANAGEMENT POLICY

Responsible Department: Corporate and Community Services
Responsible Section: Projects and Assets
Responsible Officer: Manager Projects and Assets

Purpose

This Policy has been developed to ensure that Council complies with the management of its assets as required by the *Local Government Act 1993* (NSW). The Policy outlines Council's commitment to implementing a methodology for systematic asset management that will assist Council with its decision making to inform operations to meet community expectations.

The Policy ensures that the systems and processes are in place to enable Council to determine the most effective and efficient options for delivering infrastructure related services while controlling exposure to risk and loss

Scope

This Policy covers all of Council's infrastructure assets within the core asset groups of 'Buildings, Other Structures and Recreation', 'Transport', 'Water' and 'Sewer' pursuant the NSW Office of Local Government's Integrated Planning & Reporting Guidelines established by the *Local Government Act 1993* (NSW) s 406.

This policy covers all relevant capacity planning, control and timing for asset related operational activities including inspections, maintenance and renewal of existing assets, and the analysis of any upgrade or extension to the infrastructure network.

Context within the Integrated Planning and Reporting Framework

The *Local Government Act 1993* (NSW) s 403 requires all councils in NSW to develop and implement a Resourcing Strategy by 30 June following the year of an Ordinary Council Election.

The Resourcing Strategy is the point where the council explains to its community how it intends to perform its functions, including implementing the strategies set out in the Community Strategic Plan.

This Policy sits within Council's Resourcing Strategy as part of the Asset Management Plan:

1
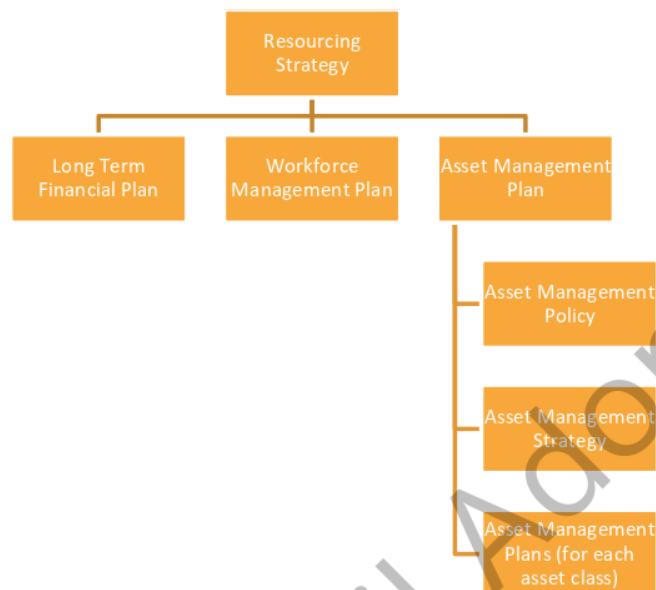
Objective

The vision underlying this policy is that Council should be able to sustainably maintain, improve and grow its assets to support services in a way that minimises risk and impact on the environment, and which demonstrates best value.

In doing this Council will comply with all legal, regulatory, safety and environmental requirements placed upon it and will not compromise the safety of its employees or the public.

In support of this vision, our underlying principles of asset management are:

- **Appropriate assets:** Our assets will be accessible, safe, and suitable for community use.
- **Community benefit:** We will innovatively use our asset base to support the social, cultural, and economic wellbeing of the community.
- **Service delivery:** Asset planning will be informed by community need and affordable levels of service.
- **Informed decision making:** We will ensure all decisions incorporate a life cycle approach to asset management while meeting legislative requirements and managing risks.
- **Financial sustainability:** We will ensure that present needs are provided for whilst sustaining resources for the benefit of current and future generations.
- **Environmental sustainability:** Assets will be planned and developed to incorporate climate resiliency and mitigate Council's environmental impact.
- **Good Practice:** We will demonstrate transparent, responsible management processes to align with accepted best practice where all employees take an integral part in the overall management of our assets.

Introduction

Council recognises that to determine the community's needs and required service levels, holistic consultation is an essential part of asset management. Council will undertake community consultation to determine the need for infrastructure assets, along with determination of the service levels required.

Council is committed to identifying life cycle costs including the increase in operating expenses in future budgets as a consequence of all proposals involving new assets and services, or upgrades to existing assets and services. Council will ensure all assets are planned, created, operated, maintained, renewed, and disposed of in accordance with Council priorities for service delivery.

A consistent strategic approach to asset management will ensure Council delivers the highest appropriate level of service, providing positive impact on:

- Members of the public and staff,
- Councils financial bottom line,
- Council's ability to deliver infrastructure assets at the expected levels of service,
- The political environment within which Council operates, and
- The legal liabilities of Council.

Appropriate asset management practices will impact directly on the core business of the organisation, enhancing Council's ability to achieve its strategic objectives.

Decisions relating to asset management will be reflected in the strategic objectives, strategies, actions, and performance measures outlined in Council's adopted Community Strategic Plan, Delivery Program and Operational Plan which in turn are informed by Council's Asset Management Strategy and Plans.

This Policy also commits Council to implementing asset management best practice across all departments of Council.

Council's commitment will consider relevant legislation along with political, environmental, economic, and social factors of relevance to community needs. Council is committed to the implementation of a proactive management system that includes:

- Asset registers
- Asset condition assessments
- Asset maintenance and management systems
- Strategic planning capabilities
- Predictive modelling
- Deterioration modelling
- Risk analysis
- Lifecycle costing

Policy

1. Council will aspire to achieving advanced asset management practices that are service driven, align with the strategic priorities and directions of Council, and are informed by community input.
2. An appropriate governance structure will be established so that ownership, control, accountability, and reporting requirements for assets are established, clearly communicated, and implemented.
3. Council will comply with all legislative and regulatory obligations.
4. Asset management plans will be developed for all major asset categories covering a period of at least 10 years.
5. Council will aim to deliver long term financial sustainability by making decisions that lead to a cost-effective asset base. This will be supported by focussing on asset renewal before providing new assets, rationalising under-utilised assets, and limiting asset expansion unless justified.
6. Council is committed to prioritising asset expenditure based upon agreed service levels, the ability of the

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current assets to meet the needs of the community, and Council's available resources.

7. Asset development and renewal will be:
    - Driven by community needs as reflected in the Community Strategic Plan
    - Identified in Council's long-term Asset Management Plans
    - Accounted for in Council's Long Term Financial Plan, and
    - Reflected in the Delivery Program and Operational Plan.

8. Asset renewals required to meet agreed service levels will form the basis of annual budget estimates and be prioritised and implemented progressively.

9. Demonstrated need and future life cycle costing will be reported and considered in decisions relative to new services or assets and upgrading of existing services or assets.

10. Council will incorporate consideration of risk management requirements in decision making processes.

11. Systematic and cyclic reviews will be applied to all asset classes to ensure they are managed, valued, and depreciated in accordance with appropriate best practice as prescribed by Australian Standards, including the Australian Accounting Standards Board's AASB 116.

12. Investment will be made in appropriate and timely asset management training and development program for staff.

Responsibilities

Council recognises that the very nature of asset management requires input and interaction between all facets of the organisation, including units that do not have specific responsibility for managing assets but use Council assets in the delivery of services.

With a whole of Council approach to asset management, Council will establish the platform required for the sustainable and responsible management of Council's assets.

The key responsibilities and relationships associated with asset management within Council are:

Council

- To act as overall stewards for assets that are owned or controlled by Council.
- Set levels of service, risk, and cost within available resources.
- Ensure that asset management requirements and lifecycle costs are appropriately considered in decision making and catered for in council planning and financial management.
- Approve the Asset Management Policy, the Asset Management Strategy, and Asset Management Plans.
- Ensure appropriate allocation of asset management resources.
- Ensure asset management is part of senior management performance criteria.

Executive Management Team

- To ensure alignment/compliance with Council's legislative responsibilities including under the *Local Government Act 1993* (NSW).
- To meet all obligations of the Australian Accounting Standards as they relate to asset management.
- Accountable for overall organisational asset management and service planning performance.
- To continually promote asset management across the organisation and Council.
- Ensure that accurate and reliable information is presented to Council for decision-making.
- Provide adequate resources and oversight in the implementation of the asset management framework.
- Ensure that asset management and its governance are integrated into corporate governance including corporate planning, financial management, reporting, and risk management.

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- To ensure Council's agreed levels of service are funded in the Long-Term Financial Plan including renewal and development investments.

Asset Management Steering Committee

- Provide a coordinated, consistent, collaborative, and integrated approach to service planning and asset management across Council.
- Support the development, monitoring and review of the Asset Management Policy, Asset Management Strategy, and Asset Management Plans.
- Champion asset management across Council and support the evaluation and development of organisational asset management capability.
- Monitor progress of the implementation of the Asset Management Strategy, Asset Management Plans, and related improvement actions and the reporting of status and recommendations to the Executive Management Team.
- To ensure asset condition is monitored and reported in Council's Asset Management Plans on a cyclical basis

Asset Management Team and Council Staff

- Prepare, implement, and review the Asset Management Policy, Asset Management Strategy, and Asset Management Plans.
- Manage asset systems, develop procedures, and ensure compliance with standards and to support decision making, accountability and improvement.
- Maintain detailed asset registers providing a common data set for organisational purposes.
- Effectively and efficiently manage funds allocated for asset maintenance, operations, and asset related projects.
- Promote and raise awareness of asset management across the organisation and through the community.
- Proactively seek development of skills, abilities, and education where required to meet the requirements of the role.
- Provide asset information and assistance to Council's Service Managers.
- Be innovative, identify and communicate opportunities for improvement.

Capacity Building

To ensure that Council's asset management capabilities are best appropriate practice, Council will:

- Review skills and development needs in asset management related areas as part of employee performance planning and provide appropriate development opportunities.
- Provide Councillors and staff with asset and financial responsibilities with appropriate briefings in relevant asset and financial management principles, practices, and processes.
- Provide and allocate resources for training to support asset management across the organisation.

References

- *Local Government Act 1993* (NSW)
- NSW Office of Local Government's Integrated Planning and Reporting Guidelines and Handbook
- Local Government Financial Sustainability Framework
- International Infrastructure Management Manual (IIMM)

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Related Documents

Asset Management Strategy and all associated Asset Management Plans.

Review Date

This Policy has a lifespan of four (4) years and will subsequently be reviewed prior to the next Ordinary Local Government election.

History

Minute Number	Meeting Date	Description of Change
472/2011	August 16, 2011	Adopted
210/2013	April 2, 2013	Reviewed
95/2017	June 27, 2017	Reviewed
	June 28, 2020	For Adoption

2022 Asset Management Strategy

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Document Control

Prepared by: CT Management Group P/L PO Box 1374 GEELONG VIC 3220 Email : admin@ctman.com.au Web : www.ctman.com.au	Document : Narrabri Shire Council Asset Management Strategy - Draft v1.0.docx
	Project Manager: Jarrod Bryant
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	Date: March 2022
	Synopsis: *Strategy outlining the implementation of the Asset Management Framework*

CONSULTANTS DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
1.1	14/03/2022	Narrabri Shire Council	Draft
1.2	29/04/2022	Narrabri Shire Council	Draft
1.3	01/06/2022	Narrabri Shire Council	Draft

SCHEDULE OF ADOPTION

Version No.	Date	Comment	Resolution
1.2	16/05/2022	Endorsed for Public Exhibition	130/2022
1.3	28/06/2022	Adopted	

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1. Introduction

1.1 About Narrabri Shire

Narrabri Shire is located halfway between Brisbane and Sydney. It is two and a half hours from the Queensland border and is well serviced by road, rail, and air. The Shire's largest town of Narrabri is positioned on the crossroads of the Newell and Kamilaroi Highways.

Narrabri Shire has a population of some 13,270 residents and covers an area of around 13,000 square kilometres. It is located in the heart of the Namoi Valley in the North West slopes and plains of New South Wales. The town of Narrabri is the administrative centre of the Shire.

Narrabri Shire is a modern regional growth centre encompassing a strong business community. The area has diversified from its traditional agricultural base of grain, cotton, wool, beef and prime lamb production to coal mining and gas extraction and exploration. The advent of these new resource based industries in conjunction with ancillary business is providing a breadth and depth to the local economy.

1.2 The Assets Council Manage

Narrabri Shire Council is the custodian of an extensive portfolio of infrastructure, community, and operational assets. These assets assist us in delivering services to the community and include:

- Roads, both sealed and unsealed.
- Bridges and major drainage structures.
- Footpaths and shared paths.
- Buildings including community halls, libraries, sporting pavilions, public toilets, and administrative and operational facilities.
- Stormwater drainage assets including pits and underground pipes.

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- Open space assets covering playgrounds, park furniture and amenities, sports fields, and playing courts.
- Sewer and sewage treatment assets.
- Water supply network.

Today, like in many Australian communities, many of the assets are aging and require significant ongoing maintenance, partly because most of the assets were built decades ago. The needs of the community are also changing, including increased expectations and demand for new and improved services.

All of these issues means that it is critical that we are good asset managers and invest in the maintenance, renewal, and improvement of assets wisely.

1.3   What is Asset Management

Asset management refers to the coordinated series of activities that monitor and maintain things of value — in this case, physical assets. This involves balancing risk, cost, opportunities, and performance to realise the value of an asset fully and effectively over its entire lifespan.

Ultimately, asset management is a way to align strategic planning with infrastructure and service delivery in the real world. What assets do people need? How can these assets be made to last the longest and perform the best?

1.4   Why is Asset Management Important?

Infrastructure is at the heart of everything that Council does. As infrastructure assets can provide services over extended periods of time, the choices Council make today can impact the quality of life of future generations.

Asset management provides us with the ability to understand the immediate, medium, and long-term impacts of decisions and provide solutions on how to mitigate potential risks.

The benefits of good asset management include:

- Improved cost efficiency by looking at the costs of assets over their entire lifecycle.
- Being able to target critical assets to ensure performance is maintained and risks are managed.
- Better understanding of what levels of service can be achieved for different costs.
- Ensuring infrastructure networks are appropriately funded for the long term.
- Improving customer satisfaction by matching the services and assets Council provide to the community's expectations and willingness to pay.

1.5   Vision for Asset Management

As trusted stewards of Council's assets on behalf of the community, Council will sustainably maintain, improve, and grow its assets to support services in a way that minimises risk and impact on the environment, and which demonstrates best value.

In doing this Council will comply with all legal, regulatory, safety and environmental requirements placed upon it and will not compromise the safety of its employees or the public.

1.6   What is the Purpose of this Asset Management Strategy?

The purpose of this *Asset Management Strategy* is the development, implementation, and administration of service centric, community focused and sustainable asset management across Council.

The principles and strategies outlined in this document will help shape decision making and planning, to ensure sustainable service delivery for both current and future generations.

Asset Management Strategy follows the mandated *Integrated Planning and Reporting Framework.*

2. Council's Assets

All infrastructure assets, with a collective replacement cost of close to **$642.2 million**, belong to our ratepayers and are managed and operated by Council on their behalf.

Ensuring assets are appropriate for the community's needs enables Council to deliver the services that make the Narrabri Shire a great place to live, work and visit.
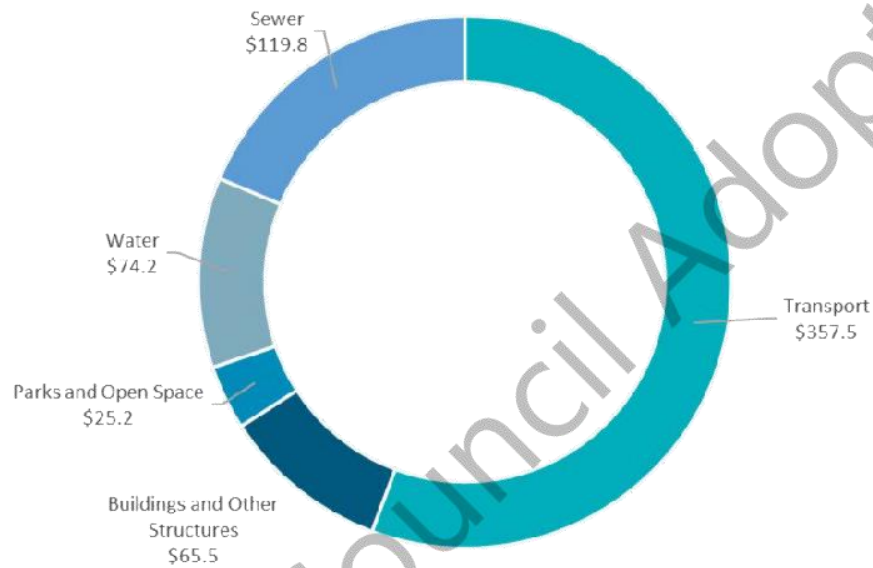
Figure 1 - Asset Value Summary ($ million)

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This *Asset Management Strategy* provides guidance on all infrastructure assets, which are grouped into the following key asset classes:

Asset Class	Quantity	Replacement Value ($ million)
Transport	664.5 km of sealed roads, 1,679 km of unsealed roads, 62 bridges, 27.8 km of footpaths, 937 stormwater pits and structures, 22.7 km of drainage conduits	357.5
Buildings and Other Structures	218 buildings 79 other structures	65.5
Parks and Open Space	Includes streetscape and park furniture, playgrounds, cemeteries, swimming pools, recreations reserves, etc	25.2
Water	152 km of water mains, water fittings, 11 bores and associated pump stations, 18 potable water storage facilities.	74.2*
Sewer	139 km of sewer mains (gravity and rising), sewer connections, 12 sewer pump stations and 3 sewage treatment plants	119.8*
Total		**642.2**

*Table 1 - **Asset Summary** (Figures to be updated upon completion of 2022 Water and Sewer asset revaluations)*

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3. Asset Management Framework

The Asset Management Framework enables Council to develop strategies that are fit for purpose for the quality, quantity, and type of assets, level of service expected by the community and actual demand experienced.

It allows decisions to be made about assets that are supported with structured processes and decision-making tools that consider the total lifecycle of assets.

The Asset Management Framework follows the principles of the National Asset Management Accountability Framework (NAMAF) and the ISO:55000 series of asset management standards with the aim of achieving the following benefits:

- Lower asset management costs over the long term.
- Alignment of strategic initiatives across the Asset Management Framework.
- Increased engagement of people, including leadership, communications, and cross-disciplinary teamwork.
- Alignment of processes, resources, and functional contributions.
- Better understanding and use of data and information to provide consistent and informed decisions.
- Consistent, prioritised, and auditable risk management.
- Improved asset management planning.

Asset Management Framework and its relationship with the broader corporate planning is presented in Figure 2.

This framework has been developed following good practice principles and in particular the relationship between the key elements of an ISO:55000 asset management system and the NAMAF.

The *Asset Management Framework* aims to ensure that a systematic approach to asset management delivers prudent and efficient outcomes that meet objectives.

3.1 Scope of the Asset Management Framework

Key elements of *Asset Management Framework* include:

- Asset Management Policy.
- Asset Management Strategy.
- Asset Management Plans.
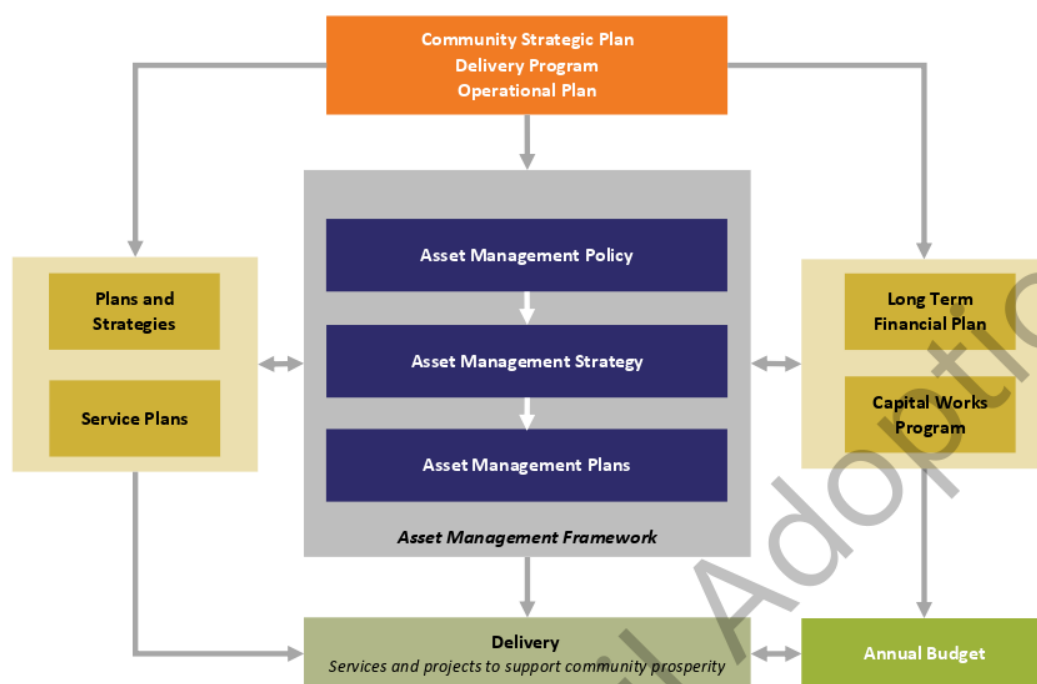
Figure 2 - Asset Management Framework

Asset Management Policy

To aid alignment of the asset management activities to the strategic goals, Council has adopted an *Asset Management Policy*.

This Policy applies to all of the assets and associated activities and is the overarching document that guides asset management framework. It provides a critical platform for Council to deliver its vision to be a thriving organisation known for inspiring, motivating, and equipping people for success.

Asset Management Strategy

This Asset Management Strategy outlines how Council will deliver asset management policy intentions. It does so by establishing the direction and actions necessary for improvement of relevant asset management practices to achieve the Council's vision and organisational objectives.

Asset Management Plans

Most of the asset management activities are managed at an asset class level. Council has prepared individual *Asset Management Plans* that each cover a 10-year planning horizon to assist in the management of our assets over their lifecycle. They summarise the operating and capital expenditure requirements for each asset class.

4. Strategic Context

Council is committed to sustainably planning for the future of Narrabri. Council do this by working directly with the community to understand the vision for the shire and its people.

This vision is delivered through a set of strategic plans including this Asset Management Strategy.

These plans inform and guide decision making and set out the outcomes and priority initiatives that compel action towards a thriving future.

Assets play a key role in the delivery of quality services and effective asset management helps to achieve strategic directions.

4.1   Council's Strategic Directions

The strategic directions outlined in our *Delivery Program* represent the priorities Council share with our community for the Narrabri Shire.

The strategic objectives are grouped into four strategic themes:

1. Our Society: *An empowered, inclusive, and connected community*	
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 childcare 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.
2. Our Environment: *A sustainable and compatible natural and built environment*	
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.

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3. Our Economy: *A strong, diverse, and sustainable economy*	
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.
4. Our Civic Leadership: *Council as strong leaders for the community*	
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

In looking at how Council manages its assets into the future, it is important that Council have strong links with these objectives, to ensure that Council's asset management practices align with the goals of the community and organisation.

4.2 Integrated Planning and Reporting Framework

Strategic plans are developed in accordance with the statutory requirements of the *NSW Integrated Planning and Reporting Framework* (IPR).

The IPR outlines our commitment to building a strategic planning and reporting system that is connected, inter-dependent and outcomes focused.

Council is required to write and report on these plans in a transparent and consultative manner. Council are championing IPR as a method to improve its internal planning and external communication and engagement.

The framework is designed to give Council and the community a clear picture of:

- The long-term vision for our shire - Community Strategic Plan
- What will be delivered to get there - Delivery Program, Operational Plan, and Resourcing Strategy
- How progress towards the vision is measured - Quarterly, Annual, and End-of-Term Reporting

Strategic planning provides a clear direction, informs resource planning, and helps to ensure Council delivers on our commitments.

Figure 3 illustrates *Integrated Planning and Reporting Framework*.
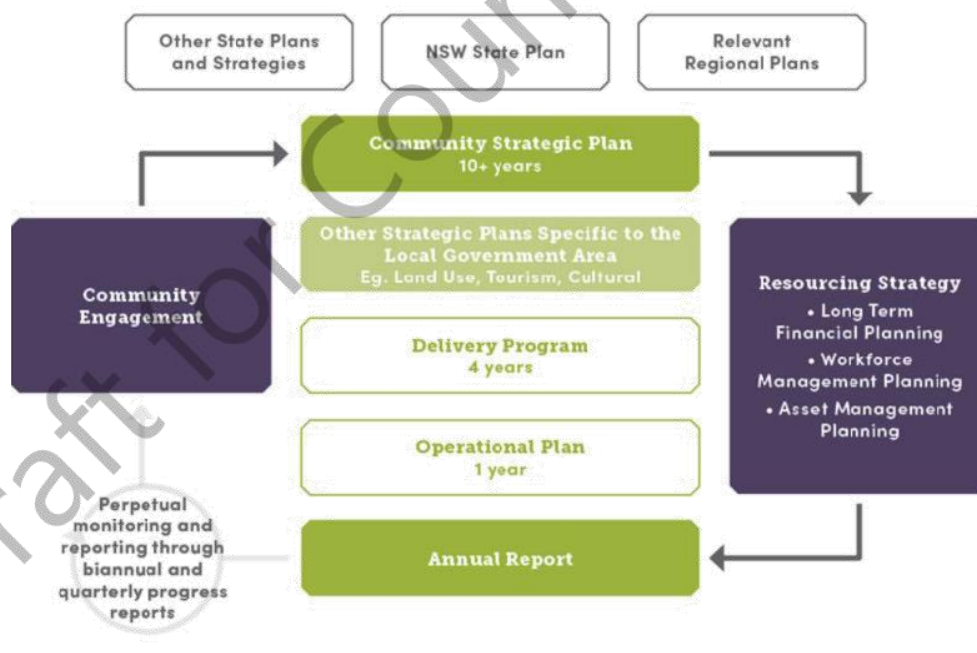
Figure 3 - Integrated Planning and Reporting Framework

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4.3   Long Term Resource Planning

This *Asset Management Strategy* forms a key component of Council's Resourcing Strategy. *Asset Management Strategy* and *Long-Term Financial Plan* along with the *Workforce Plan* are the foundation of long-term resource planning. These plans work together to ensure that expectations are achievable and sustainable.

There is direct integration between *Asset Management Strategy* and the *Long-Term Financial Plan*. The *Asset Management Strategy* inform the *Long-Term Financial Plan* by identifying the amounts that are required to renew, maintain, and improve assets over their lifecycle.

The *Long-Term Financial Plan* determines how much funding is available to support assets. It incorporates knowledge of the condition of assets, and risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for infrastructure.

4.4   Service Driven Asset Planning

Assets exist to enable the provision of a broad range of services for community benefit. Council's ability to effectively manage our assets has a direct impact on the quality of services enjoyed by the community.

Council is continuously looking to improve the ways that we plan our services. This is to make sure that Council's services are aligned with goals, have clear and measurable outcomes, and respond to community expectations and affordability. Council is striving to strengthen the alignment between assets and the services.

5. Organisational Roles and Responsibilities

The senior leadership is committed to asset management, and to providing the necessary resources and support so that Council can effectively implement *Asset Management Framework*,

This will be led by *Asset Management Committee*, who will oversee and ensure that there is organisational support for asset management.

5.1 Organisational Structure

Figure 4 shows organisational management structure.
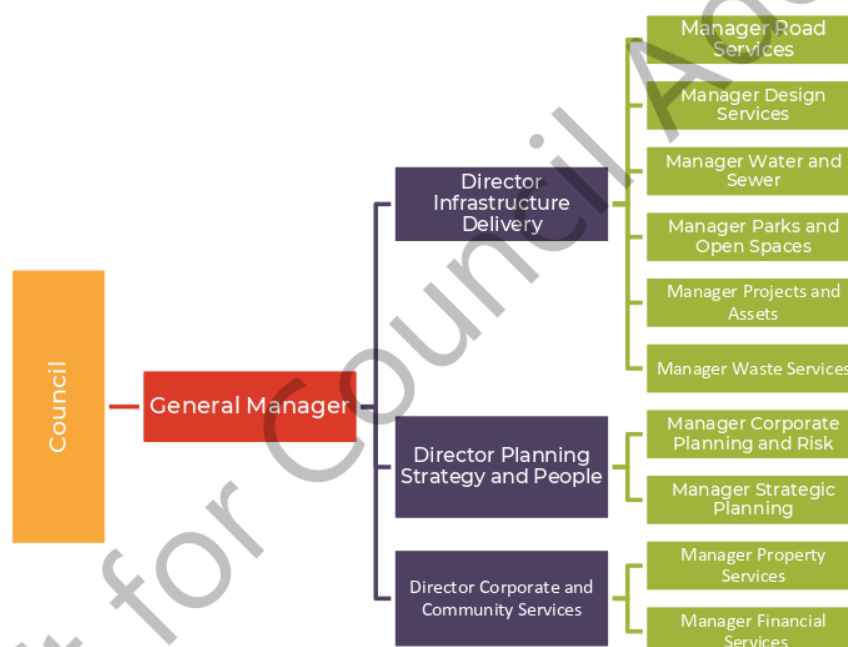
Figure 4 - Organisational Structure

5.2 Roles and Responsibilities

Asset management requires a whole-of-organisation approach. The roles and responsibilities of the key stakeholders involved in managing assets are detailed in the *Asset Management Policy*.

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Organisational Oversight

The Executive Management Team will ensure that there is a coordinated and integrated approach to asset management across the organisation. They will also be responsible for promoting an understanding of asset management issues across the organisation and to make sure that investment into physical infrastructure supports strategic direction.

Asset Management Committee will take responsibility for the development and implementation of the Asset Management Improvement Plan. They will regularly monitor and report on the progress of the improvement actions to the Executive Management Team.

Another key role of the Asset Management Committee will be to build awareness across the organisation of the role and importance of asset management. This includes making those people who have a role in asset lifecycle functions aware of their responsibilities.

5.3 Leadership and Culture

Building a high-performance culture and high levels of employee engagement is essential to supporting the achievement of strategic objectives and to enable Council to be sustainable.

To drive culture, Council invests in the development of people at all levels to build self-awareness and leadership capability, focusing on communication, teamwork, business improvement, and change.

Council's capacity to implement the Asset Management Strategy and framework will rely on the continued leadership, commitment, and involvement of Council's management and staff. Leadership will form the major influence in the development and application of this Asset Management Strategy together with strategic and operational continuous improvement plans.

To ensure success and a positive change in asset management practices, leadership will be paramount across the entire organisation.

The General Manager, management team, and all leaders aim to champion ongoing commitment to sustainable asset management in their actions and messages to staff, as well as effective mentoring.

5.4 Training and Developing People

To ensure that Council's asset management capabilities are best appropriate practice, Council is committed to:

- Clearly defining asset management roles, and continuously recruit staff accordingly.
- Continuously encourage innovation to improve the way Council manage assets.
- Reviewing skills and development needs in asset management related areas as part of employee performance planning and providing appropriate development opportunities.
- Providing relevant staff with appropriate briefings in relevant asset and financial management principles, practices, and processes.
- Providing and allocating resources for training to support asset management across the organisation.

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6. Changing Shire

6.1 External Challenges

Local, national, and global trends all have the potential to impact the future outlook of the Shire. Council needs to understand these trends, harness their benefits, and adaptively respond to preserve the health, vibrancy, resiliency of Narrabri.

Council have identified a number of key areas with the potential to significantly impact the ability to meet the community's needs. These challenges also provide opportunities which Council can leverage to be advantageous and include:

Population Growth and Demographic Changes	Aging Infrastructure	Rising Cost of Services
▪ According to the projections calculated by the Department of Planning and Environment, the population of the Narrabri Shire Council local government area will decrease over the next 20 years. However, a number of projects identified by Council may increase the population through construction workers and their families and a number of ongoing jobs following construction.	One of the biggest financial challenges facing us is the cost of renewing ageing infrastructure. Assets have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.	Cost increases to items such as electricity, petrol, and raw materials impact all impact on ability provide value for money services. For Council, this occurs within an expectation of doing more with less or improving efficiency to ensure more can be achieved with less money.

What does this mean for asset management and service delivery?

Challenges in maintaining revenue raising capacity in the future to fund the care, renewal, and improvement of the infrastructure. Change in the age structure of the population will mean it is critical for us to plan age-based facilities and services.	There is a critical need to introduce systems and processes to ensure that spending on existing assets is optimised. As Council assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered.	Council will need to aim to continually balance the affordable provision of services against the needs of the community.

Political and Regulatory Influence

Council operates in a complex legislative and policy environment that directly influences the way we do business:

- There is an expectation that Council will continue to deliver services, even when State and Federal government funding is withdrawn
- The rate peg means Councils ability to control source revenue is constrained
- Compliance and reporting requirements are increasing

Natural Environment

Council is already experiencing the impacts of climate change. In the future, we can expect; increased vulnerability to bushfire; storm damage to infrastructure; decreased water quality and security of water supply; reduced summer outdoor activities due to higher temperatures.

What does this mean for asset management and service delivery?

Council needs to meet statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.

Council will need to recognise climate change risks and examine the vulnerability of the asset network.

If and when disasters occur, Council will need to focus or energy and resources on supporting the recovery of the community.

Council assets will need to be rebuilt to a higher standard in the expectation that risks will only increase in the future.

There may also be increased expectation for leadership from Council to make use of sustainable energy sources and to provide assets that are environmentally efficient.

6.2   Internal Challenges

Council asset base will continue to require appropriate funding to ensure that service levels are maintained. In addition, Council asset management processes and procedures, will require continual refinement and updating to ensure they provide the necessary support to staff to manage the assets in line with best practice principles.

6.3   Resilience in Challenging Times

Council community infrastructure assets are essential to the delivery of basic public services and even more so in changing urban landscapes.

Council services face a multitude of risks, whether it is from poor planning, climate change, or public health crises such as the ongoing COVID-19 pandemic.

Good asset management lends itself to sound fiscal management by supporting long term financial sustainability and ultimately ensuring that Council investment into Council assets will adequately sere present and future generations.

Council *Asset Management Framework*, including the systems, tools, and processes we use, means that we are well positioned to act when needed.

As Council asset management proficiency continues to improve so will the resilience of Council assets and services to future threats and hazards.

7. Risk

7.1 Risk Management

Effectively managing risk is a crucial aspect of asset management and ensures that Council can both protect and enhance the value of community assets.

All risk management activities in relation to Council assets are undertaken consistent with Council *Risk Management Framework*.

By integrating risk management into Council's asset management planning processes, Council can:

- Proactively mitigate risk through robust up-front planning.
- Identify additional areas of risk exposure (reducing uncertainty).
- Develop long-term strategies to minimise impact whilst driving innovation.
- Make informed decisions regarding acceptable levels of risk.

Council maintains a corporate risk register of all significant strategic and operational risks that may impact how Council performs as an organisation.

Elements of the *Asset Management Framework* form key controls and treatments within the corporate risk register.

Asset Management Risk Register

Within each of the *Asset Management Plans*, an assessment of the critical risks associated with Council's infrastructure and associated service delivery. The risk assessment process will be consistent with the *Risk Management Framework*, with each identified risk including:

- A risk statements.
- Causes and the likelihood of them occurring.
- Potential consequences/impacts.
- Control measures (including owner and current effectiveness).
- Initial risk rating (based on existing controls in place).
- Treatments (including links to improvement plans, owner, and timeframes).
- Residual risk rating (based on completed risk treatments).

This process will build upon the elements within the corporate risk register related to asset management, by identifying specific risks associated with assets and asset planning processes.

7.2 Business Continuity

Council business continuity plans set out to:

- Re-establish services and operations as quickly and efficiently as following a significant interruption or loss of services or facilities.
- Minimise the impact of service disruption on the community and staff.
- Implement systematic and tested procedures to maintain essential services throughout the recovery period.

Asset management plays a key role as part of the business continuity plan. Key functions include:

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- In consultation with the relevant professionals, be responsible for the validating of all decisions concerning the damaged assets. This includes securing the site, safety and access control to the site, and documentation of all these activities.
- In consultation with the Manager Property, be responsible for locating and securing interim office accommodation and services for those affected by the incident.
- Working with the emergency service authorities and personnel to conduct an impact assessment of the disaster site once cleared by the emergency services.
- Organising all contractual services such as trades, maintenance, cleaning restoration services and other services as needed for all premises used during the emergency.

8. Councils Asset Management Story

A key element of this Asset Management Strategy is to review the current status of asset management practices in order to identify key gaps and opportunities for improvement.

8.1 Asset Management Maturity

Asset management maturity is the level or ability to achieve best contemporary asset management practices.

Council is guided by three recognised standards as benchmarks for asset management best practice:

1. ISO55000:2014. An international standard that provides an overview of principles, terminology, and definitions.
2. International Infrastructure Management Manual (IIMM) that provides guidance on how to implement ISO55000.
3. National Asset Management Assessment Framework (NAMAF), the Australian framework used to measure local government asset management capability and maturity.

Council use NAMAF to measure asset management maturity. The framework is a self-assessment against 11 elements (refer to **Appendix 2**). Council is not seeking ISO accreditation but will use this standard as a guide progress towards good practice.

The current state of maturity is approaching core capability, **with a score of 731 out of 1,100.**

The figure below shows how Council scores on each of the maturity elements and the improvement that is anticipated to be made as Council progressively implement this strategy.
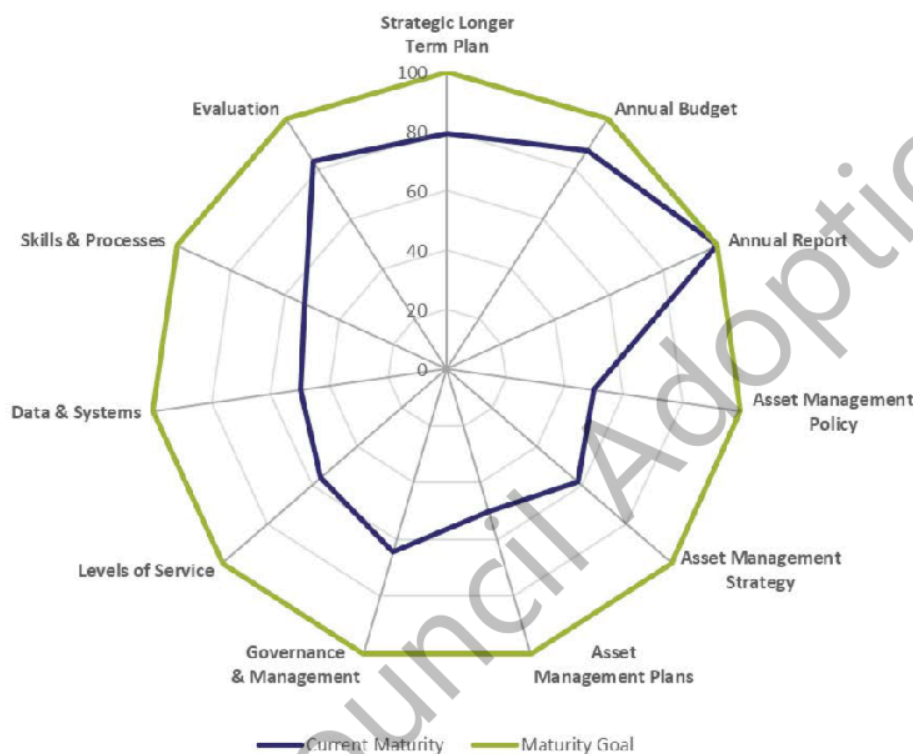
Figure 5 - Asset Management Maturity

8.2   Council's Goal

In moving forward, Council desire greater consistency and improved skills with respect to the asset management practices.

The goal is to reach core maturity and progress towards advanced capability over the life of this strategy. Council will assess maturity each year to track and report on progress.

Reaching a 'Core' level of asset management maturity will mean that quality systems, processes, and data will support the development of long-term cash flow predictions and will drive decision making.

Council will assess maturity each year to track and report on the progress Council are making towards achieving the goal.

9. Council's Strategy

9.1 Guiding Principles

To align asset management practices to the community's priorities and improve them to cope with the future challenges we are facing, Council is committed to making all decisions relating to assets in accordance with asset management principles.

- **Appropriate assets:** Assets will be accessible, safe, and suitable for community use.
- **Community benefit:** Council will innovatively use its asset base to support the social, cultural, and economic wellbeing of the community.
- **Service delivery:** Asset planning will be informed by community need and affordable levels of service.
- **Informed decision making:** Council will ensure all decisions incorporate a life cycle approach to asset management while meting legislative requirements and managing risks.
- **Financial sustainability:** Council will ensure that present needs are provided for whilst sustaining resources for the benefit of current and future generations.
- **Environmental sustainability:** Assets will be planned and developed to incorporate climate resiliency and mitigate environmental impact.
- **Good Practice:** Council will demonstrate transparent, responsible management processes to align with accepted best practice where all employees take an integral part in the overall management of assets.

9.2 Asset Management Objectives

Using asset management principles as a basis and considering current state of asset management Council have established the following asset management objectives.

These objectives set out the results Council need to achieve to progress its asset management capability and realise value from assets.

1	Appropriate Assets
1.1	Council will provide assets that meet agreed levels of service in terms of function (including safety and accessibility), condition, and capacity by: ● Conducting regular performance audits for Council assets consistent with their criticality. ● Delivering appropriate and affordable asset maintenance, renewal, improvement programs.

Actions to Support	*Link to Strategic Directions*	
▪ *Develop a program to conduct regular condition inspections of assets* ▪ *Preparation of a long-term capital works program to inform planning of the Annual Budget*	**Civic Leadership**	**Economy**

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2	Community Benefit

2.1 We will maximise the value and benefit that asset brings to the community through:

- Providing fit-for-purpose facilities and infrastructure that provide a foundation for delivering quality services and programs.
- Continuing to work with community to understand their needs and expectations.

Actions to Support   *Link to Our Strategic Directions*

- *Incorporate direct community consultation/engagement in the future review/update of current Service Plans.*   Society   Civic Leadership

3	Service Delivery

3.1 Council will manage assets with a focus on achieving community outcomes through connecting the required purpose and performance of assets to strategic direction.

3.2 Council will measure current performance and future asset needs based on service requirements, by:

- Ensuring assets are clearly linked to the services they support.
- Having levels of service for assets based on community needs and expectations balanced against what they are willing to pay.
- Engaging the community in decision making to reflect their needs and define value.
- Measuring and reporting on the performance of assets.

Actions to Support   *Link to Our Strategic Directions*

- *Enhance current Service Plans so that they have a long-term focus that assess future resource needs and provide input to the Long Term Financial Plan*   Society   Civic Leadership

4	Informed Decision Making

4.1 Council will collect and maintain quality data on assets, that is:

- Consistent, appropriate, and current.
- Regularly reviewed for accuracy.
- Made widely available for informing decisions on Council assets and services.

4.2 Council will maintain an information system to store and analyse asset data and make resultant information available.

Actions to Support   *Link to Our Strategic Directions*

- *Complete a comprehensive data health check to measure the accuracy and completeness of Council's existing asset data.*   Civic Leadership
- *Consolidate and transfer current disparate sources of asset information into our centralised asset register.*

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5	Financial Sustainability

5.1 Council will develop long term plans for our assets that seek to optimise asset performance and value, by:

- Preparing and maintaining Asset Management Plans.
- Adopting lowest whole-of-life cost solutions to realise value from assets
- Taking account of the full costs of holding, using, and disposing of assets throughout their life cycles.

5.2 Council will ensure long-term asset planning is financially sustainable by integrating the outcomes of asset management planning into the Long-Term Financial Plan.

Actions to Support   *Link to Our Strategic Directions*

- *Review and update existing Asset Management Plans for all major infrastructure asset classes.*
- *Develop and embed a capital works evaluation process driven by strategic directions, affordability and considers lifecycle costs.*

Economy   Civic Leadership

6	Environmental Sustainability

6.1 Council will incorporate consideration of climate change into our asset management thinking, considering:

- Ways Council can help address impact through the ways Council plan and manage our assets
- How to manage the effects climate change will have on current assets
- How to plan for future assets to be more adaptable to climate change.

Actions to Support   *Link to Our Strategic Directions*

- *Investigate opportunities to increase energy efficiencies at Council facilities.*

Environment

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7	Good Practice

7.1   Council will establish and implement an Asset Management Framework, which will:

- Comply with relevant legislation, regulations, standards, and guidelines.
- Integrate asset management processes with functional management processes.

7.2   Council will commit to providing leadership support and adequate resourcing for asset management, through:

- Having senior leadership commitment.
- Maintaining clearly defined roles, responsibilities relation to asset lifecycle functions.
- Ensuring that employees are supported and are provided with necessary resources.

Actions to Support   *Link to Our Strategic Directions*

- *Re-establish our Asset Management Committee*
- *Prepare a roles and responsibilities matrix for lifecycle functions.*
- *Develop a resourcing strategy to determine the scale of resources competencies required to appropriately manage assets.*

Civic Leadership

9.3   Asset Management Improvement Roadmap

Council have prepared a detailed improvement plan to supplement this *Asset Management Strategy*. This is shown in **Appendix 1**.

An improvement roadmap describes how Council will continue to improve asset maturity for each of the eleven core elements of the *National Asset Maturity Framework* to reach core maturity.

The first phase will lay the foundation by committing us to achieving desired target state. Phase two will focus on improving systems and processes to support decision-making and enhanced capability. The final phase will embed service excellence and sustainability of practice.

Implementing the Improvement Roadmap

The Improvement Roadmap provides what is required to ensure the success of this *Asset Management Strategy*.

Actions will be delivered either through Business-as-Usual improvements or project resources where cost estimate and benefits to achieve these improvements will be developed through annual budget process.

Effective asset management requires a whole of organisation approach. This strategy and improvement roadmap will be driven by Asset Management Committee.

10. Monitoring and Review

10.1 Reporting

Reporting on service levels and other performance measures will be undertaken as part of the *Annual Report*.

The progress of implementing the improvement roadmap will be monitored and reported to Executive Management Team on a regular basis.

10.2 Review

This *Asset Management Strategy* is a long-term vision with a 4-year focus. It will be reviewed and refreshed following Council elections in accordance with the *Local Government Act 1993*.

Intermediary reviews of the *Asset Management Strategy* may be undertaken from time to time as improvements are implemented or major financial decisions are made. This is to make sure that it retains consistency with strategic directions. having regard to:

- Available financial resources.
- Long term works programs that are reviewed annually.
- The consideration of any external factors that are likely to influence the *Asset Management Strategy*.

Appendix 1: Asset Management Improvement Program

.	Task	Responsibility	Priority	Resource Type	2022	2023	2024	2025	2026	Status
1	**Strategic Long-Term Plan**									
1.01	Implement training/formal inductions to introduce Council's Integrated Planning and Reporting Framework to managers and staff.	Human Resources, Governance and Risk	**Medium**	Internal		✔	✔			
1.05	Complete Asset Management Plans for Transport, Buildings and Other Structures, Water, Sewer, and Parks and Open Space asset classes and incorporate financial forecasts into the Long-Term Financial Plan. Develop a long-term capital works program for infrastructure assets to inform the Long-Term Financial Plan.	Infrastructure Delivery, Finance	**High**	External support	✔	✔				Preparation of AMPs in progress
1.06	Document processes covering the development, review, and update of its Long-Term Financial Plan. The Long-Term Financial Plan should be reviewed annually.	Projects and Assets, Finance	**Medium**	Internal		✔				Not started

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.	Task	Responsibility	Priority	Resource Type	2022	2023	2024	2025	2026	Status
2	**Annual Budget**									
2.01	• Prepare and adopt Asset Management Plans for all infrastructure asset classes • Strengthen integration with other corporate planning documents such as the Delivery Plan and Operational Plan so that the Annual Budget is aligned with Council's strategic objectives. • Prepare a long-term capital works program to inform planning of the Annual Budget	Finance, Infrastructure Delivery	High	Internal with external support	✔	✔				Preparation of AMPs in progress
4	**Asset Management Policy**									
4.01	• Review and update the existing Asset Management Policy to follow best practice to outline Council's asset vision, objectives, and asset management framework. • Have updated AM Policy adopted by Council.	Infrastructure Delivery	High	External support	✔					In progress
5	**Asset Management Strategy**									
5.01	Review and update current AM Strategy with organisational vision for AM, status, desired future state, and improvement plan.	Infrastructure Delivery	High	External support	✔					In progress

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.	Task	Responsibility	Priority	Resource Type	2022	2023	2024	2025	2026	Status
6	**Asset Management Plans**									
6.01	• Review and update AMPs for all major infrastructure asset classes. • The structure and content of all AM Plans should follow good industry practice and guidance such as the International Infrastructure Management Manual.	Infrastructure Delivery Finance	**High**	External support	✔					In progress
6.02	Review the asset classifications within each AM Plan as they are updated so that there is consistency with the adopted infrastructure hierarchy.	Asset Services	**Medium**	Internal with external support	✔	✔				In progress
7	**Governance and Management**									
7.01	• Prepare a communication framework that outlines AM reporting and organisational engagement requirements. • Include AM topics as part of the Councillor induction process to improve knowledge.	Governance and Risk	**Low**	Internal			✔	✔		Not started
7.02	Prepare a roles and responsibilities matrix covering all lifecycle management functions.	Infrastructure Delivery	**High**	Internal	✔	✔				Not started
7.03	Develop a resourcing strategy to determine the scale of resources (staff, equipment, systems) and levels of competencies required to appropriately manage Council's assets. This should be compared with the provision and level of expertise of existing resources.	Human Resources, Governance and Risk	**Medium**	Internal			✔	✔		Not started

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.	Task	Responsibility	Priority	Resource Type	2022	2023	2024	2025	2026	Status
	Improvement actions should be developed to address any identified gaps including shortfalls in the quantity or skills of staff.									
7.04	Develop and embed a Capital works and major projects evaluation process which is driven by Council Plan priorities and LTFP and includes consideration of asset lifecycle costs.	Infrastructure Delivery, Finance	**High**	Internal		✓	✓			Not started
7.05	Promote the importance and benefits of good asset management, service, and financial planning practices as opportunities arise	Asset Services	**Ongoing**	Internal	✓	✓	✓	✓	✓	In progress
7.06	Re-establish the Asset Management Committee including a review of the Terms of Reference. Ensure suitable meeting frequency is defined and adhered to.	Asset Services	**High**	Internal	✓					Not started
7.07	Prepare and implement a basic communications plan to raise awareness of asset management across the organisation.	Asset Services	**Low**	Internal			✓	✓		Not started
8	**Levels of Service**									
8.01	• Incorporate direct community consultation/engagement in the future review/update of current Service Plans. • Enhance current Service Plans so that they have a long-term focus (ideally 10 years) that assess future resource needs and	Infrastructure Delivery Governance and Risk	**Medium**	Internal		✓	✓	✓	✓	Not started

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.	Task	Responsibility	Priority	Resource Type	2022	2023	2024	2025	2026	Status
	provide input to the Long-Term Financial Plan									
8.02	• Review current Service Plans to ensure that current levels of service are appropriate and consider drivers such as asset function, customer requirements, strategic and corporate goals, and legislative requirements. • Document and evaluate current costs associated with current levels of service.	Infrastructure Delivery Governance and Risk	**Medium**	Internal		✓	✓	✓	✓	Not started
8.03	Include community and technical levels of service within relevant AMPs	Asset Services Governance and Risk	**Medium**	Internal				✓	✓	Not started
8.04	Technical levels of service, once developed, to be embedded into service agreements and other relevant asset management planning procedures.	Asset Services	**Medium**	Internal				✓	✓	Not started
9	**Data and Systems**									
9.01	Complete a comprehensive data health check to measure the accuracy and completeness of Council's existing asset data and develop a strategy to improve any identified gaps. Consider inventory information, unit rates for asset valuations and predictive modelling, asset condition profiles, useful life of assets, asset	Asset Services	**High**	Internal with external support	✓	✓	✓			In progress

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.	Task	Responsibility	Priority	Resource Type	2022	2023	2024	2025	2026	Status
	degradation profiles, point of intervention for renewal based on condition, etc.									
9.02	Consolidate and transfer current disparate sources of asset information into the centralised asset register held in TechOne.	Asset Services	High	Internal with external support	✓	✓	✓			Not started
9.03	• Review current asset hierarchy to ensure that it meets business needs with a focus on the parks and open space, water, and sewer asset classes.	Asset Services	Medium	Internal with external support		✓	✓			Not started
9.05	• Determine and report against relevant asset management performance measures as part of the overall governance framework. • Seek to systemise benchmarking processes to enable efficient reporting.	Asset Services	Medium	Internal			✓	✓		Not started
9.06	Implement TechOne's Strategic Asset Management Module to generate maintenance and renewal programs and produce associated future funding needs.	Asset Services	Medium	Internal with external support			✓	✓	✓	Not started
9.07	Develop and document methodology for determining asset replacement and treatment unit rates.	Infrastructure Delivery	Medium	Internal		✓	✓			Not started

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.	Task	Responsibility	Priority	Resource Type	2022	2023	2024	2025	2026	Status
9.08	Develop and document the process for operations, maintenance, renewal, and upgrade planning.	Asset Services	**Medium**	Internal		✔	✔			Not started
10	**Skills and Processes**									
10.03	● Risk Policy and Framework to be adopted by Council. ● Review infrastructure risks as part of the update of AMPs.	Governance and Risk	**High**	Internal	✔					In progress
10.04	● Document the process followed to review and update forecast asset costs for inclusion in the Long-Term Financial Plan.	Finance, Asset Services	**Medium**	Internal		✔	✔			Not started
10.05	● Complete skills assessment for Council officers with asset management responsibilities to understand current levels of competency. ● Prepare and implement training programs as necessary to address any identified gaps to support officers in their role	Human Resources	**Medium**	Internal		✔	✔			Not started
10.06	Document the procedures used for determining useful life, remaining useful life, and calculation of depreciation.	Finance, Asset Services	**High**	Internal		✔				Not started
10.07	Document an asset handover procedure to: ● Determine the frequency and sources of data updates ● Allocate roles and responsibilities	Projects and Assets	**Medium**	Internal		✔	✔	✔		Not started

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.	Task	Responsibility	Priority	Resource Type	2022	2023	2024	2025	2026	Status
	● Establish a process for reviewing incoming data for completeness and accuracy before incorporating into the asset register.									
10.08	Develop process to notify internal stakeholders responsible for maintenance, insurance, financial reporting, etc of new assets acquired through capital works or developer contributions.	Projects and Assets	Medium	Internal		✓	✓			In progress
10.09	Develop an annual State of the Assets Report to summarise asset condition, asset performance, financial sustainability options and consequences, etc.	Asset Services	Low	Internal			✓			Not started
11	Evaluation									
11.01	● Formalise an improvement plan as part of the development of the updated AM Strategy. ● Update Terms of Reference for the AM Committee to ensure that responsibility for oversight and reporting on the progress of implementing the improvement plan is clearly defined.	Asset Services	High	Internal with external support	✓					AM Strategy with improvement plan In progress

Table 2 - Asset Improvement Program

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Appendix 2: National Asset Management Assessment Framework

There are eleven core elements of asset management under the National Asset Management Assessment Framework (NAMAF). These elements are defined as:

Strategic Planning	Council's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy; including its capital and people.
Annual Budget	Council's budget prepared for a 12-month period. The Annual Budget outlines both the income and expenditures that are expected to be received and paid over the coming year.
Annual Report	A comprehensive report on Council's activities throughout the preceding year. Local Government annual reports are intended to give ratepayers and other interested parties information about the Council's activities and financial performance.
Asset Management Policy	A high-level document that describes how Council intends to approach asset management within the organisation.
Asset Management Strategy	A strategy for the implementation and documentation of asset management practices, plans, processes, and procedures within an organisation.
Asset Management Plans	Plans developed for the management of one or more infrastructure asset classes with a view to operating, maintaining, and renewing the class in most cost-effective manner possible, whilst providing a specific level of service
Governance and Management	A set of rules and policies designed to ensure that responsibilities within an organisation are well defined, and that the business runs smoothly. While Management are the staff in charge of authorising and delivering such rules. It is very important that Asset Management is intertwined into this framework.
Levels of Service	Defined as the service quality for a given activity. Levels of Service are often documented as a commitment to carry out a given action or actions within a specified time, or the provision of infrastructure to meet a desired level.
Data and Systems	Asset Data is qualitative and/or quantitative information used to identify and describe an asset group or group of assets. The Systems are the framework in which the data is processed and stored.
Skills and Processes	The level of skill and knowledge within the organisation regarding Asset Management, along with a set of interrelated tasks that endeavour to increase awareness and learning.
Evaluation	How Council internally evaluates and monitors its performance in Asset Management.

Table 3 - NAMAF Assessment Element

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2022 Transport Asset Management Plan

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1. EXECUTIVE SUMMARY

1.1   Purpose of the Plan

This Asset Management Plan has been developed in accordance with Council's Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This Asset Management Plan details information about Council's transport assets. The plan outlines the management approach to:

- Describing and aligning the assets to services (as informed by corporate and service planning).
- Managing the future demand for assets to achieve and maintain financial sustainability.
- Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost).
- Identifying and managing risks associated with the relevant asset (including criticality and condition).
- What funds (operating and capital) are required to operate the asset portfolio in alignment with the Asset Management Plan over a 10-year planning period; and
- Continual improvement in the management of the assets and performance monitoring.

1.2   Asset Description

Council's transport assets contribute to the community by:

- Allowing people to move safely and conveniently around and through the municipality.
- Enabling the transport of goods and services.
- Connecting people to service centres and other key destinations.
- Assist drainage of stormwater from the roadway.

The transport network comprises the following asset types:

- Sealed roads
- Unsealed roads
- Bridges
- Footpaths
- Stormwater drainage

These infrastructure assets have a significant replacement value of *$357.5 million.*

Transport Assets Condition Profile

- Poor- 7%
- Very Poor- 0%
- Fair- 27%
- Excellent- 40%
- Good- 26%
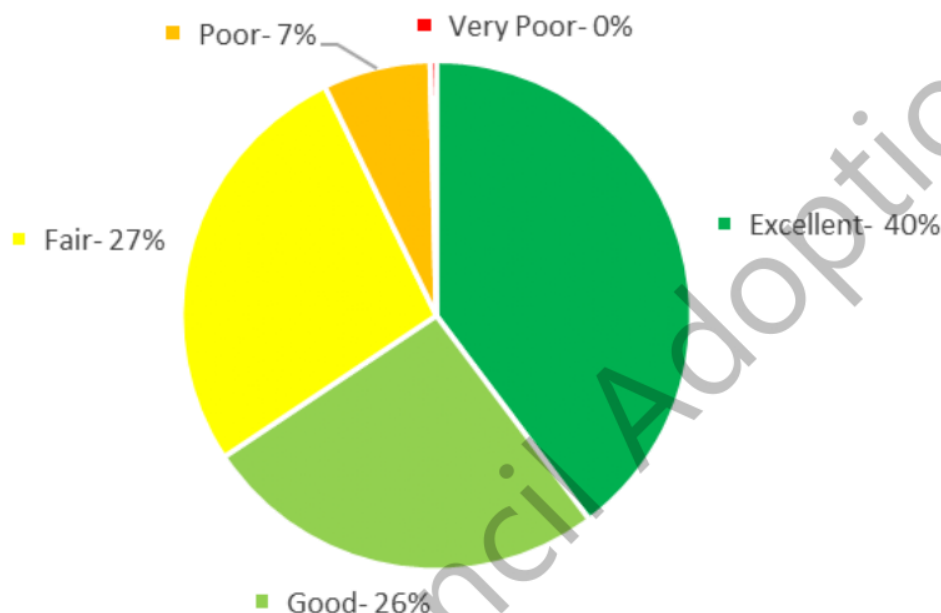
At present, almost **93%** of Council's transport assets by value are in 'Fair' or better condition.

1.3 Levels of Service

Levels of service are generally set based on legislative and compliance obligations, and historical standards that we have used in the past. To support this, we have prepared high level performance measures to monitor the effectiveness of our service delivery. This builds on the work done to prepare service plans for Transport Services.

In future, Council will undertake deliberative community engagement to validate its levels of service.

At present, management of assets, including intervention points and chosen treatment methods, is based upon:

- Available budget and resource allocations.
- Feedback from the community.
- Active monitoring of the performance of the various assets that comprise the buildings portfolio.

This Asset Management Plan has been prepared based on current knowledge of the performance of transport assets. The financial analysis undertaken indicates that Council is projected to slightly overfund current levels of service in the medium to long term, however the need to enhance knowledge of roads and footpaths through up-to-date condition assessments is required.

This Asset Management Plan, and future revisions, will inform the long-term financial planning to fund the future renewal and upgrades necessary to meet the capacity demand and levels of service.

1.4   Future Demand

The main demands for new services are created by:

- Increasing community expectations
- Council financial sustainability
- Climate change
- Increasing costs of materials and services
- Ageing infrastructure
- Increased heavy freight on our local roads

These demands will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices also include non-asset solutions, insuring against risks and managing failures.

Demand management practices include:

- Formal planning and community consultation to identify where demand is greatest and of highest priority.
- Regular inspection of assets to ensure they remain in good condition and are fit for purpose while they are in service.
- Advocacy efforts to attract external funding through Government Grants to increase the available sources of funding for upgrade and new capital works.

1.5   Lifecycle Management Plan

Lifecycle planning describes the approach to maintaining an asset from construction to disposal. It involves the prediction of future performance of an asset, or a group of assets, based on investment scenarios and maintenance strategies.

Council's current approach to managing and operating transport assets is transitioning to a more proactive approach with continual improvement to its knowledge on performance, changing requirements, and service demands.

Council is always striving to improve its approach to lifecycle management to make sure that it delivers on its service commitments in the most cost effective and efficient manner.

1.6 Financial Summary

The projected outlays necessary to provide the services covered by this plan includes operations, maintenance, renewal, upgrade, and new assets over the 10-year planning period is **$165,575,490** or **$16,557,549** on average per year.

1.6.1 What funding sources are available

Estimated available funding for the next ten (10) financial years is **$170,400,282** or **$17,040,028** on average per year as per the Long-Term Financial Plan. This is **103%** of the cost to sustain the current level of service at the lowest lifecycle cost. This funding profile has been derived to current financial information to Council and has been derived by extrapolating from Council's 2021/22 Capital Works Budget and draft 10-year Capital Works Program.

Allocated funding contained in Council's Long Term Financial Plan leaves a surplus of **$482,479**

on average per year of the projected expenditure required to provide the services in this Asset Management Plan.

The forecast projections for lifecycle costs and budget are based on a combination of information that has been determined as being reliable and other broad-based assumptions where data confidence is low.

The data and processes improve, the financial forecasts to renew, improve, and maintain transport assets will be refined and will be used to inform future versions of this Asset Management Plan and the Long-Term Financial Plan.

While it appears that Council is overspending on its transport assets, any major changes to funding levels should only occur once there is a better understanding both how the portfolio is performing through better condition information, and other long-term improvements that are necessary to cater for increasing demand.

1.6.2   What Council will do with constrained funding

Council plans to provide the following related services:

- Operation, maintenance, renewal and upgrade of local sealed and unsealed roads, kerb and gutter, footpaths, etc. to meet service levels set by Council in annual budgets
- Continue vigorous pursuit of State Government grants for roads and related assets,
- Plan asset rehabilitations to ensure that the highest priority assets are targeted for renewal each financial year. Prioritisation must be based on risk

1.6.3   What Council cannot do with constrained funding

Financial projections indicate that it is allocating sufficient funding to provide basic levels of service however this may change over time when the capture of new condition data commences in 22-23 financial year.

While minimum levels of service appear to be able to be provided, it is unable to provide the following network enhancements under the projected funding regime:

- An increased overall level of service delivered. by road and footpath assets.
- Upgrade of all identified functional deficiencies across networks.
- Sealing of unsealed roads on request.

Council will continue to work with its partners and stakeholders within the community and in Government to press for more funding to ensure it can continue to grow and service existing and newly established residents.

1.7   Risk Management

There are risks associated with providing the service and not being able to complete all identified activities and projects.

The main risks are:

- Roads deteriorating to a lesser service standard and higher risk situation.
- Damage to roads due to major storm events or increased heavy vehicle traffic.
- Personal injury or property damage due to the condition of roads and footpaths.
- Unexpected failure of critical assets.

Council will endeavour to manage these risks within available funding by continuing to implement Council's inspection, maintenance, and renewal programs to keep our roads and footpaths in a safe and serviceable condition.

1.8   Asset Management Practices

Council's Asset Management Framework provides a structured approach for the development, coordination, and control of Council activities on assets over their life cycle, and for aligning these activities with Council's vision and strategic objectives.

Council's asset management planning is supported by three key documents:

- Asset Management Policy.
- Asset Management Strategy.
- Asset Management Plans.

Systems to manage assets include:

- Finance and accounting – *TechOne Financials*
- Asset management system – TechOne Enterprise Asset Management

Assets requiring renewal/replacement are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project

1.9   Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

- Consolidating all of the transport asset related data into the Asset Management Information System so that there is a single source of truth.
- Preparing a Road Strategy to document affordable levels of service.
- Completing comprehensive condition audits of our transport assets to better understand their current performance and any underlying risks.
- Implementing functionality of our corporate Asset Management Information System support maintenance planning for transport assets and to enhance data capture and activity tracking.
- Developing a project-based ten (10) year capital works program for renewals, upgrades, and new works.

2. INTRODUCTION

2.1 Background

Narrabri Shire Council owns and manages a portfolio of transport infrastructure to support its operations and delivery of services to the community. These infrastructure assets range in age, quality, and function. Transport assets range from sealed and unsealed roads, bridges, kerb and gutter, footpaths to storm water. The management of our transport assets requires the coordination of Council's technical and operational resources.

2.2 Purpose

This Asset Management Plan outlines the required management approach to:

- Describing and aligning the assets to services (as informed by corporate and service planning).
- Managing the future demand for assets to achieve and maintain financial sustainability.
- Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost).
- Identifying and managing risks associated with the relevant asset (including criticality and condition).
- What funds (operating and capital) are required to operate the asset portfolio in alignment with the Asset Management Plan over a 10-year planning period.
- Continual improvement in the management of the assets and performance monitoring.

This Asset Management Plan is to be read with Council's Asset Management Policy and Asset Management Strategy along with the Community Strategic Plan, Delivery Program, and Operational Plan.

Figure 1 shows the different documents that influence and inform this Asset Management Plan.

Community Strategic Plan

Delivery Program and Operational Plan

Asset Management Policy

Asset Management Strategy

TransportAsset Management Plan

Figure 1 - Asset Management Document Relationship

The infrastructure assets covered by this asset management plan are shown in Table 1.

Asset Class	Asset Group	Quantity	Unit	Current Replacement Value ($)	Useful Life (Years)
Transport	Sealed Roads	664,592	metres	$135,321,210	20 - 90
	Unsealed Roads	1,679,195	metres	$40,672,009	30
	Formation	13,310,299	sqm	$91,785,143	
	Kerb and Gutter	127,986	metres	$34,129,744	80
	Bridges	62	No.	$38,100,304	100
	Footpaths	27,873	metres	$7,858,811	20 - 80
	Stormwater Drainage	Pits and structures - 937	No.	$9,681,566	50 - 140
		Conduits - 22,731	metres		
Total				$357,548,787	

Table 1 - Assets Covered by this Plan

The networks of transport assets are provided to the community to facilitate a; safe; convenient; and defined means for transporting people and goods around and through the municipal area.

2.3   Plan Framework

This Asset Management Plan has been prepared using good practice guidance from the ISO55000 - Asset Management standard, International Infrastructure Management Manual and the Office of

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Local Government's Integrated Planning and Reporting Manual for Local Government in NSW and has been developed based on existing processes, practices, data, and standards.

Council is committed to striving towards best appropriate asset management practices and it is recognised that this Asset Management Plan will need to be updated periodically to reflect changes to management of assets.

It is intended that Council's Asset Management Plans should always reflect as closely as practicable actual practices used in managing its assets. Only in this way will we be best able to ascertain Council's long-term financial needs for delivering sustainable assets and services.

2.4   Goals and Objectives of Asset Ownership

Council's goal in managing infrastructure assets is to meet the defined range and levels of service in the most cost-effective manner for present and future consumers. By achieving the most cost-effective approach, we will contribute the affordability and liability of our community, including a vibrant, growing, and efficient local economy.

The key elements of infrastructure asset management are:

● Providing a defined level of service and monitoring performance.
● Managing the impact of growth through demand management and infrastructure investment.
● Taking a lifecycle approach to developing cost-effective management strategies that meet the defined levels of service.
● Identifying, assessing, and appropriately controlling risks.
● Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

2.5   Key Stakeholders

Assets are utilised by a broad cross-section of the community.

The stakeholders in the management of Council's transport assets are many and often their needs are wide-ranging. The relevant key stakeholders are:

● The community in general
● Residents and businesses adjoining the road network
● Pedestrians (including the very young, those with disabilities, and the elderly with somewhat limited mobility)
● Users of a range of miscellaneous smaller and lightweight vehicles such as pedal cyclists, motorised buggies, wheelchairs, prams, etc.
● Vehicle users using motorised vehicles such as trucks, buses, commercial vehicles, cars, and motorcycles
● Farmers and commercial businesspeople for haulage of grain, livestock, fruit, vegetables, grapes, firewood, general produce, etc.
● Tourists and visitors to the area
● Emergency agencies (Police, Fire, Ambulance, etc.)
● Utility agencies that utilise the road reserve for their infrastructure (gas, electricity, telecommunications)

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- State and Federal Government that periodically provide support funding to assist with management of the network
- Council's Insurers.

The community's needs and expectations are subject to change frequently and are becoming more demanding manifested by demands for services that provide better quality, value for money, environmental awareness and relevant value adding.

This plan will demonstrate to the various stakeholders that Council is managing its transport related assets in a responsible manner.

3. LEVELS OF SERVICE

This section defines the level of service or performance criteria that are required and the basis of the decision behind their adoption. The levels of service support Council's strategic goals and are based on customer expectation and statutory requirements.

In developing the levels of service outlined in this Asset Management Plan, due regard has been given to the following:

Community Requirements *(Customer Expectations)*	These are the expectations of the customers/community. These expectations (quality) must be balanced with the community's ability and desire to pay (balancing risk, cost, and performance).
Strategic Goals and Objectives *(Strategic Drivers)*	The lifecycle management of assets (service offered by assets, service delivery mechanism and specific levels of service that Council wishes to achieve) will be consistent with goals and objectives stated in the Community Strategic Plan, Delivery Program, and Operational Plan.
Legislative Requirements *(Mandatory Requirements)*	These are the objectives and standards that must be met, set by legislation, regulations, Codes or Practice, and Council by-laws that impact the way assets are managed.
Industry Standards and Guidelines *(Operating Requirements)*	Design and construction standards and guidelines that provide the principles and minimum design standards for an asset.

Table 2 - Key Levels of Service Drivers

3.1 Customer Research and Expectations

3.1.1 Community Consultation

Council undertakes inclusive community consultation to define service levels and performance measures through the development of Council's Community Strategic Plan, the Delivery Program and Operational Plan, and Annual Budget. These discussions provide input to Council's strategic directions which are supported by the various services, projects, and programmes which we deliver.

Wherever practicable, community input is sought on appropriate aspects of planning Council's buildings by way of consultation. However, Council acknowledge that they need to do more work with our community to confirm Council's levels of service. The aim will target discussions when making decisions that influence the way that Council deliver services and manage assets.

3.1.2 Community Satisfaction

Council regularly seeks feedback from the community on its performance via a formal Customer Satisfaction Survey. This survey measures community views towards, and satisfaction with Council's services and facilities. The results from the survey conducted in both 2019 and 2021 are summarised in Table 3.

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Customer Satisfaction Index	Result (Rating out of 5)	Result (Rating out of 5)
	2019	2021
Roads	2.9	2.5
Footpaths	3.3	3.3
Walkway and cycleway access	3.8	3.9
Public area access and appearance	3.5	3.5
Kerb and gutters	3.3	3.2

Table 3 - Customer Satisfaction Results

The results of the 2021 satisfaction survey indicate that the community sentiment towards management and maintenance of local roads and footpaths is poor, with a declining trend in the level of satisfaction with the road network.

Further consultation will be required to understand the nature of the community's low level of acceptance of the service standards presently delivered.

3.2   Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of Council's vision, mission, strategic directions, and strategies.

Council's vision is:

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

Council will continuously exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this Asset Management Plan.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by asset management plans for sustainable service delivery.
Workplace Health and Safety Act 2011	Protects workers and other persons against harm to their health and safety and welfare through elimination or minimisation of risks arising from work.
Roads Act 1993	Sets out the rights for the use of public roads, confers certain road related functions on road authorities and regulates the carrying out of various activities.
Environmental Planning and Assessment Act 1997	Encourages the proper management, development, and conservation of natural and artificial resources, for the purpose of promoting the social and economic welfare of the community and a better environment.
Public Works and Procurement Act 1912	An Act to consolidate the Acts relating to Public Works; and to make provision in relation to the procurement of goods and services for New South Wales government agencies.
Civil Liability Act 2002	An Act to make provision in relation to the recovery of damages for death or personal injury caused by the fault of a person; to amend the *Legal Profession Act 1987* in relation to costs in civil claims; and for other purposes.
Disability Inclusion Act 2014	An Act relating to the accessibility of mainstream services and facilities, the promotion of community inclusion and the provision of funding, support, and services for people with disability; and for other purposes
Native Vegetation Act 2003	An Act relating to the sustainable management and conservation of native vegetation.

Table 4 - Legislative Requirements

3.4 Alignment to Services

The assets covered by this Asset Management Plan contribute and support the delivery of the following services:

Asset Type	Council Service Category	Service Description
Transport Assets	Roadway Maintenance	• Periodic maintenance grading • Surface repair and bitumen resealing • Minimisation of risk to Council and provide a safe road system
	Capital Projects Services	• Unsealed road resheeting • Bitumen resurfacing • Road rehabilitation • Bridge replacement • New asset construction
	Associated Maintenance Services	• Various tasks to address scheduled and unscheduled needs of the road system, including: • Bridge inspection and maintenance • Street sweeping • Sealed road maintenance • Concrete works • Drainage works • Signage and road furniture maintenance • Slashing and vegetation control
	Road Maintenance Council Contract	• Administration of Transport for NSW Road Maintenance Contract • Liaison with Transport for NSW and other government entities to secure work, grants, or knowledge/training.

Table 5 - Services Delivered by Assets

These services align with Council's service planning, delivery, and reporting framework.

3.5 Levels of Service

Service levels can be defined in two interconnected ways, customer levels of service and technical levels of service. These are supplemented by organisational measures which are the Community Plan, Council Plan, and the Annual Budget. Service performance results are reported through Council's Annual Reports.

Levels of service are generally set based on legislative and compliance obligations, and historical standards that we have used in the past. To support this, we have prepared high level performance measures to monitor the effectiveness of our service delivery. This builds on the work we have done to prepare our service plans for both Property Services and Airport Services.

In future, Council undertakes deliberative community engagement to validate its levels of service.

3.5.1 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the Asset Management Plan are:

Quality	How good is the service? What is the condition or quality of the service?
Function	Is it suitable for its intended purpose? Is it the right service?
Capacity/Use	Is the service over or under used? Do we need more or less of these assets?

The current and expected customer service levels are detailed in Table 6.

Organisational measures are measures of fact related to the service delivery outcome (e.g., number of occasions when service is not available, condition percentages of Very Poor, Poor/Average/Good, Very Good).

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Quality	Roads and footpaths of an appropriate condition and standard	Annual Community Satisfaction Survey	52%	To be determined
Function	A primary place of residence will have access to an all-weather road	Percentage of primary places of residence with all-weather access	To be determined	100%
Capacity/ Utilisation	Roads and footpaths will be wide enough	Percentage of new constructions which meet Council's designed standards	To be determined	100%

Table 6 - Customer Level of Service

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3.6   Technical Levels of Service

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

Operations (Reliability, Safety, and Responsiveness)	The regular activities to provide services (e.g., inspections, roadside slashing, emergency call outs, cleansing of underground drainage pipes).
Maintenance (Reliability, Safety, and Responsiveness)	The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g., pothole patching, linemarking, repairs to footpaths, etc),
Renewal *(Condition and Cost)*	The activities that return the service capability of an asset up to that which it had originally (e.g., replacement of a bridge, gravel resheeting, sealed pavement rehabilitation),
Asset Improvements *(Availability, Function, Sustainability and Capacity)*	The activities to provide a higher level of service (e.g., widening a road, sealing an existing gravel road) or a new service that did not exist previously (e.g., constructing a new road).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.

Table 7 shows the technical levels of service expected to be provided under this Asset Management Plan. The 'Desired' position in the table documents the position being recommended in this Asset Management Plan.

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Reliability	To maintain function and serviceability of transport assets	Maintenance inspections – Percentage of routine inspections completed per annual schedule.	To be determined	To be determined
Responsiveness	Timely response to maintenance and repairs service request	Percentage of requests responded to within agreed timeframes.	To be determined	To be determined
Condition	Preserving the condition of transport assets	Percentage of condition inspections completed every 4 years.	To be determined	To be determined

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Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Safety	Roads and footpaths will be safe to use.	Number of public liability claims	To be determined	To be determined
		Number of reported safety related incidents per annum.	To be determined	To be determined

Table 7 - Technical Levels of Service

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

3.6.1 Actual Levels of Service

Council recognises the importance that levels of service play in optimising the lifecycle management of infrastructure assets.

For the assets covered by this plan, Council continues to work towards achieving the required service levels in practice.

The development and monitoring of actual service level will be one of the foundations of future improvement through the asset management planning process.

In practice, Council aims to meet the following service objectives in delivering transport related services:

- Providing roads that are smooth, with users being able to travel safely, efficiently and in reasonable comfort.
- Access is always generally available for passenger vehicles and heavy transport. This does not relate to natural surface roads which may be subject to intermittent closure during periods of wet weather.
- The road system is safe with the aim of mitigating risk to users from road conditions.

4. FUTURE DEMANDS

The objective of asset management is to create, operate, maintain, rehabilitate, and replace assets at the required level of service for present and future customers in a cost effective and environmentally sustainable manner. The Asset Management Plan must therefore forecast the needs and demands of the community in the future and outline strategies to develop the assets to meet these needs.

4.1 Demand Forecasts and Impact on Assets

The present position and projections for demand drivers, and their potential impacts on future service delivery and use of assets is identified and documented in the following sections.

Demand Factor	Projection	Impact on Assets
Community expectation	It is anticipated that community expectations and desire for higher asset and service standards will continue to escalate,	Our existing infrastructure may not be suitable for purpose over the longer term.
Council financial sustainability	Reduced size of grants from other tiers of government not matching required asset expenditures.	• Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset. • Increased need for maintenance and repairs.
Climate change	Highly variable climate and increased frequency and intensity of extreme rainfall and storm events.	• Accelerated degradation of and reduced road and footpath life expectancy. • Increased likelihood of natural disasters. • Increased lifecycle costs.
Increasing costs	Limited revenue growth to fund increasing costs for all operations and services including asset provision and maintenance.	• Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset. • Increased need for maintenance and repairs.
Ageing infrastructure	Council has a legacy whereby transport assets, based on their age profile, will require renewal or rehabilitation in the near term in order to maintain basic service levels.	Without adequate funding the declining condition of our transport assets will result in reduced levels of service and increased risk of failure.
Increased heavy freight	The general trend of the transport industry is to utilise vehicles of larger configurations (i.e., higher mass and greater length) to maximise cost efficiencies.	Larger vehicles may result in greater wear and tear on our road network resulting in accelerated deterioration of our roads.
Mining industry	Mining operations within the shire are expected to continue to expand in the future.	Increased traffic movements on our road network may result in greater wear and tear resulting in accelerated deterioration.

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Demand Factor	Projection	Impact on Assets
Seasonal factors	Good grain harvests result in seasonal peaks of heavy freight traffic including cotton and grain, usually occurring from October to December. The combination of increased heavy traffic and weak pavements accelerates road deterioration.	Limited investment in resealing and gravel resheeting in recent years, weak pavements, the impact of drought and flooding, and the increase in produce being freighted by road has exposed many deficiencies in the road network.
COVID-19 Pandemic	COVID-19 has had many effects on our community and local economy including rate payer and Council income. The pandemic also has also disrupted demand and the way that the community uses our assets.	We will need to monitor the long-term impacts of the pandemic and the way we manage our roads and footpaths in response. Issues include, reduced revenue, changes in use/demand patterns, disrupted plans of work, and supply chain resilience.

Table 8 - Demand Drivers, Projections, and Impact on Services

4.2 Demand Management Strategy

Demand management is not intended to reduce the scope or standard of services provided by an asset, but rather, it is concerned with aligning demand or expectation of service provided by an asset with the available resources to ensure that genuine needs are met, and community benefit is maximised.

Demand management components may include:

Driver	Service Impact from Demand	Demand Management Activities
Increasing infrastructure needs	Pressure to expand/upgrade council's transport infrastructure network.	• Analyse the effect of larger freight vehicles on roads. • Monitor expectations and communicate service levels against funding capacity to balance priorities for infrastructure with what is affordable to the community.
Increasing community expectations	Pressure to expand/upgrade and improve levels of service.	• Continue to seek grant funding for priority projects identified in the Community Strategic and Asset Management Plans. • Continue to analyse the cost of providing services and the capacity to fund at current levels.

Table 9 - Demand Management Strategies

4.3 Asset Programs to Meet Demand

Any new assets will be constructed/acquired by Council to meet growth and increased demand in a sustainable manner.

Acquiring new, or upgrading existing assets, will commit the organisation to fund ongoing operations, maintenance, and renewal costs for the entire lifecycle period of required service provided from those assets.

4.4   Climate Change Adaptation Strategies

The impacts of climate change have the potential to have a significant impact on the assets that Council manages and the services that are provided.

In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will how Council responds and manages these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

Opportunities that have been identified to date to manage the impacts of climate change on existing assets are shown in Table 10.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature	Higher maximum temperatures	Decreased lifespan of road surface treatments	Investigate alternative material choices to maximise useful life or road assets.
Storm intensity	Increased rainfall intensity during rainfall events	Flooding and decreased road pavement performance due to water ingress	• Maintenance of road surface to prevent water ingress to pavement • Emergency management plans in place to respond and recover from natural disasters.

Table 10 - Managing the Impact of Climate Change on Assets

The way in which Council constructs new assets should recognise that there is opportunity to build in resilience to the impacts of climate change. Building resilience has a number of benefits including:

- Assets will be able to withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.
- Potentially increasing asset life and protecting financial investment returns.

Table 11 summarises some asset climate change resilience opportunities.

New Asset Description	Climate Change Impact These Assets?	Build Resilience in New Works
Transport assets	Higher maximum temperatures	All materials to be reviewed to ensure performance is in line with requirements, with recycled products prioritised.
Transport assets	Increased rainfall intensity	• All materials to be reviewed to ensure performance is in line with requirements with recycled products prioritised.

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New Asset Description	Climate Change Impact These Assets?	Build Resilience in New Works
		● Upgrades to be sensitive to the ongoing requirement to limit impacts of storm events.

Table 11 - Building Asset Resilience To Climate Change

5. LIFECYCLE MANAGEMEN PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1   Background Data

Physical Parameters

The assets covered by this Asset Management Plan are shown in Table 1.

Council's transport asset portfolio has a current replacement cost of **$357.5 million** as of 30 June 2021.

The road network infrastructure for which Council is responsible is extensive and includes:

- **2,343 km** of roads (664 km sealed and 1,679 km unsealed).
- **27.8 km** of footpaths and walking tracks.
- **128 km** of kerb and gutter.
- **62** bridges and major culverts.
- **22.7 km** of stormwater conduits (e.g., underground pipes and minor culverts) and 937 stormwater pits and other structures.

Council's transport assets are located throughout an area of approximately 13,000 sq. km and various operating environments. Rainfall varies between seasons from drought to floods, and in intensity and duration between areas. Subgrades and pavement materials vary in quality with poorer quality black soil predominant in the western areas of the shire. Traffic types vary, including heavy freight vehicles, agricultural plant, and light vehicles in and between urban areas. Seasonal variations occur in heavy vehicle use and consequent damage to roads.

5.1.1   Functional Hierarchy

Council assets are classified according to a hierarchy in terms of their specific function, demand, capacity, use patterns, and potential risk.

Council's hierarchy or classification system for Council's road network is detailed below.

Classification	Functional Definition
Regional Roads	Roads of regional significance forming principal avenues of communication.
Collector Roads	Through roads that form an avenue of communication for movements between important centres, key towns or are of an arterial nature.
Local Access Roads	Low volumes of predominantly local traffic or town streets.
Natural Surface Roads	Low volume farm access roads. These are not regularly maintained and are often dry weather use only.

Table 12 - Asset Functional Hierarchy: Transport Assets

Council's road hierarchy breaks the network down into asset classes based on the importance of the road. These are State Roads, Regional Roads, Collector Roads, and Local Access Roads (including town streets) and Natural Surface Roads.

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Transport for NSW has responsibility for all of State Roads (e.g., Newell Highway, Kamilaroi Highway, etc). Council is responsible for Regional Roads, Collector Roads, Local Access Roads, and Natural Surface Roads.

The Roads Hierarchy assists Council with asset planning, financial reporting, and service level delivery.

Council is in the process of preparing a Road Strategy which aims to define the levels of service and standards that will be delivered based on projected funding profiles. It is anticipated that the current road hierarchy will be reviewed and updated to include additional road classifications. The aim is to directly relate levels of service to the road hierarchy so that higher standards of road maintenance and priority are given to roads based on their importance.

State Roads are fully funded by the State Government. Council receives a subsidy from Transport for NSW for its Regional Roads. Council funds all other roads from a combination of federal grants and its own general fund.

Asset Capacity and Performance

Assets are generally provided to meet design standards where these are available.

Deficiencies in Council's service performance are identified by evaluating performance against levels of service and evaluating feedback and information from service requests, field inspections, and community consultation. Known services deficiencies are outlined, in general terms in Table 13.

Location	Service Deficiency
Unsealed road network	● Many unsealed roads lack adequate pavement or drainage to shed water - formations are worn low with centre rutting, poor cross falls, no gravel, poor quality materials, windrows/silt/vegetation blocking drainage, etc. ● Most unsealed roads are usually only "maintenance graded" by a grader only. This treatment is superficial unless done when pavement moisture content is optimal. Proper periodic maintenance grading using a grader, water cart and roller combination and gravelling is rarely employed except in cases of flood restoration works. The situation is exacerbated by the use of marginal gravel materials. ● The normal operating speed of motor vehicles including heavy vehicles can fall significantly on roads affected by wet weather and/or seasonal heavy traffic (with dust problems when dry).
Sealed road network	● In recent years, sealed roads have suffered from insufficient bitumen sealing. As a result, sealed surfaces are often porous leading to more potholes and surface failures.
Footpaths	● Footpaths are generally in a reasonable condition with attention required to address displacements, cracking, etc.
Kerb and Gutter	● Kerb and channel assets are prone to the damage that can result from the adjacent pavement conditions, seasonal influences, heavy transport crossing and parking adjacent and passage of waste vehicles.
Bridges	● Council has aged timber and timber/steel truss bridges still requiring replacement.
Stormwater Drainage	● Deficiencies in the stormwater system in the urban areas include small lintels, under capacity, pipe sizes and flat grades. This causes excessive ponding to occur, weakening road pavements and creating inconvenience to residents.

Table 13 - Known Service Performance Deficiencies

Other issues facing the road transport network include:

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- Roadmaking material availability is a primary issue with a lack of readily available materials in the Western parts of the Shire, which when coupled with poor materials on which to form and construct roads, makes for a high-cost maintenance and construction regime.
- Gravel quality is typically poor and reasonable gravel deposits are scarce. The gravel used is under strength and susceptible to large strength variations with changes in moisture content.
- The more remote roads from the Shire hub incur substantial cost penalties for delivery and establishment works to undertake works on the roads.
- Subsoil conditions are poor with expansive silts and clays dominating.
- Longitudinal grades are flat and do not promote the efficient draining of surface water.
- Overloading of vehicles occurs causing further distress to weak road pavements.

Asset Condition

Asset condition is a measure of the health of an asset and is a key consideration in determining remaining useful life, as well as predicting how long it will be before an asset needs to be repaired, renewed, or replaced. Asset condition is also an indicator of how well it can perform its function. Condition data is valuable for developing long term funding scenarios for strategic planning of Council's budget.

Council measures the condition of its assets using a standardised 1 to 5 grading system.

A summary of the condition rating scale used for the assets covered by this Asset Management Plan is detailed in Table 14. Council's condition grading system follows good practice guidance as provided by various industry standards including the *International Infrastructure Management Manual*.

Condition data for Council's transport assets is recorded in its asset register and is used for renewal modelling, capital works planning, and financial reporting.

Score	Condition Rating	OLG Condition Category	Generalised Description of Asset Condition
1	Very Good	Excellent/ Very Good	Planned maintenance schedule only
2	Good	Good	Minor maintenance required, planned maintenance schedule
3	Fair	Satisfactory	Significant maintenance required
4	Poor	Poor	Significant renewal/rehabilitation required
5	Very Poor	Very Poor	Physically unsound and/or beyond rehabilitation.

Table 14 - Condition Rating System

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The following figure(s) provide an overview of the condition of Council's transport infrastructure taken from the last condition audit completed in 2018.
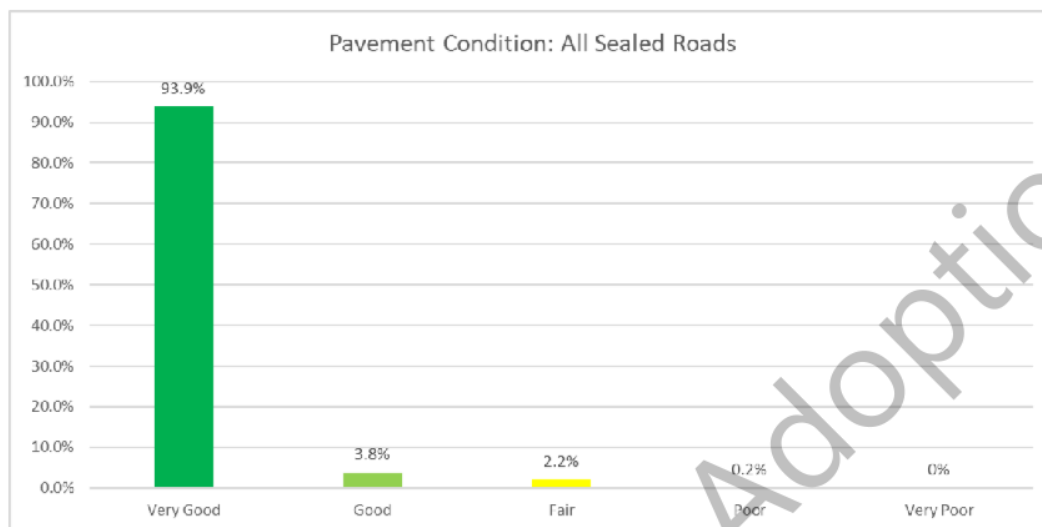
Figure 2 – Condition Profile: All Sealed Road Pavements
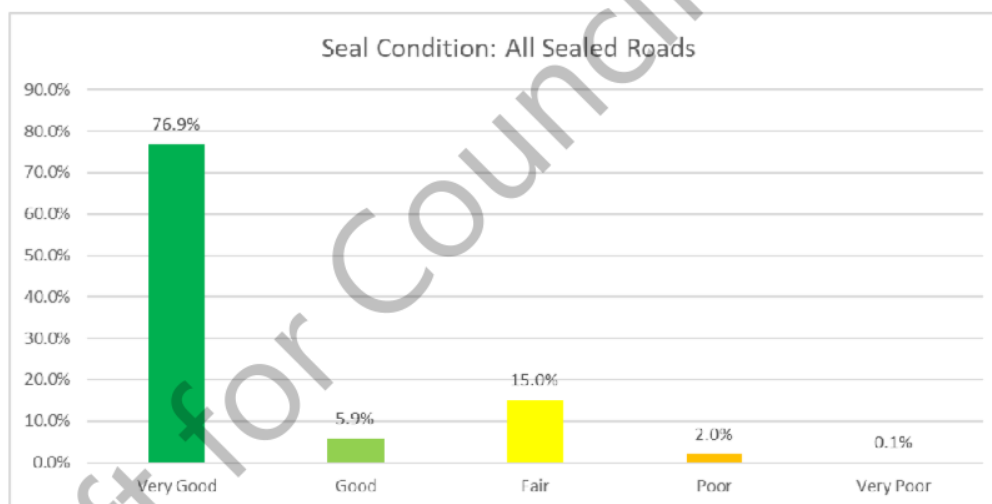
Figure 3 – Condition Profile: All Sealed Surfaces

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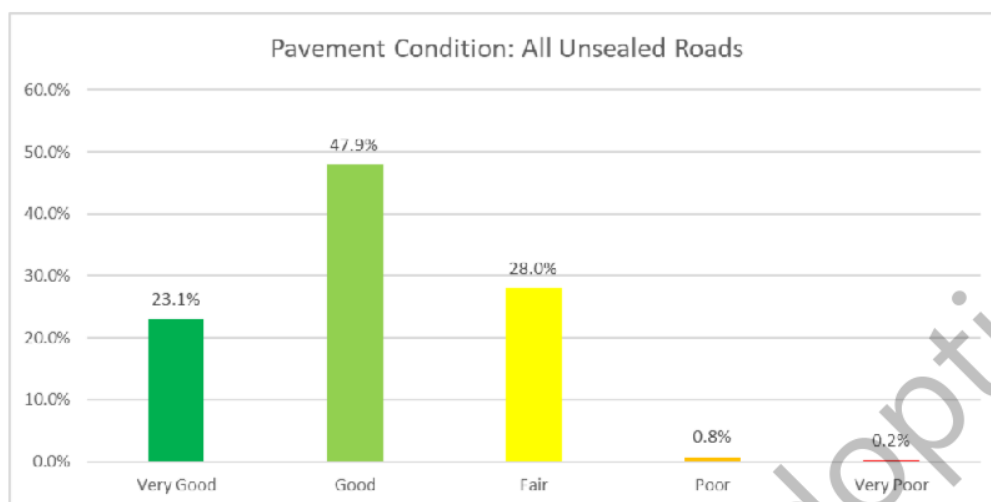
Figure 4 - Condition Profile: All Unsealed Road Pavements

What does this mean?

The condition profiles shown above for Council's sealed and unsealed road networks requires further validation to verify that the data gathered and analysed in 2018 is accurate and reflective of actual performance.

Discussions with Council's operational staff suggest that the sealed rural road network is in distress, with considerable patching and edge break restoration work being required along with a high reseal demand rate. Many road failures are prematurely caused by weak gravels, poor pavement design, and increased loading from heavy vehicles.

Anecdotal commentary suggests that the road network could be described as being in average or 'Fair' condition. Council should verify the accuracy of the condition of its roads to determine if the measured condition is reflective of asset performance prior to making any major changes to how funding is invested in this network.
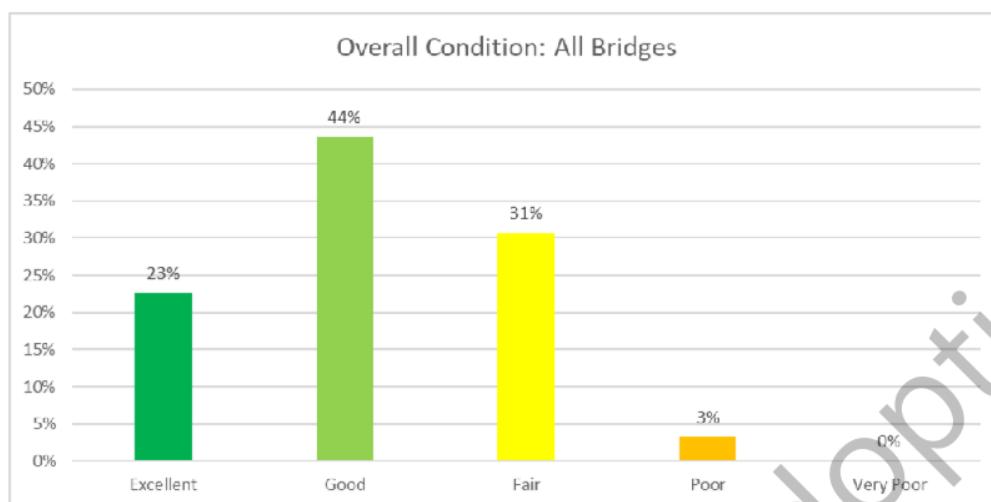
Figure 5 - Condition Profile: All Bridges

What does this mean?

Council have not completed a formal condition audit for Council's bridges in some time. In the absence of recorded condition information, the condition profile for Council's bridges shown in Figure 5 has been estimated by comparing asset age against theoretical degradation profiles and is dependent on the accuracy of the commissioning date for each structure.

The condition profile indicated in Figure 5 has been checked against knowledge of Council's operational staff and appears to be representative of known performance and is reflective of Council's recent investment to renew several ageing bridges in recent times.

Council needs to commence a program to systematically record the condition of Council's bridge stock to measure true performance. Having this information is fundamental to Council's future decision making.

Any condition inspections we undertake will follow the methodology set out in the *Roads and Maritime Services Bridge Inspection Procedure Manual.*
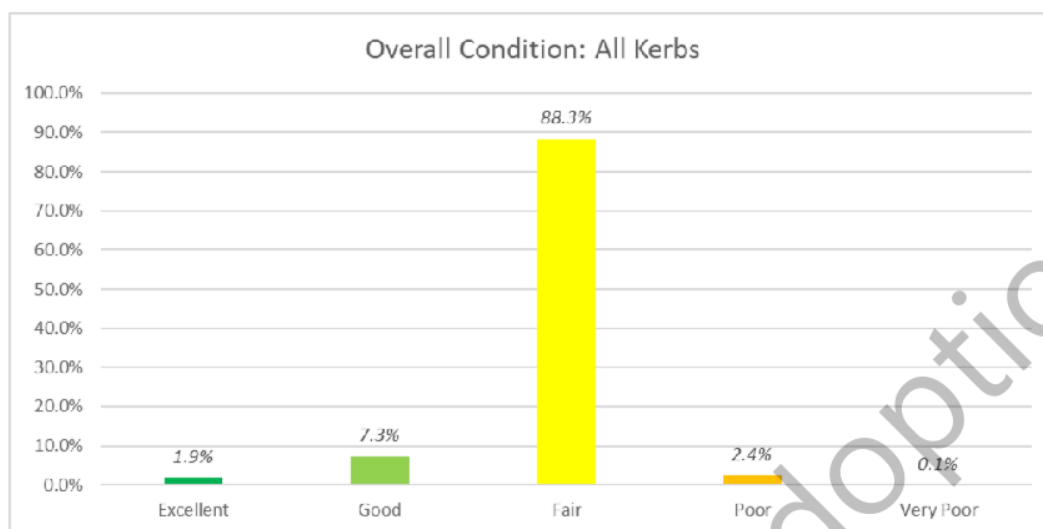
Figure 6 - Condition Profile: All Kerbs

What does this mean?

Figure 6 indicates that according to the most recent condition audit, the overall performance of Council's kerb and gutter is generally in line with expectations for a large rural shire with 97.5% (124.8km) of the network being in 'Fair' or better condition.
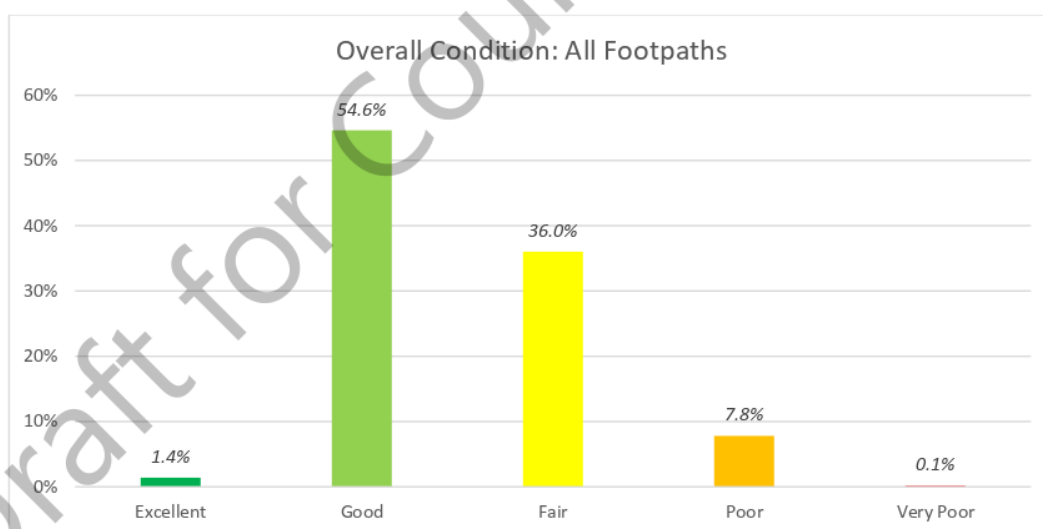
Figure 7 - Condition Profile: All Footpaths

What does this mean?

Figure 7 illustrates that Council is providing a good level of service for its footpath network. This further evidenced by relatively high level of community satisfaction. The result for 2021 indicated

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that 78% of survey respondents were satisfied with the maintenance and provision of footpaths within the shire.
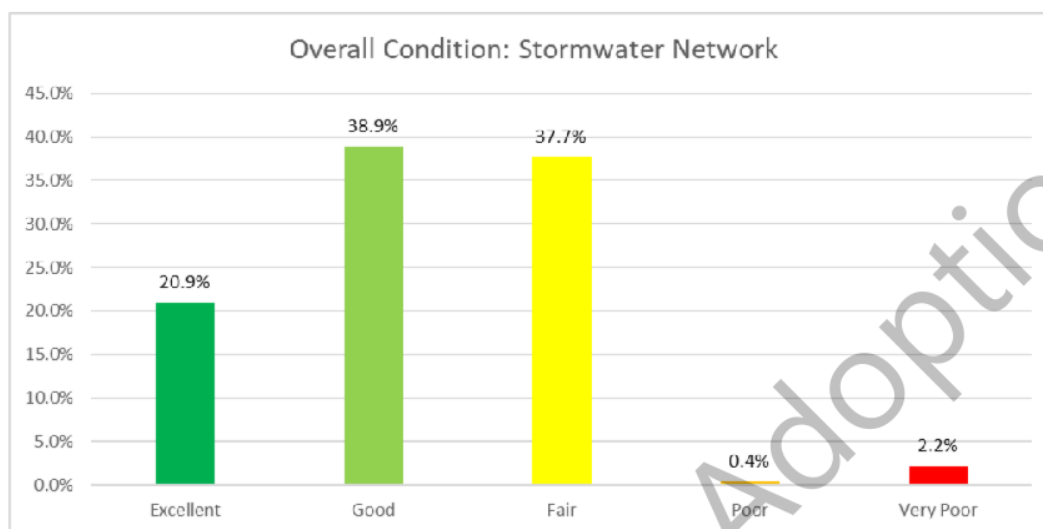
Figure 8 - Condition Profile: All Stormwater Drainage Assets

What does this mean?

At present, there is a limited understanding of the condition of Council's stormwater drainage network including stormwater conduits (i.e., underground pipes and culverts) and stormwater drainage pits. This is due to the significant costs associated with inspecting underground assets to understand their condition and operating performance. Enhancements are necessary to accurately depict the current state of condition across the total system.

Council needs to consider undertaking CCTV condition inspections of at least small network samples. This would provide data to start to improve Council's understanding of network performance. Estimated condition could be extrapolated across the balance of the network using the results of the sample inspections, by considering pipe material, construction date, topography, maintenance history, and other environmental factors.

Better data would enhance Council's asset management decision-making practices and would also be useful in validating asset valuations and depreciation calculations.

The condition of Council's transport assets is summarised in Table 15 which is matched to reflect Council's reporting requirements:

Asset Type	Asset Condition as % of GRC				
	Excellent/ Very Good	Good	Satisfactory	Poor	Very Poor
Sealed roads	85.6%	4.5%	8.8%	1.1%	0.0%
Unsealed roads	23.8%	47.6%	27.5%	0.8%	0.2%
Bridges	22.6%	43.5%	30.6%	3.2%	0.0%
Footpaths	1.4%	54.6%	36.0%	7.8%	0.1%
Bulk earthworks	Not condition rated				
Kerb and gutter	1.9%	7.3%	88.3%	2.4%	0.1%
Stormwater Drainage	20.9%	38.9%	37.7%	0.4%	2.2%

Table 15 - Condition Summary: Transport Assets

5.2 Operations and Maintenance Plan

Operations and maintenance plans are designed to enable existing assets operate to their service potential over their useful life. This is necessary to meet service standards, achieve target standards and prevent premature asset failure or deterioration.

Council's objectives in maintaining and operating transport assets are:

- Maintain assets so that they are safe, serviceable, hygienic, and well presented to the satisfaction of Council and the community
- Maintain and preserve the functionality and value of the existing assets.
- Provide and maintain a safe environment for the community within the constraints of Council's financial capacity and resource capability, while displaying a reasonable 'duty of care.'
- Ensure the provision of excellent customer service and that customer requests are responded to quickly and efficiently.

Operations are those activities that keep an asset appropriately utilised. Operations are considered to have no effect on asset condition and include tasks such as:

- Line and pavement marking.
- Kerb and gutter and carriageway cleaning (street sweeping).
- Vegetation control (mowing and slashing in road reserve areas).
- Response to accidents, or Implementation of road closures when necessary.

Maintenance of assets is carried out to ensure that Council's transport infrastructure achieves its service potential while meeting the needs of users. This is achieved by providing an optimum level of maintenance and care in a financially and environmentally sustainable manner. Typical maintenance activities include:

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- Repair of potholes and other surface defects.
- Repairs to remove trip hazards from footpaths.
- Replacing signs.
- Minor bridge repairs.

Both operations and maintenance can be planned or reactive activities. Planned or cyclical tasks are programmed to occur at set times or frequencies throughout the year, while reactive tasks are undertaken in response to service requests or as a result of unforeseen asset failures or system interruptions. Planned maintenance work as a % of total maintenance expenditure is not identified in this plan. Information on this should be developed for the next revision of this asset management plan, as higher proportions of planned maintenance expenditure should provide better value than reactive maintenance

5.2.1 Operations and Maintenance Arrangements

Operations and maintenance activities for Council's transport assets is generally managed by Council's maintenance coordinators.

The various activities associated with operations and maintenance of transport assets is delivered using in house resources which is further supplemented using contractors.

5.2.2 Maintenance Standards

Maintenance work is carried out in accordance with the following standards and specifications:

- Relevant technical standards and specifications including Transport for NSW Technical Notes and Guidelines.
- Austroads Guides adapted for local use.
- Australian Road Research Board (ARRB) Publications e.g., Unsealed Roads Manual and Sealed Roads Manual.
- Relevant Australian Standards.

Assessment and prioritisation of maintenance is undertaken by operational staff using experience and judgement and aligns with available budgets and resources.

5.2.3 Inspections

For Council to carry out effective planning and competent management of extensive network of roads and footpaths, it is essential that maintenance and performance related information is collected through disciplined and regular inspections of the whole portfolio.

Council's inspection activities can be grouped into the following categories based on definition and purpose:

Inspection Type	Description	Current Status	Responsibility
Planned Inspections	Visual investigation to assess for hazards or maintenance issues that do not meet Council's levels of service or risk management objectives.	Planned inspections of Council's transport assets are limited. The frequency of planned inspections of Council's roads and footpaths will be considered as part of the Road Strategy we are preparing.	Road Services
Reactive Inspections	Reactive inspections are initiated generally by requests for maintenance received from asset users.	Inspections or site assessments are undertaken as required.	Asset Services
Condition Inspections	A condition audit is a systematic inspection and identification and recording of the physical and functional adequacy of assets.	Every 4 years (Last road condition audit undertaken in 2018)	Asset Services

Table 16 - Asset Inspection Type Summary

5.2.4 Future Operation and Maintenance Costs

Future operation and maintenance costs are forecast to trend in line with the value of the asset stock as shown in Figure 9. Note that all costs are shown in current 2021/2022-dollar values (i.e., real values).
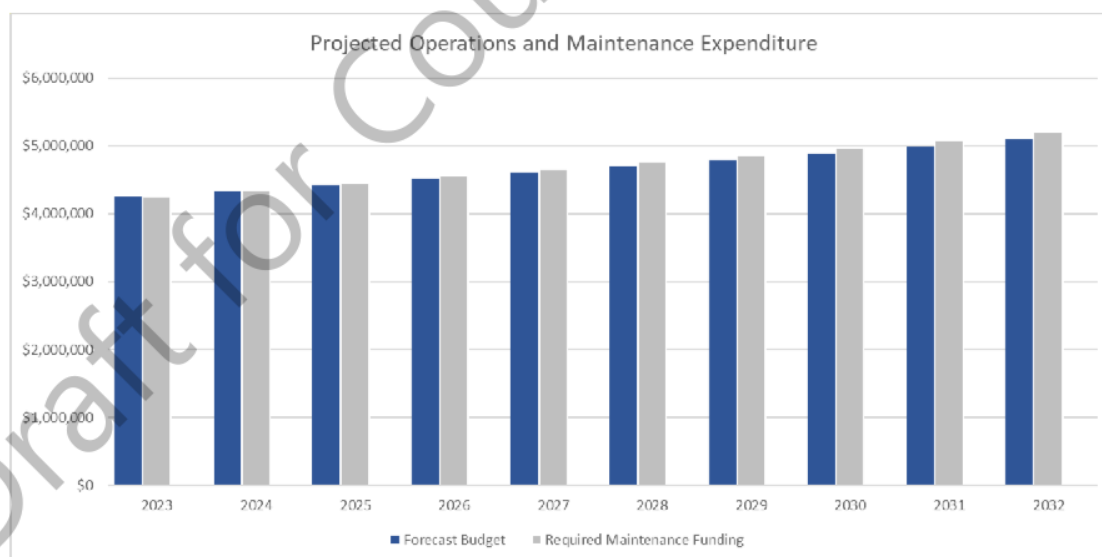
Figure 9 - Projected Operations and Maintenance Expenditure

What does this mean?

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Figure 9 outlines the forecast operations and maintenance budgets based on Council's understanding of the current levels of service delivered for its transport assets. The operations and maintenance budget for 2021/22 is **$4.17 million**. Forecast allocations for transport assets maintenance and operations have been assumed to increase in line with the escalation factors outlined in Council's *Resource Strategy* plus provision for new assets.

The total operations and maintenance budget over the next 10-years starting 2023 is **$46.63 million**. The required operations and maintenance budget has been predicted to be approximately **$47.18 million**. This amount has been calculated as a percentage of the total replacement value of the transport portfolio according to industry benchmarks. While it may appear that Council are largely providing adequate funding for the maintenance of Council's various transport assets, Council need to review future allocations to ensure that they are adequately considering the ongoing challenges Council face in managing the extensive road network.

5.3   Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project level.

As a general principle the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its performance, rate of deterioration, and a prediction of the optimum time to renew. As the rate of repairs increase a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

5.3.1   Renewal Standards

Renewal work is carried out in accordance with the current standards and specifications for roadworks described elsewhere in the Asset Management Plan.

Renewal Ranking Criteria

In general, renewal works are prioritised and planned by assessing the following considerations:

- Safety issues.
- Physical condition.
- Risk and asset criticality.
- Community/user feedback.
- Location and use type and patterns.

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure.
- Have high use and subsequent impact on users would be greatest.

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- Have a total value representing the greatest net value.
- Have the highest average age relative to their expected lives.
- Are identified in the AM Plan as key cost factors.
- Have high operational or maintenance costs.
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 17.

Criteria	Weighting
Quality (Risk of Failure)	30%
Condition	30%
Operating/Maintenance/Lifecycle Costs	20%
Functionality	20%
Total	100%

Table 17 - Renewal and Replacement Priority Ranking Criteria

Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of low-cost renewal is to restore the service potential, or future economic benefits of the asset, by renewing at a cost less than replacement cost.

Future Renewal and Replacement Expenditure

Council's Infrastructure renewal demand forecasts are developed using the predictive modelling capabilities of its asset management information system. These forecasts are annually reviewed and updated as new information (e.g., condition assessments) becomes available.

These forecasts and the underlying assumptions are further reviewed to factor in specific projects and any upgrade projects that include a renewal component to provide the best available guide to renewal requirements. These forecasts are then referred for consideration in the development of the Long-Term Financial Plan which provides a specific allocation for the renewal of assets for each year of the Plan.

Renewal demand and expenditure forecasts for the assets covered by this plan are summarised in Figure 10. These forecasts have been extrapolated from existing finance data and are presented as long-term projections to provide input into Council's Long Term Financial Plan.

The following graph shows a comparison between the:

- Level of funding required to renew Council's transport assets to achieve its service level objectives; and
- The amount of funding which Council is projected to commit to renewing these assets.

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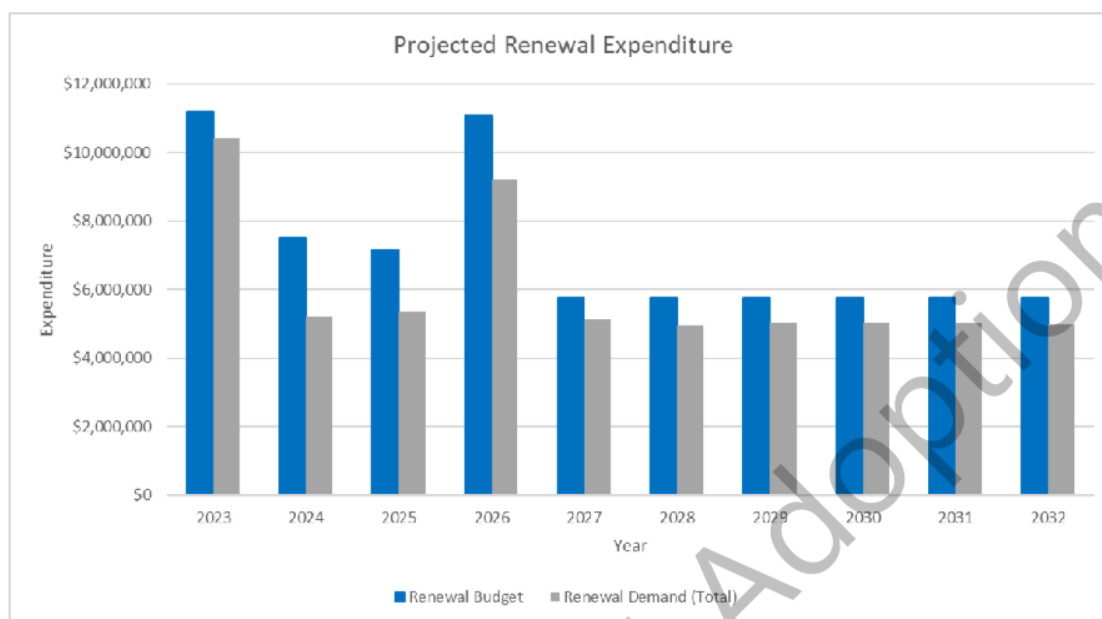
Figure 10 - Projected Capital Renewal and Replacement Expenditure

Figure 10 values are in current (real) dollars.

What does this mean?

Given the time and flood events since the capture of condition information, high level assumptions have been made in determining the long-term renewal requirements for transport assets. This particularly relates to sealed and unsealed road networks. The current condition profiles for each may not be a realistic measurement of current performance based on the operational knowledge of the field crews. The modelling tools used to derive the long-range forecasts can assign overall condition profiles to assets input into the model based on operational knowledge. Based on feedback from members of the operations team, both the sealed and unsealed road networks could be best described as being in 'Average' condition. An 'Average' condition profile has been used in place of the condition information Council have for sealed and unsealed roads. Using the approach, the total renewal demand calculated for Council's transport assets is **$60.3 million**.

The projected renewal budget for this portfolio has been determined from Council's draft 10-year Capital Works Program. The total renewal budget over the forecast period is **$71.5 million.** This figure includes expenditure identified in the draft Capital Works Program specifically for transport asset renewal and components of expenditure classified as upgrade that contribute towards asset renewal. The large spikes in renewal expenditure shown in both 2023 and 2026 are for bridge replacements which are large one-off investments.

While it may appear that we are overspending in transport renewal over the long term, any major adjustments to the planned investment should be deferred until such time that we have improved confidence in asset condition data which is fundamental to informing decision making.

5.3.2　Renewal Modelling Assumptions

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The analysis to determine Council's future asset renewal requirements is based on the best available information held at this time. The future funding forecasts will be revised and refined to best represent the performance of the asset base as the maturity of Council's asset management practices improves.

These renewal funding projections are based on the following assumptions:

● The renewal costs are based on the asset data register as of 30 June 2021.
● Asset quantities within the asset register are assumed to be correct.
● Condition '4 – Poor' has been as used as the asset condition renewal intervention level for all transport assets.
● Modelled outcomes are derived using the Moloney Renewal Model and are therefore subject to the limitations of that model and data is used in it, which includes assumed performance of the asset types and trigger intervention levels.
● 'Average' condition profiles in included in the Moloney Renewal model have been used to represent the condition of both the sealed and unsealed road networks. Condition for bridges and stormwater drainage assets derived from age-based analysis. Actual condition data was used for footpaths
● Useful Service Lives derived from the asset register are assumed to be a reasonable estimate of the life of the assets.
● Service levels are based on a technical assessment and may not reflect community expectations or the organisations goals and objectives.
● All projections are in present dollar value.

There is no growth in asset base.

● Thirty percent (10%) of the expenditure identified for capital upgrade expenditure in the draft Capital Works Program is considered as a renewal component and contributes to overall expenditure on asset renewal.
● Future renewal funding levels are derived from the draft 10-year Capital Works Program.
● These projections only represent future asset renewal requirements at an overall network level. This modelling does not provide project level assessments or programs.

5.4   Acquisition and Upgrade Plan

New works are those works that create a new asset that did not previously exist or works that upgrade or improve an asset beyond its existing capacity or performance. They may result from growth, changes in expectations, or social or environmental needs. Assets may also be acquired at no cost through developer contributions.

Within the context of transport assets, new asset, or upgrade creation includes:

● Those works that create a new asset that did not exist in any shape or form, e.g., a new road, additions to the stormwater drainage network, etc.
● Works that improve an existing asset beyond its existing capacity or performance.
   o   An extension to an existing asset.
   o   Sustainability improvement projects.
   o   Service or compliance upgrades.

There are occasions when Council is required to upgrade an asset because of changing demand or use requirements. In such instances, the project is scrutinised closely and is considered as part of the annual budget planning process.

Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor/director or community requests, proposals identified by strategic plans or partnerships with other organisations. Verified proposals are ranked by priority and available funds and are scheduled in future works programmes.

The prioritisation of asset improvement works is undertaken in accordance with the following criteria to ensure alignment with Council's strategic direction and to deliver maximum and affordable community benefits.

Criteria
Bus Routes, Heavy Vehicle Movements, Roads Hierarchy, Safety Concerns, CSP actions,

Table 18 - Asset Improvement Priority Ranking Criteria

5.4.1   Standards and Specifications

As with replacements and renewals, where new assets are created, they are designed using all relevant design codes and Australian Standards.

Council aims to use materials that achieve the greatest asset life while trying to minimise maintenance costs and are environmentally sustainable.

5.4.2   Summary of Future Acquisition Expenditure

Projected upgrade/new asset expenditures are summarised in Figure 11. All amounts are shown in current (real) dollars.

When Council considers discretionary capital expenditures for new or upgraded assets, it is essential to establish the consequential recurring operational and maintenance costs that will occur once the new or upgraded assets become operational. Understanding life cycle costs is part of being fully informed of future liabilities.

As new projects are brought forward for consideration in annual budget deliberations, they will have to include an assessment of these ongoing operational (recurrent) costs to be presented to Council as part of the overall cost projections.
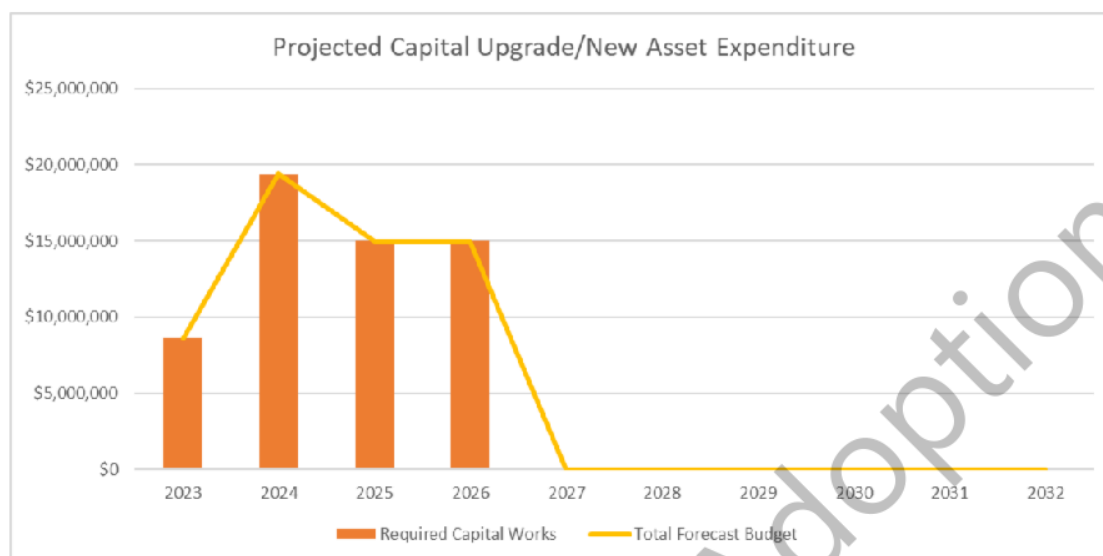
Figure 11 - Projected Asset Acquisition Expenditure

What does this mean?

Similar to projected renewal expenditure, future acquisition allocations have been derived using the draft 10-year Capital Works Program.

Figure 11 indicates both the forecast budget and demand for upgrade, new, and expansion works associated with Council's facilities. These two expenditure profiles are matched on the basis that the projected budget has been used as a measure of the upgrades that are required to support service improvements.

The total investment required over the next 10 years to upgrade or provide enhance Council's transport assets at this point is a total of **$58.03 million**. Council understands that it has more work to do to determine what long-term investment is needed to make sure that it is upgrading Council's road network and other transport assets to cater for increasing demand. *Some of these future upgrade requirements will be guided by the Road Strategy that Council are currently preparing.*

Future spending and improving Council's transport assets is partly dependent on grant funding from other levels of government. Any freezing or reduction in grant funding has the potential to impact the way Council invest in Council's roads in the future.

Summary of Asset Expenditure Requirements

The financial projections from this Asset Management Plan are shown in Figure 12.

This covers the full lifecycle costs over the next ten (10) years to sustain current levels of service. Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates the funding that is forecast to be available.

The gap between these informs the discussion on achieving the balance between services, costs, and risk to achieve best value outcomes.

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Projected Operating and Capital Expenditure
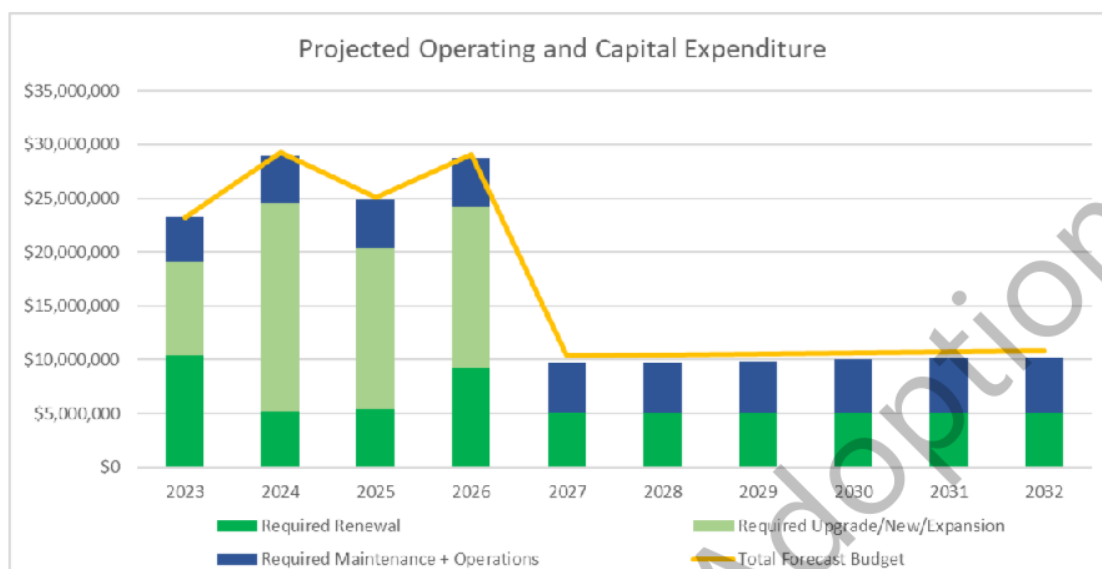
Figure 12 - Projected Operating and Capital Expenditure

Key Financial Performance Indicators for Current Projected Funding	
Total Lifecycle <u>Costs</u> over next 10 years (projected demand)	$165,575,490
Total Lifecycle <u>Budget</u> over next 10 years (from Long Term Financial Plan)	$170,400,282
Total Lifecycle Funding <u>Surplus</u>	$4,824,792
Average Lifecycle Funding <u>Surplus</u> per annum	$482,479
Percentage Lifecycle Funding Being Met	103%

What does this mean?

Forecast projections for lifecycle costs and budget are based on a combination of information that is determined as being reliable and other broad-based assumptions where data confidence is low.

As the data and processes improve, the financial forecasts to renew, improve, and maintain Council's transport assets will be refined and will be used to inform future versions of this Asset Management Plan and the Long-Term Financial Plan.

Decisions to transfer funding across Council's various funding programs need to carefully consider the impacts to service based outcomes, exposure to risk and future operational requirements. Any changes should be considered at a strategic level within the context of the Council's strategic priorities and budget principles. Any major changes to the funding of Council's transport assets should only occur once we better understand both how the portfolio is performing through condition information, and long-term improvements that are necessary to cater for increasing demand.

5.5   Disposal Plan

This includes activity associated with disposal of decommissioned assets including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal deliver annual savings from not having to fund operations and maintenance of the assets. Any revenue gained from asset disposal will be accumulated into Councils long term financial plan.

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With 257 kilometres of natural surface roads that currently receive minimal maintenance there are a number of minor roads that could be considered for disposal. These assets need to be further investigated to determine the required levels of service and what options are available for alternate service delivery.

6.   RISK MANAGEMENT PLAN

The purpose of this section is to describe the basis of our strategic risk and investment policies and the way we will manage risk associated with our transport assets.

6.1   Risk Management Process

Our risk management framework and processes are in accordance with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines.

The Framework is designed to provide the architecture for a common platform for all risk management activities undertaken by Council and is used to identify specific risks associated with Council's delivery of services and management of assets.

The objective of the risk management process with regards to our assets is to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks that need to be addressed in the short to medium term are identified.
- Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to us. The risk assessment process identifies and assesses risks, develops a risk rating, and develops a risk treatment plan for non-acceptable risks.

6.1.1   Risk Assessment

Network or system risks assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified by our asset risk assessment process are summarised in the Table 19.

Risk Event	Risk Rating (VH, H)	Risk Treatment Mitigation Practice	Residual Risk*
Roads deteriorate to a lesser service standard and higher risk situation	High	- Current asset register - Asset Management Information System - Lifecycle management plans - Continuing staff development	Medium
Damage to roads as a result of major storm events	High	- Assistance from natural disaster declarations - Insurance policy	Medium
Personal injury or property damage due to the condition of roads and footpaths	High	- Inspections and response procedures - Prioritisation of maintenance and renewal activities - Public Liability Insurance policy	Medium

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Risk Event	Risk Rating (VH, H)	Risk Treatment Mitigation Practice	Residual Risk*
Unexpected failure of critical assets	High	• Regular condition and performance assessments • Reactive and initiative-taking maintenance programs, • Maintenance standards and KPIs	Medium

Table 19 - Infrastructure Risk Register: Transport Assets

* Note - The residual risk is the risk remaining after the selected risk treatment plan is operational.

6.2   Critical Assets

Critical assets are defined as those which have a high consequence of failure or reduction in service.

It is important to identify critical assets as well as the critical failure modes. This makes it possible to target and refine maintenance plans, capital expenditure plans, and investigative activities at the critical areas.

A criticality framework will be developed as the asset management planning processes mature.

This framework will be embedded as part of future revisions of this Asset Management Plan.

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial forecasts made will be refined as we improve our understanding of future asset performance and required levels of service.

7.1   Financial Statements and Projections

Asset Valuations

The value of the assets covered by this Asset Management Plan as recorded in our asset register as of 30 June 2021 are shown below.

Current Replacement Cost	$357.55 million
Accumulated Depreciation	$45.69 million
Depreciated Replacement Cost	$311.85 million
Annual Average Asset Consumption	$5.06 million

Assets are valued at fair value based on depreciated replacement cost according to Greenfield rates. Quantities represent those assets whose replacement cost meets Council's adopted capitalisation thresholds.

7.1.1   Asset Sustainability

Council uses the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Projected funding requirements compared with budget allocations (Long Term Financial Plan).

7.1.2   Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	118%

The Asset Renewal Funding Ratio is the most important indicator and shows that over the next ten (10) years we expect to have **118%** of the funds required for the optimal renewal and replacement of assets according to our current Long Term Financial Plan.

Long-Term Financial Planning

This Asset Management Plan identifies the projected operations, maintenance and capital renewal expenditures required to provide agreed levels of service over the next 10 years.

These projected funding requirements may be compared to the allocations projected from the Long-Term Financial Plan to determine possible funding shortfalls.

The projected operations, maintenance and capital renewal expenditure required over the 10-year planning period is **$10.75 million** on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is **$11.82 million** on average per year giving a 10-year funding surplus of **$1.06 million** per year.

This indicates **110%** of the projected expenditures needed to provide the services documented in the asset management plan. This represents Council's efforts in maintaining existing levels of service and excludes the provision of new and upgraded assets.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures, and financing.

7.1.3   Projected Expenditures for Long Term Financial Plan

Table 20 shows the projected expenditures for the 10-year long term financial plan. Expenditure projections are in 2021/2022 real values.

Year	Renewal	Acquisition	Maintenance and Operations
2023	$10,325,176	$8,631,000	$4,258,330
2024	$5,575,176	$19,400,000	$4,354,142
2025	$5,675,176	$15,000,000	$4,452,110
2026	$9,575,176	$15,000,000	$4,552,283
2027	$5,765,176	$0	$4,654,709
2028	$5,765,176	$0	$4,759,440
2029	$5,765,176	$0	$4,866,527
2030	$5,765,176	$0	$4,976,024
2031	$5,765,176	$0	$5,087,985
2032	$5,765,176	$0	$5,202,465
Total	**$65,741,760**	**$58,031,000**	**$47,164,015**

Table 20 - Projected Expenditures for Long Term Financial Plan

The amounts shown in Table 20 the funding needed to fully fund the total lifecycle costs determined through the development of this Asset Management Plan. These amounts need to be verified against affordable levels of expenditure as determined through our Long-Term Financial Plan.

Our Asset Management Plans and Long-Term Financial Plan are the foundation of our long-term resource planning. These plans work together to ensure that expectations are achievable and sustainable.

We are working to improve the integration between our Asset Management Plans and Long-Term Financial Plan.

The Asset Management Plans inform the Long-Term Financial Plan by identifying the amounts that are required to renew, maintain, and improve our assets over their lifecycle.

The Long-Term Financial Plan determines how much funding is available to support our assets. It incorporates knowledge of the condition of our assets, and risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for our infrastructure

7.2   Funding Sources

Funding for assets is provided from Council's annual budget and Long-Term Financial Plan.

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Council's financial strategy determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

Council uses several different funding sources to maintain, renew and improve its transport assets. These are:

Activity	Funding Source
Maintenance and Operations	● Council's own source funds
Renewal	● Council's own source funds
Capital Improvement (i.e., new, upgrade, and expansion)	● Council's own source funds ● External grant opportunities ● Developer contributions and donated assets

Table 21 - Funding Sources

7.3   Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

● Financial projections are forecast on present day dollars as of 30 June 2021.
● Staffing needs are resourced adequately.

Current levels of service reflect community needs.

● Future funding levels are derived from the 2021/22 Capital Works Budget and draft 10-year Capital Works Program.

No known legislative changes or other influences that will impact on or demand a change in level of service and associated funding throughout the period of the plan

Provision for new works is based on phased implementation of new and upgrade needs to meet future growth.

Projected renewal required to achieve overall asset condition grade of 'Poor" or better.

● Increases in operating and capital budgets are consistent with the Long-Term Financial Plan.

7.4   Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a five (5) level scale in accordance with Table 22.

Confidence Grade	Description
A – Highly reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%

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B - Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E - Unknown	None or very little data held.

Table 22 - Data Confidence Grading System

The estimated confidence level for and reliability of data used in this Asset Management Plan is **D – Very Uncertain** at this stage.

The implementation of the improvement actions identified will result in increased levels of confidence in future revisions of this Asset Management Plan.

8. PLANNED IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

Council currently uses the following corporate information systems for recording relevant asset data and information:

Module	System
Customer Request Management	TechOne
Financial/Accounting	TechOne
Records Management	TechOne
Mapping (GIS)	Intramaps
Asset Register	TechOne
Strategic Asset Management	TechOne Strategic Asset Management Module (yet to be implemented for transport assets)
Mobile Solutions	TechOne mobile platform (yet to be implemented for transport assets)
Works Management	TechOne (yet to be implemented for transport assets)

Table 23 - Overview of Corporate Systems

The asset management information system underpins asset management capacity and capabilities and is a key source of information for decision making, coordination of operations, and performance reporting.

8.2 Improvement Plan

The asset management improvement plan generated from this Asset Management Plan is shown in Table 24.

Item No.	Task	Responsibility	Priority	Resource Type	2023	2024	2025	2026
1	Continue work to consolidate all transport asset related data into TechOne so that there is a central asset register providing a source of reliable information.	Road Services Asset Services	High	Internal/ External	✓	✓	✓	
2	Finalise development of the Road Strategy including review of the current functional hierarchy and documenting affordable levels of service.	Road Services Asset Services	High	Internal	✓	✓		
3	Complete a comprehensive condition inspection of all bridges and major culverts to understand their current performance and any underlying risks. Condition inspections should follow the methodology set out in the *Roads and Maritime Services Bridge Inspection Procedure Manual*	Road Services Asset Services	High	External	✓	✓		
4	Program to complete a condition survey of the sealed and unsealed road networks. It is imperative that the survey follows the methodology which has used in the past to allow for comparative analysis between survey results.	Road Services Asset Services	High	External		✓		
5	Undertake CCTV condition inspections of network samples to improve the quality of existing asset data including spatial mapping	Road Services Asset Services	Medium	External			✓	✓

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Item No.	Task	Responsibility	Priority	Resource Type	2023	2024	2025	2026
6	Using sample condition data, reassess asset performance by considering pipe material, construction date, topography, maintenance history, and other environmental factors and apply to network.	Road Services Asset Services	Medium	Internal			✓	✓
7	Implement the TechOne maintenance and mobile modules to support maintenance planning for transport assets and to enhance data capture and activity tracking.	Road Services Asset Services	Medium	Internal/ External		✓	✓	✓
8	Improve current asset handover processes so that data for this asset class is accurate and new assets are incorporated into existing maintenance schedules along with requisite budget adjustments.	Projects and Assets	Medium	Internal		✓	✓	
9	Establish processes to monitor and report maintenance delivery performance against adopted maintenance standards	Road Services Asset Services	Medium	Internal	✓	✓		
10	Review OPEX cost allocation framework to capture maintenance and operations costs at activity level.	Road Services Finance	High	Internal		✓		
11	Undertake service planning for Transport Services to inform future budget and asset requirements.	Road Services Projects and Assets	High	Internal/ External			✓	✓

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Item No.	Task	Responsibility	Priority	Resource Type	2023	2024	2025	2026
12	Formalise evaluation criteria and process to prioritise and plan capital improvement and renewal projects	Road Services Projects and Assets	Medium	Internal		✓	✓	
13	Develop a project-based ten (10) year Capital Works Program for renewals, upgrades, and new works.	Road Services Projects and Assets	Medium	Internal	✓	✓		
14	Develop a criticality framework for Council's assets and apply to the transport asset portfolio to inform lifecycle management decisions.	Road Services Projects and Assets	Medium	Internal	✓	✓		
15	Determine additional operational and maintenance requirements due to new and upgraded assets and as determined through service planning.	Road Services Asset Services	Medium	Internal			✓	✓

Table 24 - Improvement Plan

This first-generation asset management plan has been developed based on existing processes, practices, data, and standards.

Council is committed to striving towards best appropriate asset management practices and it is recognised that this asset management plan will need to be updated periodically to reflect changes to management of Council's assets.

It is intended that Council's asset management plans are 'living' document that should always reflect as closely as practicable actual practices used in managing our assets. Only in this way will Council be best able to ascertain its long-term financial needs for the network.

A few improvement actions have been identified which will enhance Council's capability for managing those assets covered by this plan.

8.3   Monitoring and Review Procedures

This Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services due to budget decisions.

The Asset Management Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Long-Term Financial Plan.

The Asset Management Plan will have a life of four (4) years and will be completely reviewed and updated to inform the development of the Community Strategic Plan, the Operational and Development Plan, and the Long-Term Financial Plan.

8.4   Performance Measures

Performance measures will be developed to ensure that work practices and the Asset Management Plan are reflective of each other.

The performance of the Asset Management Plan shall be monitored against the following criteria in accordance with the process detailed below.

- Maintenance and renewal programs - to confirm that allocated budget projects were delivered on time, within budget and to the specified level of service (see following item on delivery performance).
- Inspection programs - to confirm that they were undertaken as specified in the asset management plans and any other service level agreements which may be in operation including Council's.
- Scheduled condition surveys – to confirm that they were undertaken as required.
- Maintenance of asset information systems - to ensure that stored data is current and accurate.
- External factors - including legislative requirements, ongoing development of Council policies, plans, and other major system implementations, which may affect the contents of the asset management plan.

2022 Buildings and Other Structures Asset Management Plan

Document Control

Prepared by: CT Management Group P/L PO Box 1374 GEELONG VIC 3220 Email : admin@ctman.com.au Web : www.ctman.com.au	Document: Narrabri Shire Council - Buildings and Other Structures
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	Date: April 2022
	Synopsis: Lifecycle Asset Management Plan for Council's buildings and other structures asset portfolio

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1.1	11/5/2022	Narrabri Shire Council	Revised draft
1.2	01/06/2022	Narrabri Shire Council	Draft

SCHEDULE OF ADOPTION

Version No.	Date	Comment	Resolution
1.2	16/05/2022	Endorsed for Public Exhibition	130/2022
1.3	28/06/2022	Adopted	

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1. EXECUTIVE SUMMARY

1.1 Purpose of the Plan

This Asset Management Plan has been developed in accordance with Council's Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This Asset Management Plan details information about Council's buildings and other structures. The plan outlines the management approach to:

● Describing and aligning the assets to services (as informed by corporate and service planning).
● Managing the future demand for assets to achieve and maintain financial sustainability.
● Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost).
● identifying and managing risks associated with the relevant asset (including criticality and condition).
● What funds (operating and capital) are required to operate the asset portfolio in alignment with the Asset Management Plan over a 10-year planning period.
● Continual improvement in the management of the assets and performance monitoring.

1.2 Asset Description

Council's buildings contribute to the community through:

● Accommodating services.
● Supporting social connectedness and wellbeing by serving as community focal points.
● Providing facilities for recreation and maintaining a healthy population lifestyle.

The building portfolio includes facilities such as:

● Narrabri Airport
● Narrabri Livestock Selling Centre
● Community facilities such as public halls, libraries, etc
● Clubhouses and sports pavilions
● Public toilets/amenities
● Boggabri Caravan Park
● Buildings that support Council's operations (e.g., administration buildings, depots etc)
● Residential houses
● Minor structures such as sheds, shade sails, etc.

These infrastructure assets have a significant replacement value of **$66.52 million.**

Buildings and Other Structures Condition Profile

- Poor- 9%
- Very Poor- 0%
- Excellent- 29%
- Fair- 29%
- Good- 32%
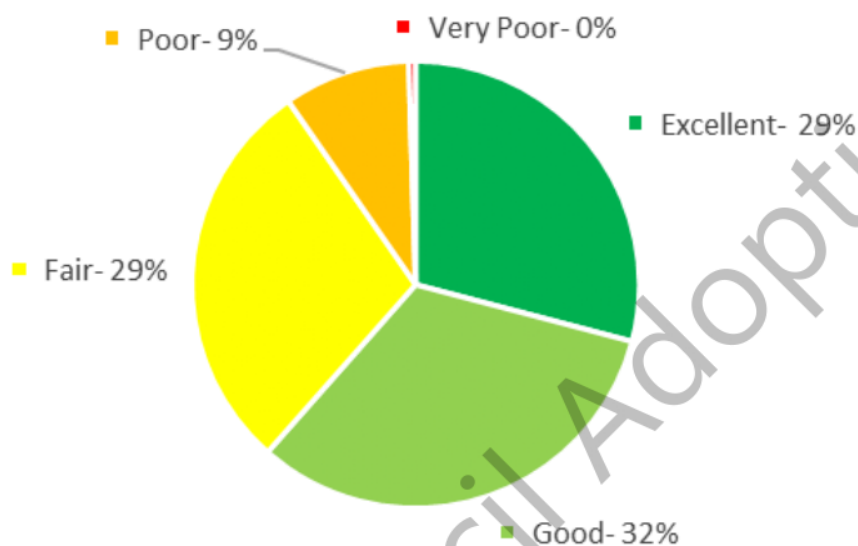
At present, almost **91%** of our buildings and other structures by value are in 'Fair' or better condition.

1.3   Levels of Service

Levels of service are generally set based on legislative and compliance obligations, and historical standards that we have used in the past. To support this, we have prepared high level performance measures to monitor the effectiveness of our service delivery. This builds on the work we have done to prepare our service plans for both Property Services and Airport Services.

In future, we expect to undertake deliberative community engagement to validate our levels of service.

At present, management of assets, including intervention points and chosen treatment methods, is based upon:

- Available budget and resource allocations.
- Feedback from the community.
- Active monitoring of the performance of the various assets that comprise the buildings portfolio.

This Asset Management Plan has been prepared based on our current knowledge of the performance of our buildings and other structures. The financial analysis that has been undertaken indicates that Council is projected to underfund current levels of service in the medium to long term.

The main consequences of this projected spending pattern should it continue are:

Deteriorating assets which will impact the service quality.
An increasing asset renewal gap impacting long term financial sustainability
Generational cost shifting where future residents will inherit the cost of renewing current day assets.
Inability to meet demand for new services through provision of new, expanded or upgraded facilities.

This Asset Management Plan, and future revisions, will inform the long-term financial planning to fund the future renewal and upgrades necessary to meet the capacity demand and levels of service.

1.4   Future Demand

The main demands for new services are created by:

- Rising community expectations.
- Changes to the makeup of the shire's population.
- Council financial sustainability.
- Climate change.
- Increasing costs of materials and services.
- Ageing infrastructure.

These demands will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices also include non-asset solutions, insuring against risks and managing failures.

Demand management practices include:

- Formal planning and community consultation to identify where demand is greatest and of highest priority.
- Regular inspection of assets to ensure they remain in good condition and are fit for purpose while they are in service.
- Advocacy efforts to attract external funding through Government Grants to increase the available sources of funding for upgrade and new capital works.

1.5   Lifecycle Management Plan

Lifecycle planning describes the approach to maintaining an asset from construction to disposal. It involves the prediction of future performance of an asset, or a group of assets, based on investment scenarios and maintenance strategies.

The current approach to managing and operating buildings is transitioning to a more proactive approach as we are continually improve knowledge on performance, changing requirements, and service demands.

Council is always striving to improve its approach to lifecycle management to make sure that it delivers on our service commitments in the most cost effective and efficient manner.

1.6   Financial Summary

The projected outlays necessary to provide the services covered by this plan over the next 10-years is **$29,915,939** or **$2,991,594** on average per year. These lifecycle costs include provision for operations, maintenance, renewal, upgrade, and provision of new assets.

Maintenance and operations costs and are determined according to current levels of service and projected increases consistent with our Long-Term Financial Plan. Future renewal costs are determined using our analysis tools that predict when an asset needs to be replaced based on its current condition and our understanding of how it ages and deteriorates over time. Upgrading and provision of new assets is generally guided by our various strategies, plans and community expectations.

Projections for lifecycle costs will be refined with continual work towards enhancing asset management systems, processes, and asset data.

1.1.1   What funding sources are available

Estimated available funding for the next 10 financial years is **$22,426,192** or **$2,242,619** on average per year. This is **75%** of the cost to sustain the current level of service at the lowest lifecycle cost. This funding profile has been derived to current financial information to us and has been derived by extrapolating from our 2021/22 Capital Works Budget and draft 10-year Capital Works Program.

Allocated funding contained in Council's Long Term Financial Plan leaves a shortfall of **$748,975**

on average per year of the projected expenditure required to provide the services in this Asset Management Plan.
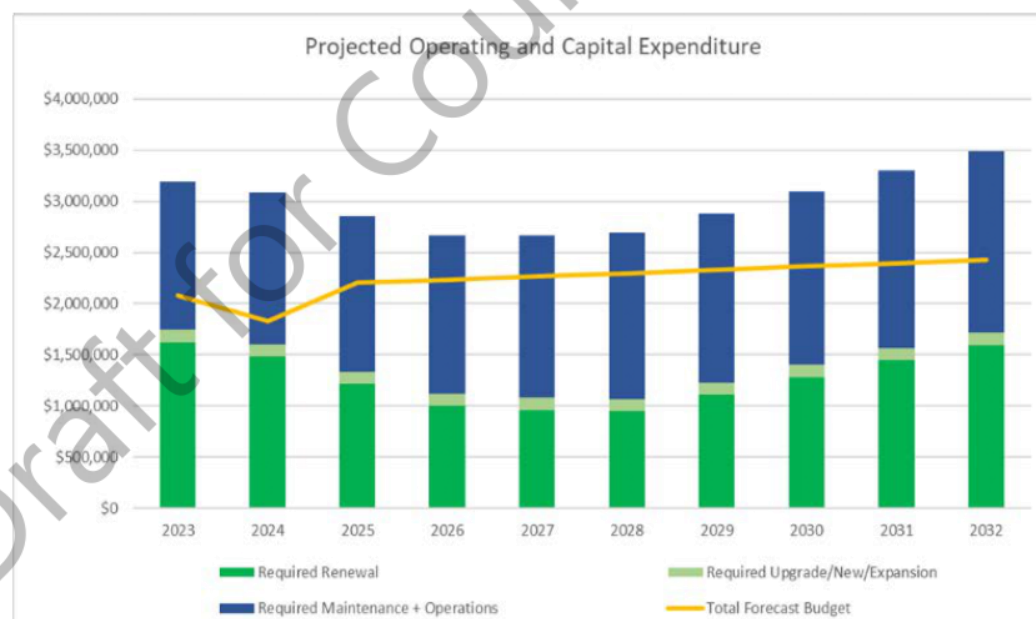
Council acknowledges that we have more work to do so that we can determine what long-term investment is needed to make sure our buildings are fit for purpose and of a contemporary standard.

Council is currently preparing detailed Facility Management Plans for individual buildings and groups of buildings of like function. The purpose of these Plans is to identify work needs and priorities and cyclical maintenance and operations expenditure. This will help to better understand the full lifecycle costs of our buildings. Asset Management Plan will be updated once the each of the Facility Management Plans have been finalised.

1.1.2   What we will do with constrained funding

Plan to provide the following related services:

- Operation, maintenance, renewal, and upgrade of our facilities to meet service levels set by Council in annual budgets
- Plan asset renewal to ensure that the highest priority assets are targeted for renewal each financial year. Prioritisation must be based on risk

1.1.3   What Council cannot do with constrained funding

Currently Council do **not** allocate enough funding to sustain all services at the desired standard or to provide all new services being sought.

Works and services that cannot be provided under present funding levels are:

- Projects that do not align to Council's strategic direction.
- Building renewals that are not multi-faceted in their design to cater for a range of uses.
- Buildings that are the remit of other levels of government to provide.
- Building upgrades or renewals that duplicate existing facilities at the detriment of areas without facilities.

Council will continue to work with its partners and stakeholders within the community and in Government to press for more funding to ensure Narrabri Shire can continue to grow and service existing and newly established residents.

1.7   Risk Management

There are risks associated with providing the service and not being able to complete all identified activities and projects.

The main risks are:

- Damage to or loss of buildings because of major storm events or fire.
- Liability associated with not fulfilling our fire safety and property protection obligations.
- Disruption to Council services a result of buildings nor being available; and
- Buildings do not adequately support service delivery or meet user needs.

Council will endeavour to manage these risks within available funding by:

- Introducing more proactive approaches to the management of our building portfolio.
- Understanding asset needs through stronger linkage between service planning and asset provision.
- Continuing to make sure we with comply with our building fire safety obligations.

1.8   Asset Management Practices

Council's Asset Management Framework provides a structured approach for the development, coordination, and control of our activities on assets over their life cycle, and for aligning these activities with our vision and strategic objectives.

Council's asset management planning is supported by three key documents:

- Asset Management Policy,
- Asset Management Strategy; and
- Asset Management Plans.

Our systems to manage assets include:

- Finance and accounting – TechOne Financials
- Asset management system – TechOne Enterprise Asset Management

Assets requiring renewal/replacement are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project

1.9   Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

- Consolidating all buildings and other structures asset related data into the Asset Management Information System so that there is a single source of truth.
- Continuing to prepare Facility Management Plans for individual buildings or groups of buildings with similar functions to understand future lifecycle costs for input into the Asset Management Plan and Long-Term Financial Plan.
- Collecting building asset data (including condition information) to inform strategic and operational analysis and decisions.
- Implementing functionality of the corporate Asset Management Information System support maintenance planning for building assets and to enhance data capture and activity tracking.
- Developing a project-based 10-year capital works program for renewals, upgrades, and new works.

2. INTRODUCTION

2.1 Background

Narrabri Shire Council owns a portfolio of buildings and other structures to support its operations and delivery of services to the community. These infrastructure assets range in age, quality, and function.

Our buildings and structures vary from simple shelters and storage sheds through to amenity blocks, libraries, office blocks, and community centres.

The management of our buildings requires prudent coordination of our technical and operational resources. This Asset Management Plan provides for the management of our building assets throughout their entire life cycle from acquisition or construction, routine maintenance through to refurbishment or disposal.

2.2 Purpose

This Asset Management Plan outlines the required management approach to:

● Describing and aligning the assets to services (as informed by corporate and service planning).
● Managing the future demand for assets to achieve and maintain financial sustainability.
● Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost).
● Identifying and managing risks associated with the relevant asset (including criticality and condition).
● What funds (operating and capital) are required to operate the asset portfolio in alignment with the Asset Management Plan over a 10-year planning period.
● Continual improvement in the management of the assets and performance monitoring.

This Asset Management Plan is to be read with our Asset Management Policy and Asset Management Strategy along with the Community Strategic Plan, Delivery Program, and Operational Plan. Figure 1 shows the different documents that influence and inform this Asset Management Plan.

Figure 1 - Asset Management Document Relationship

2.3   Assets Included in the Plan

This Asset Management Plan covers all buildings and other structures that are owned by Council. The assets covered are shown in Table 1.

Asset Class	Asset Group	Quantity	Unit	Current Replacement Value ($)	Useful Life (Years)
Buildings and Other Structures	Buildings	218	No.	$47,235,548	10 - 150
	Other Structures	79	No.	$18,286,990	10 - 50
Total				$65,522,538	

Table 1 - Assets Covered by this Plan

'Other structures' include ancillary infrastructure such as water tanks, fences, hardstand areas, internal roadways, lighting, airport infrastructure such as runways and taxiways, saleyard infrastructure such as cattle grids, effluent treatment systems, etc. Waste collection and disposal assets are also included in the other structures asset class.

A review of the items included in the 'Other structures' asset category which has resulted in the re-categorisation of some assets to other asset classes such as parks and open spaces. Only 'other structures' related to Council's Buildings asset class are included in this Asset Management Plan. Items that have been re-categorised are incorporated into Asset Management Plans for other asset classes.

2.4   Assets Excluded from the Plan

This Asset Management Plan excludes facilities that are non-Council buildings that are located on land that is not owned by Council. While Council may make some limited financial contribution to such facilities, they are not recognised as Council assets.

2.5   Plan Framework

This Asset Management Plan has been prepared using good practice guidance from the ISO55000 - Asset Management standard, International Infrastructure Management Manual and the Office of Local Government's Integrated Planning and Reporting Manual for Local Government in NSW and has been developed based on existing processes, practices, data, and standards.

We are committed to striving towards best appropriate asset management practices and it is recognised that this Asset Management Plan will need to be updated periodically to reflect changes to management of our assets.

It is intended that the Asset Management Plans should always reflect as closely as practicable actual practices used in managing its assets. Only in this way will Council be best able to ascertain its long-term financial needs for delivering sustainable assets and services.

2.6   Goals and Objectives of Asset Ownership

The goal in managing infrastructure assets is to meet the defined range and levels of service in the most cost-effective manner for present and future consumers. By achieving the most cost-effective approach, we will contribute the affordability and liability of our community, including a vibrant, growing, and efficient local economy.

The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance.
- Managing the impact of growth through demand management and infrastructure investment.
- Taking a lifecycle approach to developing cost-effective management strategies that meet the defined levels of service.
- Identifying, assessing, and appropriately controlling risks.
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

2.7   Key Stakeholders

The assets are utilised by a broad cross-section of the community.

The stakeholders in the management of Council's buildings are many and often their needs are wide-ranging. The relevant key stakeholders are:

- General public.
- Community/user groups and other organisations.
- Sporting clubs.
- Committees of Management.
- Lessees.

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- Local businesses.
- Councillors.
- Employees and volunteers.
- Contractors and suppliers.
- Other levels of government and government departments.
- Council's insurers.

The community's needs and expectations are subject to change frequently and are becoming more demanding manifested by demands for services that provide better quality, value for money, environmental awareness and relevant value adding.

This plan will demonstrate to the various stakeholders that Council is managing its building portfolio in a responsible manner.

2.8   LEVELS OF SERVICE

This section defines the level of service or performance criteria that are required and the basis of the decision behind their adoption. The levels of service support our strategic goals and are based on customer expectation and statutory requirements.

In developing the levels of service outlined in this Asset Management Plan, we have given due regard to the following:

Community Requirements (*Customer* Expectations)	These are the expectations of the customers/community. These expectations (quality) must be balanced with the community's ability and desire to pay (balancing risk, cost, and performance).
Strategic Goals and Objectives (*Strategic Drivers*)	The lifecycle management of assets (service offered by assets, service delivery mechanism and specific levels of service that Council wishes to achieve) will be consistent with goals and objectives stated in the Community Strategic Plan, Delivery Program, and Operational Plan.
Legislative Requirements (Mandatory Requirements)	These are the objectives and standards that must be met, set by legislation, regulations, Codes or Practice, and Council by-laws that impact the way assets are managed.
Industry Standards and Guidelines (*Operating Requirements*)	Design and construction standards and guidelines that provide the principles and minimum design standards for an asset.

Table 2 - Key Levels of Service Drivers

2.9   Customer Research and Expectations

1.1.4   Community Consultation

Council undertakes inclusive community consultation to define service levels and performance measures through the development of our Community Strategic Plan, the Delivery Program and Operational Plan, and Annual Budget. These discussions provide input to Council's strategic directions which are supported by the various services, projects, and programmes which we deliver.

Wherever practicable, community input is sought on appropriate aspects of planning our buildings by way of consultation. However, it is acknowledged that Council need to do more work with our community to confirm our levels of service. The aim is to target discussions when making decisions that influence the way that we deliver services and manage assets.

1.1.5 Community Satisfaction

Council regularly seeks feedback from the community on our performance via a formal Customer Satisfaction Survey. This survey measures community views towards, and satisfaction with our services and facilities. The results from the survey conducted in 2021 are summarised in Table 3

Customer Satisfaction Index	Result	Result (Rating out of 5)
	2019	2021
Libraries	4.25	4.15
Sporting facilities	Not measured	3.70
Saleyards	3.87	3.75
Airport services	3.47	3.35

Table 3 - Customer Satisfaction Results

The results of the 2021 survey indicate that the community is moderately satisfied with various services that rely on buildings and facilities for their delivery. This measure is reflective of both the standards of service and the condition and quality of the facilities that are used to support them.

Council will aim to incorporate a greater emphasis on specifically measuring the community's level of satisfaction with our broader building portfolio in future versions of this Asset Management Plan.

2.10 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of our vision, mission, strategic directions, and strategies.

Council's vision is:

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

Relevant Council strategic directions and objectives can be found on the Community Strategic Plan. Details on the specific actions we will implement to address these objectives are outlined in our Operational Plan and Delivery Program.

We will continuously exercise our duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this Asset Management Plan.

2.11 Legislative Requirements

There are many legislative requirements relating to the management of assets. These include:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by asset management plans for sustainable service delivery.
Workplace Health and Safety Act 2011	Protects workers and other persons against harm to their health and safety and welfare through elimination or minimisation of risks arising from work.
Environmental Planning and Assessment Act 1997	Encourages the proper management, development, and conservation of natural and artificial resources, for the purpose of promoting the social and economic welfare of the community and a better environment.
Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021	Sets out the detailed requirements for undertaking building work in NSW and fire safety requirements, including those relating to fire safety certificates and fire safety statements.
Public Works and Procurement Act 1912	An Act to consolidate the Acts relating to Public Works; and to make provision in relation to the procurement of goods and services for New South Wales government agencies.
National Construction Code	Performance standards for buildings
All relevant Australian Standards and Codes of Practice	Referenced in the BCA as amended. Covers design, demolition, painting, pest management, electrical installations, plumbing, design, and access for mobility and virtually every aspect of building construction and management
Disability Inclusion Act 2014	An Act relating to the accessibility of mainstream services and facilities, the promotion of community inclusion and the provision of funding, support, and services for people with disability; and for other purposes
Disability Discrimination Act 1992 (Cth)	To ensure that persons with disabilities have the same rights as the rest of the community (including access to premises).

Table 4 - Legislative Requirements

2.12 Alignment to Services

The assets covered by this Asset Management Plan contribute and support the delivery of the following services:

Asset Type	Council Service Category	Service Description
Buildings and Other Structures	Property Management	• Provide strategic direction and management for proscribed service responsibilities. • Ensure leasing and licensing of Council's properties in accordance with the legislative framework, plans of management (where applicable) and Council policy. • Management of Council owned caravan parks (Leased and operated) • Maintenance of major building assets within the Narrabri Shire, including administration buildings, the Crossing Theatre, Libraries, Depots, Council housing, and other buildings as required.
	Animal Sales Facility	• Facility that allows for the sale of cattle by local agents for local graziers
	Depot Management	• Depot Management Services
	Airport Services – Landside Operations	The landside operation of the Narrabri Airport currently includes: • Terminal building. • Car parking. • Aircraft hangar. • Rural Fire Service/Airport Administration Office. • Airport Coordinator's cottage. • Leased facilities and land. • Grounds maintenance.

Table 5 - Services Delivered by Assets

These services align with Council's service planning, delivery, and reporting framework.

2.13 Levels of Service

Service levels can be defined in two interconnected ways, customer levels of service and technical levels of service. These are supplemented by organisational measures which are the Community Plan, Council Plan, and the Annual Budget. Service performance results are reported through Council's Annual Reports.

Levels of service are generally set based on legislative and compliance obligations, and historical standards that we have used in the past. To support this, we have prepared high level performance measures to monitor the effectiveness of our service delivery. This builds on the work we have done to prepare our service plans for both Property Services and Airport Services.

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In future, we expect to undertake deliberative community engagement to validate our levels of service.

1.1.6 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the Asset Management Plan are:

Quality	How good is the service? What is the condition or quality of the service?
Function	Is it suitable for its intended purpose? Is it the right service?
Capacity/Use	Is the service over or under used? Do we need more or less of these assets?

The current and expected customer service levels are detailed in Table 6.

Organisational measures are measures of fact related to the service delivery outcome (e.g., number of occasions when service is not available, condition percentages of Very Poor, Poor/Average/Good, Very Good).

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Quality	Buildings are clean, inviting and are free from major defects and faults including vandalism and graffiti related issues.	Annual Community Satisfaction Survey	To be determined	To be determined
	Buildings are maintained to an acceptable condition.	Percentage of buildings in 'Fair' condition better	91%	To be determined
Function	Facilities are fit for purpose and satisfy stakeholder and operational demands	Fitness for purpose index	To be determined	To be determined
	Buildings are accessible for users of all abilities.	Percentage of facilities that meet accessibility standards	To be determined	To be determined

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Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Capacity/ Utilisation	Council's overall provision of facilities is utilised effectively	Building utilisation index	To be determined	To be determined

Table 6 - Customer Level of Service

2.14 Technical Levels of Service

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

Operations *(Reliability, Safety, and Responsiveness)*	The regular activities to provide services (e.g., opening hours, cleaning, mowing grass, utility consumption, inspections, etc.
Maintenance *(Reliability, Safety, and Responsiveness)*	The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g., repair to playground components, repair to path and bike track networks, etc),
Renewal *(Condition and Cost)*	The activities that return the service capability of an asset up to that which it had originally (e.g., replacement of lighting towers, street litter bins, playground components or renewal of hardcourt surfaces),
Asset Improvements *(Availability, Function, Sustainability and Capacity)*	The activities to provide a higher level of service (e.g., bespoke playgrounds, adding drainage to football fields, new or improved sport field lighting, increasing the numbers of trees in parks,) or a new service that did not exist previously (e.g., a new reserve or playground).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels Table 7 shows the technical levels of service expected to be provided under this Asset Management Plan.

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Reliability	To maintain function and serviceability of buildings.	Percentage of planned maintenance program completed annually	To be determined	To be determined
		Percentage of planned inspections completed annually	To be determined	To be determined
		Percentage of required Essential Fire Safety Measure inspections completed annually	To be determined	100%
Responsiveness	Timely response to maintenance and repairs service request	Percentage of requests responded to within 3 days.	To be determined	To be determined
Condition	Preserving the condition of buildings	Percentage of condition inspections completed every 4 years.	To be determined	To be determined
Safety	Buildings will be safe to use.	Number of reported safety related incidents per annum.	To be determined	To be determined

Table 7 - Technical Levels of Service

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

1.1.7 Actual Levels of Service

Council recognises the importance that levels of service play in optimising the lifecycle management of infrastructure assets. For the assets covered by this plan, Council continues to work towards achieving the required service levels in practice.

The development and monitoring of actual service level will be one of the foundations of future improvement through the asset management planning process.

3. FUTURE DEMANDS

The objective of asset management is to create, operate, maintain, rehabilitate, and replace assets at the required level of service for present and future customers in a cost effective and environmentally sustainable manner. The Asset Management Plan must therefore forecast the needs and demands of the community in the future and outline strategies to develop the assets to meet these needs.

3.1 Demand Forecasts and Impact on Assets

The present position and projections for demand drivers, and their potential impacts on future service delivery and use of assets is identified and documented in the following sections.

Demand Factor	Projection	Impact on Assets
Community expectation	It is anticipated that community expectations and desire for higher asset and service standards will continue to escalate,	Our existing infrastructure may not be suitable for purpose over the longer term.
Demographic change	Almost 23% of the shire's population is over the age of 60. The proportion of older people in the community is expected to increase in coming years.	Increased numbers of older people in the community will mean that it is critical that our buildings are accessible so that equity is preserved.
Council financial sustainability	Reduced size of grants from other tiers of government not matching required asset expenditures.	- Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset. - Increased need for maintenance and repairs.
Climate change	Highly variable climate and increased frequency and intensity of extreme rainfall and storm events.	- Accelerated degradation of assets and reduced useful life expectancy. - Increased likelihood of natural disasters. - Increased lifecycle costs.
Increasing costs	Limited revenue growth to fund increasing costs for all operations and services including asset provision and maintenance.	- Decreased ability to fund timely renewal and upgrade of poor/very poor condition assets. - Increased need for maintenance and repairs.
Ageing infrastructure	Council has a legacy whereby building assets, based on their age profile, will require renewal or rehabilitation in the near term in order to maintain basic service levels.	Without adequate funding the declining condition of our building assets will result in reduced levels of service and increased risk of failure.

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Demand Factor	Projection	Impact on Assets
Tourism	Narrabri Shire has a strong and growing visitor economy. This is expected to continue.	There will be an increased demand for tourism facilities that are provided by Council such as public toilets, caravan parks, etc.
COVID-19 Pandemic	COVID-19 has had many effects on our community and local economy including rate payer and Council income. The pandemic also has also disrupted demand and the way that the community uses our facilities.	We will need to monitor the long-term impacts of the pandemic and the way we manage our buildings in response. Issues include, reduced revenue, changes in use/demand patterns, disrupted plans of work, and supply chain resilience.

Table 8 - Demand Drivers, Projections, and Impact on Services

3.2   Demand Management Strategy

Demand management is not intended to reduce the scope or standard of services provided by an asset, but rather, it is concerned with aligning demand or expectation of service provided by an asset with the available resources to ensure that genuine needs are met, and community benefit is maximised.

Demand management components may include:

Driver	Service Impact from Demand	Demand Management Activities
Community expectation	Existing infrastructure may not be suited to future community expectations	• Consult with the community about what they want and are willing to pay for.
Demographic change	Change in use of recreation services, disability access to assets required	• Incorporate Universal Access design principles into design and construction of Council buildings • Continually improve access to community facilities across the Shire.
Tourism	Increased demand for facilities	• Review of portfolio of that service and provide amenity to tourists to ensure that they appropriately located and adequate

Table 9 - Demand Management Strategies

3.3   Asset Programs to Meet Demand

Any new assets will be constructed/acquired by Council to meet growth and increased demand in a sustainable manner.

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Acquiring new, or upgrading existing assets, will commit the organisation to fund ongoing operations, maintenance, and renewal costs for the entire lifecycle period of required service provided from those assets.

Demand for upgrades to existing roads in the network takes the form of new kerb and gutter, pavement upgrades, sealing of unsealed roads and road and/or intersection improvements. These are often resulting from increased customer expectations in terms of road amenity, leading to demand for items such as extending the seals on unsealed roads.

3.4   Climate Change Adaptation Strategies

The impacts of climate change have the potential to have a significant impact on the assets that Council manages and the services that are provided.

In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will how Council responds and manages these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

Opportunities that have been identified to date to manage the impacts of climate change on existing assets are shown in Table 10.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature	Higher maximum temperatures, lower minimum temperatures	Increased deterioration of externally located assets	Increase monitoring of externally located assets as required
Storm intensity	Increase rainfall and wind intensity during storm events	Increased deterioration of externally located assets	Increase monitoring of externally located assets as required

Table 10 - Managing the Impact of Climate Change on Assets

The way in which Council constructs new assets should recognise that there is opportunity to build in resilience to the impacts of climate change. Building resilience has a number of benefits including:

- Assets will be able to withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.
- Potentially increasing asset life and protecting financial investment returns.

Table 11 summarises some asset climate change resilience opportunities.

New Asset Description	Climate Change Impact These Assets?	Build Resilience in New Works
Externally located building assets	Higher maximum temperatures, lower minimum temperatures	• Investigate environmentally sustainable and environmentally resilient assets with lower carbon emission footprint • Increase use of renewable materials where possible

Table 11 - Building Asset Resilience to Climate Change

4. LIFECYCLE MANAGEMEN PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

4.1 Background Data

1.1.8 Physical Parameters

Our current estate portfolio consists of **297** buildings and other related structures which have a current replacement cost of **$66.5 million**.

These buildings have been developed over a significant period and are used to provide for civic, corporate, commercial and community sporting and recreational uses as well the provision of public toilet facilities to the community.

These assets require significant and ongoing planning and management to meet both stakeholder and legislative requirements within the financial resources available to Council.

The assets covered by this Asset Management Plan are shown in Table 1.

1.1.9 Functional Hierarchy

A functional hierarchy is a means of classifying buildings in terms of their specific function, demand, capacity, use patterns, and potential risk. The hierarchy classification is used to assist in prioritising works programs and intervention responses to remedy defects.

In the management of building and structure assets, higher quality standards and quicker response times are given to the more important buildings and structures in the portfolio. Such prioritisation is an essential part of providing the expected level of service across the entire asset portfolio at the lowest total cost.

To determine the hierarchy level of any particular asset, an assessment can be made of the following indicators:

- **Building Availability** - A measure of the number of days per week that a building is used to provide its particular service.
- **Occupant Duration** – A measure of the duration that the majority of occupants would be in a building.
- **Occupancy Level** - A measure of the total number of people that use a building when it is in use.
- **Community Impact** – A measure of the extent that the community would be impacted if the service provided from a building was permanently not available for any reason.
- **Financial Impact** – A measure of the financial impact on Council if the service provided from a building was permanently not available.

We are working towards developing a formal functional hierarchy for our buildings and other structures, **Error! Reference source not found.** sets out a recommended approach including a d efinition of each classification level. Once we have confirmed our approach, we will properly document this and apply the hierarchy to our buildings. This will be an important step towards preparing levels of service for our facilities.

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Classification	Functional Definition
A- High	• Very high use • High level of presentation • Significance at municipal level • Critical to Council operations and service delivery • Key heritage or icon • Must meet stringent, special requirements
B - Medium	• High use – open to the public on a regular basis • Significance at town level • Important to Council operations or service delivery • Need to meet special requirements
C - Low	• Low use – Open to the public only 1 day or as required on an hourly basis • Significance at locality level • Non-critical to Council operations or supports service delivery • Ancillary to main function • Can operate under basic conditions
D - Very Low	• Very low use open to public or short durations only • Significance at locality level • Non-critical to Council operations or service delivery • Ancillary to main function • Can operate in very basic conditions
E – Minor or Obsolete	• Not used by public • Exceeds nominated level of service • Exceeds Committee of Management requirements or capacity to replace it. • Not critical to the service being delivered

Table 12 - Asset Functional Hierarchy: Buildings and Other Structures

1.1.10 Asset Classification Framework

Buildings are complex assets that consist of a range of different components each with varying useful lives.

As such, it is not particularly meaningful to assign a single condition score to a building. Condition scores have been derived for the building component groups shown in Table 13 as applicable to each building.

Component Group	Description
Envelope	Structural walls, window frames and windows, façade, cladding, and fixtures. Electrical, plumbing and transport services have also been included within this component.
Fit out	Internal walls (plaster covered stud walls, etc) and floor coverings.
Floor	Floor structure and footings.

Component Group	Description
Roof	Roof frame, cladding, and internal ceilings
Services	Comprises air conditioning, mechanical ventilation ducts etc. and fire controls such as alarm installations, hydrant installations and hose reels, cupboards, etc.

Table 13 - Building Components

We are presently reviewing the componentisation of our buildings in our Asset Management Information System and will week to implement improvements so that our buildings are appropriately componentised to suit both strategic asset management and operational needs.

1.1.11 Asset Condition

Asset condition is a measure of the health of an asset and is a key consideration in determining remaining useful life, as well as predicting how long it will be before an asset needs to be repaired, renewed, or replaced. Asset condition is also an indicator of how well it can perform its function. Condition data is valuable for developing long term funding scenarios for strategic planning of Council's budget.

Council measures the condition of its assets using a standardised 1 to 5 grading system.

A summary of the condition rating scale used for the assets covered by this Asset Management Plan is detailed in **Table 14.** Council's condition grading system follows good practice guidance as provided by various industry standards including the *International Infrastructure Management Manual.*

Condition data for Council's buildings and other structures is recorded in its asset register and is used for renewal modelling, capital works planning, and financial reporting.

Score	Condition Rating	OLG Condition Category	Generalised Description of Asset Condition
1	Very Good	Excellent/Very Good	Planned maintenance schedule only
2	Good	Good	Minor maintenance required, planned maintenance schedule
3	Fair	Satisfactory	Significant maintenance required
4	Poor	Poor	Significant renewal/rehabilitation required
5	Very Poor	Very Poor	Physically unsound and/or beyond rehabilitation.

Table 14 - Condition Rating System

The following figure(s) summarise the condition scores to show the distribution for major building components groups and structure types.

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Condition scores have been derived from the Remaining Service Potential Score (RSP Score) assigned by our Valuer during the building valuation completed in 2019. The RSP Score is used to determine the remaining service potential of an asset considering physical deterioration, functional obsolescence, and economic obsolescence.

While this information is useful in understanding the performance of buildings and other structures, our approach in future will be to complete specific condition inspections following the methodology set out in the *Institute of Public Works and Engineering Australasia Building Condition and Performance Assessment Guidelines*. This will provide a detailed understanding of the condition of our buildings and their components.

Condition Profile – Envelope

Condition Profile – Fit Out

Condition Profile – Floor

Condition Profile – Roof

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Condition Profile – Services   Condition Profile – Other Structures
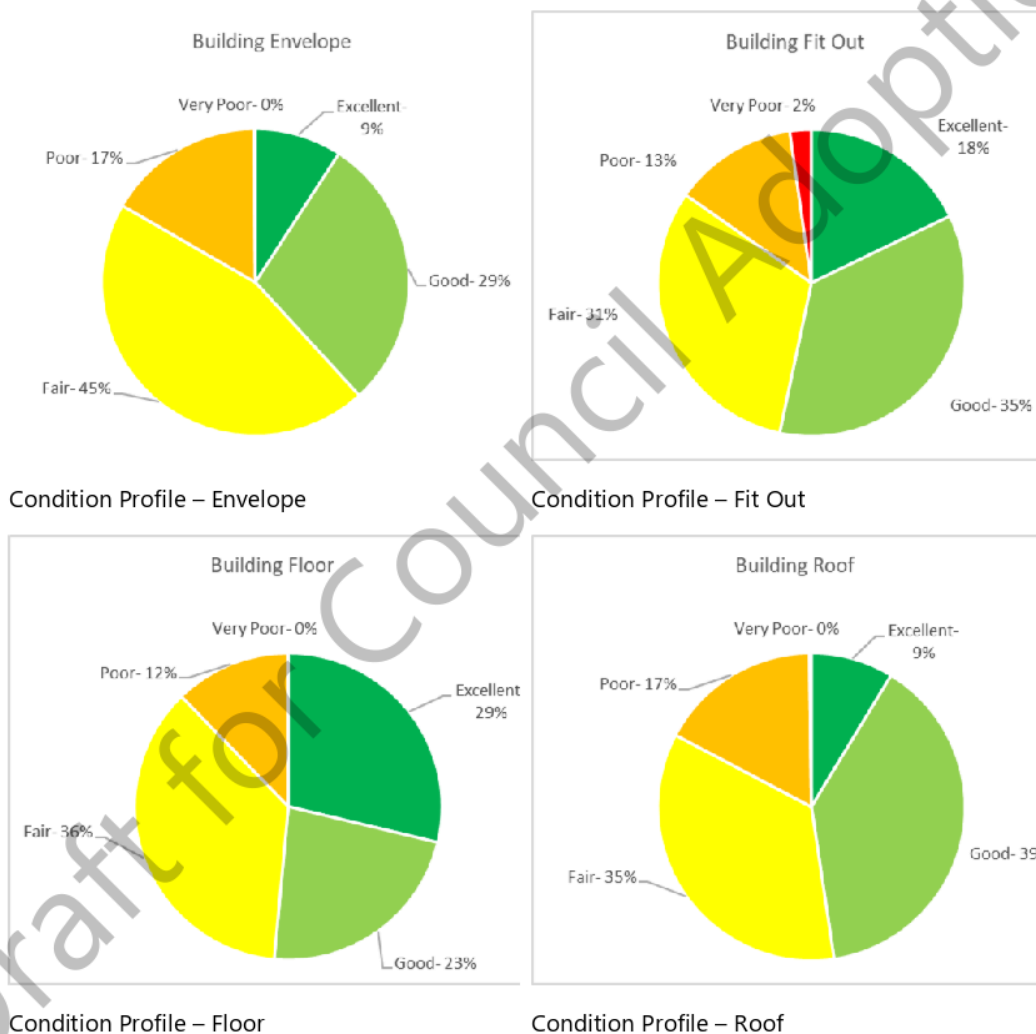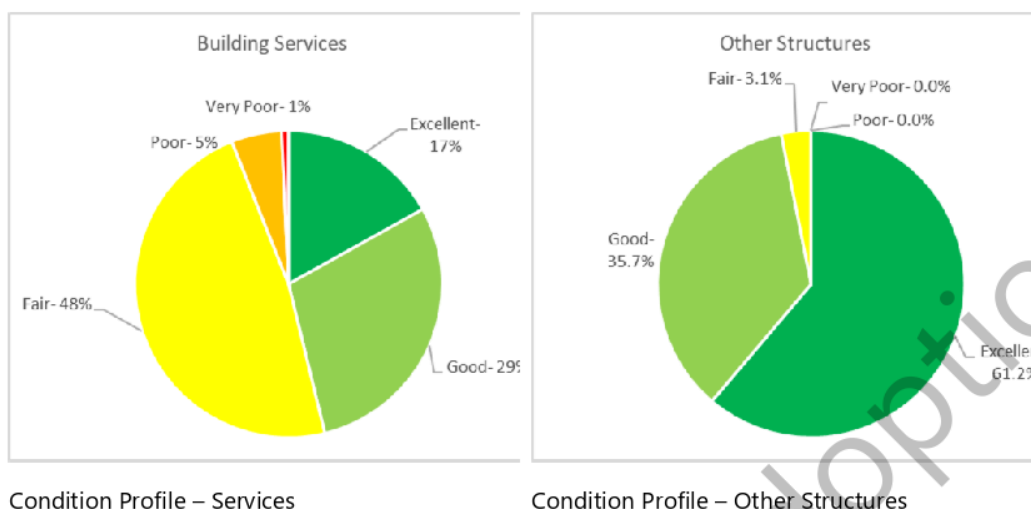
Figure 2 – Condition Profile: Buildings and Other Structures

What does this mean?

Figure 2 indicates that according to the most recent condition audit, overall performance of the Council's building portfolio is in line with expectations for a large rural shire with a wide spectrum of building types and ages.

Our buildings are generally in a good and serviceable condition. This demonstrates that to date we have been managing the maintenance and renewal of our buildings in an effective manner.

Maintaining this level of service will become increasingly challenging in an ongoing constrained funding environment as the Council's buildings age and deteriorate and service demands increase.

The condition of our buildings and other structures is further summarised in **Table 15** which is matched to reflect Council's reporting requirements:

Asset Type	Asset Condition as % of GRC				
	Excellent/ Very Good	Good	Satisfactory	Poor	Very Poor
Buildings	16.3%	31.1%	39.1%	12.8%	0.7%
Other Structures	61.2%	35.7%	3.1%	0.0%	0.0%

Table 15 - Condition Summary: Buildings and Other Structures

Condition is not the only consideration as to the suitability of a building for any particular use. Its ability to accommodate the number of people wanting to use it and for the building to provide the required features and facilities is key. It is common that to meet these latter needs, building extensions and/or upgrades will be triggered well before the condition deteriorates to the level that renewal is required. For this reason, it is important to track the capacity and functionality of each building in addition to its Condition.

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Asset capacity is the ability of an asset to provide a specific service. Functionality, or fit-for-purpose, is how suitable an asset is for delivering that service. These two parameters provide a means of judging the value of a building based on service delivery potential now and into the future.

Further thought is required to assessing the current capacity and functionality of buildings as part of future condition assessments. Combined with knowing the condition of a building, understanding its ability to support desired services would be helpful in determining long-term investment priorities.

4.2   Operations and Maintenance Plan

Operations and maintenance plans are designed to enable existing assets operate to their service potential over their useful life. This is necessary to meet service standards, achieve target standards and prevent premature asset failure or deterioration.

Council's objectives in maintaining and operating building assets are:

● Maintain assets so that they are safe, serviceable, hygienic, and well presented to the satisfaction of Council and the community
● Maintain and preserve the functionality and value of the existing assets.
● Provide and maintain a safe environment for the community within the constraints of Council's financial capacity and resource capability, while displaying a reasonable 'duty of care'.
● Ensure the provision of excellent customer service and that customer requests are responded to quickly and efficiently.

Operations are those activities that keep an asset appropriately utilised. Operations are considered to have no effect on asset condition and include tasks such as:

● Maintenance Inspections.
● Cleaning and removal of debris from gutters and downpipes.
● Pest control.
● Security services and access management.
● Refuse/waste collection and disposal.
● Consumables and utilities.

Maintenance of assets is carried out to ensure that our buildings achieve their service potential while meeting the needs of users. This is achieved by providing an optimum level of maintenance and care in a financially and environmentally sustainable manner. Typical maintenance activities include:

● Scheduled servicing of mechanical plant and other essential equipment.
● Testing of emergency warning systems.
● Inspection and testing of essential fire safety measures (e.g., fire extinguishers, emergency lighting, exit lights, etc.)
● Repainting of internal and external finishes.
● Scheduled inspection and maintenance of wastewater treatment systems; and
● Maintenance of grease traps.

Both operations and maintenance can be planned or reactive activities. Planned or cyclical tasks are programmed to occur at set times or frequencies throughout the year, while reactive tasks are undertaken in response to service requests or due to unforeseen asset failures or system interruptions.

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1.1.12 Operations and Maintenance Arrangements

Maintenance of Council's buildings is coordinated and delivered by Council's Property Management team with the assistance of various qualified and experienced tradespeople.

1.1.13 Maintenance Standards

The standard of work for repair and maintenance of Council's buildings is that typically provided to ensure that the works carried out are suitable for purpose.

All materials used in the maintenance and repair of Council's buildings comply with all relevant technical standards.

Maintenance and repair work carried out by Council takes into consideration relevant Australian Standards and the National Construction Code.

Assessment and prioritisation of maintenance is undertaken by operational staff using experience and judgement and aligns with available budgets and resources.

1.1.14 Inspections

For Council to carry out effective planning and competent management of building portfolio, it is essential that maintenance and performance related information is collected through disciplined and regular inspections of the whole portfolio.

Council's inspection activities can be grouped into the following categories based on definition and purpose:

Inspection Type	Description	Current Status	Responsibility
Planned Inspections	Visual investigation to assess for hazards or maintenance issues that do not meet Council's levels of service or risk management objectives.	Planned inspections have commenced.	Property Management
Reactive Inspections	Reactive inspections are initiated generally by requests for maintenance received from asset users.	Inspections or site assessments are undertaken as required.	Property Management
Condition Inspections	A condition audit is a systematic inspection and identification and recording of the physical and functional adequacy of assets.	Detailed condition inspections are yet to be completed for Council's buildings.	Asset Services
Essential Fire Safety Measure Inspections	Inspection and testing of active and passive fire safety measures as required under the Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021.	All inspections and reporting completed to comply with regulatory requirements.	Property Management

Table 16 - Asset Inspection Type Summary

1.1.15 Future Operation and Maintenance Costs

Future operation and maintenance costs are forecast to trend in line with the value of the asset stock as shown in Figure 3. Note that all costs are shown in current 2021/2022-dollar values (i.e., real values).
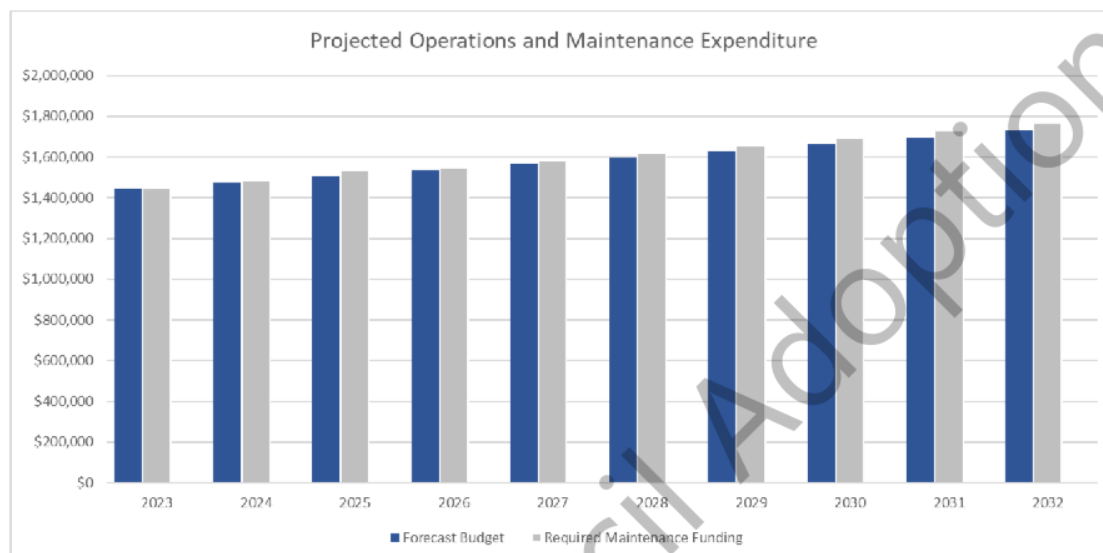
Figure 3 - Projected Operations and Maintenance Expenditure

What does this mean?

Projected operations and maintenance funding requirements are forecast to trend in line with current expenditure and future asset base.

Figure 3 outlines the forecast operations and maintenance budgets based on the understanding of the current condition and performance of the portfolio. The building operations and maintenance budget for 2021/2022 is **$1.42 million**. The forecast facility operations and maintenance allocations have been assumed to increase in line with Council's Resource Strategy plus provision for new assets.

The total operations and maintenance budget over the next 10-years starting 2022 is **$15.84 million**. The required operations and buildings budget has been predicted to be approximately **$16.11 million**. This amount has been calculated as a percentage of the total replacement value of the building portfolio according to industry benchmarks.

The predicted renewal amount does not include any provision for potential backlog maintenance work. Presently Council is preparing detailed Facility Management Plans for individual buildings and groups of buildings of like function. The purpose of these Plans is to identify work needs and priorities and cyclical maintenance and operations expenditure. This will help to better understand the full lifecycle costs of our buildings. These will be used to update Asset Management Plan once each of the Facility Management Plans have been finalised.

As our facilities age and deteriorate and major renewal or upgrade works are deferred, this will place increased pressure on the maintenance and capital expenditure effort required to ensure that facilities are safe, compliant, and meet basic functionality needs. Council will aim to establish a review

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process to identify our facilities operations and maintenance funding requirements and allocations to ensure that it is adequate to cover program and service level needs.

4.3 Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project level.

As a general principle the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its performance, rate of deterioration, and a prediction of the optimum time to renew. As the rate of repairs increase a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

1.1.16 Renewal Standards

Renewal work is carried out in accordance with the current standards and specifications for building works described elsewhere in the Asset Management Plan.

1.1.17 Renewal Ranking Criteria

In general, renewal works are prioritised and planned by assessing the following considerations:

- Safety issues.
- Physical condition.
- Risk and asset criticality.
- Community/user feedback.
- Location and use type and patterns.

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure.
- Have high use and subsequent impact on users would be greatest.
- Have a total value representing the greatest net value.
- Have the highest average age relative to their expected lives.
- Are identified in the AM Plan as key cost factors.
- Have high operational or maintenance costs.
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 17.

Criteria	Weighting
Quality (Risk of Failure)	30%
Condition	30%
Operating/Maintenance/Lifecycle Costs	20%
Functionality	20%
Total	100%

Table 17 - Renewal and Replacement Priority Ranking Criteria

Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of low-cost renewal is to restore the service potential, or future economic benefits of the asset, by renewing at a cost less than replacement cost.

1.1.18 Future Renewal and Replacement Expenditure

Renewal demand and expenditure forecasts for the assets covered by this plan are summarised in Figure 4. These forecasts have been extrapolated from existing finance data and are presented as long-term projections to provide input into Council's Long Term Financial Plan.

The following graph shows a comparison between the:

- Level of funding required to renew Council's buildings to achieve its service level objectives; and
- The amount of funding which Council is projected to commit to renewing these assets.
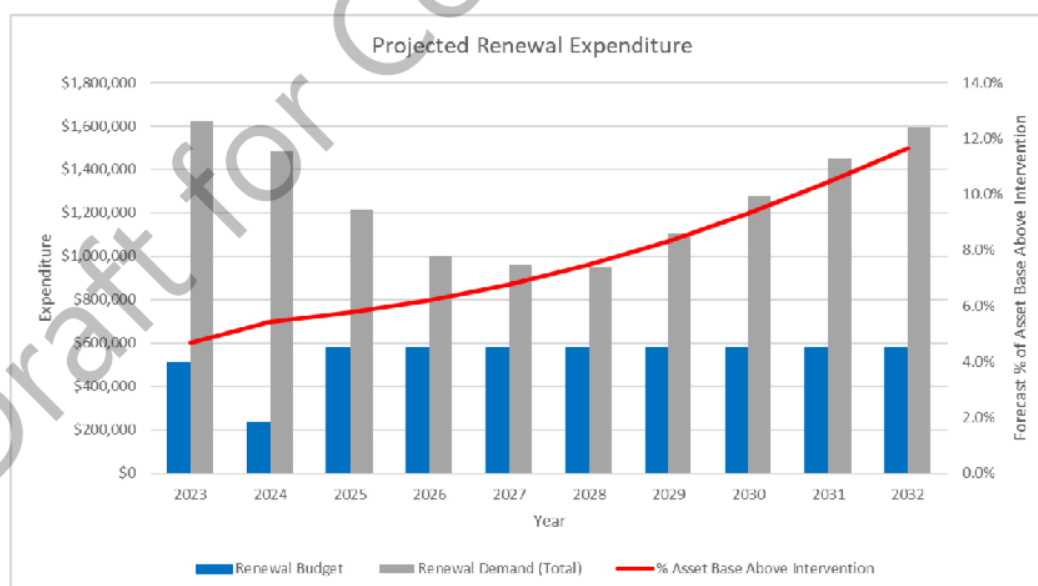

Figure 4 - Projected Capital Renewal and Replacement Expenditure

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Figure 4 values are in current (real) dollars.

What does this mean?

Future building renewal expenditure has been derived using the 2021/22 Capital Works Budget and a draft 10-year Capital Works Program. The forecast renewal budgets have been extrapolated from these two data sources.

According to the projections, total allocation for building renewal over the next 10 years is a total of **$5.39 million.** Based Council's latest condition data from 2019, the total expenditure required to renew Council's buildings for the same period is predicted to be **$12.67 million** This means that there is a total shortfall, or renewal gap, of approximately **$7.28 million.**

When considering the funding projections made spending on renewing or replacing existing building assets is expected to not keep pace with their rate of deterioration. This will result in a cumulative renewal gap that grows year upon year creating an adverse situation that will affect the performance of buildings.

This effect of the projected shortfall in renewal funding can be measured by the percentage of the building portfolio that is above the renewal intervention level. This represents a weighted average of the whole of the building portfolio above the renewal intervention level based on the condition and age of their various components.

From Figure 4 above, the percentage of the asset base above the intervention level measured after the first year of the analysis (2023) is **4.7%**. Using Council's projected renewal expenditure matched with standard rates of asset deterioration, the percentage increases to **11.7%** at year 10 of the analysis period (2032). Above intervention means that an asset is approaching an unserviceable state and may no longer be fit for purpose.

Council understands the impact of having a portfolio of buildings and other structures in declining condition means for users and the community. This would include clearly defining affordable levels of service so that the investment in asset renewal can be optimised to achieve agreed community outcomes.

Council will also need to make sure that it takes a balanced approach to investing in buildings. Council is faced with increasing pressure to fund asset improvements and new assets to meet demand to meet changing community expectations. At the same time existing assets (which is the majority the asset base) requires consistent allocations to responsibly manage our ongoing renewal liabilities.

1.1.19 Renewal Modelling Assumptions

The analysis to determine Council's future asset renewal requirements is based on the best available information held at this time. The future funding forecasts will be revised and refined to best represent the performance of the asset base as the maturity of Council's asset management practices improves.

These renewal funding projections are based on the following assumptions:

- The renewal costs are based on the asset data register as of 30 June 2021.
- Asset quantities within the asset register are assumed to be correct.
- Condition '4 – Poor' has been as used as the asset condition renewal intervention level for all buildings and other structures.

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- Modelled outcomes are derived using the Moloney Renewal Model and are therefore subject to the limitations of that model and data is used in it, which includes assumed performance of the asset types and trigger intervention levels.
- Useful Service Lives derived from the asset register are assumed to be a reasonable estimate of the life of the assets.
- Condition scores have been derived from the Remaining Service Potential Score (RSP Score) assigned by during the building valuation completed in 2019. The RSP Score is used to determine the remaining service potential of an asset considering physical deterioration, functional obsolescence, and economic obsolescence.
- Service levels are based on a technical assessment and may not reflect community expectations or the organisations goals and objectives.
- All projections are in present dollar value.
- There is no growth in asset base.
- Future renewal funding levels are derived from the 2021/22 Capital Works Budget and draft 10-year Capital Works Program.
- These projections only represent future asset renewal requirements at an overall network level. This modelling does not provide project level assessments or programs.

4.4 Acquisition and Upgrade Plan

New works are those works that create a new asset that did not previously exist or works that upgrade or improve an asset beyond its existing capacity or performance. They may result from growth, changes in expectations, or social or environmental needs. Assets may also be acquired at no cost through developer contributions.

Within the context of building assets, new asset, or upgrade creation includes:

- Those works that create a new asset that did not exist in any shape or form, e.g., a sports pavilion, etc.
- Works that improve an existing asset beyond its existing capacity or performance.
  - An extension to an existing asset.
  - Sustainability improvement projects.
  - Service or compliance upgrades.

There are occasions when Council is required to upgrade an asset because of changing demand or use requirements. In such instances, the project is scrutinised closely and is considered as part of the annual budget planning process.

1.1.20 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor/director or community requests, proposals identified by strategic plans or partnerships with other organisations. Verified proposals are ranked by priority and available funds and are scheduled in future works programmes.

The prioritisation of asset improvement works is undertaken in accordance with the following criteria to ensure alignment with Council's strategic direction and to deliver maximum and affordable community benefits.

Criteria
Use by community, safety concerns, Future Demand

Table 18 - Asset Improvement Priority Ranking Criteria

Council is required to further develop a detailed criteria to determine the priority for the investment of funding in the expansion and improvement in the building portfolio. Ranking criteria along with the applicable evaluation methodology will be developed as part of future revisions of this Asset Management Plan.

1.1.21 Standards and Specifications

As with replacements and renewals, where new assets are created, they are designed using all relevant design codes, Australian Standards, and the National Construction Code.

Council aims to use materials that achieve the greatest asset life while trying to minimise maintenance costs and are environmentally sustainable.

1.1.22 Summary of Future Acquisition Expenditure

Projected acquisition (i.e., upgrade, and new) expenditures are summarised in Figure 5. All amounts are shown in current (real) dollars.

When Council considers discretionary capital expenditures for new or upgraded assets, it is essential to establish the consequential recurring operational and maintenance costs that will occur once the new or upgraded assets become operational. Understanding life cycle costs is part of being fully informed of future liabilities. As new projects are brought forward for consideration in annual budget deliberations, they will have to include an assessment of these ongoing operational (recurrent) costs to be presented to Council as part of the overall cost projections.
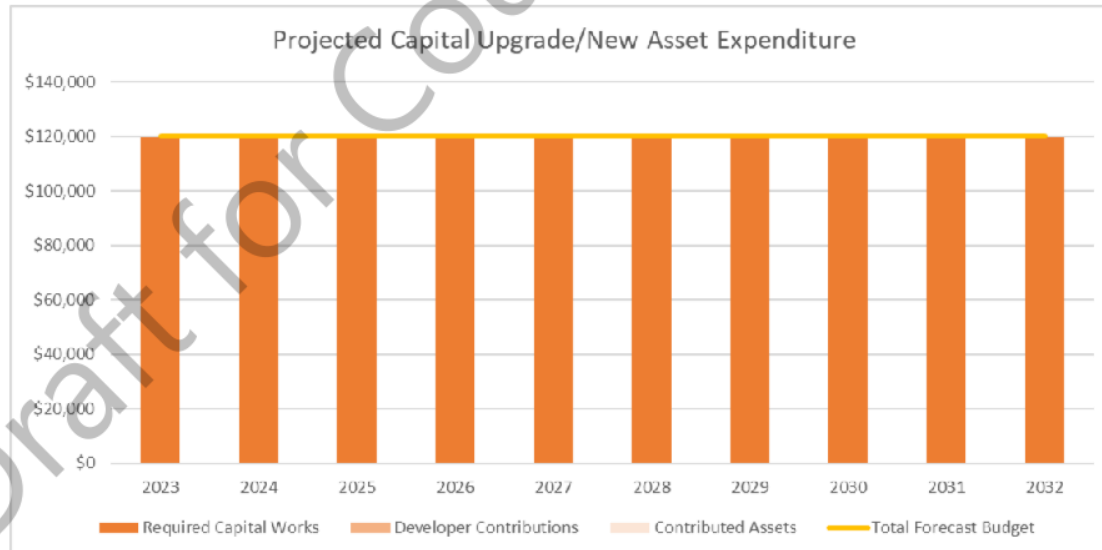
Figure 5 - Projected Asset Acquisition Expenditure

What does this mean?

Similar to projected renewal expenditure, future acquisition allocations have been derived using the 2021/22 Capital Works Budget and a draft 10-year Capital Works Program. The forecast acquisition budgets have been extrapolated from these two data sources.

Figure 5 indicates both the forecast budget and demand for upgrade, new, and expansion works associated with Council's facilities. These two expenditure profiles are matched on the basis that the projected budget has been used as a measure of the required upgrades that are required to support service improvements.

The total investment required to upgrade or provide new buildings at this point is a total of **$1.2 million** over the next 10 years. Our Long-Term Financial Plan and Capital Works Program will be responsive to facility upgrades or new buildings as opportunities arise. For instance, major there have been some initial discussions regarding providing a new terminal building at the Narrabri Airport. There are no specific details on this initiative at this time however the timing of major projects such as this will be determined by our level or preparedness and availability of necessary funding.

Council acknowledges that it has more work to do to determine what long-term investment is needed to make sure buildings are fit for purpose and of a contemporary standard. Council is beginning to understand this through the Facility Management Plans which are being prepared, the outputs of which will inform our long-term capital works planning.

Expenditure on asset acquisition in the capital works program is considered for inclusion within Council's annual Capital Works Program.

While the provision of new and upgraded assets is important in maintaining and enhancing services to the community there must be a clear business justification. Evaluation of proposals for new and upgraded assets needs to be underpinned and informed by sound business, investment, and risk assessment practices to maximise public value from infrastructure investment.

1.1.23 Summary of Asset Expenditure Requirements

The financial projections from this Asset Management Plan are shown inFigure 6.

Key Financial Performance Indicators for Current Projected Funding	
Total Lifecycle Costs over next 10 years (projected demand)	$29,915,939
Total Lifecycle Budget over next 10 years (from Long Term Financial Plan)	$22,426,192
Total Lifecycle Funding Shortfall	$7,489,747
Average Lifecycle Funding Shortfall per annum	$748,975
Percentage Lifecycle Funding Being Met	75%

This covers the full lifecycle costs over the next ten (10) years to sustain current levels of service. Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates the funding that is forecast to be available.

The gap between these informs the discussion on achieving the balance between services, costs, and risk to achieve best value outcomes.
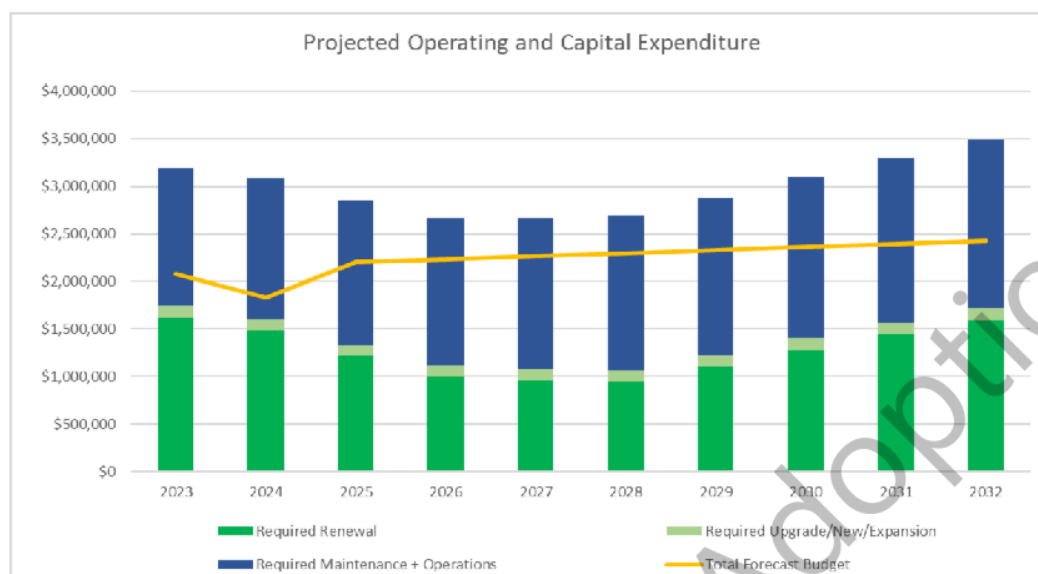
Figure 6 - Projected Operating and Capital Expenditure

What does this mean?

According to the projected allocations assumed from current financial information that is available, Council is faced with a shortfall in in total funding when compared to the level of funding that is required for Council's to sustain current levels of service.

Through the facility audits we have commenced; Council will establish a better understanding of the performance of our buildings and the future needs to improve the portfolio. This will provide greater clarity on how much we need to spend on buildings over the next 10 years.

4.5 Disposal Plan

This includes activity associated with disposal of decommissioned assets including sale, demolition, or relocation.

While there is currently no strategy in place to dispose of Council's building and other structures, we are actively seeking ways to optimise the use of our facilities in conjunction with our community. This includes looking for opportunities to dispose, collocate services, or adaptively re-use facilities with a view to maximising their function.

5. RISK MANAGEMENT PLAN

The purpose of this section is to describe the basis of our strategic risk and investment policies and the way we will manage risk associated with our buildings and other structures.

5.1 Risk Management Process

Our risk management framework and processes are in accordance with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines.

The Framework is designed to provide the architecture for a common platform for all risk management activities undertaken by us and is used to identify specific risks associated with our delivery of services and management of assets.

The objective of the risk management process with regards to our assets is to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks that need to be addressed in the short to medium term are identified.
- Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to us. The risk assessment process identifies and assesses risks, develops a risk rating, and develops a risk treatment plan for non-acceptable risks.

1.1.24 Risk Assessment

Network or system risks assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified by our asset risk assessment process are summarised in the Table 19.

Risk Event	Risk Rating (VH, H)	Risk Treatment Mitigation Practice	Residual Risk*
Buildings deteriorate to a lesser service standard and higher risk situation	High	• Current asset register • Asset Management Information System • Lifecycle management plans • Continuing staff development	Medium
Damage to buildings as a result of major storm events	High	• Assistance from natural disaster declarations • Maintain insurance policy	Medium
Disruption to services due to failure of key mechanical or electrical systems	High	• Inspections and response procedures • Prioritisation of maintenance and renewal activities • Identification of critical assets	Low
Damage to or loss of building due to fire due to malfunctioning fire services	High	• Inspections of Essential Fire Safety Measures • Evacuation procedures • Maintain insurance policy	Low

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Risk Event	Risk Rating (VH, H)	Risk Treatment Mitigation Practice	Residual Risk*
Buildings do not adequately support service delivery or meet user needs	Medium	• Service planning • Monitoring utilisation patterns • Community satisfaction surveys and customer feedback	Low

Table 19 - Infrastructure Risk Register: Buildings and Other Structures

* Note - The residual risk is the risk remaining after the selected risk treatment plan is operational.

Our focus is to manage risk to effectively achieve asset management, service delivery, and cost performance objectives.

Council will continue to set service-based targets for assets to balance the risk of asset failure and the associated asset reliability impacts with cost.

5.2   Critical Assets

Critical assets are defined as those which have a high consequence of failure or reduction in service.

It is important to identify critical assets as well as the critical failure modes. This makes it possible to target and refine maintenance plans, capital expenditure plans, and investigative activities at the critical areas.

Council have yet to formally identify critical components of our portfolio of buildings and other structures. A criticality framework will be developed as our asset management planning processes mature.

This framework will be embedded as part of future revisions of this Asset Management Plan.

5.3   Risk Identification and Management Practices

1.1.25 Asbestos

Council maintains a current Asbestos Register in accordance with the *Work Health and Safety Regulation 2017* (NSW). The Asbestos Register contains information that identifies the presence and location of asbestos within Council's buildings.

All known Asbestos Containing Materials (ACMs) in readily accessible locations in our buildings are labelled to indicate the presence of asbestos.

Under the *Work Health and Safety Regulation 2017*, we also need to have an Asbestos Management Plan in place. The Asbestos Management Plan provides an overarching framework or procedure for the effective management of occupational health and safety associated with ACMs. This is to document the processes that need be followed to ensure compliance with legislation and to eliminate or minimise the risks that asbestos may pose to our staff, building users, contractors, and visitors. We will need to prepare an Asbestos Management Plan to make sure that we satisfy our regulatory obligations.

1.1.26 Work Health and Safety Compliance

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We have a legal duty to ensure, so far as is reasonably practicable, that workers and other persons are not exposed to health and safety risks arising from the carrying out of its business. Workers include contractors and subcontractors.

From time to time, we appoint contractors to manage and carry out work on our behalf, however in doing so we cannot contract out our work health and safety duties.

Contractor work health and safety obligations are outlined as part of our contracts where it is relevant, and we monitor the performance and level of compliance of our contractors when they are working for us.

6. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial forecasts made will be refined as we improve our understanding of future asset performance and required levels of service.

6.1   Financial Statements and Projections

1.1.27 Asset Valuations

The value of the assets covered by this Asset Management Plan as recorded in our asset register as of 30 June 2021 are shown below.

Current Replacement Cost	$66.52 million
Accumulated Depreciation	$18.52 million
Depreciated Replacement Cost (Fair Value)	$47.00 million
Annual Average Asset Consumption	$1.15 million

Fair value for buildings, is generally calculated according to market value and is determined at whole of building or facility level.

1.1.28 Asset Sustainability

Council uses the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Projected funding requirements compared with budget allocations (Long Term Financial Plan).

1.1.29 Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	43%

The Asset Renewal Funding Ratio is the most important indicator and shows that over the next 10 years we expect to have **43%** of the funds required for the optimal renewal and replacement of assets according to our current funding projections.

1.1.30 Long Term Financial Planning

This Asset Management Plan identifies the projected operations, maintenance and capital renewal expenditures required to provide agreed levels of service over the next 10 years.

These projected funding requirements may be compared to the allocations projected from our current funding projections to determine possible funding shortfalls.

The projected operations, maintenance and capital renewal expenditure required over the 10-year planning period is **$2.89 million** on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is **$2.12 million** on average per year giving a 10-year funding shortfall of **$749K** per year.

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This indicates **74%** of the projected expenditures needed to provide the services documented in the asset management plan. This represents Council's efforts in maintaining existing levels of service and excludes the provision of new and upgraded assets.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures, and financing.

1.1.31 Projected Expenditures for Long Term Financial Plan

Table 20 shows the projected expenditures required to inform the Long-Term Financial Plan. Expenditure projections are in 2021/22 real values.

Year	Renewal	Acquisition	Maintenance and Operations
2023	$1,622,649	$120,000	$1,446,721
2024	$1,483,239	$120,000	$1,481,922
2025	$1,217,502	$120,000	$1,515,206
2026	$1,000,903	$120,000	$1,549,238
2027	$958,424	$120,000	$1,584,036
2028	$949,409	$120,000	$1,619,617
2029	$1,108,229	$120,000	$1,655,999
2030	$1,281,315	$120,000	$1,693,200
2031	$1,449,897	$120,000	$1,731,237
2032	$1,597,064	$120,000	$1,770,130
Total	$12,668,633	$1,200,000	$16,047,306

Table 20 - Projected Expenditures for Long Term Financial Plan

The amounts shown in Table 20 the funding needed to fully fund the total lifecycle costs determined through the development of this Asset Management Plan. These amounts need to be verified against affordable levels of expenditure as determined through our Long-Term Financial Plan.

Asset Management Plans and Long-Term Financial Plan are the foundation of the long-term resource planning. These plans work together to ensure that expectations are achievable and sustainable.

Council is working to improve the integration between our Asset Management Plans and Long-Term Financial Plan.

The Asset Management Plans inform the Long-Term Financial Plan by identifying the amounts that are required to renew, maintain, and improve our assets over their lifecycle.

The Long-Term Financial Plan determines how much funding is available to support our assets. It incorporates knowledge of the condition of our assets, and risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for our infrastructure.

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6.2 Funding Sources

Funding for assets is provided from Council's annual budget and Long-Term Financial Plan.

Council's financial strategy determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

Council uses several different funding sources to maintain, renew and improve our buildings. These are:

Activity	Funding Source
Maintenance and Operations	● Council Funds ● User fees and charges
Renewal	Council Funds
Capital Improvement **(i.e., new, upgrade, and expansion)**	● Council Funds ● External grant opportunities

Table 21 - Funding Sources

6.3 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

● Financial projections are forecast on present day dollars as of 30 June 2021.
● Staffing needs are resourced adequately.
● Current levels of service reflect community needs.
● Future funding levels are derived from the 2021/2022 Capital Works Budget and draft 10-year Capital Works Program.
● No known legislative changes or other influences that will impact on or demand a change in level of service and associated funding throughout the period of the plan
● Provision for new works is based on phased implementation of new and upgrade needs to meet future growth.
● Projected renewal required to achieve overall asset condition grade of 'Poor" or better.
● Increases in operating and capital budgets are consistent with the Long-Term Financial Plan.

6.4 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a five (5) level scale in accordance with Table 22.

Confidence Grade	Description
A – Highly reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E - Unknown	None or very little data held.

Table 22 - Data Confidence Grading System

The estimated confidence level for and reliability of data used in this Asset Management Plan is **C - Uncertain** at this stage. The implementation of the improvement actions identified will result in increased levels of confidence in future revisions of this Asset Management Plan.

7. PLANNED IMPROVEMENT AND MONITORING

7.1 Status of Asset Management Practices

Council currently uses the following corporate information systems for recording relevant asset data and information:

Module	System
Customer Request Management	TechOne
Financial/Accounting	TechOne
Records Management	TechOne
Mapping (GIS)	Intramaps
Asset Register	TechOne
Strategic Asset Management	TechOne Strategic Asset Management Module (yet to be implemented for building assets)
Mobile Solutions	TechOne mobile platform (yet to be implemented for building assets)
Works Management	TechOne (yet to be implemented for building assets)

Table 23 - Overview of Corporate Systems

The asset management information system underpins asset management capacity and capabilities and is a key source of information for decision making, coordination of operations, and performance reporting.

7.2 Improvement Plan

The asset management improvement plan generated from this Asset Management Plan is shown in Table 24.

Item No.	Task	Responsibility	Priority	Resource Type	2023	2024	2025	2026
1	Continue work to consolidate all building and other structure asset related data into TechOne so that there is a centralised asset register providing a source of reliable information.	Asset Services	High	Internal/ External	✓	✓	✓	
2	Review the current register for 'other structures' to ensure that assets are assigned to the appropriate asset class and incorporated into the relevant Asset Management Plan.	Property Services Asset Services	High	Internal	✓			
3	Continue to prepare Facility Management Plans for individual buildings or groups of buildings with similar functions. Plans should identify works needs and priorities and cyclical maintenance and operations expenditure to understand full lifecycle costs. Consideration should be given to having these plans cover a 10-year period and include building improvements required to meet future service needs.	Property Services	High	Internal	✓	✓	✓	
4	Continue to collect and refine building asset data (including condition) suitable to inform strategic and operational analysis and decisions. Also include whole of building considerations in future data collection activities (e.g., condition, capacity, function, sustainability)	Property Services Asset Services	High	Internal/ External	✓	✓		

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Item No.	Task	Responsibility	Priority	Resource Type	2023	2024	2025	2026
5	Confirm the functional hierarchy system for Council's buildings and include as an attribute information in the asset register.	Property Services Asset Services	Medium	Internal	✓			
6	Reviewing the componentisation used for Council's buildings to ensure that it is appropriate for both strategic asset management and operational needs.	Property Services Asset Services	High	Internal/ External	✓	✓		
6	Document community levels of service through engagement with public. Community service levels should then be translated into technical levels of service.	Property Services Asset Services Governance and Risk	Medium	Internal/ External		✓	✓	✓
7	Establish processes to monitor and report maintenance delivery performance against adopted maintenance standards.	Property Services Asset Services	Medium	Internal	✓	✓		
8	Review current funding allocations made to building maintenance and operations to ensure that it is sufficient to deliver current levels of service.	Property Services Asset Services Governance and Risk	Ongoing	Internal	✓	✓	✓	✓
9	Review OPEX cost allocation framework to capture maintenance and operations costs at activity level.	Property Services Finance	High	Internal		✓		

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Item No.	Task	Responsibility	Priority	Resource Type	2023	2024	2025	2026
10	Prepare an Asbestos Management Plan in accordance with the *Work Health and Safety Regulation 2017*.	Property Services Governance and Risk	High	Internal/ External	✓			
11	Formalise evaluation criteria and process to prioritise and plan capital improvement and renewal projects	Projects and Assets	Medium	Internal		✓	✓	
12	Develop a project-based ten (10) year Capital Works Program for renewals, upgrades, and new works.	Property Services Projects and Assets Finance	Medium	Internal	✓	✓		
13	Develop a criticality framework for Council's assets and apply to the buildings and other structures asset portfolio to inform lifecycle management decisions.	Property Services Projects and Assets	Medium	Internal	✓	✓		

Table 24 - Improvement Plan

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This first-generation asset management plan has been developed based on existing processes, practices, data, and standards.

We are committed to striving towards best appropriate asset management practices and it is recognised that this asset management plan will need to be updated periodically to reflect changes to management of our assets.

It is intended that asset management plans are 'living' document that should always reflect as closely as practicable actual practices used in managing our assets. Only in this way will we be best able to ascertain its long-term financial needs for the network. A number of improvement actions have been identified which will enhance our capability for managing those assets covered by this plan.

7.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services because of budget decisions.

The Asset Management Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Long-Term Financial Plan.

The Asset Management Plan will have a life of four (4) years and will be completely reviewed and updated to inform the development of the Community Strategic Plan, the Operational and Development Plan, and the Long-Term Financial Plan.

7.4 Performance Measures

Performance measures will be developed to ensure that work practices and the Asset Management Plan are reflective of each other.

The performance of the Asset Management Plan shall be monitored against the following criteria in accordance with the process detailed below.

- Maintenance and renewal programs - to confirm that allocated budget projects were delivered on time, within budget and to the specified level of service (see following item on delivery performance).
- Inspection programs - to confirm that they were undertaken as specified in the asset management plans and any other service level agreements which may be in operation including Council's scheduled condition surveys – to confirm that they were undertaken as required.
- Maintenance of asset information systems - to ensure that stored data is current and accurate.
- External factors - including legislative requirements, ongoing development of Council policies, plans, and other major system implementations, that may affect the contents of the asset management plan.

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Document Control

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CONSULTANTS DISTRIBUTION SCHEDULE

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1. EXECUTIVE SUMMARY

1.1   Purpose of the Plan

This Asset Management Plan has been developed in accordance with Council's Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This Asset Management Plan details information about Council's parks and open spaces assets. The plan outlines the management approach to:

- Describing and aligning the assets to services (as informed by corporate and service planning);
- Managing the future demand for assets to achieve and maintain financial sustainability;
- Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost);
- identifying and managing risks associated with the relevant asset (including criticality and condition);
- What funds (operating and capital) are required to operate the asset portfolio in alignment with the Asset Management Plan over a 10-year planning period; and
- Continual improvement in the management of the assets and performance monitoring.

1.2   Asset Description

Council's parks and open spaces assets contribute to the community by providing and maintaining:

- Places for nature to thrive in natural places.
- Places for people of all ages to visit with family and friends in the outdoors.
- Places to play sport.
- Places for outdoor recreation.
- Places for outdoor exercise.
- Places for the burial of loved ones.
- Places to swim safely.
- Cultural places such as monuments and memorials.
- Street trees and streetscapes.

The parks and open spaces network is comprised of the following asset types:

- Parks and reserves
- Sports and play surfaces
- Park furniture
- Paths and trails
- Street trees and streetscapes
- Public art, memorials, and monuments
- Swimming pools
- Cemeteries

Council maintains **221 Ha** of open space, **38.06 Ha** of recreational areas and **14.5 Ha** of sports fields. The assets are located throughout the Shire with a concentration of facilities in the 7 urban centres of:

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- Baan Baa
- Bellata
- Boggabri
- Gwabegar
- Narrabri
- Pilliga
- Wee Waa

These infrastructure assets have a significant replacement value of **$25.2M.**
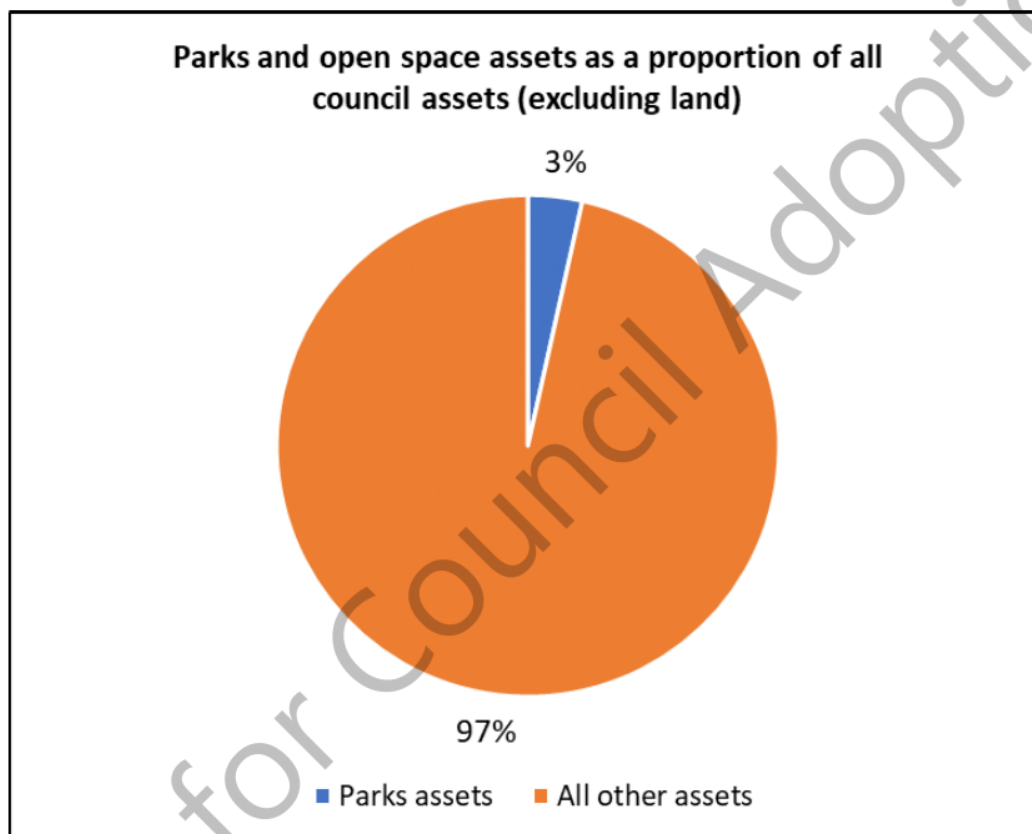
Figure 1: Parks and Open Spaces as a proportion of all council assets.
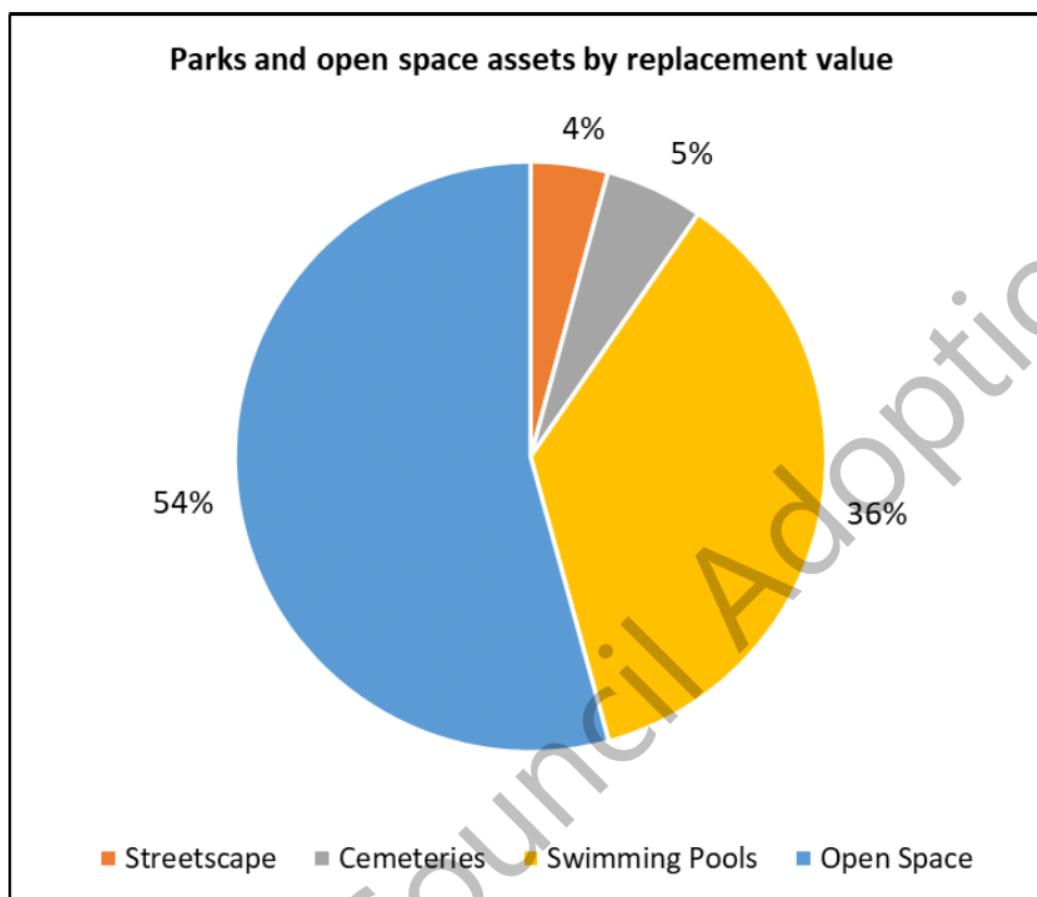
Figure 2: Parks and Open Space assets by replacement value.

A physical condition assessment has not yet been carried out for the parks and open spaces assets, however, internal inspection and condition assessment programs are being developed. Asset consumption scores are being used to represent condition data.

1.3   Levels of Service

Levels of service for parks and open spaces assets are guided by the 2017 Sport, Recreation and Open Space Plan. The 2021/2022 Parks and Open Spaces Service Plan has not yet been adopted by Council.

Management of assets, including intervention points and chosen treatment methods, is based upon standard historical practices and decisions made by management on an ad hoc basis. This is a key improvement area required to direct our future management approach and investment in parks and open spaces assets.

At present, management of assets, including intervention points and chosen treatment methods, is based upon:

- Available budget and resource allocations.
- Feedback from the community.

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- Active monitoring of the performance of the various assets that comprise the parks and open spaces portfolio.

Council's present funding levels are insufficient to continue to provide existing services at the current levels in the medium to long term.

The main services consequences are:

- Deteriorating assets which will impact the service quality.
- An increasing asset renewal gap impacting long term financial sustainability
- Generational cost shifting where future residents will inherit the cost of renewing current day assets.
- Inability to meet demand for new services through provision of new, expanded or upgraded facilities.

This Asset Management Plan, and future revisions, will inform the long-term financial planning to fund the future renewal and upgrades necessary to meet the capacity demand and levels of service.

1.4   Future Demand

The main demands for new services are created by:

- Demand for parks and open spaces and park infrastructure to reflect the increasing numbers of older people.
- Donated facilities by community and service clubs that Council accepts ongoing maintenance for without increasing Council resources.
- Declining population will diminish use and therefore viability of maintaining some facilities.
- Rapid changes in technology and user expectations impacting on use and design of parks, sport, and recreation facilities.
- Demands from the community for increased service delivery or infrastructure that increases pressure on limited Council resources.
- Lawn cemeteries are increasingly expensive to maintain.
- The use of custom designed plinths resulting in limited suppliers of plinths contributing to escalated prices.
- Natural disasters damaging assets and impacting cemetery layout e.g., fire or flood.
- Pandemic outbreak reduction in staff due to high levels of isolation and sick/family leave.

These demands will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices also include non-asset solutions, insuring against risks and managing failures.

Demand management practices include:

- Formal planning and community consultation to identify where demand is greatest and of highest priority.
- Regular inspection of assets to ensure they remain in good condition and are fit for purpose while they are service.
- Advocacy efforts to attract external funding through Government Grants to increase the available sources of funding for upgrade and new capital works.

1.5   Lifecycle Management Plan

Lifecycle planning describes the approach to maintaining an asset from construction to disposal. It involves the prediction of future performance of an asset, or a group of assets, based on investment scenarios and maintenance strategies.

Council's current approach to managing and operating our parks and parks and open spaces assets is transitioning to a more proactive approach as we are continually improving our knowledge on performance, changing requirements, and service demands.

Council is always striving to improve our approach to lifecycle management to make sure that we deliver on our service commitments in the most cost effective and efficient manner.

1.6   Financial Summary

The projected outlays necessary to provide the services covered by this plan includes operations, maintenance, renewal, upgrade, and new assets over the 10-year planning period is $**95,686,300** or **$9,568,900** on average per year.

1.6.1   What funding sources are available

Estimated available funding for the next ten (10) financial years is **$33 million** or **$3.3 million** on average per year as per the Long-Term Financial Plan. This is **100%** of the cost to sustain the current level of service at the lowest lifecycle cost.

If this shortfall is left unaddressed, the quality of our parks and open spaces infrastructure will decline leading to a deterioration in community service levels and will impact Council's long-term financial sustainability.

1.6.2   What we will do with constrained funding

We plan to provide the following related services:

- Operation, maintenance, renewal, and upgrade of our facilities to meet service levels set by Council in annual budgets
- Plan asset renewal to ensure that the highest priority assets are targeted for renewal each financial year. Prioritisation must be based on risk

1.6.3   What we cannot do with constrained funding

Currently, Council does **not** allocate enough funding to sustain all services at the desired standard or to provide all new services being sought.

Works and services that cannot be provided under present funding levels are:

- Projects that do not align to Council's strategic direction.
- Park asset renewals that are not multi-faceted in their design to cater for a range of uses.
- Park assets that are the remit of other levels of government to provide.
- Asset upgrades or renewals that duplicate existing facilities at the detriment of areas without facilities.

Council will continue to work with its partners and stakeholders within the community and in Government to press for more funding to ensure Narrabri Shire Council can continue to grow and service existing and newly established residents.

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1.7 Risk Management

There are risks associated with providing the service and not being able to complete all identified activities and projects.

The main risks are:

- Injury to users due to deterioration of materials, broken or missing components and foreign materials left such as syringes and rubbish.
- Sports surfaces unsuitable for playing.
- Misuse of herbicides by staff.
- Outbreak of weeds.
- Damage to vehicles and persons from fallen branches or vehicle strikes on streets.

We will endeavour to manage these risks within available funding by:

- Regular inspections in accordance with the level of risk.
- Timely follow-up of customer complaints.
- Increasing proactive maintenance schedules.
- Staff training and certification.

1.8 Asset Management Practices

Council's Asset Management Framework provides a structured approach for the development, coordination, and control of our activities on assets over their life cycle, and for aligning these activities with our vision and strategic objectives.

Council's asset management planning is supported by three key documents:

- Asset Management Policy.
- Asset Management Strategy; and
- Asset Management Plans.

Council's systems to manage assets include:

- Finance and accounting – TechOne
- Asset management system – TechOne

Assets requiring renewal/replacement are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project.

1.9 Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

- Conduct an audit and condition assessment of all parks and open spaces assets and update the asset register accordingly.
- Undertake a review of the useful lives of all park and open space assets.
- Undertake a review of the park classifications with a view to including streetscapes and other non-park landscapes which are serviced and maintained by the Parks Department.

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- Undertake a review of the Sporting Facilities to determine the reasons for the satisfaction survey results being under the benchmarked other council results.
- Ensure all items from the Corporate Plan are listed in future budgets.
- Develop program to increase shade to playgrounds, recreational and appropriate sporting facilities.
- Develop a program for upgrading spectator areas, shade covers and seating for sports facilities.
- Implementing functionality of our corporate Asset Management Information System support maintenance planning for parks and open space assets and to enhance data capture and activity tracking.
- Develop a project-based ten (10) year capital works program for renewals, upgrades, and new works.

2. INTRODUCTION

2.1 Background

Narrabri Shire Council owns and manages a portfolio of parks and open spaces infrastructure to support its operations and delivery of services to the community. These infrastructure assets range in age, quality, and function. Our parks and open spaces assets include the land that underpins the parks and open spaces and the built infrastructure such as pathways, BBQs, shelters, goal posts etc. The management of our parks and open spaces assets requires the coordination of our technical and operational resources.

2.2 Purpose

This Asset Management Plan outlines the required management approach to:

- Describing and aligning the assets to services (as informed by corporate and service planning).
- Managing the future demand for assets to achieve and maintain financial sustainability.
- Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost).
- Identifying and managing risks associated with the relevant asset (including criticality and condition).
- What funds (operating and capital) are required to operate the asset portfolio in alignment with the Asset Management Plan over a 10-year planning period.
- Continual improvement in the management of the assets and performance monitoring.

This Asset Management Plan is to be read with our Asset Management Policy and Asset Management Strategy along with the Community Strategic Plan, Delivery Program, and Operational Plan.

Figure 3 shows the different documents that influence and inform this Asset Management Plan.

Figure 3 - Asset Management Document Relationship.

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The infrastructure assets covered by this asset management plan are shown in Table 1.

Asset Category	Quantity	Current Replacement Value ($)	Depreciated Replacement Cost ($)
Streetscape	26	$1,064,100	$836,400
Cemeteries	18	$1,353,300	$1,106,900
Swimming Pools	60	$9,088,900	$6,752,700
Open Space	238	$13,652,200	$9,851,500
TOTAL	342	$25,158,500	$18,547,500

Table 1 - Assets Covered by this Plan

Our networks of parks and open spaces assets are provided to the community to facilitate a range of recreational activities. The service objectives are:

- To be recognised as providing attractive, safe, and comfortable parks and open spaces suitable for a diverse range of recreation pursuits for residents and visitors of the shire.
- To provide a diverse range of park and open space facilities allowing residents and visitors to spend their leisure time participating in recreation activities of their choice.
- To be an efficient and effective essential service providing appropriate interment options for deceased members of the Shire community.
- To provide a range of dignified and sustainable interment and memorial options for residents of the Shire.

2.3   Plan Framework

This Asset Management Plan has been prepared using good practice guidance from the ISO55000 - Asset Management standard, International Infrastructure Management Manual and the Office of Local Government's Integrated Planning and Reporting Manual for Local Government in NSW and has been developed based on existing processes, practices, data, and standards.

Council is committed to striving towards best appropriate asset management practices and it is recognised that this asset management plan will need to be updated periodically to reflect changes to management of Council's assets.

It is intended that Council's asset management plans should always reflect as closely as practicable actual practices used in managing its assets. Only in this way will Council be best able to ascertain its long-term financial needs for delivering sustainable assets and services.

2.4   Goals and Objectives of Asset Ownership

Our goal in managing infrastructure assets is to meet the defined range and levels of service in the most cost-effective manner for present and future consumers. By achieving the most cost-effective approach, we will contribute the affordability and liability of our community, including a vibrant, growing, and efficient local economy.

The key elements of infrastructure asset management are:

● Providing a defined level of service and monitoring performance.
● Managing the impact of growth through demand management and infrastructure investment.
● Taking a lifecycle approach to developing cost-effective management strategies that meet the defined levels of service.
● Identifying, assessing, and appropriately controlling risks.
● Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

2.5   Key Stakeholders

Our assets are utilised by a broad cross-section of the community.

The stakeholders in the management of Council's parks and open spaces assets are many and often their needs are wide-ranging. The relevant key stakeholders are:

● The community in general (for recreation, sport, leisure, and business).
● Residents and businesses adjoining our parks and open spaces.
● Organised groups such as clubs and associations.
● Park users (including the very young, those with disabilities, and the elderly with somewhat limited mobility).
● Users with smaller and lightweight vehicles such as pedal cyclists, scooters, wheelchairs, prams, etc.
● Tourists and visitors to the area.
● State and Federal Government that periodically provide support funding to assist with management of the network.
● Council's Insurers.

The community's needs and expectations are subject to change frequently and are becoming more demanding manifested by demands for services that provide better quality, value for money, environmental awareness and relevant value adding.

This plan will demonstrate to the various stakeholders that Council is managing its parks and open spaces related assets in a responsible manner.

3. LEVELS OF SERVICE

This section defines the level of service or performance criteria that are required and the basis of the decision behind their adoption. The levels of service support our strategic goals and are based on customer expectation and statutory requirements.

In developing the levels of service outlined in this Asset Management Plan, we have given due regard to the following:

Community Requirements (*Customer Expectations*)	These are the expectations of the customers/community. These expectations (quality) must be balanced with the community's ability and desire to pay (balancing risk, cost, and performance).
Strategic Goals and Objectives (*Strategic Drivers*)	The lifecycle management of assets (service offered by assets, service delivery mechanism and specific levels of service that Council wishes to achieve) will be consistent with goals and objectives stated in the Community Strategic Plan, Delivery Program, and Operational Plan.
Legislative Requirements (Mandatory Requirements)	These are the objectives and standards that must be met, set by legislation, regulations, Codes or Practice, and Council by-laws that impact the way assets are managed.
Industry Standards and Guidelines (*Operating Requirements*)	Design and construction standards and guidelines that provide the principles and minimum design standards for an asset.

Table 2 - Key Levels of Service Drivers.

3.1   Customer Research and Expectations

3.1.1 Community Consultation

Council is committed to transparent and informed decision making in relation to the management of assets and services through engagement with the community. Council undertake inclusive community consultation to define service levels and performance measures through the development of its Community Strategic Plan, the Delivery Program and Operational Plan, and Annual Budget. These discussions provide input to Council's strategic directions which are supported by the various services, projects, and programmes which its delivers.

Customer research is undertaken for the parks and open spaces assets through a telephone survey conducted every year. The last survey was undertaken in August 2021.

Wherever practicable, community input is sought on appropriate aspects of planning the parks and open spaces by way of consultation. However, it is acknowledged that Council will need to do more work with our community in developing levels of service and it will target discussions when making decisions which influence the way that Council deliver services and manage assets. A draft Parks and Open Spaces Service Plan has been completed and is currently in review.

Once service levels and budget funding issues have been properly reconciled, it is appropriate that the community is consulted to ensure that these service levels are meeting community expectations.

3.1.2 Community Satisfaction

Council regularly seeks feedback from the community on performance via a formal Customer Satisfaction Survey. This survey measures community views towards, and satisfaction with the services and facilities. The results from the survey conducted in 2021 are summarised in Table 3. Parks and Open Space and Swimming Pools scored in the top 5 categories for satisfaction rate overall.

Customer Satisfaction Index	Result	Result	Result	Narrabri Satisfaction	Regional Benchmark
	2017	2019	2021	2021	2021
Public access to natural assets	3.56	3.62	3.54	N/A	N/A
Planning of open spaces and natural environmental areas	N/A	N/A	3.33	N/A	N/A
Public area access and appearance	N/A	N/A	3.54	88%	82%
Parks and open spaces	3.43	3.72	3.74	90%	86%
Cemeteries	3.78	3.73	3.91	88%	90%
Swimming Pools	3.78	3.73	3.91	89%	85%
Sporting Facilities	N/A	N/A	3.70	84%	89%

Table 3 - Customer Satisfaction Results.

(Green cells denote improvement over previous years result and increased satisfaction compared to benchmarked councils. Yellow cells denote lessor performance in results and decreased satisfaction compared to benchmarked councils.)

The survey reported a decrease in the participation rates in sport and/or recreational activities locally since the 2019 survey. It is thought that this is reflective of the restrictions related to Covid-19 during the period since the 2019 survey.

The survey indicates high levels of satisfaction with the park's assets and a general improvement in satisfaction over time. This provides Council with some comfort that budgets for Operations and Maintenance and Capital Budgets for renewal have been in the required range to meet the Levels of Service with perhaps the exception of Sporting Facilities. Although the margin is small the satisfaction with the NSC Sporting Facilities is lower than that of the Councils included in the benchmarked facilities. This may indicate a need to increase spending on the Sporting Facilities.

Future revisions of the Asset Management Plan will continue to incorporate information from the community survey as an indicator of the need to change the agreed Levels of Service, and as a consequence, to increase or decrease expenditure to provide the service. This will assist the Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of our vision, mission, strategic directions and strategies.

Council's vision is:

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

Relevant Council strategic directions and objectives can be found in our Community Strategic Plan. Details on the specific actions we will implement to address these objectives are outlined in our Operational Plan.

We will continuously exercise our duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this Asset Management Plan.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of parks and open spaces assets. These include:

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by asset management plans for sustainable service delivery.
Workplace Health and Safety Act 2011	Protects workers and other persons against harm to their health and safety and welfare through elimination or minimisation of risks arising from work.
Environmental Planning and Assessment Act 1997	Encourages the proper management, development, and conservation of natural and artificial resources, for the purpose of promoting the social and economic welfare of the community and a better environment.
Public Works and Procurement Act 1912	An Act to consolidate the Acts relating to Public Works; and to make provision in relation to the procurement of goods and services for New South Wales government agencies.
Crown Lands Act 1989	Sets out the role of Council for managing state reserves.
Biosecurity Act 2015	Sets out the role of council staff in managing weeds on both public and private land. The Act requires monthly reports of weed management data.

Legislation	Requirement
Cemeteries and Crematoria Act 2013 and Cemeteries and Crematoria Regulation 2014.	Sets out the requirements of Council in managing and maintaining cemeteries.
Civil Liability Act 2002	An Act to make provision in relation to the recovery of damages for death or personal injury caused by the fault of a person; to amend the Legal Profession Act 1987 in relation to costs in civil claims; and for other purposes.
Disability Inclusion Act 2014	An Act relating to the accessibility of mainstream services and facilities, the promotion of community inclusion and the provision of funding, support, and services for people with disability; and for other purposes
Native Vegetation Act 2003	An Act relating to the sustainable management and conservation of native vegetation.

Table 4 - Legislative Requirements

There are several legislative requirements delegated to parks and open space staff. These are shown in Table 5.

Formal Responsibility	Responsible Officer	Legislation
Land Manager	Manager Parks and Open Spaces	*Crown Lands Act 1989 (NSW)*
Land Manager	Manager Parks and Open Spaces	*Biosecurity Act 2015 (NSW).*
Land Manager	Manager Parks and Open Spaces	*Local Government Act (NSW) s 48*
Disposal of the Deceased	Manager Parks and Open Spaces	*Public Health Act 2010 (NSW)* *Public Health Regulation 2012 (NSW) regs 49-93*
Cemetery Manager	Manager Parks and Open Spaces	*Cemeteries and Crematoria Act 2013 (NSW)* *Cemeteries and Crematoria Regulation 2014 (NSW)*

Table 5: Staff legislated responsibilities

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3.4   Alignment to Services

The draft Service Objectives for Parks and Open Spaces are:

- To be recognised as providing attractive, safe, and comfortable parks and open spaces suitable for a diverse range of recreation pursuits for residents and visitors of the shire.
- To provide a diverse range of park and open space facilities allowing residents and visitors to spend their leisure time participating in recreation activities of their choice.
- To be an efficient and effective essential service providing appropriate interment options for deceased members of the Shire community.
- To provide a range of dignified and sustainable interment and memorial options for residents of the Shire.

The assets covered by this Asset Management Plan contribute and support the delivery of the following services:

Asset Type	Council Service Category	Service Description
Parks and Open Spaces Assets	Community use and event support	• Booking of site • Preparation of site (mowing, waste bins power access) • Inspection of site for damage etc after event • Removal of waste bins • Opening closing of access gates for event if required
	Amenity and open space maintenance	• Vegetation control • Removal of waste • Tree pruning removal • Repairs and maintenance to structures and assets
	Sporting facilities	• Sports field vegetation control • Line marking post installation • Irrigation • Lighting • Chemical and fertiliser control • Inspection of surface • General maintenance to surface and surrounds • Maintenance and cleaning of sporting infrastructure (grandstands, seating, public waste bins, fences furniture, oval access points) • Road's carparks and pathway maintenance • Capital works

Asset Type	Council Service Category	Service Description
	Recreational parks	● Playgrounds passive recreation areas ● Vegetation control ● Gardening tree works ● Irrigation ● Cleaning of amenities and other structures (BBQ, shelters seating) ● Playground inspections ● Playground Maintenance ● Litter waste ● Road's carpark and pathway maintenance ● Capital works
	Public waste and litter control	● Litter pick ● Dead animals pick up ● CBD street bins ● Public spaces waste bins ● Reactive maintenance for call outs on waste dumped in town limits
	Street tree program	● Pruning and removal of street trees either by Council or contractor
	Monuments and memorials	● Vegetation maintenance ● Infrastructure maintenance ● Cleaning ● Inspection ● Capital works
	Public amenities	● Cleaning of public toilets ● Infrastructure maintenance on the assets ● Reactive maintenance (vandalism damage) ● Capital works
	Central Business District (CBD) maintenance	● Gardening ● Street trees ● Cleaning and maintenance of pavement areas ● Banners and flags ● Reactive maintenance ● Public waste ● Capital works
	Swimming pool management and maintenance	● Operations of Narrabri aquatic centre Boggabri memorial pool, Wee Waa Memorial pool ● Staffing and training ● Maintenance ● Legislative requirements and water quality programs ● Capital works

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Asset Type	Council Service Category	Service Description
	Roadside mowing	• Slashing mowing weed control of identified roads and adjacent open spaces
	Cemeteries	• Interment booking • Plinths and monuments • Maintenance fences furniture's • Excavation and back fills of grave sites • Vegetation control • Road's maintenance • Legislative reporting and other requirements • Capital works

Table 6 - Services Delivered by Assets

These services align with Council's service planning, delivery, and reporting framework.

3.5 Levels of Service

Service levels can be defined in two interconnected ways, customer levels of service and technical levels of service. These are supplemented by organisational measures which include the Community Plan, Council Plan, and the Annual Budget. Service performance results are reported through Council's Annual Reports.

The development of this Asset Management Plan represents the first occasion that levels of service for parks and open spaces assets have been considered in an asset management context. Consequently, Council has prepared high level performance measures aligned with service delivery and in some instances, service levels may not be comprehensively documented.

At present, indications of current and target levels of service are obtained from various sources including:

● Community satisfaction surveys.
● Residents' feedback to Council and staff.
● Operations staff feedback to management.
● Feedback from other stakeholders.
● Service requests and related correspondence entered in Council's Customer Request System.
● Physical measurements of quality standards.
● Legislative standards (minimum requirements).

In future, it is also expected that Council will continue to undertake deliberative community engagement to validate these levels of service.

3.5.1 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided.

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Customer levels of service measures used in the Asset Management Plan are:

Quality	How good is the service ... what is the condition or quality of the service?
Function	Is it suitable for its intended purpose? Is it the right service?
Capacity/Use	Is the service over or under used? do we need more or less of these assets?

The current and expected customer service levels are detailed in 8.

Organisational measures are measures of fact related to the service delivery outcome (e.g., number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good).

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Quality	Parks and Open Spaces of an appropriate condition and standard	Annual Community Satisfaction Survey	90%	90%
Function	Parks and Open Spaces infrastructure meets public demand	Annual Community Satisfaction Survey	90%	90%
Capacity/ Utilisation	Sufficient parks and open spaces	Annual Community Satisfaction Survey	90%	90%

Table 7 - Customer Level of Service

3.6 Technical Levels of Service

Technical Levels of Service - Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

Operations (Reliability, Safety, and Responsiveness)	The regular activities to provide services (e.g., opening hours, cleansing, mowing grass, utility consumption, inspections, etc.

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Maintenance (Reliability, Safety, and Responsiveness)	The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g., repair to playground components, repair to path and bike track networks, etc),
Renewal (Condition and Cost)	The activities that return the service capability of an asset up to that which it had originally (e.g., replacement of lighting towers, street litter bins, playground components or renewal of hardcourt surfaces),
Asset Improvements (Availability, Function, Sustainability and Capacity)	The activities to provide a higher level of service (e.g., bespoke playgrounds, adding drainage to football fields, new or improved sport field lighting, increasing the numbers of trees in parks,) or a new service that did not exist previously (e.g., a new reserve or playground).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.

Table 8 shows the technical levels of service expected to be provided under this Asset Management Plan. The 'Desired' position in the table documents the position being recommended in this Asset Management Plan.

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Reliability	To maintain function and serviceability of parks and open spaces assets	Maintenance inspections – Percentage of routine inspections completed per annual schedule.	To be determined following further analysis	To be determined following further analysis
Responsiveness	Timely response to maintenance and repairs service request	Percentage of requests responded to within agreed timeframes.	To be determined following further analysis	To be determined following further analysis
Condition	Preserving the condition of parks and open spaces assets	Percentage of condition inspections completed every 4 years.	To be determined following further analysis	To be determined following further analysis

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Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Safety	Parks and open spaces will be safe to use.	Number of public liability claims Number of reported safety related incidents per annum.	To be determined following further analysis To be determined following further analysis	To be determined following further analysis To be determined following further analysis

Table 8 - Technical Levels of Service

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

3.7   Actual Levels of Service

Council recognises the importance that levels of service play in optimising the lifecycle management of infrastructure assets. For the assets covered by this plan, Council will work towards achieving the suite of levels of service as specified in the IPWEA Parks Management: Levels of Service Practice Note. The development and monitoring of actual service levels will be one of the foundations of future improvement through the asset management planning process.

3.7.1   Parks Categories

Local governments use park categories to make decisions about Levels of Service in three ways:

- Provision – these define what land needs to be provided, and where that land is to be located.
- Development – these define the range of assets provided, their quality and quantity.
- Operations – these define the standard to which parks and facilities are maintained and operated.

The Narrabri Shire Council has adopted the parks categories shown in Table 9. Where parks have more than one function the overall/final classification of the land parcel is determined by its primary function as depicted by the largest land use. However, the Levels of Service for development and operations will be applied as appropriate to each of the functional areas within the overall land parcel.

NSC will consider the need for additional categories covering streetscapes and other non-park landscapes which are serviced and maintained by the parks department.

Park Classification	Park Type	Example
Recreation Park	Local Recreation Park	Anzac Park, Gwabegar
	Town Recreation Park	Vickery Park, Boggabri

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Park Classification	Park Type	Example
Sports Park	Local Sports Park	Dangar park, Wee Waa
	Town Sports Park	Collins Park, Narrabri
	Specialised Sports Park	Memorial Pool, Boggabri
Other Open Space	Cemetery	Narrabri Lawn Cemetery
	Undeveloped	Crescent Park,
	Private	Galloping Gully Polocrosse Grounds
	Camping	Caravan park, Boggabri
	Utility	James Hibbens Avenue, Wee Waa.

Table 9 - Parks Classifications.

3.7.2 Park Provision Standards

Narrabri Shire Council has not developed a Levels of Service for the provision of parks and open spaces due to the lack of sub-divisions occurring in the Shire's towns and villages. Where developments do occur, cash contributions are made through Section 7.11 and 7.12 of the *Environment Planning and Assessment Act 1979.*

3.7.3 Park Development Standards

Park Development Standards apply to park types and specify the maximum levels of embellishment that should occur in a park of a specified type. Embellishment levels may include the number, type, quality, size, character, and materials of assets in a class of park. Council is working towards developing specified guidelines to guide the development of park types.

3.7.4 Parks Operations Standards

Levels of Service at the Operational Level provide the specification of service and maintenance standards that provide variations to parks or streetscapes of the same type (classification) such as a Local Recreation Park. The use of Parks Operations Standards provides approved specifications that acknowledge the location, usage and risk assessment of the parks and the built assets contained within even though they may be of the same Park Type and Classification. Council is currently working towards developing its own Parks Operations Standards.

4. FUTURE DEMANDS

The objective of asset management is to create, operate, maintain, rehabilitate, and replace assets at the required level of service for present and future customers in a cost effective and environmentally sustainable manner. The Asset Management Plan must therefore forecast the needs and demands of the community in the future and outline strategies to develop the assets to meet these needs.

4.1 Demand Forecasts and Impact on Assets

The present position and projections for demand drivers, and their potential impacts on future service delivery and use of assets is identified and documented in the following sections.

Demand Factor	Projection	Impact on Assets
Community expectation	It is anticipated that community expectations and desire for higher asset and service standards will continue to escalate,	Our existing infrastructure may not be suitable for purpose over the longer term.
Population change	Population forecasts indicate that our population is estimated to increase by 701 people between 2022 and 2041, from 14,108 to 14,809 (with gas project).The population will continue to have a higher proportion of older people.	Parks and open spaces design and infrastructure to reflect the increasing numbers of older people.
Tourism	It is anticipated that the numbers of tourists will continue to increase.	Parks and open spaces infrastructure built in locations to service tourist needs.
Council financial sustainability	Reduced size of grants from other tiers of government not matching required asset expenditures.	Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset. Increased need for maintenance and repairs.
Climate change	Highly variable climate and increased frequency and intensity of extreme rainfall and storm events.	Accelerated degradation of and reduced road and footpath life expectancy. Increased likelihood of natural disasters. Increased lifecycle costs.

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Demand Factor	Projection	Impact on Assets
Increasing costs	Limited revenue growth to fund increasing costs for all operations and services including asset provision and maintenance.	Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset. Increased need for maintenance and repairs.
Ageing infrastructure	Council has a legacy whereby parks and open spaces assets, based on their age profile, will require renewal or rehabilitation in the near term in order to maintain basic service levels.	Without adequate funding the declining condition of our parks and open spaces assets will result in reduced levels of service and increased risk of failure.

Table 10 - Demand Drivers, Projections, and Impact on Services

4.2   Population change

According to the projections calculated by the Department of Planning and Environment, the population of the Narrabri Shire Council local government area will decrease over the next 20 years. However, several projects identified by Council may increase the population through construction workers and their families and a lesser number of ongoing jobs following construction. The projects include The Santos Narrabri Gas Project, Perdaman-Narrabri Ammonium Nitrate Plant. The Whitehaven Coal Vickery Mine Project, the APA Group Western Slopes Pipeline and the Inland Rail Project.
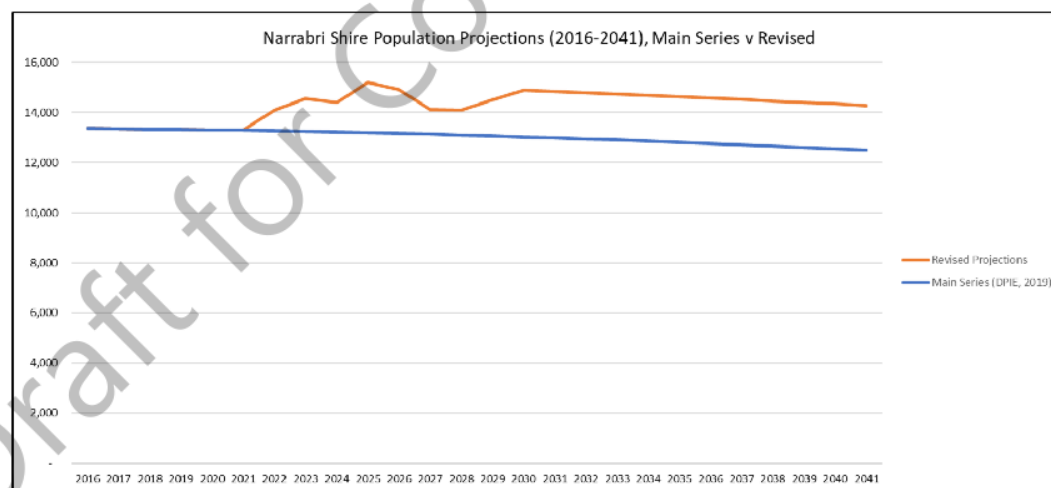
Figure 4: Population Projections, Dept of Planning & Environment and NSC assessment of potential major projects.

4.3　Key issues from Stakeholder Consultation

4.3.1　Popular places and activities

Overall, the community reported mixed perceptions regarding the quality of the open space and recreation opportunities available across the Shire. Areas such as local footpaths, swimming pool, Narrabri Lake and local roads were popular places to recreate. (Additionally, it should be noted that *home* was the most common venue for recreating).

Walking, swimming (for recreation not club) and playing in the park are the most popular activities to participate in. Interestingly, with only 26% participation noted, cycling (for recreation) was not a well-supported activity. This finding contrasts with state and national level results that show cycling as one of the highest participation activities (behind only walking, fitness/gym, running and swimming).

It should also be noted that water-based activities were popular, with swimming (for recreation not club), fishing and canoe/kayaking filling three of the top seven responses.

4.3.2　Natural settings are highly valued

One of the opened-ended questions included in the survey asked respondents to identify their favourite open space/ park. It is important to recognise that the four most common responses all relate to areas with key natural features - Narrabri Lake, Namoi River, Yarrie Lake and Cameron Park (and its link to the River). Mount Kaputar was also the sixth highest response.

These findings are reinforced by:

- the natural setting being the second most valued aspect of open space (only bettered by they allow me to spend time with my family); and by
- improved facilities along the river, creek and/or lake being highlighted as the second highest priority for Council.

4.3.3　Lack of variety

Despite there being an abundance of open space around the Shire, the youth felt that there was a lack of variety of play opportunities, with many of the parks only catering for toddlers. The community survey and workshops attendees also highlighted the lack of activities for youth, while the need for *new/upgraded playgrounds* was also identified as the highest priority for Council.

4.3.4　Lack of shade

The lack of shade throughout the open space network was a common theme identified throughout the engagement processes. Indeed, shade was a barrier to open space use for more than 52% of survey respondents (and was by far the highest barrier identified).

4.3.5　Communication and resourcing

Communication between Council and the community and sporting groups was also raised. Residents appear to find it difficult to access information about events and community information sessions. Sporting clubs also found it difficult to know how to request assistance with grants, funding, and development.

4.3.6 Lack of supporting infrastructure

Despite an ageing community, increasing participation numbers in walking and access to existing natural scenery; the open space network is significantly lacking infrastructure that allows users to relax and enjoy the serenity. Additional walk/cycleways are required to link and loop these key assets. Further, bench seats and water bubblers along the walk/ cycleways would create a more comfortable environment for users.

The lack of ancillary facilities was also identified as an ongoing issue at sports parks. Many clubs noting that simple upgrades such as spectator areas, shade covers, and bench seats would improve their facility.

4.4 Demand Management Strategy

Demand management is not intended to reduce the scope or standard of services provided by an asset, but rather, it is concerned with aligning demand or expectation of service provided by an asset with the available resources to ensure that genuine needs are met, and community benefit is maximised.

Demand management components may include:

Driver	Service Impact from Demand	Demand Management Activities
Increasing infrastructure needs.	Pressure to expand/upgrade council's parks and open spaces infrastructure network.	Analyse the effect of larger freight vehicles on roads. Monitor expectations and communicate service levels against funding capacity to balance priorities for infrastructure with what is affordable to the community.
Increasing community expectations.	Pressure to expand/upgrade and improve levels of service.	Continue to seek grant funding for priority projects identified in the Community Strategic and Asset Management Plans. Continue to analyse the cost of providing services and the capacity to fund at current levels.

Table 11 - Demand Management Strategies

4.5 Asset Programs to Meet Demand

Any new assets will be constructed/acquired by Council to meet growth and increased demand in a sustainable manner.

Acquiring new, or upgrading existing assets, will commit the organisation to fund ongoing operations, maintenance, and renewal costs for the entire lifecycle period of required service provided from those assets.

4.6 Climate Change Adaptation Strategies

The impacts of climate change have the potential to have a significant impact on the assets that Council manages and the services that are provided.

In the context of the asset management planning process, climate change can be considered as both a future demand and a risk. How climate change will impact on assets can vary significantly depending on the location and the type of asset and services provided, as will how Council responds and manages these impacts.

As a minimum, the Council should consider both how to manage existing assets given the potential impacts of climate change and how to create resilience to climate change in any new works or acquisitions.

Opportunities that have been identified to date to manage the impacts of climate change on existing assets are shown in Table 12.

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Temperature	Higher maximum temperatures	Increased temperatures on exposed playground equipment, tables and seats and similar assets.	Provide adequate shading to all playground equipment, tables and seats and similar assets.
Storm intensity	Increased rainfall intensity during rainfall events	Flooding and overland flow through playground Softfall, sports surfaces, and infrastructure.	Construction and maintenance of drainage systems to reduce frequency and extent of damage. Reduce the amount of built infrastructure on flood plains or build to cope with inundation.

Table 12 - Managing the Impact of Climate Change on Assets

The way in which Council constructs new assets should recognise that there is opportunity to build in resilience to the impacts of climate change. Building resilience has several benefits including:

- Assets will be able to withstand the impacts of climate change.
- Services can be sustained.
- Assets that can endure the impacts of climate change may potentially lower the life-cycle cost and reduce their carbon footprint.
- Potentially increasing asset life and protecting financial investment returns.

Table 13 summarises some asset climate change resilience opportunities.

New Asset Description	Climate Change Impact These Assets?	Build Resilience in New Works
Parks and open spaces assets	Higher maximum temperatures	Provide adequate shading to all playground equipment, tables and seats and similar assets.
Parks and open spaces assets	Increased rainfall intensity	Construction and maintenance of drainage systems to reduce frequency and extent of damage. Reduce the amount of built infrastructure on flood plains or build to cope with inundation.

Table 13 - Building Asset Resilience to Climate Change.

5. LIFECYCLE MANAGEMEN PLAN

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 Background Data

The parks and open space infrastructure for which Council is responsible is extensive and includes 246.39 ha of open space, 4 swimming pools, 6 cemeteries and 3 caravan parks.

Council's parks and open spaces are infrastructure provided to the community to facilitate both spontaneous and organised recreation opportunities and to provide specialist services such as cemeteries.

5.1.1 Functional Hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in the collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Each portfolio has an asset hierarchy that reflects the function and asset types for each asset class. The hierarchy groups like assets and can be used to assign ownership, responsibilities, inspection requirements and other planning mechanisms that are aligned with service delivery.

Council's hierarchy or classification system for Council's parks and open space network is under development. The draft hierarchy is shown in Table 14.

Level 2	Level 3
Streetscape	Gardens and Landscaping
	Irrigation
	Memorials and Public Art
	Outdoor Furniture
	Sign
	Sports Surface
	Structures
Cemeteries	Burial Structure
	Fence
	Internal Road
	Outdoor furniture
	Water

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Level 2	Level 3
Swimming Pools	Fence
	Gardens and Landscaping
	Lighting
	Outdoor Furniture
	Pool
	Pool Equipment
	Sewerage
	Sign
	Sports Surface
	Structures
	Water
Open Space	Boat Ramp
	Fence
	Gardens and Landscaping
	Internal Road
	Irrigation
	Jetty
	Lighting
	Memorials and Public Art
	Outdoor Furniture
	Outdoor Gym
	Pathways
	Playground
	Sewerage
	Sign
	Skate Park
	Sports Equipment
	Sports Surface
	Structures
	Water

Table 14 - Asset Functional Hierarchy: Parks and open spaces Assets.

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5.1.2 Asset Condition

Asset condition is a measure of the health of an asset and is a key consideration in determining remaining useful life, as well as predicting how long it will be before an asset needs to be repaired, renewed, or replaced. Asset condition is also an indicator of how well it can perform its function. Condition data is valuable for developing long term funding scenarios for strategic planning of Council's budget.

Council measures the condition of its assets using a standardised 1 to 5 grading system.

A summary of the condition rating scale used for the assets covered by this Asset Management Plan is detailed in Table 15. Council's condition grading system follows good practice guidance as provided by various industry standards including the *International Infrastructure Management Manual.*

Condition assessment of Council's parks and open spaces assets has not yet been undertaken but is planned. The condition data will be recorded in the asset register and will be used for renewal modelling, capital works planning, and financial reporting.

Score	Condition Rating	OLG Condition Category	Generalised Description of Asset Condition
0	Brand New	Excellent/ Very Good	An asset recently rehabilitated back to new condition
1	Excellent		An asset in excellent overall condition however is not new and providing its intended level of service.
2	Good	Good	As asset in good overall condition with some possible early stages of slight deterioration evident which is minor in nature and causing no serviceability issues.
3	Fair	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues.
4	Poor	Poor	An asset in poor overall condition moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded, or disposed in near future.
5	Very Poor	Very Poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the future.

Table 15 - Condition Rating System.

The following figures provide an overview of the Consumption Scores of council's Parks and Open Spaces assets taken from the last valuation completed in 2021. The consumption score is an assessment by the valuers "of the level of remaining service potential of the Depreciable Amount of each component (short-life and long-life parts) using a Consumption Rating that considers both the holistic factors (functionality, capacity, utilisation, obsolescence, etc) and component specific factors (such as physical condition and maintenance history)." The consumption score does not necessarily equal a condition assessment and may be influenced by the useful life of the asset.
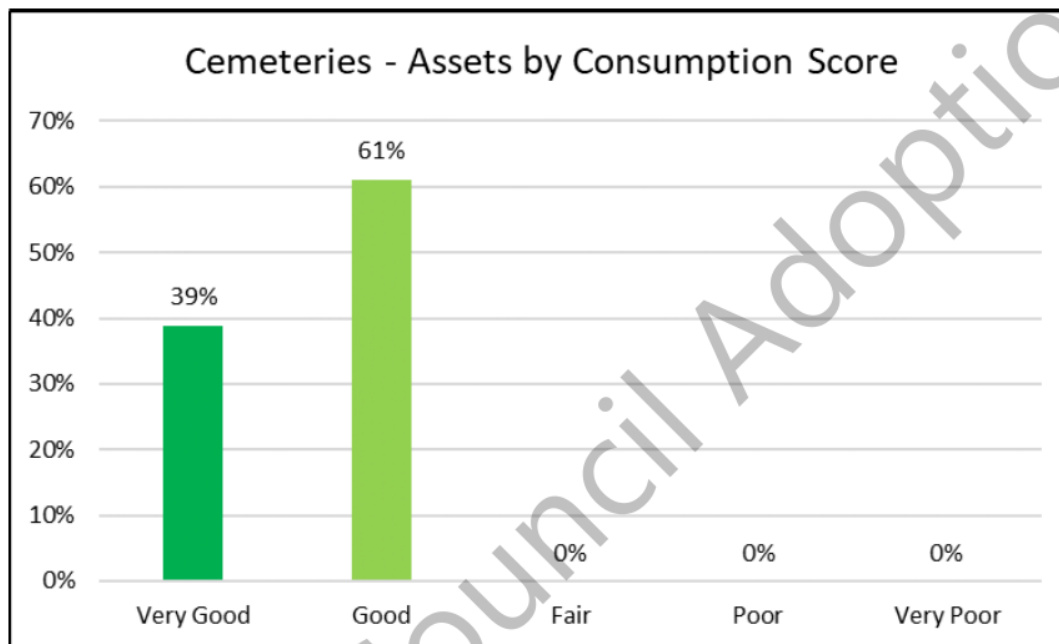
Figure 5: Cemeteries - Assets by Consumption Score. (Count = 18).
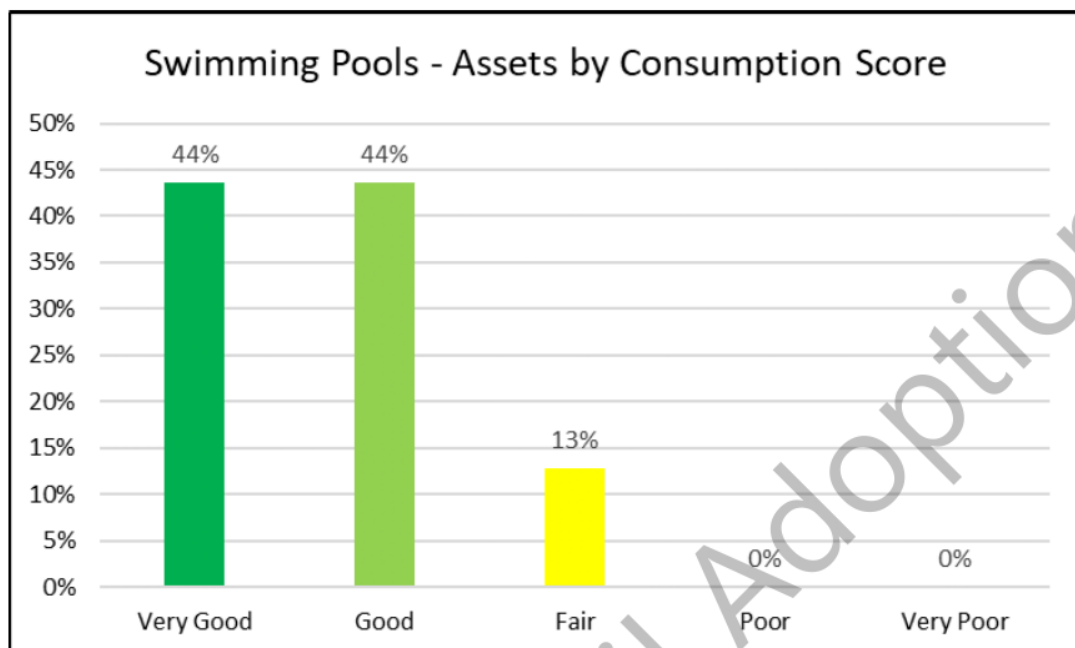
Figure 6: Swimming Pools - Assets by Consumption Score. (Count = 55).
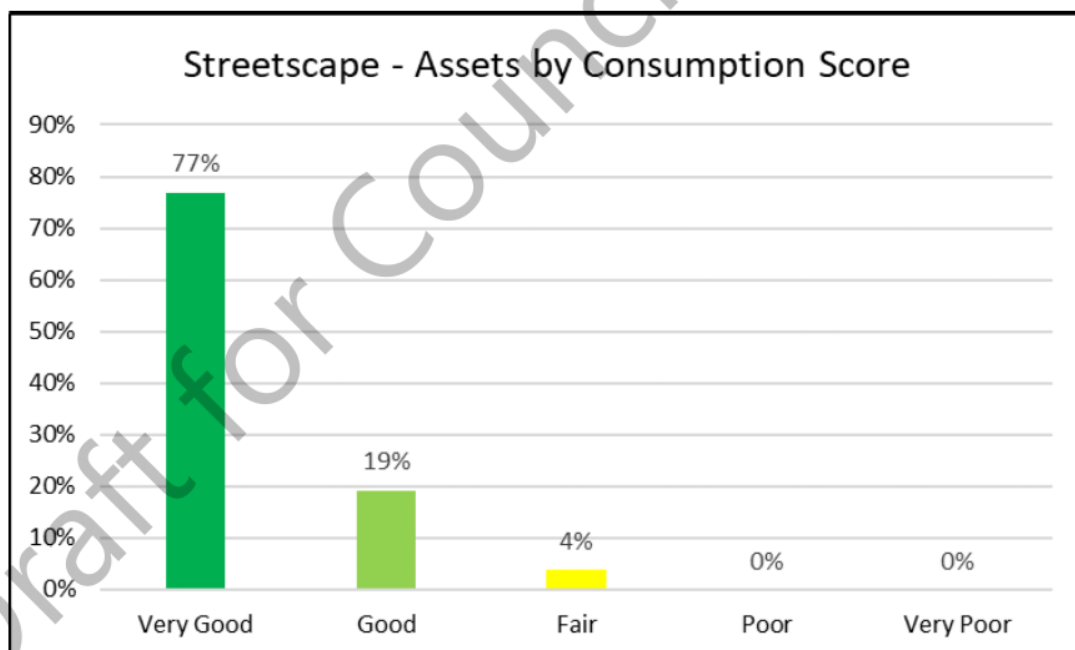
Figure 7: Streetscape - Assets by Consumption Score. (Count = 26).

Open Space - Assets by Consumption Score
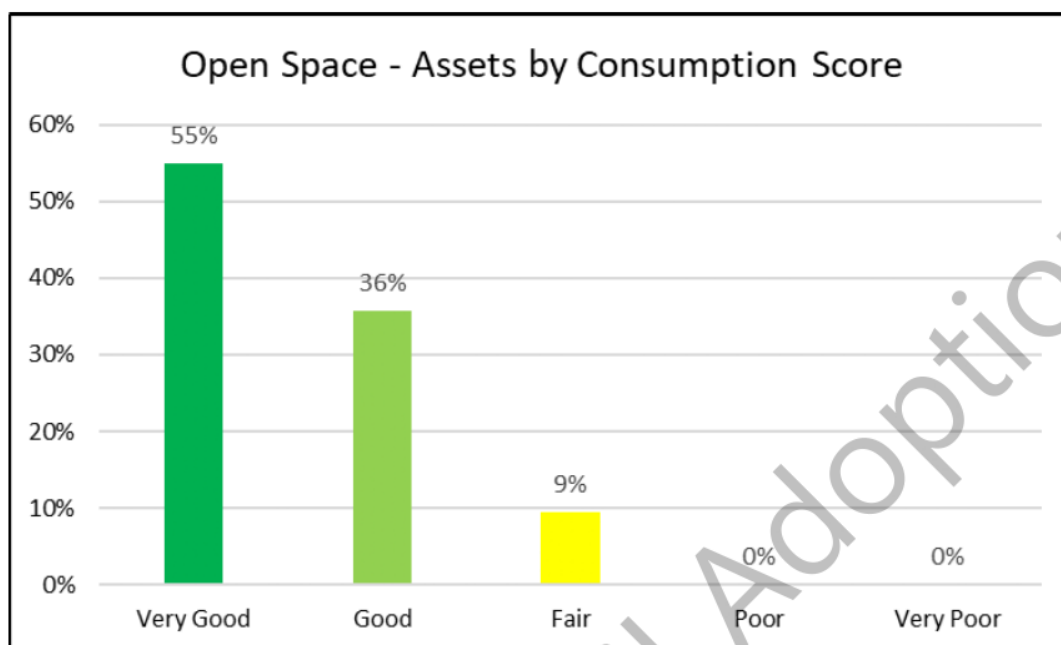
Figure 8: Open Space - Assets by Consumption Score. (Count = 202).

What does this mean?

The condition profiles based on the Consumption Scores shown above for Council's parks and Open Space assets require further validation to verify that the data gathered and analysed in 2021 is accurate and reflective of actual performance.

The profiles based on the Consumption Scores show that the assets are generally in Good and Very Good condition with few assets to be scheduled for renewal.

Asset Type	Asset Consumption Scores				
	Excellent/ Very Good	Good	Satisfactory	Poor	Very Poor
Cemeteries	39%	61%	0%	0%	0%
Swimming Pools	44%	44%	13%	0%	0%
Streetscapes	77%	19%	4%	0%	0%
Open Space	55%	36%	9%	0%	0%

Figure 9: Consumption Scores Summary - Parks and Open Spaces Assets.

5.2 Operations and Maintenance Plan

Operations and maintenance plans are designed to enable existing assets operate to their service potential over their useful life. This is necessary to meet service standards, achieve target standards and prevent premature asset failure or deterioration.

Council's objectives in maintaining and operating parks and open spaces assets are:

- Maintain assets so that they are safe, serviceable, hygienic, and well presented to the satisfaction of Council and the community
- Maintain and preserve the functionality and value of the existing assets.
- Provide and maintain a safe environment for the community within the constraints of Council's financial capacity and resource capability, while displaying a reasonable 'duty of care'.
- Ensure the provision of excellent customer service and that customer requests are responded to quickly and efficiently.

Operations are those activities that keep an asset appropriately utilised. Operations are considered to have no effect on asset condition and include tasks such as mowing of public areas, inspection of playground facilities, litter collection, provision of utilities such as water and electricity, etc.

Servicing (operations) and maintenance of assets is carried out to ensure that Council's parks and open spaces infrastructure achieves its service potential while meeting the needs of users. This is achieved by providing an optimum level of maintenance and care in a financially and environmentally sustainable manner. Typical servicing includes mowing, trimming, pruning and litter/rubbish collection and removal. Typical maintenance activities include mulching, replacing dead plants, pruning street trees, top dressing fields, clearing drains and maintaining internal footpaths and walking tracks.

Both operations and maintenance can be planned or reactive activities. Planned or cyclical tasks are programmed to occur at set times or frequencies throughout the year, while reactive tasks are undertaken in response to service requests or due to unforeseen asset failures or system interruptions.

5.2.1 Operations and Maintenance Arrangements

Operations and maintenance activities for Council's parks and open spaces assets is generally managed by Council's maintenance coordinators.

The various activities associated with operations and maintenance of parks and open spaces assets is delivered using inhouse resources which is sometimes supplemented using contractors.

5.2.2 Maintenance Standards

The standard of work for repair and maintenance of Council's parks and open spaces assets is that typically provided to ensure that the works carried out are suitable for purpose.

5.2.3 Inspections

For Council to carry out effective planning and competent management of the extensive network of parks and open space facilities and assets, it is essential that maintenance and performance related information is collected through disciplined and regular inspections of the whole portfolio. Council's inspection activities can be grouped into the following categories based on definition and purpose:

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Inspection Type	Description	Current Status
Reactive Inspections	Reactive inspections are initiated generally by requests for maintenance received from asset users. Council's objective in relation to maintenance requests is to inspect and prioritise the work requests within specific timeframes.	Inspections or site assessments are undertaken in response to customer requests.
Planned Inspections	Planned or maintenance inspections involve a visual investigation to assess the condition of sub-elements or asset components. These inspections provide a basis for urgent, preventative, cyclic maintenance needs and, capital works planning.	Planned inspections of Council's parks and open spaces are carried out at regular intervals.
Condition Inspections	A condition audit is a systematic inspection and identification and recording of the physical and functional adequacy of assets. The purpose of these inspections is to provide an input for life-cycle cost analysis, and asset planning purposes. This level of inspection does not identify detailed maintenance requirements but provides a basis for managing the asset portfolio from a strategic perspective.	Condition inspections of Council's parks and open space facilities and assets are undertaken every 4 years.

Table 16 - Asset Inspection Type Summary

5.2.4 Existing Operations and Maintenance Costs

The existing operations and maintenance expenditure on parks and open spaces assets is shown in Figure 10.
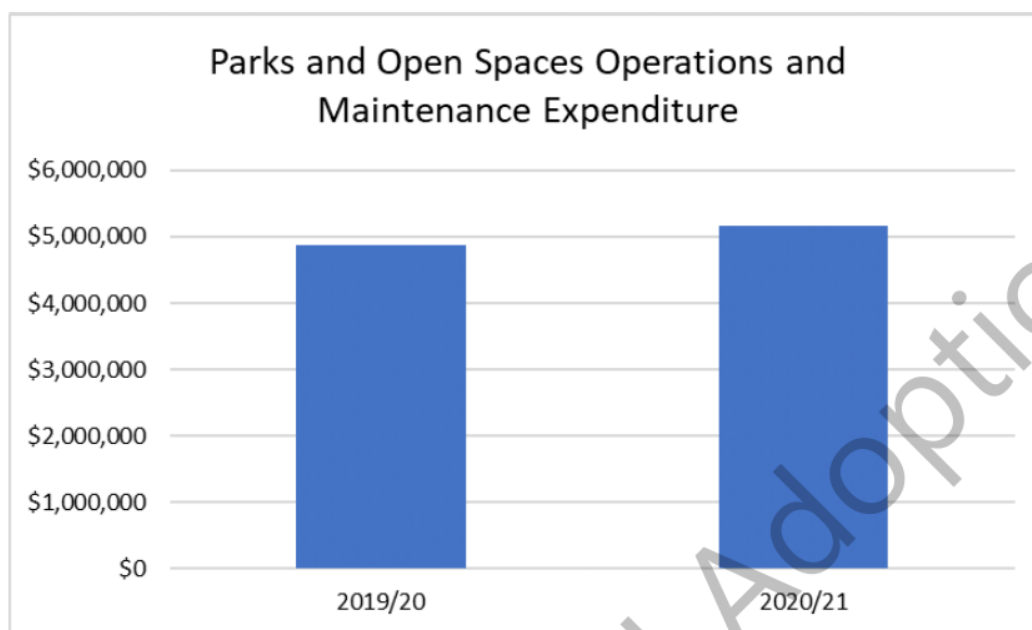
Figure 10: Parks and Open Spaces Operations and Maintenance Expenditure.

5.2.5 Future Operation and Maintenance Costs

Future operation and maintenance costs are forecast to trend in line with the value of the asset stock as shown in Figure 11. Note that all costs are shown in current 2021/2022 dollar values (i.e., real values).
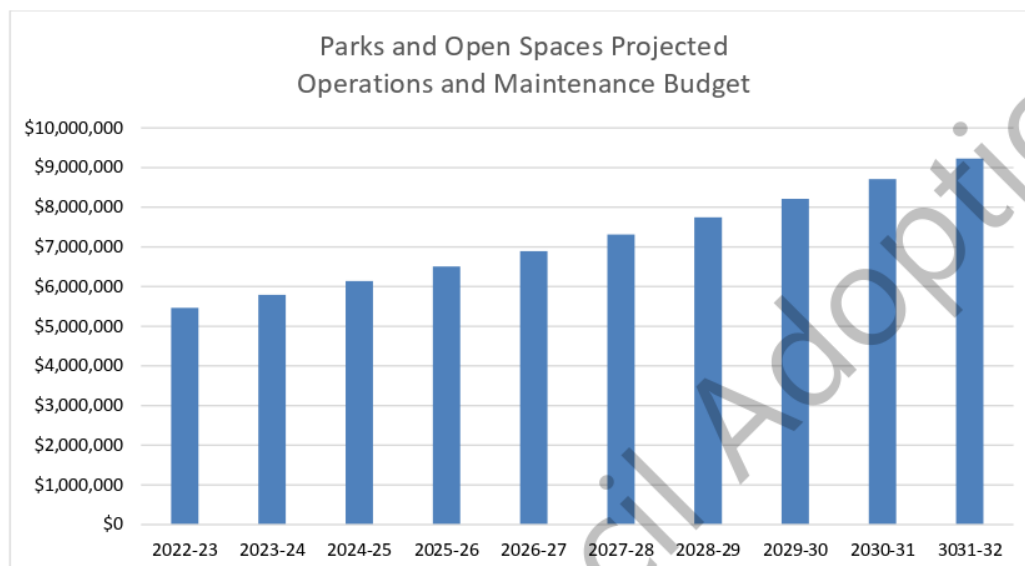
Figure 11 - Projected Operations and Maintenance Expenditure

What does this mean?

Figure 11 outlines the forecast operations and maintenance budgets based on our understanding of the current levels of service delivered for our parks and open spaces assets. The operations and maintenance budget for 2022/23 is $5.462 million. Forecast allocations for parks and open spaces assets maintenance and operations have been assumed to increase in line with the escalation factors outlined in our Resource Strategy plus provision for new assets.

5.3   Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential.

Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using a combination of an analysis of the long-term financial needs at a network level and Council's asset information to identify specific assets requiring renewal at a project level. As a general principle the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its performance, rate of deterioration, and a prediction of the optimum time to renew.

As the rate of repairs increase a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

5.3.1 Renewal Standards

Council's construction standards are based on various standards necessary to accommodate the demands and technical requirements placed on our assets.

All renewal works shall comply with Council's standards and specifications for design and construction that apply at the time. The design of parks and open spaces infrastructure renewal works will in all cases be undertaken by suitably qualified and experienced practitioners.

5.3.2 Renewal Ranking Criteria

In general, renewal works are prioritised and planned by assessing the following considerations:

- Safety issues.
- Physical condition.
- Risk and asset criticality.
- Community/user feedback.
- Location and use type and patterns.

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure.
- Have high use and subsequent impact on users would be greatest.
- Have a total value representing the greatest net value.
- Have the highest average age relative to their expected lives.
- Are identified in the AM Plan as key cost factors.
- Have high operational or maintenance costs.
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 17.

Criteria	Weighting
Quality (Risk of Failure)	30%
Condition	30%
Operating/Maintenance/Lifecycle Costs	20%
Functionality	20%
Total	100%

Table 17 - Renewal and Replacement Priority Ranking Criteria

Renewal will be undertaken using 'low cost' renewal methods where practical. The aim of low-cost renewal is to restore the service potential, or future economic benefits of the asset, by renewing at a cost less than replacement cost.

5.3.3 Future Renewal and Replacement Expenditure

Renewal demand and expenditure forecasts for the assets covered by this plan are summarised in Figure 12. These forecasts have been extrapolated from the existing capital works program and calculated from the valuation data using the replacement cost and remaining useful life. It is intended that future calculations of the renewal program will be based on revised useful life criteria and regular condition inspections.

The following graph shows a comparison between the:

- The current calculation of the level of funding required to renew Council's parks and open spaces assets to achieve its service level objectives; and
- The renewal calculation using the existing valuation data.
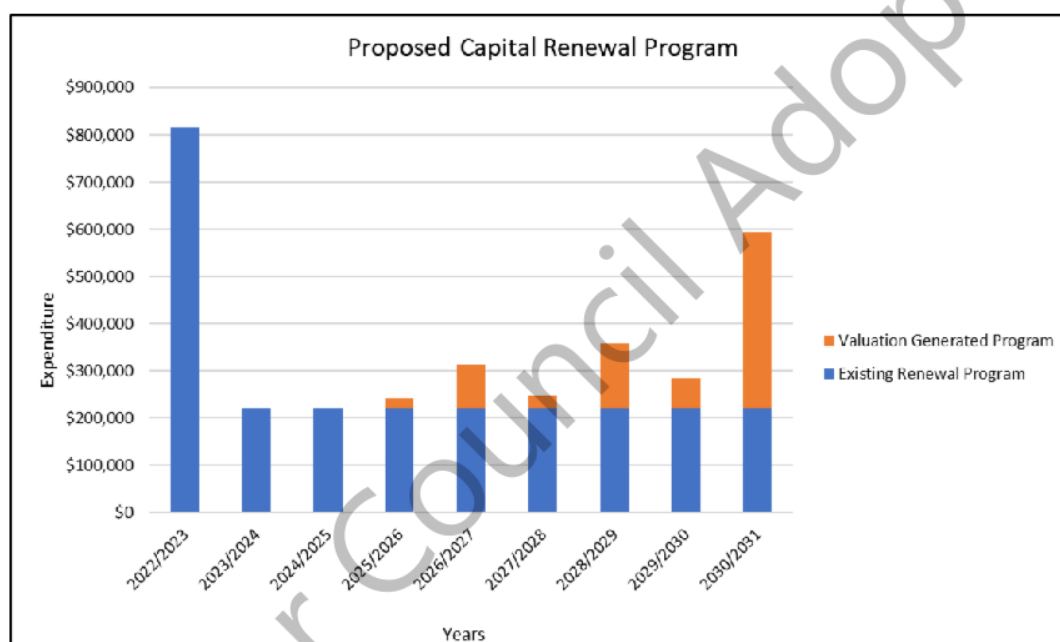
Figure 12 - Projected Capital Renewal and Replacement Expenditure (2022 dollars).

What does this mean?

It shows that the renewal program data generated from the valuation data may not be adequate on its own to be used for long term financial forecasting. A review of the Useful Lives, (the useful lives used in calculating the valuation data) may not represent in all cases the likely useful life to Council of the asset. As an example, playground equipment is generally shown in the valuations with a (weighted average) useful life of just under 40 years (which is theoretically possible).

It is much more common in Australian local governments for playground equipment to be replaced at intervals no longer than 15 years. This replacement interval takes into consideration the wear and tear on the playground equipment components, an anticipated lack of spare parts, changes to the demographics in a particular area, and the changes in play equipment generally given the ongoing changes in design and technology.

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It is recommended that Council prioritise a review of useful lives used by Council in the valuations and asset management generally and seek to obtain a current condition assessment of all assets.

5.3.4   Renewal Modelling Assumptions

The analysis to determine Council's future asset renewal requirements is based on the best available information held at this time. The future funding forecasts will be revised and refined to best represent the performance of the asset base as the maturity of Council's asset management practices improves.

These renewal funding projections are based on the following assumptions:

- The renewal costs are based on the valuations as of 30 June 2021.
- Asset quantities within the asset register are assumed to be correct.
- Condition data is not available for parks and open spaces assets and Consumption Score has been used.
- Useful Service Lives derived from the asset register may not be accurate.
- Service levels are based on a technical assessment and may not reflect community expectations or the organisations goals and objectives.
- All projections are in present dollar value.
- There is limited growth in the asset base.
- Future renewal funding levels are generated from updated data.
- These projections only represent future asset renewal requirements at an overall network level. This modelling does not provide project level assessments or programs.

5.4   New Acquisition and Upgrade Plan

New works are those works that create a new asset that did not previously exist or works that upgrade or improve an asset beyond its existing capacity or performance. They may result from growth, changes in expectations, or social or environmental needs. Assets may also be acquired at no cost through developer contributions.

Within the context of parks and open spaces assets, new asset, or upgrade creation includes:

- Those works that create a new asset that did not exist in any shape or form, e.g., a new playground, new sports lighting to playing courts, etc.
- Works that improve an existing asset beyond its existing capacity or performance.
  - An extension to an existing asset.
  - Sustainability improvement projects.
  - Service or compliance upgrades.

There are occasions when Council is required to upgrade an asset because of changing demand or use requirements. In such instances, the project is scrutinised closely and is considered as part of the annual budget planning process.

5.4.1 Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor/director or community requests, proposals identified by strategic plans or partnerships with other organisations. Verified proposals are ranked by priority and available funds and are scheduled in future works programmes.

Narrabri Shire Council acknowledges that the prioritisation of asset improvement works be undertaken in accordance with appropriate criteria to ensure alignment with Council's strategic direction and to deliver maximum and affordable community benefits.

Council has yet to prepare specific criteria to determine the priority for the investment of funding in the expansion and improvement in the parks and open spaces infrastructure network. Ranking criteria along with the applicable evaluation methodology will be developed as part of future revisions of this Asset Management Plan.

5.4.2 Standards and Specifications

As with replacements and renewals, where new assets are created, they are designed using all relevant design codes and Australian Standards.

Council aims to use materials that achieve the greatest asset life while trying to minimise maintenance costs and are environmentally sustainable.

5.4.3 Summary of Future Upgrade/New Assets Expenditure

Projected upgrade/new asset expenditures are summarised in Figure 13. All amounts are shown in current (real) dollars.

When Council considers discretionary capital expenditures for new or upgraded assets, it is essential to establish the consequential recurring operational and maintenance costs that will occur once the new or upgraded assets become operational. Understanding life cycle costs is part of being fully informed of future liabilities. As new projects are brought forward for consideration in annual budget deliberations, they will have to include an assessment of these ongoing operational (recurrent) costs to be presented to Council as part of the overall cost projections.
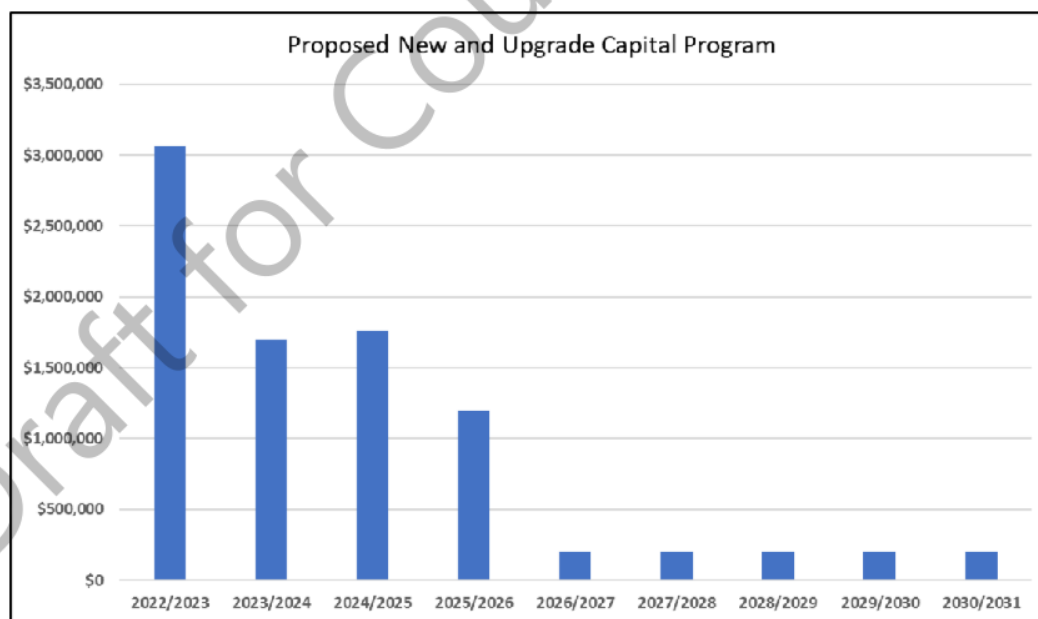
Figure 13 - Projected Capital Upgrade/New Asset Expenditure

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What does this mean?

The expenditure shown in the graph above comes from the existing capital works budget. Council will undertake further work to populate the outer years.

5.4.4   Summary of Asset Expenditure Requirements

The financial projections from this Asset Management Plan are shown in Figure 14.

This covers the full lifecycle costs over the next ten (10) years to sustain current levels of service. Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates the funding that is forecast to be available.
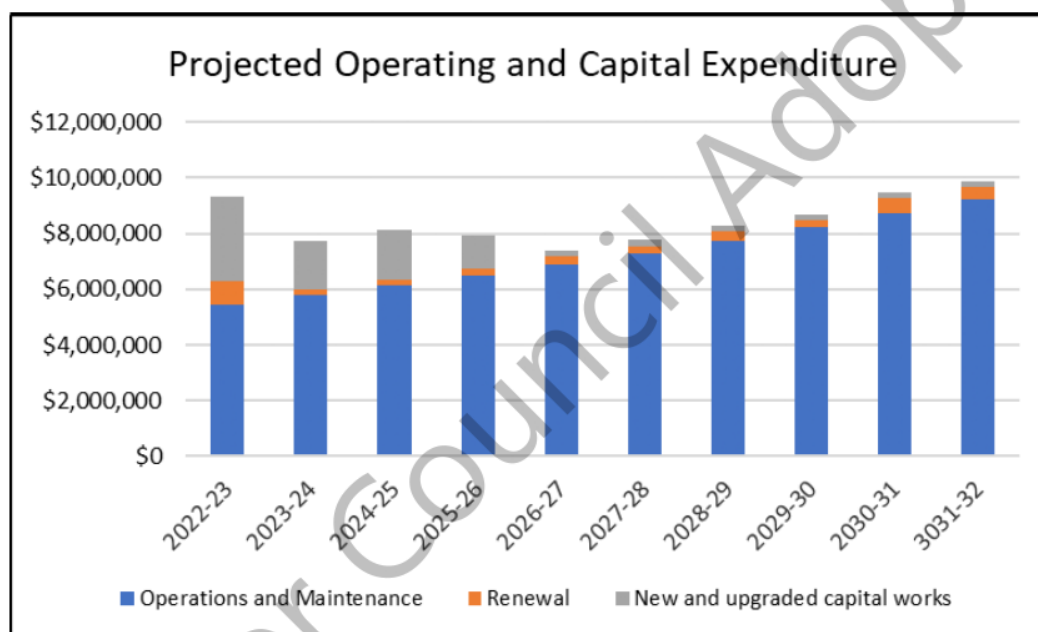
Figure 14 - Projected Operating and Capital Expenditure

Key Financial Performance Indicators for Current Projected Funding	
Total Lifecycle Costs over next 10 years (projected demand)	$95,686,300
Total Lifecycle Budget over next 10 years (from Long Term Financial Plan)	$95,686,300
Total Lifecycle Funding Shortfall	Under development
Average Lifecycle Funding Shortfall per annum	Under development
Percentage Lifecycle Funding Being Met	Under development

Table 18: Key financial indicators.

5.5   Disposal Plan

This includes activity associated with disposal of decommissioned assets including sale, demolition, or relocation. Assets identified for possible decommissioning and disposal deliver annual savings from not having to fund operations and maintenance of the assets. Any revenue gained from asset disposal will be accumulated into Councils long term financial plan.

The disposal plan will be developed once additional information is available for the 10 year capital works program.

6. RISK MANAGEMENT PLAN

The purpose of this section is to describe the basis of our strategic risk and investment policies and the way we will manage risk associated with our parks and open spaces assets.

6.1 Risk Management Process

Council's risk management framework and processes are in accordance with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines.

The Framework is designed to provide the architecture for a common platform for all risk management activities undertaken by Council and is used to identify specific risks associated with Council's delivery of services and management of assets.

The objective of the risk management process with regards to Council's assets is to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks that need to be addressed in the short to medium term are identified.
- Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to us. The risk assessment process identifies and assesses risks, develops a risk rating, and develops a risk treatment plan for non-acceptable risks.

6.1.1 Risk Assessment

Network or system risks assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified by Council's asset risk assessment process are summarised in the

Risk Event	Risk Rating	Risk Treatment Mitigation Practice	Residual Risk
Deterioration of materials (e.g., splintering of log/timber or fibreglass components)	High	Regular inspections and replacement or repair of faulty components.	Low
		Results of inspections conducted using checklists and recorded.	
Soft fall is eroded or becomes contaminated.	High	Regular inspections.	Low
		Treatment and/or replacement of Softfall material.	
Broken or missing components.	High	Regular inspections.	Low
		Involve community in vandalism reduction program.	

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Risk Event	Risk Rating	Risk Treatment Mitigation Practice	Residual Risk
Grass and plants are killed.	Medium	Ensure all herbicide users hold a current ACDC licence and are competently supervised.	Low
Grass and plants are killed. Contamination of surrounding waterways.	Medium	Ensure all fertiliser applications are performed by competent people in accordance with the manufacturer's directions.	Low
Lamps inoperative.	Medium	Regular inspection of lights.	Low
Injury to users, passers-by, and motor vehicles.	Medium	Mowing personal trained in the proper use of equipment.	Low
		Potential missiles removed before mowing where practical.	
Debris (including syringes) left around play area.	Medium	Regular inspections.	Low
		Involve community in vandalism reduction program.	
Surface becomes unusable.	Medium	Ensure annual maintenance program is funded for entire year.	Low
		Ensure maintenance personnel are trained and competently supervised.	
Litter and rubbish in park area	High	Involve community in vandalism and litter reduction program.	Low

Table 19 - Infrastructure Risk Register: Parks and open spaces Assets

* Note - The residual risk is the risk remaining after the selected risk treatment plan is operational.

6.2   Critical Assets

Critical assets are defined as those which have a high consequence of failure or reduction in service.

It is important to identify critical assets as well as the critical failure modes. This makes it possible to target and refine maintenance plans, capital expenditure plans, and investigative activities at the critical areas.

We have yet to formally identify critical components of our parks and open spaces network. A criticality framework will be developed as our asset management planning processes mature.

This framework will be embedded as part of future revisions of this Asset Management Plan.

7. FINANCIAL SUMMARY

This section contains the financial requirements resulting from all the information presented in the previous sections of this Asset Management Plan. The financial forecasts made will be refined as Council improves its understanding of future asset performance and required levels of service.

7.1 Financial Statements and Projections

7.1.1 Asset Valuations

The value of the assets covered by this Asset Management Plan as recorded in Council's asset register as of 30 June 2021 are shown below.

Current Replacement Cost	$25,158,558
Accumulated Depreciation	$6,610,941
Depreciated Replacement Cost	$19,088,600
Annual Average Asset Consumption	$640,085

Assets are valued at fair value based on depreciated replacement cost according to Greenfield rates. Quantities represent those assets whose replacement cost meets Council's adopted capitalisation thresholds.

7.1.2 Asset Sustainability

Council uses the following indicators to measure asset sustainability:

- Asset renewal funding ratio, and
- Projected funding requirements compared with budget allocations (Long Term Financial Plan).

7.1.3 Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	100%

The Asset Renewal Funding Ratio is the most important indicator and shows that over the next ten (10) years we expect to have 100**%** of the funds required for the optimal renewal and replacement of assets according to our current Long Term Financial Plan.

7.1.4 Long Term Financial Planning

This Asset Management Plan identifies the projected operations, maintenance and capital renewal expenditures required to provide agreed levels of service over the next ten (10) years.

These projected funding requirements may be compared to the allocations projected from the Long-Term Financial Plan to determine possible funding shortfalls.

The projected operations, maintenance and capital renewal expenditure required over the 10-year planning period is *$8.464 million* on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is *$8.464 million* on average per year giving a 10-year funding shortfall of *$0* per year.

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This indicates **100%** of the projected expenditures needed to provide the services documented in the asset management plan. This represents Council's efforts in maintaining existing levels of service and excludes the provision of new and upgraded assets.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures, and financing.

7.1.5 Projected Expenditures for Long Term Financial Plan

Table 20 shows the projected expenditures for the 10-year long term financial plan. Expenditure projections are in 2021/2022 real values.

Year	Renewal	Upgrade/New /Expansion	Maintenance and Operations
2022	$815,000	$3,065,000	$5,462,591
2023	$220,000	$1,700,000	$5,790,347
2024	$220,000	$1,760,000	$6,137,768
2025	$241,500	$1,200,000	$6,506,034
2026	$311,960	$200,000	$6,896,396
2027	$249,120	$200,000	$7,310,180
2028	$357,792	$200,000	$7,748,790
2029	$283,440	$200,000	$8,213,718
2030	$594,580	$200,000	$8,706,541
2031	$426,670	$200,000	$9,228,933
Total	$3,720,062	$8,925,000	$72,001,298

Table 20 - Projected Expenditures for Long Term Financial Plan

7.2 Funding Sources

Funding for assets is provided from Council's annual budget and Long-Term Financial Plan.

Council's financial strategy determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

Council's Parks and Open Spaces Section operates at a deficit each year with operating income of around $250,000 and operating expenditure of $5.0 million (including depreciation). Revenue is raised through charges for:

- Events in parks
- Use of lights at sporting ovals/fields

- Cleaning fees
- Burials
- Plot reservations

Council uses several different funding sources to maintain, renew and improve its parks and open spaces assets. These are:

Activity	Funding Source
Maintenance and Operations	- Council's own source funds
Renewal	- Council's own source funds - External grant opportunities
Capital Improvement **(i.e., new, upgrade, and expansion)**	- Council's own source funds - External grant opportunities - Special Charge Schemes - Developer contributions and donated assets

Table 21 - Funding Sources

7.3 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this Asset Management Plan. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Financial projections are forecast on present day dollars as of 30 June 2022.
- Staffing needs are resourced adequately.
- Current levels of service reflect the community needs.
- No known legislative changes or other influences that will impact on or demand a change in level of service and associated funding throughout the period of the plan.
- Average growth in the replacement value of the asset base of 1.7% per annum (based on the forecasts for capital new and expansion in the Long-Term Financial Plan over the period of this Asset Management Plan.
- Provision for new works is based on phased implementation of new and upgrade needs to meet future growth.
- Projected renewal required to achieve overall asset condition grade of 'Poor" or better.
- Increases in operating and capital budgets are consistent with the Long-Term Financial Plan.

7.4 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a five (5) level scale in accordance with Table 22.

Confidence Grade	Description
A – Highly reliable	Data based on sound records, procedures, investigations, and analysis, documented properly, and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B - Reliable	Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C - Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E - Unknown	None or very little data held.

Table 22 - Data Confidence Grading System

The estimated confidence level for and reliability of data used in this Asset Management Plan is **Uncertain** at this stage.

The implementation of the improvement actions identified will result in increased levels of confidence in future revisions of this Asset Management Plan.

8. PLANNED IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

Council currently uses the following corporate information systems for recording relevant asset data and information:

Module	System
Customer Request Management	TechOne
Financial/Accounting	TechOne
Records Management	TechOne
Mapping (GIS)	Intramaps
Asset Register	TechOne
Strategic Asset Management	TechOne Strategic Asset Management Module (yet to be implemented for building assets)
Mobile Solutions	TechOne mobile platform (yet to be implemented for building assets)
Works Management	TechOne (yet to be implemented for building assets)

Table 23 - Overview of Corporate Systems

The asset management information system underpins asset management capacity and capabilities and is a key source of information for decision making, coordination of operations, and performance reporting.

8.2 Improvement Plan

The asset management improvement plan generated from this Asset Management Plan is shown in Table 24.

his first-generation asset management plan has been developed based on existing processes, practices, data, and standards.

Council is committed to striving towards best appropriate asset management practices and it is recognised that this asset management plan will need to be updated periodically to reflect changes to management of Council's assets.

It is intended that Council's asset management plans are 'living' document that should always reflect as closely as practicable actual practices used in managing our assets. Only in this way will Council be best able to ascertain its long-term financial needs for the network. A number of improvement actions have been identified which will enhance Council's capability for managing those assets covered by this plan.

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8.3   Monitoring and Review Procedures

This Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services because of budget decisions.

The Asset Management Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Long-Term Financial Plan.

The Asset Management Plan will have a life of four (4) years and will be completely reviewed and updated in order to inform the development of the Community Strategic Plan, the Operational and Development Plan, and the Long-Term Financial Plan.

8.4   Performance Measures

Performance measures will be developed to ensure that work practices and the Asset Management Plan are reflective of each other.

The performance of the Asset Management Plan shall be monitored against the following criteria in accordance with the process detailed below.

- Maintenance and renewal programs - to confirm that allocated budget projects were delivered on time, within budget and to the specified level of service (see following item on delivery performance).
- Inspection programs - to confirm that they were undertaken as specified in the asset management plans and any other service level agreements which may be in operation including Council's.
- Scheduled condition surveys – to confirm that they were undertaken as required.
- Maintenance of asset information systems - to ensure that stored data is current and accurate.
- External factors - including legislative requirements, ongoing development of Council policies, plans, and other major system implementations, that may affect the contents of the asset management plan.

Item No.	Task	Responsibility	Priority	Resource Type	2022/23	2023/24	2024/25
1	Collect inventory and condition data for all open space assets. Include additional lifecycle management considerations in future data collection activities (e.g., capacity, function, sustainability).	Parks Services Asset Services	High	Contractor	✓		
2	Undertake a review of the useful lives of all park and open space assets.	Parks Services Asset Services	High	Internal	✓		
3	Undertake a review of the park classifications with a view to including streetscapes and other non-park landscapes which are serviced and maintained by the Parks Department.	Parks Services Asset Services	Medium	Internal	✓		
4	Undertake a review of the Sporting Facilities to determine the reasons for the satisfaction survey results being under the benchmarked other council results.	Parks Services Asset Services	Medium	Internal	✓		
5	Ensure all items from the Corporate Plan are listed in future budgets.	Parks Services Governance Asset Services	Medium	Internal	✓	✓	
6	Develop program to increase shade to playgrounds, recreational and appropriate sporting facilities.	Parks Services	Medium	Internal		✓	

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Item No.	Task	Responsibility	Priority	Resource Type	2022/23	2023/24	2024/25
7	Develop a program for upgrading spectator areas, shade covers and seating for sports facilities.	Parks Services	Medium	Internal		✓	
8	Implementing functionality of our corporate Asset Management Information System support maintenance planning for parks and open space assets and to enhance data capture and activity tracking.	Asset Services	Medium	Internal		✓	✓
9	Develop a project-based ten (10) year capital works program for renewals, upgrades, and new works.	Projects and Assets	Medium	Internal	✓	✓	
10	Improve current asset handover processes so that data for this asset class is accurate and new assets are incorporated into existing maintenance schedules along with requisite budget adjustments.	Projects and Assets	Medium	Internal	✓	✓	
11	Complete service planning for Parks and Open Space Services to inform future budget and asset requirements.	Parks Services Asset Services	Medium	Internal	✓	✓	
12	Formalise evaluation criteria and process to prioritise and plan capital improvement and renewal projects.	Projects and Assets	Medium	Internal		✓	✓

Table 24 - Improvement Plan

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**2022 Water and Wastewater
Asset Management Plan**

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CONSULTANTS DISTRIBUTION SCHEDULE

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SCHEDULE OF ADOPTION

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1. EXECUTIVE SUMMARY

1.1 Purpose of the Plan

This Asset Management Plan has been developed in accordance with Council's Asset Management Policy and principles of the Asset Management Strategy (Objectives).

This asset management plan details information about Council's water and wastewater assets. The plan outlines the management approach to:

- Describing and aligning the assets to services (as informed by corporate and service planning);
- Managing the future demand for assets to achieve and maintain financial sustainability;
- Optimising the lifecycle management of assets (achieving service demand at lowest lifecycle cost);
- Identifying and managing risks associated with the relevant asset classes (including criticality and condition);
- What funds (operating and capital) are required to operate the asset portfolio in alignment with the asset management plan over a 10-year planning period; and
- Continual improvement in the management of assets and performance monitoring.

Council's water supply and wastewater assets contribute to the community by:

- Treatment and supply of essential or potable water for the public.
- Conveying and treating of wastewater.

1.2 Asset Description

Council is responsible for providing potable water to connected residential areas of Narrabri, Wee Waa, Pilliga, Boggabri, Baan Baa, Gwabegar, and Bellata.

Council is not responsible for maintenance of on-river weirs, Namoi River or maintenance of weirs and storage systems on any other systems. Council is responsible for a number of bore offtakes and the associated storage.

Summary of Water assets	Quantity
Total number of water connections	4,724 No.
Sub artisan drinking quality bores	11 No.
Non potable bores (parks & open spaces)	0
Water reservoirs	11 No.
Water towers/high level reservoirs	18 No.
Narrabri water main	77,637 million
Wee Waa water main	26,763 million

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Summary of Water assets	Quantity
Boggabri water main	34,456 million
Gwabegar water main	3,840 million
Pilliga water main	4,946 million
Bellata water main	5,292 million

These water supply infrastructure assets have a significant replacement an estimated value of **$75 million**.

Wastewater Asset Classification	Quantity
Sewer Connections	4,068 No.
Sewer Treatment Plants	3 No.
Sewer Pump Stations	23 No.
Narrabri mains Gravity & Rising	96,704 m
Wee Waa mains Gravity & Rising	22,795 m
Boggabri mains Gravity & Rising	16,203 m

These wastewater infrastructure assets have a significant replacement (estimated) value of **$120 million.**

1.3   Levels of Service

Currently, our Council is in the process of developing documented levels of service for water and wastewater assets. Service levels are however governed by state and national bodies. Management of assets, including intervention points and chosen treatment methods, is to be developed, when completed it is anticipated that this will be based upon standard classifications based on the asset hierarchy. This is a key improvement area required to direct our future management approach and investment in water and wastewater assets.

Generally, the levels of service are:

- Water
- Availability of service
- Bores
- Connections to property within defined areas
- Water quality
- Chlorination
- Turbidity
- Water reticulation
- Reservoirs
- Reticulation

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- Pressure
- Technical aspects and customer service
- Management & operation of the related assets.
- Reaction times to failures, issues, general enquiries.
- Sewage
- Availability of service
- Storage facilities
- Connections to property within defined areas
- Quality
- Outflow of sewage to the environment (managed * unmanaged/incidents)
- Effluent quality
- Odours
- EPA guidelines
- Sewer reticulation
- Treatment facilities
- Pumping
- Reticulation
- Technical aspects and customer service
- Management & operation of the related assets.
- Reaction times to failures, issues, general enquiries.

1.4   Future Demand

According to the projections calculated by the Department of Planning and Environment, the population of the Narrabri Shire Council local government area will decrease over the next 20 years. However, a number of projects identified by Council may increase the population through construction workers and their families and a lesser number of ongoing jobs following construction. The main demands for new services are created by:

- Population changes and both decreased and increased development creating an increase in demand for water supply and demand on the wastewater network and treatment facilities
- Council financial sustainability.
- Council operational and services priority changes.
- Expectations for increased levels of service provision.
- NSW Government precincts for commercial developments and other NSW Government initiatives.

These will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand and demand management.

We will implement demand management practices to control future increased costs of water and wastewater assets, including the consideration of non-asset solutions. We will also mitigate the increased threat (risk exposure) of asset and system failure by planning network improvements to coincide with development and major land use changes.

1.5   Financial Summary

1.5.1   What Does it Cost?

The projected outlays necessary to provide the services covered by this plan include renewals over the 10-year planning period which are on average $1,84 million per annum.

These figures generally do not include:

- Planned network upgrades.
- New infrastructure funding requirements to meet desired levels of service; or
- Whole of asset Condition based maintenance works.

All new and upgrade water and wastewater programs and planned projects will need to be added to the base renewal demand figures identified below.

It has been assumed that water and sewer asset conditions generally sit in the 3, Satisfactory to 4 and 5, poor to very poor condition. longer asset useful lives are assigned to the water network and less so for the wastewater network assets. Largely, the renewal demand amount has not been forecasted over the forward 10 years (with the exception of the Narrabri Sewer treatment plant).

These renewal demand figures for both networks would be expected to grow beyond the forward 10- and 20-year forecast horizon as the water and wastewater networks assets age and a larger number reach their renewal intervention point.

Financial Year	TOTAL
2021/2022	$1,840,000
2022/2023	$1886,508
2023/2024	$1,933,671
2024/2025	$1,982,012
2025/2026	$2,031,563
2026/2027	$2,082,352
2027/2028	$2,134,411
2028/2029	$2,187,771
2029/2030	$2,242,456
2030/2031	$2,298,527

The annual operational budget for water supply network is estimated to be and average **$1.1 million** per year (based on 2021 figures) and the annual operational budget for the wastewater network is **$.74 million** per year (based on 2021 figures). This covers activities such as main clearing, pipe debris/ silt removal and maintenance of pump stations and treatment plants within the water and wastewater asset portfolios.

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1.5.2   What we will do with constrained funding

Council plan to provide the following water supply and wastewater related services:

- Operation, maintenance, renewal and upgrade of water supply mains, sewer gravity mains, sewer rising mains, pump stations, fittings, and water and sewer treatment plans to meet service levels set by Council in annual budgets
- Pursue State Government grants for renewal and upgrade of water and wastewater assets (where applicable).
- Plan asset condition assessments, renewal, rehabilitation, and upgrade to ensure that the highest priority assets are targeted for renewal each financial year. Prioritisation will be based on risk and impact to local areas.

Council's condition information indicates that the overall water supply and wastewater networks are in average condition. This data has been supplied based on general observations. Council needs to conduct as asset condition evaluation of its assets to fully determine its position.

The accuracy of this information should be verified to determine if the measured condition is reflective of asset performance prior to any major funding decisions being made.

1.5.3   What we cannot do with constrained funding

Works and services that cannot be provided under present funding levels are:

- An increased overall level of service delivered by water supply and wastewater assets.
- Upgrade of all identified functional deficiencies across the overall water supply and wastewater networks (some areas are being addressed by the upgrade program); and
- Upgrade of local water supply and wastewater networks based on demand or on request.

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2. Introduction

2.1 Background

This Asset Management Plan outlines the required management approach to:

- Describing and aligning the assets to services (as informed by corporate and service planning).
- Managing the future demand for assets to achieve and maintain financial sustainability.
- Optimising the lifecycle management of assets (achieving service demand at the lowest lifecycle cost).
- Identifying and managing risks associated with the relevant asset (including criticality and condition).
- What funds (operating and capital) are required to operate the asset portfolio in alignment with the asset management plan over a 10-year planning period (at this time a 20-year planning period is not feasible until furthermore detailed asset management works is concluded); and
- Continual improvement in the management of assets and performance monitoring.

The Asset Management Plan (AMP) is to be read with the Council's Asset Management Policy and Asset Management Strategy, along with the Council Community Strategic Plan and Council Operational Plan.

Figure 1 shows the different documents that influence and inform this Asset Management Plan.

Figure 1 - Asset Management Document Relationship

The infrastructure assets covered by this AMP are shown in Table 1. Narrabri Shire Council's water supply and wastewater portfolio of infrastructure is provided to the community to facilitate effective delivery of water supply and wastewater management services throughout the municipal area.

Asset Class	Asset Type	Asset Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Water Supply Mains	Filtered	152.934	mm	$52,245,232	$26,303,585	$25,941,646	$687,809
Water Connections		4,724	No.				
Bores (potable water)		11	bores	$2,859,577	$597,290	$2,262,287	$68,361
Water Treatment Plants		7	plant	-	-	-	-
Storage (reservoirs & tanks)		18	No.	$20,032,797	$8,485,038	$11,547,758	$270,433
TOTAL				**$75,137,606**	**$35,385,913**	**$39,751,691**	**$1,026,603**

Table 1 – Water Supply Portfolio Assets (Note: will be updated once 2022 revaluation data is available)

Asset Class	Asset Quantity	Unit	Replacement Cost	Fair Value	Accumulated Depreciation	Annual Depreciation
Sewer Rising Mains	14500	km	$14,650,069.90	$8,378,404.28	$6,271,665.62	$220, 373.64
Sewer Gravity Mains	125,202	km	$60,703,244.59	$15,948,835.99	$44,754,408.99	$512,219.28
Sewer Manholes	4,068	no	-	-	-	-
Sewer Pump Stations	23	sites	$18,176,120.97	$6,113,387.15	$12,062,733.82	$276,763.92
Sewer Treatment Plants	3	sites	$26,229,347.62	$9,405,352.82	$16,823,994.80	$347,927.26
TOTAL			**$119,758,783.08**	**$39,845,980.24**	**$79,912,802.84**	**$1,357,284.10**

Table 2 –Wastewater Portfolio Assets (Note: will be updated once 2022 revaluation data is available)

2.2 Plan Framework

This Asset Management Plan has been prepared using good practice guidance from the ISO55001 – Asset Management Standard and the International Infrastructure Management Manual (IPWEA).

Council is committed to striving towards best appropriate asset management practices and it is recognised that this asset management plan will need to be updated periodically to reflect changes to management of Council's assets.

It is intended that Council's Asset Management Plans should always reflect as closely as practicable actual practices used in managing its assets. Only in this way will Council be best able to ascertain its long-term financial needs for delivering sustainable assets and services.

2.3 Key Stakeholders

Council assets are utilised by a broad cross-section of the community. The stakeholders in the management of Council's water and wastewater assets are many and often their needs are wide-ranging. The relevant key stakeholders are:

- The community in general.
- Residents and businesses.
- The Shared Farming scheme, Federation Farms.
- State Government bodies such as EPA, NSW Water, NSW Health, Environment and Natural Resources Accounting (NRAR), Department of Environment and Planning.
- State and Federal Government that periodically provide support funding to assist with management of the water and wastewater networks; and
- Council's Insurers.

The community's needs and expectations are subject to change frequently and are becoming more demanding manifested by demands for services that provide better quality, value for money, environmental awareness and relevant value adding. This plan will demonstrate to the various stakeholders that Council is managing its water and wastewater related assets in a responsible manner.

2.4 Goals and Objectives of Asset Ownership

Narrabri Shire Councils goal in managing infrastructure assets is to meet the defined range and levels of service in the most cost-effective manner for present and future consumers. By achieving the most cost-effective approach, we will contribute the affordability and liability of our community, including a vibrant, growing, and efficient local economy. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance.
- Managing the impact of growth through demand management and infrastructure investment.
- Taking a lifecycle approach to developing cost-effective management strategies that meet the defined levels of service.
- Identifying, assessing, and appropriately controlling risks; and
- Linking to a long-term financial plan which identifies required, affordable expenditure and how it will be allocated.

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3. Levels of Service

This section outlines the level of service or performance criteria that are required and the basis of the decision behind their adoption. The levels of service support Council's strategic goals and are based on customer expectations and statutory requirements.

3.1 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of our vision, mission, strategic directions, and strategies.

Council's vision is:

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

Relevant Council strategic directions and objectives can be found on the Community Strategic Plan. Details on the specific actions we will implement to address these objectives are outlined in our Operational Plan and Delivery Program.

Council will continuously exercise our duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this Asset Management Plan.

3.2 Asset Functional Classification and Hierarchies

All water and wastewater assets within the Council water and wastewater networks are classified according to a hierarchy in terms of their specific function, number of customers supplied and potential risk. The hierarchy classification is used to assist in prioritising works programs and intervention responses to remedy defects.

Limited resources can be used more effectively by allocating funds to those water and wastewater assets in greater need. The water and wastewater networks network hierarchy provide the basis for setting varying inspection frequencies and the maintenance response times is also based on the water and wastewater network hierarchies and risks arising. This simple classification system aligns with the levels of service that Council can and does physically provide.

3.3 Water Supply Network Classification/ Hierarchy

The following table outlines the existing water supply network classification/ hierarchy to be used to guide maintenance practices along with works prioritisation.

Water Supply Hierarchy Category	NSC Asset Management Definition
Reticulation	Including mains and service meters. All water supply rising mains and all associated fittings along trunk or rising main assets.
Pumping Stations	Including Chemical dosing, process control, sites & buildings, and utilities

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Water Supply Hierarchy Category	NSC Asset Management Definition
Bores	Including Chemical dosing, process control, sites & buildings, and utilities.
Storage	Including chemical dosing, process control and sites and buildings.

Table 3 – Existing Water Supply Asset Classification Hierarchy

3.4   Wastewater (Sewer) Network Classification/ Hierarchy

The following table outlines the existing wastewater network classification/ hierarchy to be used to guide maintenance practices along with works prioritisation.

Wastewater Hierarchy Category	NSC Asset Management Definition
Collection	Including mains, pumping stations and valves. This includes all trunk infrastructure sewer gravity mains servicing the broader catchment. All sewer rising mains and all associated fittings along trunk gravity mains or rising main assets.
Treatment plant	Including Effluent reuse, preliminary treatment, primary treatment, process control, secondary treatment, sites facilities and buildings, sludge treatment and storage and utilities.

Table 4 – existing Wastewater Asset Classification Hierarchy
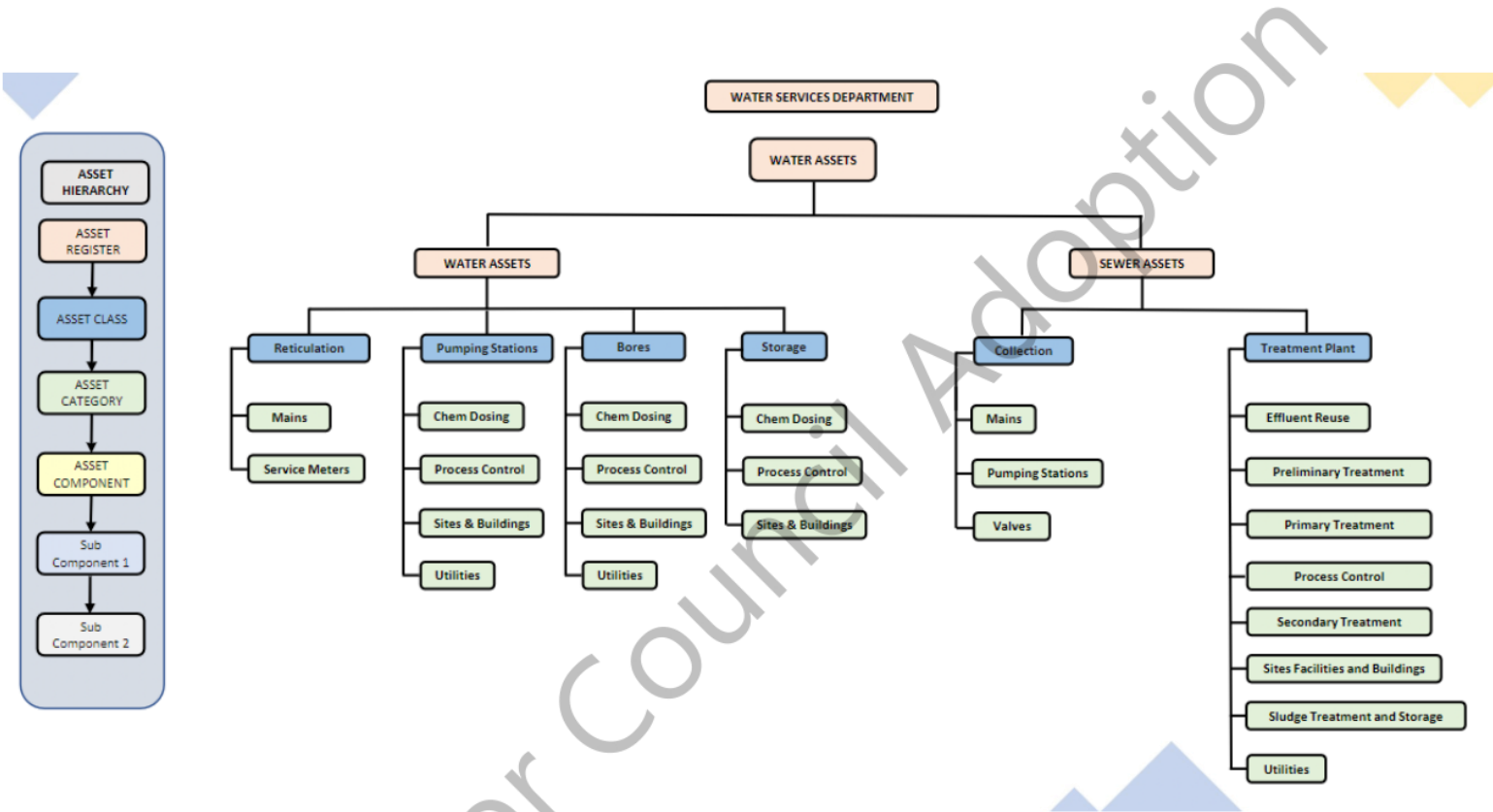
Table 5 – existing water & wastewater Asset Classification Tree Hierarchy

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3.5   Levels of Service

Service levels can be defined in two interconnected ways, customer levels of service and technical levels of service. These are supplemented by organisational measures which are, the Operational and Delivery Plan, and the Annual Budget. Service performance results are reported through Council's Annual Reports.

At present, indications of current and target levels of service are obtained from various sources including:

- Residents' feedback to Council and staff.
- Operations staff feedback to management.
- Feedback from other stakeholders.
- Service requests and related correspondence entered in Council's Customer Request/Complaints System.
- Physical measurements of quality standards.
- Legislative standards (minimum requirements).

3.5.1   Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided. Customer levels of service measures used in the AMP are:

Quality	How good is the service e.g., what is the condition or quality of the service?
Function	Is it suitable for its intended purpose e.g. *Is it the right service?*
Capacity/Use	Is the service over or under used e.g., *do we need more or less of these assets?*

Table 5 - Customer Level of Service Measures

Organisational measures are measures of fact related to the service delivery outcome e.g., number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good. These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Quality	The water supply and wastewater networks are of an appropriate condition and standard	Percentage of asset identified in poor condition/ below intervention Annual Community Satisfaction Survey	To be determined	To be determined

Key Performance Measure	Level of Service Objective	Performance Measure Process	Current Performance	Target Performance
Function	The water supply and wastewater networks will meet standards of service for delivery of potable water and sewerage management	Percentage of network meeting delivery of water supply and wastewater management level/ standard Number of public liability claims	To be determined	To be determined
Capacity	The water supply and wastewater networks will have appropriate capacity to handle demand	Percentage of new constructions which meet Council's designed standards	To be determined	To be determined

Table 6 - Customer Level of Service

3.6   Technical Levels of Service

Technical Levels of Service – Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance. Technical service measures are linked to the activities and annual budgets covering:

Operations	The regular activities to provide services (e.g., jet rodding, pipe/ main debris removal, clearing of manholes, access, inspections etc.)
Maintenance	The activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g., crack/ void patching, replacing a broken manhole)
Renewal	The activities that return the service capability of an asset up to that which it had originally (e.g., sewer pipe reline or replacement, replacement of pump station components)
Asset Improvements	The activities to provide a higher level of service (e.g., replacing an existing main with a new pipe of greater capacity)

Table 7 – Technical Level of Service Measures

3.6.1   Actual Levels of Service

Council recognises the importance that levels of service play in optimising the lifecycle management of infrastructure assets. For the assets covered by this plan, Council continues to work towards achieving the required service levels in practice. The proposed revised water supply and wastewater

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network hierarchy will be utilised to frame levels of service for these asset classes. The development and monitoring of actual service levels will be one of the foundations of future improvement through the asset management planning process.

3.7   Customer Research and Expectations

3.7.1   Community Consultation

At this stage, target customer research has not been undertaken for Council's water supply and wastewater network assets. Council is committed to transparent and informed decision making in relation to the management of its assets and services through engagement with the community. Council undertakes inclusive community consultation to define service levels and performance measures through the development of its Community Strategic Plan, the Operational Plan, and Annual Budget. These discussions provide input to Council's strategic directions which are supported by the various services, projects, and programmes which its delivers.

Wherever practicable, community input is sought on appropriate aspects of planning our water supply and wastewater network infrastructure and by way of consultation. However, Council acknowledges that it needs to do more work with its community in developing levels of service and it will target discussions when making decisions which influence the way that Council delivers its services and manage our assets. Once service levels and budget funding issues have been properly reconciled, it is appropriate that Council should consult with the community to ensure that these service levels are meeting community expectations.

3.8   Legislative Requirements

There are many legislative requirements relating to the management of assets. For a detailed understanding of the requirements please refer to the Narrabri Property Service Plan. Generally, the requirements are outlined in the following table.

Legislation	Requirement
Local Government Act 1993 and the Local Government (General) Regulation 2021	Sets out role, purpose, responsibilities, and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery. Including integrated planning requirements for NSW Local Governments which cover asset management planning, long term financial plan and community strategic plan integration.
Water Supply (Critical Needs) Act 2019	The Water Supply (Critical Needs) Act 2019 facilitates the delivery of emergency water supplies to certain towns and localities and to declare certain development relating to dams to be critical State significant infrastructure.
Water Management Act 2000	The Water Management Act 2000 provides a framework for controlling the extraction of water, the use of water, the construction of works such as dams and weirs, and the carrying out of activities on or near water sources in NSW.

Legislation	Requirement
Water NSW Act 2014	The principal objectives the Act are to capture, store and release water in an efficient, effective, safe, and financially responsible manner and to supply water in compliance with appropriate standards of quality. The act also provides for the planning, design, modelling and construction of water storages and other water management works and to maintain and operate the works efficiently and economically and in accordance with sound commercial principles.
Public Health Act 2010	The Act addresses a range of public health matters, such as notification of diseases and conditions and the regulation of areas that have the potential to affect public health, such as drinking water, water cooling systems, skin penetration and public swimming pools. The Act sets out a series of legislative requirements governing a wide range of public health issues including water.
Work Health and Safety Regulation 2011	Sets out roles and responsibilities to secure the health, safety, and welfare of persons at work.
Roads Act 1993 & AS1742 (Traffic)	Consent under Section 138 of the Roads Act 1993 is required for any works or activities in the public reserve or in public roadway. Under the Roads Act, consent of the appropriate road authority is required for the following activities: erect a structure or carry out a work in on or over a public road to ensure compliance and uniformity with traffic control devices.
Environmental Protection Act 1994	Sets out guild lines for land use planning and promotes sharing of responsibilities between various levels of government in the state.
Civil Liability Act 2003 and Civil Liability Regulation 2014	To manage negligence, elements of a claim, duty of care, standard of care and causation and to address the requirements of sections 35 and 37.
Public Works Act, 1912	The Act provides the framework for an effective, efficient, environmentally responsible in relation to works and procurement of goods and services.
Independent Pricing and Regulatory Tribunal Act 1992	The independent pricing and regulatory tribunal act 1992 (NSW) provides a framework and independent regulation of the prices to be charged for services such as water, energy, and transport in NSW. The Act monitors service delivery, audits suppliers and oversees licence compliance to ensure the quality and reliability of these services.

Table 8 – Legislative Requirements

4. Future Demand

The objective of   future and outline strategies to develop the assets to meet these needs.

4.1   Demand Forecasts and Impact on Assets

The high-level demand factors, drivers, projections, and their potential impacts on future service delivery and use of assets is identified and documented in the table below.

Demand Factor	Projection	Impact on Assets
NSW Government activation precincts for commercial developments.	The Inland Rail development will drive demand through economic growth impacting on commercial development. Gas developments including the $3.6bn Narrabri gas project.	Impact on increased demand resulting in the need for greater water and wastewater network demand and capacity. Potential impact on water quality and treatment assets. Potential impact on assets due to poorer quality wastewater entering the system.
Climate change	Highly variable climate and increased frequency and intensity of extreme rainfall and storm events. Increased likelihood of natural disasters. Water flows and availability in the region. Whilst bore levels are good this may be impacted by climate change; this is not fully understood? Potentially increased demand on bore systems by others in an event that they move from rivers and dams to bores as a more secure and viable source. Potential demand for more Council services if the community comes under pressure from climate change and climate events?	Shorter more intense rainfall which could result in infiltration into wastewater networks. Accelerated degradation of and reduced water supply and wastewater network asset life expectancy and increased lifecycle costs. Increased demands of aging assets.
Septic & trade waste	Septic & trade waste is currently taken out of the Council area. If this were brought into Narrabri this would increase demand. Commercial business (restaurants/other) grease traps and other waste management.	Impact on increased demand resulting in the need for greater wastewater network demand and capacity. Potential impact on water quality and treatment assets. Potential impact on assets due to poorer quality wastewater entering the system.

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Demand Factor	Projection	Impact on Assets
Council financial sustainability	Reduced size of grants from other tiers of government not matching required asset expenditures.	Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset. Increased need for maintenance and repairs.
Design standards and construction materials	Use of alternative materials/techniques.	Improved effectiveness and reduced life cycle cost.
Demand Factor	Projection	Impact on Assets
Council operational and services priority changes	Limited revenue growth to fund them placing pressure on all operations and services including asset provision and maintenance.	Decreased ability to fund timely renewal and upgrade of poor/very poor condition asset. Increased need for maintenance and repairs.
Ageing infrastructure	The water supply and wastewater networks are steadily ageing. Council will require a long-term renewal/ upgrade strategy over the medium to long term to maintain service levels. Asbestos Cement Pipe is a concern.	Without adequate funding over the long term the steadily declining condition of Council's water supply and wastewater networks assets will result in reduced levels of service and increased risk of failure.
Changes in customer expectations	A wide number of factors may lead to a change in expectations from the community.	Depending on the expectations, the level of service that Council is expected to provide may increase or decrease.
SCADA & Telemetry	The SCADA and associated telemetry system are made up of differing standards. This needs to be fit for purpose, standardised, trained, resourced). SCADA is an extensive monitoring system which is tied up with compliance, safety, efficiencies and if not managed will impact on all services and assets.	Will fail or be inefficient to manage, this will impact on assets and service delivery.

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Demand Factor	Projection	Impact on Assets
Technological Change	Technology changes will enable alternative materials to be considered in the maintenance and replacement of assets in the future. There will also be changes to asset management technology, in particular the monitoring and data collection and capture.	These advancements in technology may require consideration of modifications to the published service levels, as and when appropriate. This is difficult to predict and necessitates monitoring internal and external trends to discover, test and establish new technologies.
Compounding	Some of the above aspects may be compounding if not managed. Compounding issues of aging assets, higher standards, increased demand, climate change, having strategies, providing training, resourcing the above may have short to medium term impacts on assets.	Compounding management, replacement, efficiencies on assets.

Table 9 – Demand Drivers, Projections, and Impact on Services

4.2   Demand Management Strategy

Demand management is not intended to reduce the scope or standard of services provided by an asset, but rather, it is concerned with aligning demand or expectation of service provided by an asset with the available resources to ensure that genuine needs are met and community benefit is maximised. Demand management components may include:

Component	Applicable Strategy(s)
Operation (modification of access to an asset)	Design guidelines which consider future demand factors and good design principles
Planning and incentives (Influence the use of an asset)	Plan network improvements to coincide with major land use changes to assist in demand management and minimise the need for physical water and wastewater infrastructure.
Education (promotion of alternatives)	Involve residents to reduce water use within development targeted education and marketing campaigns.

Table 9 – Water and Wastewater Demand Management Strategies

4.3   Strategic Direction

There are a number of existing strategies and plans which have been developed to provide a strategic response to the demands, challenges and opportunities which the ongoing management of the assets covered by this plan present. These documents include:

- Community Strategic Plan 2017 - 2027
- Operational and Delivery Plan
- Infrastructure Design Manual
- Water and Wastewater Network Maintenance Management Manuals
- Development Control Plans
- Narrabri Property Services Service Plan 2021.

5. Lifecycle Management Plan

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

5.1 Background Data

The water and wastewater network infrastructure for which Council is responsible is predominantly made up of 153km of filtered water supply mains, 14.5km of sewer rising mains, 121km of sewer gravity mains and 23 pump stations.

Figure 1 - Narrabri Shire Council LGA overview

5.2 Asset Condition

Asset condition is a measure of the health of an asset and is a key consideration in determining remaining useful life, as well as predicting how long it will be before an asset needs to be repaired, renewed, or replaced. Asset condition is also an indicator of how well it can perform its function. Condition data is valuable for developing long term funding scenarios for strategic planning of Council's budget.

For the water supply and wastewater asset portfolios, the condition profile is compared by condition and asset area, length, or individual assets for each condition rating. This indicates the overall

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condition profile of an asset by length or quantity assessed at each condition rating from 1-5 this is where 1-New, 3-Fair, 5-Failed/ end of life.

Narrabri Shire Council's asset condition data aligns with industry standard practices and condition assessment rating guides (IPWEA Condition Assessment Guidelines and industry standards for pavement defect identification and rating) and is generally supplied is in a 1-5 condition format. More detailed defect and condition data is also available for certain water and wastewater network asset types.

The condition profiles for the various assets which comprise Council's water and wastewater network infrastructure indicates that they are in a general state that promotes safety and efficiency. The overall condition of Council's water and wastewater network assets also indicates that Council have effectively invested in infrastructure over time.

Council should assess its infrastructure on a cyclic basis to confirm infrastructure quantity, condition and continue to monitor the water and wastewater network asset portfolio.

5.2.1   Water and Wastewater Asset Useful Lives

A range of useful lives apply to the water and wastewater network asset throughout the network. These lives are predominantly based on material type. The great majority of infrastructure in the water and wastewater network long asset useful lives. Some shorter life assets such as mechanical and electrical equipment components of pump stations and treatment plants have between 10-40 years useful life and require different asset management strategies compared to longer lived buried infrastructure.

Water and Wastewater Asset Type	Adopted Useful Life (years)
Water Supply Mains	70
Water Fittings (valves, hydrants)	65
Water Connections	70
Water Pump Stations	20-80
Water Treatment Plants & Storage	7-80
Sewer Rising Mains	70
Sewer Gravity Mains	70
Sewer Manholes	70
Sewer Connections	70
Sewer Pump Stations	10-80
Sewer Treatment Plants	10-80

Table 10 – Water and wastewater asset useful lives

5.2.1.1 Water supply network condition

The great majority of water supply mains have been constructed between the 1920's and 1960's:

- Narrabri: from 1950.
- Wee Waa: from 1939.
- Boggabri: from 1939.
- Gwabegar: from 1964.
- Pilliga: post 1970.
- Bellata: from 1954.
- Baan Baa from late 2010

Generally, the conditions of the assets are not understood. Council does not have a cyclical condition assessment. This is an ongoing concern for Council, and it make it hard to determine asset treatments, costs, timings, and resourcing.

Most towns have a large number of older mains which are reaching approximately 70+ years of age. A considerable portion of the network is reportedly in Asbestos Concrete. As these ages it becomes brittle and cracks, repairs become compounding on the risks. This is a major risk for Council.

Wee Waa's water assets are of growing concern. Water valves, and many network issues exist. More main brakes are occurring. The bores need assessments. Telemetry and Scada issues are an ongoing concern across the network and standardisation is inefficient.

The lifespan of water supply mains is considered to be 70 years, it is expected that the majority of water supply mains will continue to remain in service however a growing proportion will require renewal over the short term.

Council does not have any recent recorded asset conditional data. Council has nominated that the Water supply mains, fittings, and connection asset condition profiles are based on the assumption that the assets are a condition of 3 to 5. This is based on the age of the assets. The following table shows a breakdown of water supply components by group.

Condition Profile - Water Mains
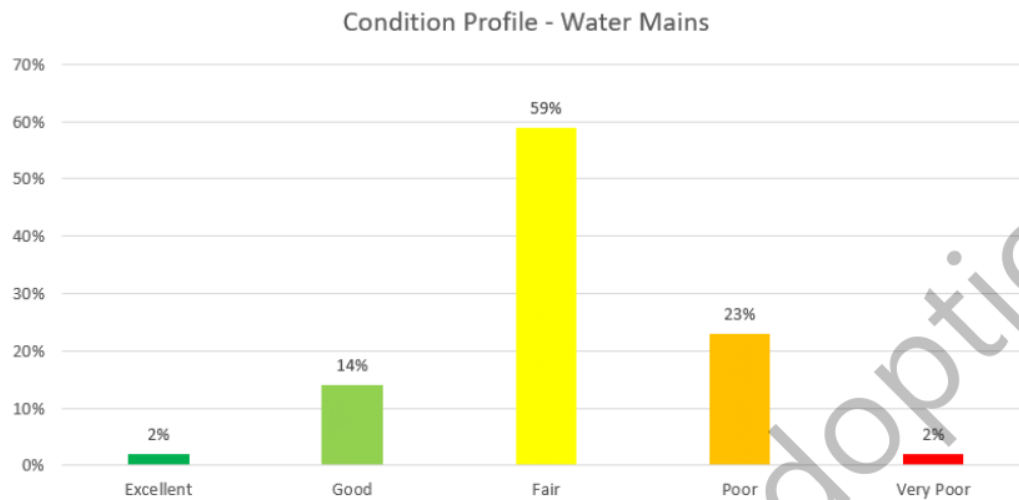
Water Supply – Filtered Mains

Of the 153km of water supply – filtered mains, 2% of the assets are in good condition and only require planned maintenance. 14% of the assets presenting as only needing minor maintenance plus planned maintenance. 59% of the assets require significant maintenance, 23% of the assets require significant maintenance/renewal or rehabilitation and 2% are considered unsound and /or beyond rehabilitation.

The overall network average remaining useful life is considered to be 33 years for water supply mains.

Condition Profile - Water Fittings
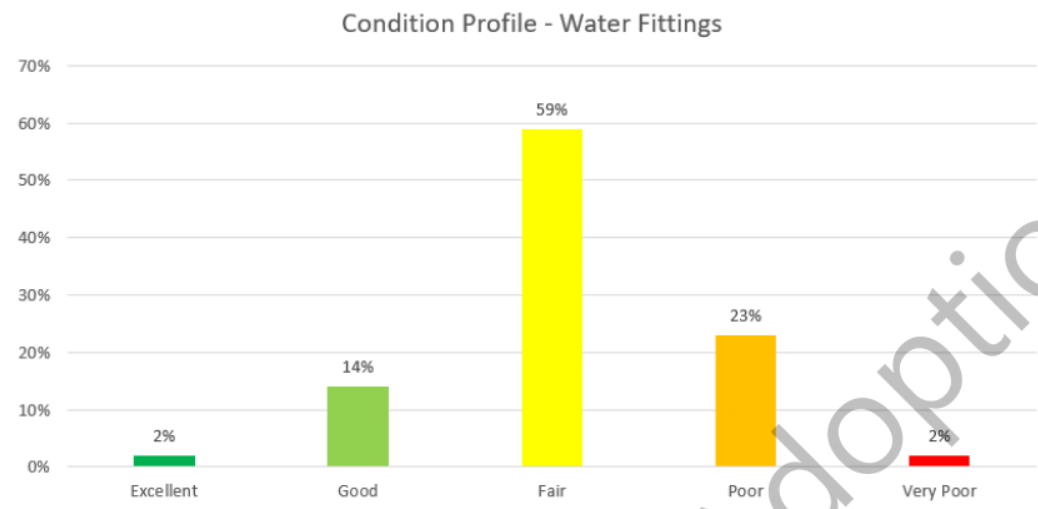
Water Fittings - Filtered

2% of the assets are in good condition and only require planned maintenance. 14% of the assets require minor maintenance plus planned maintenance. 59% require significant maintenance, 23% of the assets require significant maintenance/renewal or rehabilitation and 2% are considered unsound and /or beyond rehabilitation.

The overall network average remaining useful life is considered to be 33 years for water supply mains.

5.2.1.2   Water supply network pump stations, and storage component condition

Water component assets have been graphed showing the condition based on age and lifespan. These may be graphed showing the condition supplied by current replacement cost of each component however this has not been documented due to lack of financial data. The following table shows a breakdown of water supply components by group.

Condition Profile - Water Pump Stations

Water Pump Stations

16% of the assets are in good condition and only require planned maintenance. 47% of the assets require minor maintenance plus planned maintenance. 35% of the require significant maintenance, 2% of the assets require significant maintenance/renewal or rehabilitation.

The overall network average reaming useful life is considered to be 48 years for water supply mains.

Condition Profile - Water Connections
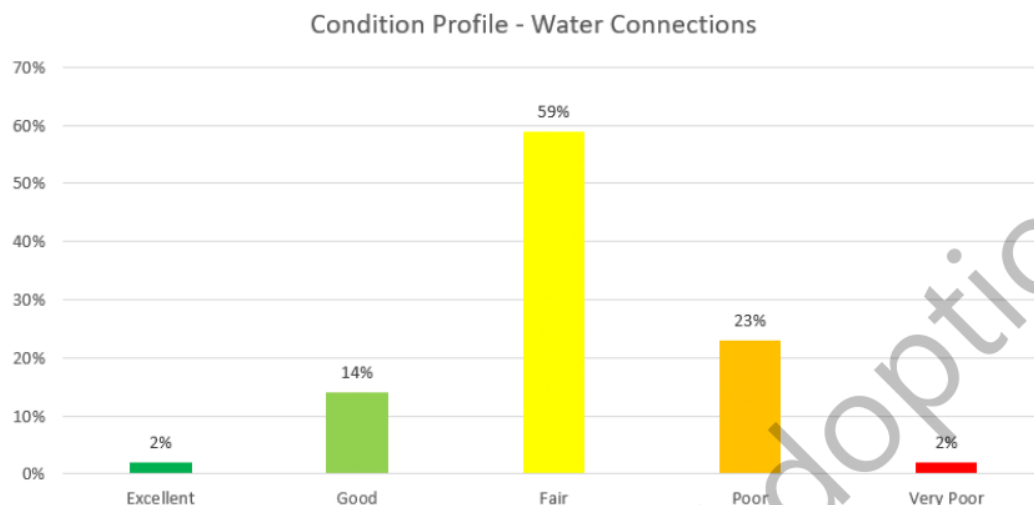
Water Connections – Filtered

Of the 4,724 water connections, 2% of the assets are in good condition and only require planned maintenance. 14% of the assets require minor maintenance plus planned maintenance. 59% require significant maintenance, 23% of the assets require significant maintenance/renewal or rehabilitation and 2% are considered unsound and /or beyond rehabilitation.

The overall network average remaining useful life is considered to be 33 years for water supply mains.

Water Connections – Raw water

Council does not have any raw water assets.

Figure 2 - Water supply network asset condition profile

Condition Profile - Water Treatment Plants
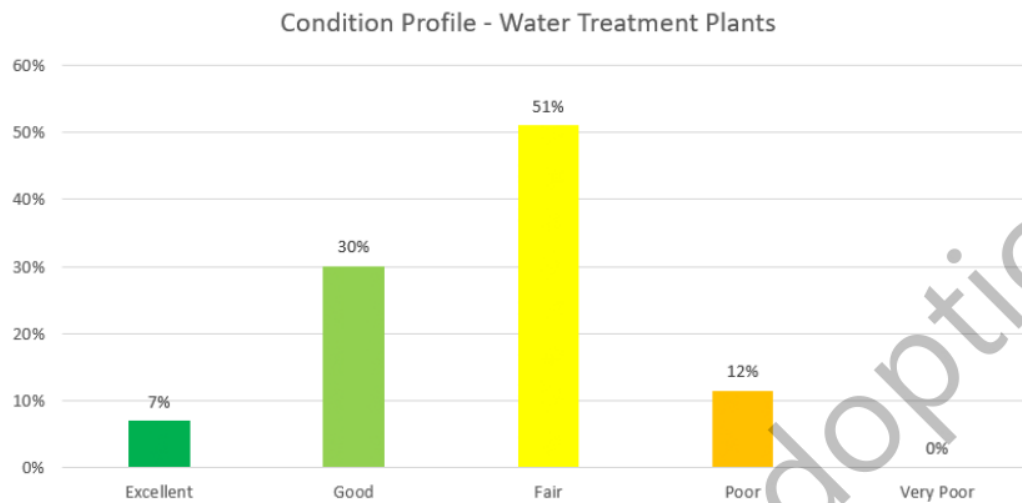
Water Storage

7% of the assets are in good condition and only require planned maintenance. 30% of the assets require minor maintenance plus planned maintenance. 51% of the assets require significant maintenance, 12% of the assets require significant maintenance/renewal or rehabilitation.

The overall network average reaming useful life is considered to be 40 years for water supply mains.

Figure 3 -Water supply network pump station, treatment plant and storage condition profile

5.2.1.3   Wastewater network condition

The wastewater network has been built since 1930s. Narrabris sewer mains date back to 1939. Council is seeing major risks here. These assets are beyond the assigned of 70 years lifespan, given the material types utilised during the day when constructed (such as Asbestos Concrete) these assets should be considered candidates targeted for an immediate renewal program.

A large part of the Boggabri and Wee Waa gravity mains system dates to 1970s, these mains which are reaching approximately 50 years of age. Normally these assets have long useful lives assigned of 70 years, however, give the material types utilised during the day when constructed such as AC and VC these assets should be considered candidates for as part of a targeted renewal program over the forward 10-20 years. The following table shows a breakdown of the wastewater network asset condition profiles.

Condition Profile - Sewer Rising Mains

Excellent	Good	Fair	Poor	Very Poor
4%	14%	50%	28%	4%
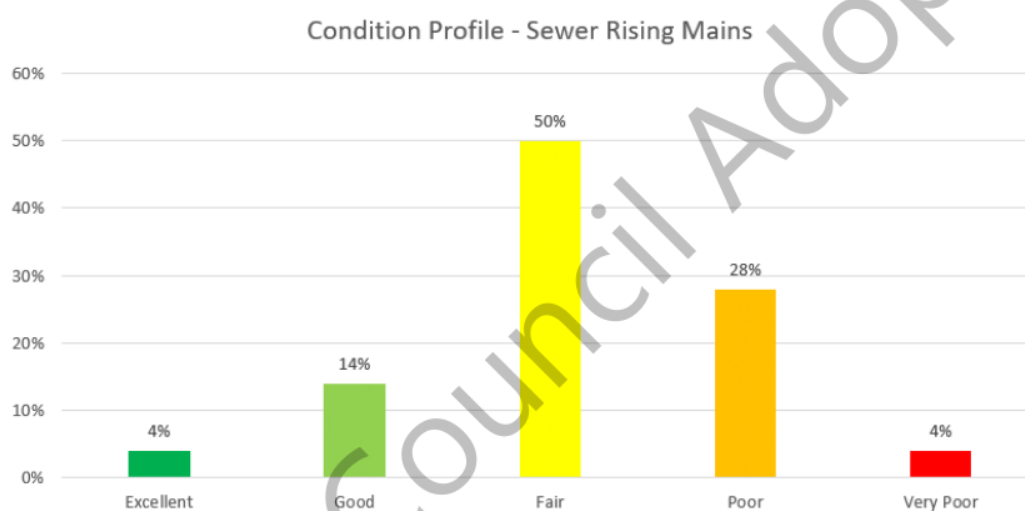
Sewer Rising Mains

Of the 14.5km of sewer rising mains, 4% of the assets are in good condition and only require planned maintenance. 14% of assets require minor maintenance plus planned maintenance. 50% of the require significant maintenance, 28% of the assets require significant maintenance/renewal or rehabilitation and 4% are considered unsound and /or beyond rehabilitation.

The overall network average remaining useful life is approximately 32 years for sewer rising mains.

Condition Profile - Sewer Gravity Mains
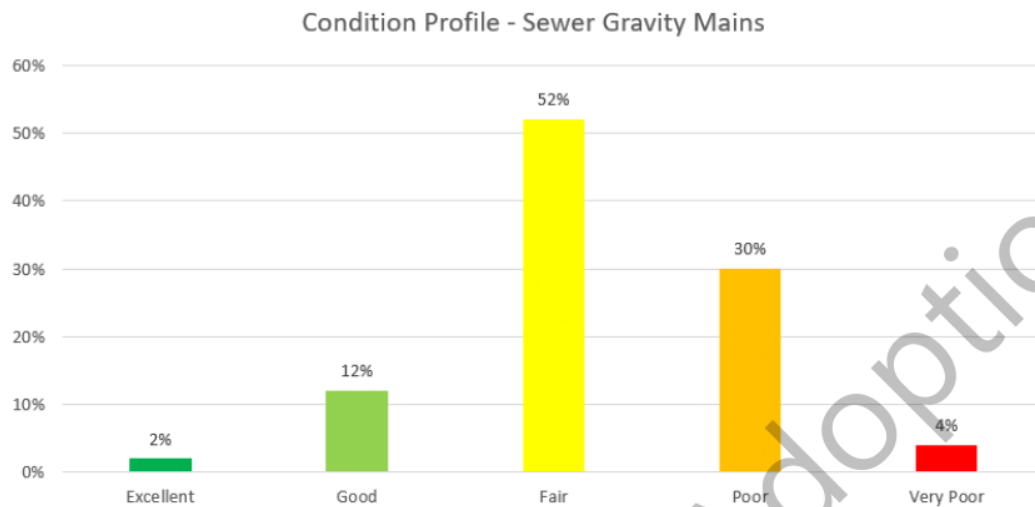
Sewer Gravity Mains

2% of the assets are in good condition and only require planned maintenance. 12% of the assets require minor maintenance plus planned maintenance. 52% of the assets require significant maintenance, 30% of the assets require significant maintenance/renewal or rehabilitation and 4% are considered unsound and /or beyond rehabilitation.

The overall network average remaining useful life is 31 years for sewer gravity mains.

Condition Profile - Sewer Manholes

Sewer Manholes

2% of the assets are in good condition and only require planned maintenance. 12% of the assets require minor maintenance plus planned maintenance. 52% require significant maintenance, 30% of the assets require significant maintenance/renewal or rehabilitation and 4% are considered unsound and /or beyond rehabilitation.

The overall network average remaining useful life is 31 years for sewer gravity mains.

Condition Profile - Sewer Connections
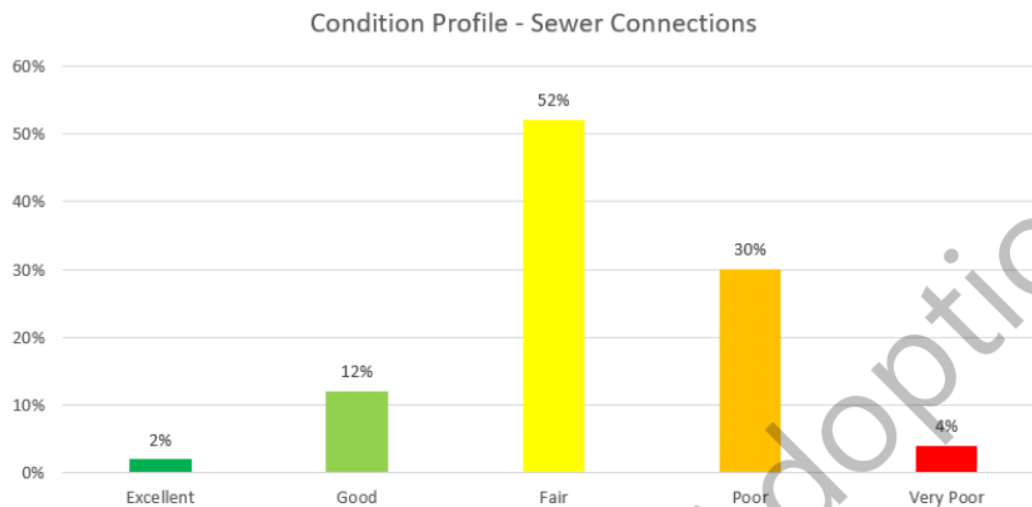
Sewer Connections

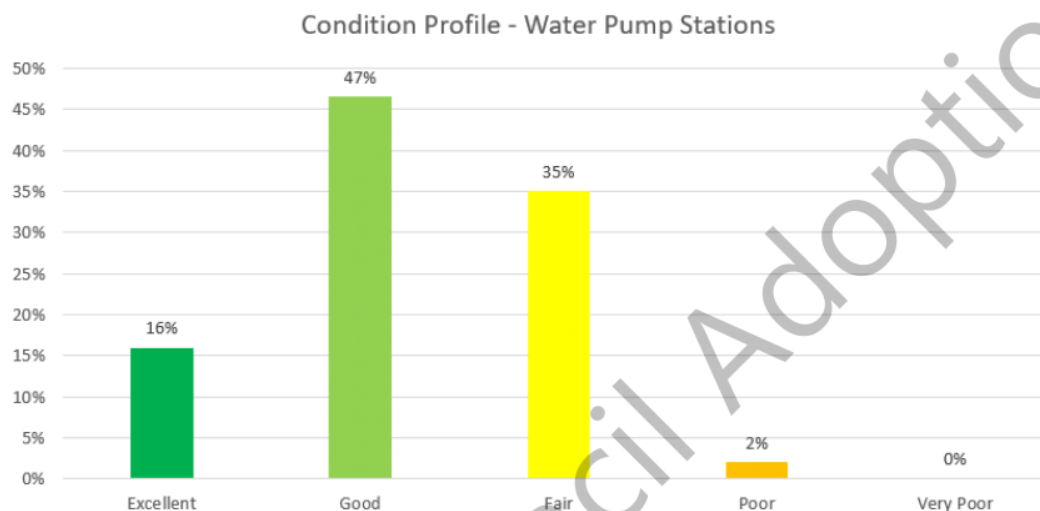Of the 4,068 of sewer manholes, 2% of the assets are in good condition and only require planned maintenance. 12% of the assets require minor maintenance plus planned maintenance. 52% of the assets require significant maintenance, 30% of the assets require significant maintenance/renewal or rehabilitation and 4% are considered unsound and /or beyond rehabilitation.

The overall network average remaining useful life is 31 years for sewer gravity mains.

Figure 4 -Wastewater Network Asset Condition Profile

5.2.1.4 Wastewater pump station and sewerage treatment plan component condition

Wastewater pump station and sewerage treatment plant component assets have been graphed showing the condition supplied by a mix of age and condition based on this and current replacement cost of each component. Due to the variance in component costs this enables a visual representation of the overall condition of the components by value. The following table shows a breakdown of water supply components by group.

Condition Profile - Sewer Pump Stations
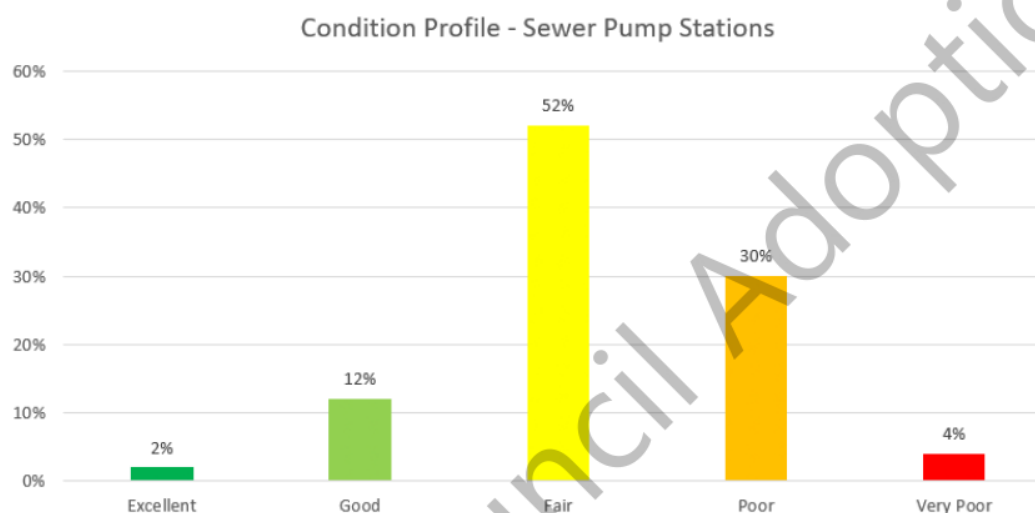
Sewer Pump Station Components

2% of the assets are in good condition and only require planned maintenance. 12% of the assets require minor maintenance plus planned maintenance. 52% of the assets require significant maintenance, 30% of the assets require significant maintenance/renewal or rehabilitation and 4% are considered unsound and /or beyond rehabilitation.

The overall network average remaining useful life is 31 years for sewer gravity mains.

Given the range in pump station component asset useful lives which range from 10 – 80 years condition assessment data is best utilised for the longer life assets.

Shorter life assets such as pumps are best assessed using age or current performance.

Condition Profile - Sewer Treatment Plants
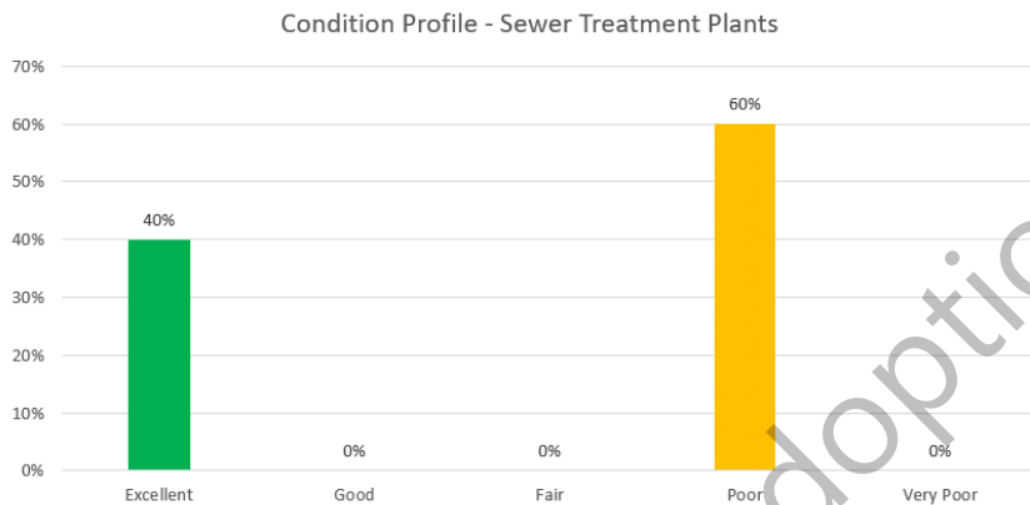
Sewer Treatment Plant Components

Of the 3 treatment plants 40% of the assets are in good condition and only require planned maintenance. 60% of the assets require significant maintenance/renewal or rehabilitation.

The overall network average remaining useful life is 31 years for sewer gravity mains.

Figure 5 -Wastewater Pump Station and Treatment Plant Component Condition Profile

5.3   Routine Operations and Maintenance Plan

Effective maintenance strategies are essential to ensure that an asset performs at the desired service level on a day-to-day basis.

Operations	Includes regular activities to provide and/or services such as public health, safety, and amenity.
Reactive Maintenance	Maintenance is the regular on-going work that is necessary to keep assets operating, including instances where components of the asset fail and need immediate repair to make the asset safe and operational again.

Table 11 – Maintenance Strategy Summary

5.3.1   Maintenance Strategy

The following general maintenance and operations strategies are applied to Council's water supply and wastewater assets:

Operations	Use and manage the assets in a manner that minimises the long term overall total cost. Undertake scheduled inspections as justified by the consequences of failure on levels of service, costs, public health, or safety.
Reactive Maintenance	A suitable level of preparedness for a prompt and effective response to service requests or asset failures is maintained.
Planned or Preventative Maintenance	Undertake planned asset maintenance activities to minimise the risk of critical asset failure and to maintain assets in a manner that minimises ongoing lifecycle costs.

Table 12 – Maintenance Definitions

5.3.2   Maintenance Standards

All maintenance work undertaken is in accordance with Council's standard design guides, standard drawings, and specifications for relevant storm water assets or, if not, covered by these technical guides, in accordance with standard industry practices. New assets either built or acquire will be accompanied by manufacturer recommendations on maintenance to achieve full utilisation. The asset register becomes a point of truth holding this attribute information.

5.3.3   Inspections

For Council to carry out effective planning and competent management of its water supply and wastewater assets, both in a strategic and operational sense, it is essential that maintenance and performance related information is collected through disciplined and regular inspections of the whole of the network.

The inspection frequency regime uses a risk approach that considers the water supply and wastewater network hierarchy. The higher up the water supply and wastewater network hierarchy, the higher the risk exposure and the more frequent the inspections and the quicker the response time.

Council's inspection activities can be grouped into the following categories based on definition and purpose:

Inspection Type	Description
Reactive / Safety Inspections	Reactive inspections are initiated generally by requests for maintenance received from asset users. Safety issues may be detected either as a result of programmed defect inspection or by customer request. Council's objective in relation to maintenance requests is to inspect and prioritise the work requests within specific timeframes.
Planned Inspections (Programmed Defect Inspections)	Planned or maintenance inspections involve a visual investigation to assess the condition of sub-elements or asset components. These inspections provide a basis for urgent, preventative, cyclic maintenance needs and, capital works planning.
Condition Inspections	A condition audit is a systematic inspection and identification and recording of the physical and functional adequacy of assets. The purpose of these inspections is to provide an input for life-cycle cost analysis, and asset planning purposes. This level of inspection does not identify detailed maintenance requirements but provides a basis for managing the asset portfolio from a strategic perspective.

Table 13 - Asset Inspection Type Summary

5.3.4 Water supply and wastewater network and associated asset inspection frequency

A visual survey will be carried out by an appointed Council staff officer to identify asset defects/risks.

The water supply and wastewater network defects are to be recorded via the appropriate medium. Information collected will be uploaded, either automatically or manually, by Council's staff into the Maintenance Management Software. The following table outlines the current network and associated asset inspection frequency by functional hierarchy level.

Water and Wastewater Asset Risk Category	Inspection Timeframe
Local mains, manholes and fittings (Low Risk)	Every 3 years
Branch mains and associated fittings (Medium Risk)	Every 2 years
Trunk mains and associated fittings/ manholes (High Risk)	Annually or 6 monthly
Pump stations and treatment plant components	Every 6 months

Table 14 - Asset Inspection Type Summary

Once a defect has been identified, the defect and location are assessed to determine its risk and potential for causing potential local inundation, flooding, or property damage.

5.3.5   Water supply and wastewater network maintenance practices

The current level of water supply and wastewater network asset maintenance is applicable going forward. This program includes debris/ silt removal, inspection, and other associated water supply and wastewater network maintenance activities.

A review of the water supply and wastewater network maintenance programs is suggested which includes a review of current and future levels of service as well as whole of life cost strategies for water supply and wastewater network maintenance. This should include analysis of preservation treatments such as pipe and manhole relining along with maintenance practices to ensure whole life costs are minimised over time.

5.4   Renewal/Replacement Plan

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified using a combination of an analysis of the performance of the asset (condition, user complaints, and faults) and the strategy for renewal, for example, is it planned or reactive renewal. The data gathered as part of a condition assessment will provide long term financial budgeting inputs as part of an improved approach to maintenance and renewals planning. Council will plan capital renewal and replacement projects to meet the level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner;
- Undertaking project scoping for all capital renewal and replacement projects to identify:
  - The service delivery 'deficiency', present risk, and optimum time for renewal/replacement.
  - The project objectives to rectify the deficiency.
  - The range of options estimated capital and life cycle costs for each option that could address the service deficiency.
- And evaluate the options against evaluation criteria adopted by the organisation; and
- Select the best option to be included in capital renewal programs
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible;
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council;
- Review the current and required skills base and implement workforce training and development to meet the required construction and renewal needs;
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required;
- Review management of capital renewal and replacement activities to ensure Council is obtaining the best value for resources used;
- Renewal ranking criteria; and

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- Asset renewal and replacement are typically undertaken to either:
  - Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate; or
  - To ensure the infrastructure is of sufficient quality to meet the service requirements.

As a general principle, the number and cost of repairs will determine the optimum timing to invest in the renewal of assets. Every time an asset is repaired it provides information about its condition deterioration rate and a prediction of the optimum time to renew. As the rate of repairs increases, a prediction can be made about the optimum time to renew an asset to keep the cost of ownership at the optimum level.

5.4.1 Renewal Standards

Council's construction standards are based on various standards necessary to accommodate the demands and technical requirements placed on our water and wastewater networks.

These standards take into consideration the extensive work previously undertaken by the various professional and industry bodies such as:

- Infrastructure Design Manual
- Australian Standards

All renewal works shall comply with Council's engineering standards and specifications for design and construction which apply at the time.

5.4.1.1 Water Supply Network Renewal Strategy (Mains, Fittings and Connections)

A 'like for like' renewal approach has been applied for water mains, fittings, and water equipment whereby all assets are to be replaced like for like when renewed at their forecast intervention timeframe. All replacement rates have been sourced from the supplied asset register data. Each individual asset i.e., water main, fitting or piece of equipment has been provided a current replacement cost which has been applied when the asset is due for renewal. The renewal timeframe is based on the forecast date of remaining useful life based on available condition information.

Given the above assumptions the following water network renewal strategy is applied. It is recommended that:

- Narrabri Council investigate and implement an annual water supply main renewal program to address mains that may be displaying defects, are of sufficient age or of a material such as AC that is not desirable to maintain in the network long term. A renewal program could enable Narrabri Council to proactively address pipes that may be showing signs of ageing and enable continuity of service and mitigation of risk by proactively replacing pipes within the network that are not candidates for upgrade due to capacity issues.
- Water supply mains and fitting renewal be identified and undertaken as part of network upgrade and new construction of water supply infrastructure to meet demand.
- Where higher order mains such as larger diameter or trunk mains and fittings servicing those mains exist, these should be prioritised and brought forward in the program (where appropriate) to smooth the forward funding projections and program deliverability over the forward 20 years.
- Water supply mains which run under roads should also be prioritised to minimise the potential for main breaks and their potential to affect adjacent assets such as road pavement/

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surface and kerb and channel. Conversely the renewal of lower importance water supply mains and fittings and connections can be deferred if required.

- It is recommended that the renewal program be reviewed annually based on actual and/ or updated asset condition data to inform the main renewal and or upgrade programs.
- It would be expected that some water supply mains, fittings, and connections will need to be reconstructed and upgraded during the forward 20-year forecast horizon based on design standards at construction. The forward renewal forecast should be continually adjusted each year based on new asset condition data and network modelling/ design standards to inform forward funding projections.

Asset types	When do we intervene? (Intervention Criteria)	How do we prioritise works?	What treatment options do we apply?	What is our renewal timing from the intervention point?
Water Supply Mains and Fittings	All water mains and fittings are planned for renewal at the end of their useful life based on remaining useful life from original construction date. Where more up to date condition data is available a revised remaining useful life is calculated and applied.	Prioritise potable higher order/ trunk mains and associated fittings across the water supply network and/or mains that service a higher number of residences. Consider whole of life costs of that may be incurring increase in maintenance costs	Full replacement Reline where appropriate	Water main renewal/ relining: Within +/- 0-4 years of end useful life Water fittings: Within +/- 0-4 years of end useful life Program has been smoothed to allow for delivery and funding of the program over the forward 10 years.
Water Supply Network Equipment	All water equipment is planned for renewal at the end of their useful life based on remaining useful life from original construction date. Where more up to date condition data is available a revised remaining useful life is calculated and applied.	Prioritise critical equipment servicing the potable water supply network Consider whole of life costs of that may be incurring increase in maintenance costs	Full replacement with modern equivalent	Water equipment: Within +/- 0-4 years of end useful life. Program is forecast based on each piece of equipment.

Table 15 – Water Supply Network Renewal Strategy

5.4.1.2 Water Supply Pump Station, Treatment Plant and Storage Component Renewal Strategy

The short life of some water supply pump station, treatment plant and storage components such as pumps, mechanical and electrical elements and switchboards may lead to the need for an annual funding allocation requirement to ensure available funding for the progressive renewal of pump station components. Using annual asset consumption as a proxy for renewal demand specifically for pump stations is appropriate as the short life asset components will require renewal within their useful life. Asset condition provides more value in determining renewal demand for longer life assets which may degrade more rapidly or steadily depending on environmental and material factors.

It is recommended that an annual pump station renewal/ component replacement program be implemented in the capital works program. In addition, it is suggested that Narrabri Shire Council an appropriate dollar value to address annual pump station component replacement needs over the forward 10-20 years.

5.4.1.3 Wastewater Network Renewal Strategy (Rising/ Gravity Mains, Manholes and Connections)

A like for like renewal approach may be taken for sewer mains, sewer manholes and connections whereby all assets are to be replaced like for like when renewed at their forecast intervention timeframe. All replacement rates will need to be either: a. sourced from the asset register data or b. evaluation data, or c. Engineer estimates. Each individual asset i.e., sewer main, manhole and equipment will need a current replacement cost which will be applied when the asset is due for renewal.

Given the above assumptions the following wastewater network renewal strategy is applied. It is recommended that:

- Narrabri Shire Council investigate and implement an annual sewer main replacement and relining program to address mains that may be displaying defects. A replacement and relining program could enable Narrabri Shire Council to proactively address pipes that may be showing signs of displacement or cracking and enable continuity of service and mitigation of risk by proactively relining pipes within the network that are not candidates for upgrade due to capacity issues.
- Sewer pipe and pits renewal be identified and undertaken as part of network upgrade and new construction of sewer infrastructure to meet capacity/ runoff demand.
- Where higher order mains such as larger diameter or trunk sewer mains and pits/ junctions service those mains exist, these should be prioritised and brought forward in the program (where appropriate) to smooth the forward funding projections and program deliverability over the forward 20 years.
- Sewer mains which run under roads and associated pits should also be prioritised to minimise sagging and the potential for sewer related issues to affect adjacent assets such as road pavement/ surface and kerb and channel. Conversely the renewal of lower importance sewer mains and pits can be deferred if required.
- It is recommended that the actual sewer renewal program be reviewed annually based on actual and/ or updated asset condition data to inform the pipe reline and or upgrade programs.
- It would be expected that some sewer mains and pits will need to be reconstructed and upgraded immediately and then staged over the forward 10-20-year forecast horizon based on design standards and flood immunity levels of service at construction. The forward

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renewal forecast should be continually adjusted each year based on new asset condition data and network modelling/ design standards to inform forward funding projections.

	When do we intervene? (Intervention Criteria)	How do we prioritise works?	What treatment options do we apply?	What is our renewal timing from the intervention point?
Sewer Mains and Manholes	All sewer mains and manholes are planned for renewal at the end of their useful life based on remaining useful life from original construction date. Where more up to date condition data is available a revised remaining useful life is calculated and applied.	Prioritise higher order/ trunk mains and associated fittings across the sewer network and/or the number of residences serviced Rising mains will be prioritised before gravity sewer mains Consider whole of life costs of that may be incurring increase in maintenance costs	Full replacement Reline where appropriate	Sewer main renewal/ relining: Within +/- 0-4 years of end useful life. Manholes replaced, patched, or renewed as required. Program has been smoothed to allow for delivery and funding of the program over the forward 10 years.
Sewer Equipment and Civil Assets	All sewer equipment is planned for renewal at the end of their useful life based on remaining useful life from original construction date. Where more up to date condition data is available a revised remaining useful life is calculated and applied.	Prioritise critical equipment servicing the sewer supply network Consider whole of life costs of that may be incurring increase in maintenance costs	Full replacement with modern equivalent	Sewer civil Equipment: Within +/- 0-4 years of end useful life. Short life sewer equipment such as telemetry replaced with 1-2 year of end of useful life Program has been smoothed to allow for delivery and funding of the program over the forward 10 years.

Table 16 – Wastewater Network Renewal Strategy

5.4.1.4   Wastewater Pump Station Component Renewal Strategy

The short life of some wastewater pump station and treatment plant components such as pumps, mechanical and electrical elements and switchboards leads to the need for an annual funding allocation requirement to ensure available funding for the progressive renewal of pump station components. Using annual asset consumption as a proxy for renewal demand specifically for pump stations is appropriate as the short life asset components will require renewal within their useful life. Asset condition provides more value in determining renewal demand for longer life assets which may degrade more rapidly or steadily depending on environmental and material factors.

It is recommended that an annual wastewater pump station and treatment plant component replacement program be implemented in the capital works program. In addition, it is suggested that Narrabri Shire Council allocate an appropriate $value per annum to address annual wastewater pump station and treatment plant component replacement needs over the forward 10-20 years.

5.5   Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition, or relocation.

Water supply and wastewater related assets are rarely, if ever, disposed of in isolation. Rather water supply and wastewater network asset are disposed, replaced, and upgraded based on catchment redesign and upgrade to address increased capacity requirements.

Council currently has no immediate or current strategic direction to retire or dispose of any isolated elements of the local water supply and wastewater network however does respond to requests for acquisition from other parties as required. In conjunction with detailed hydraulic modelling and service planning, there may be opportunities to review the status of parts of Council's extensive water supply and wastewater network to determine if alternative options could be managed to a lower level of service.

6. Risk Management Plan

The purpose of this section is to describe the basis of Council's strategic risk and investment policies and the way it will manage risk associated with Council's water supply and wastewater assets.

6.1 Risk Management Process

Council's risk management framework and processes are in accordance with AS/NZS ISO 31000:2009 – Risk Management – Principles and Guidelines and HB 436:2013 – Risk Management Guidelines.

The Framework is designed to provide the architecture for a common platform for all risk management activities undertaken by Council and is used to identify specific risks associated with Council's delivery of services and management of assets.

The objective of the risk management process with regards to Council's assets is to ensure that:

- All significant operational and organisational risks are understood and identified.
- The highest risks that need to be addressed in the short to medium term are identified; and
- Strategies and treatments to address risks are identified and applied.

An assessment of risks associated with service delivery from infrastructure assets has identified the most critical risks to Council. The risk assessment process identifies and assesses risks, develops a risk rating, and develops a risk treatment plan for non-acceptable risks.

6.1.1 Risk Assessment

Network or system risks assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified by Council's asset risk assessment process are summarised in Table 9 below.

Risk Event	Cause	Risk Rating (VH, H)	Risk Treatment Mitigation Plan	Residual Risk
Water Supply and Wastewater Mains, fittings, and manholes Pipe service failure due to blockage causing localised flooding.	Possible entry of foreign object into the underground network, siltation build-up or root intrusion Lack of maintenance and inspection program.	High	Condition assessment program or by through maintenance inspections Monitoring of SCADA and telemetry Once identified, this can be investigated, and extent of funding can be determined. Immediate response to damage created by major storm events.	Medium

			Regular inspections and ongoing capital works / maintenance program.	
Water Supply and Wastewater Network Assets **Network under capacity to handle demand leading to minor and possibly lack or reduce supply of filtered water or reduced capacity of wastewater network.**	Poor or inadequate planning of development Infill development and increasing densification in towns	High	Network modelling of network against various rainfall event scenarios to ascertain areas of insufficient capacity Water supply and wastewater upgrade programs to meet network, capacity requirements A risk-based approach taken for this as documented in condition assessment plan. Regular maintenance grading program. Regular network asset inspections. Understanding and appreciating change in climate patterns and variability	Medium
Pump Station or Treatment Plant partial of full failure **Wastewater is not treated or conveyed to an appropriate level causing minor to major environmental damage and pollution.**	Lack of asset maintenance Lack of timely asset renewal	High	Inspection of treatment assets Regular maintenance and inspection of pump stations Monitoring of telemetry and SCADA across network	Medium

Table 17 – Identified Water Supply and Wastewater Network Asset Risks

7. Financial Summary

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1   Financial Statements and Projections

7.1.1   Water Supply Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below.
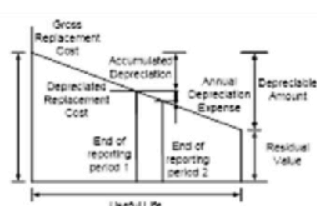
Gross Replacement Cost	$75,183,194
Accumulated Depreciation	$39,757,576
Depreciated Replacement Cost	$35,425,618
Annual Average Asset Consumption	$933,000

The value of assets recorded in the asset register as of 30 June 2021. Assets are valued at fair value based on depreciated replacement cost according to Greenfield rates. Quantities represent those assets whose replacement cost meets Council's capitalisation threshold.

7.1.2   Wastewater Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below.
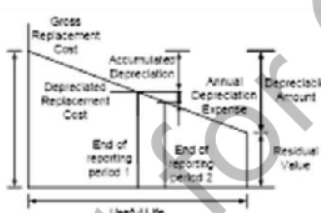
Gross Replacement Cost	$119,758,783
Accumulated Depreciation	$79,912,802
Depreciated Replacement Cost	$39,845,980
Annual Average Asset Consumption	$1,138,000

The value of assets recorded in the asset register as of 30 June 2020. Assets are valued at fair value based on depreciated replacement cost according to Greenfield rates. Quantities represent those assets whose replacement cost meets Council's capitalisation threshold.

7.1.3   Sustainability of Service Delivery

Asset Renewal

The Asset Sustainability Ratio as one of its key measures of an organisation's sustainability. The ratio is defined as follows:

Financial Management (Sustainability Ratio):

- Capital Expenditure on Replacement of Assets (Renewals)
- Depreciation Expenditure

The target range is greater than 90% per annum (on average over the long-term). From Council's most recent water and sewer revaluation, the annual depreciation for the asset covered in this Asset Management Plan is:

- Water supply assets - $ not available p.a.
- Wastewater assets - $ not available p.a

Water and wastewater assets have long useful lives however it has been identified that their current estimated condition is broadly fair, poor, and very poor and the assets have less than half of their remaining useful life. It is recommended that Council need to fund depreciation. Further evidenced may be found in assets failing, higher maintenance costs and reliability being low. Council is seeing a higher renewal demand now and over the forward 20-year period.

It is recommended that Council establish a rolling renewal asset condition and renewal plan for pump stations, reservoirs, treatment plants and equipment and pipes for both water and sewer. It is recommended that replacement and maintenance programs be established, and annual budget allocation be managed to at least the level of risk and then based on annual consumption to ensure these assets are renewed in a timely manner and retained in service.

The current overall capital budget allocation for 2021-22 totals as shown in section 7.1.3 below.

- Water Network **- $1,240,000***
- Wastewater Network **- $740,000**

*excludes water smart metering capital funding program.

7.1.4   Projected Expenditures for Long Term Financial Plan

Based on the valuation data and Council condition data, the following section identifies the projected renewal requirements over the next 10 years. In practice, renewals will be programmed over a number of years so that acts to "smooth" out the expenditure curve. The asset condition data supplied in a 1-5 rating scale has been converted and extrapolated over a 0-10 condition profile to provide smoothed renewal funding forecast across the large water supply and wastewater asset portfolios. This approach uses simple conversion factors to mimic real world asset condition distribution across the various rating levels using the source data.

It is recommended that the annual renewal demand averages over 10 years be used when comparing current budget allocations. This will focus any budget discussions on the long term rather than the short term which may identify lower renewal funding demand as a result of assets condition profiles showing assets in very good, good, and fair condition which have not yet reached renewal intervention.

Water supply network renewal demand forecast

The predominant driver for investment in the water supply network is to renew and improve network reliability in specific areas such as water mains. The forecast below is to be added to the current projected network new and upgrade funding demands as identified by Narrabri Shire Council.

Water supply mains have a long life (70 years), and water fittings (65 years). The forecast renewal demand graph (based on asset condition/derived from remaining asset life and financial data) is showing a need for large amounts of funding in the first year and over the forward 10-year period. This demand has been pent up and based on the; the longer that maintenance and renewal is held off the higher the initial spend will be.

It is recommended that Narrabri Shire Council investigate the water supply mains that are in poor and very poor condition in the towns of:

- Bellata and approximately 5.2km.
- Boggabri and approximately 34km.
- Wee Waa and approximately 26km.
- Narrabri, the quantity of older mains are unknown at this time.

Investigations are required in the towns, particularly where known older sections are installed more than 60 years ago and/or are known to be asbestos Cement or similar.

An annual funding allocation requirement is required to ensure available funding for the progressive renewal of pump station and treatment plant components. Using the annual asset consumption as a proxy for renewal demand specifically for short life asset components is appropriate as they will require renewal within their design life. Asset condition provides more value in determining renewal demand for longer life assets which may degrade more rapidly or steadily depending on environmental and material factors.

Many of the water supply network asset assets on the asset register will be due for renewal during the forward 10 to 40 year horizon.

Figure 6 – Projected 10-year renewal demand – Water Supply Network

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The table below shows the projected expenditures for the 10-year, Long Term Financial Plan. Expenditure projections are 2023 today's dollar values.

Year	Water Storage	Water Mains	Bores, pump stations & pumps	TOTAL
2023	$600,984	$4,049,006	$9,693	$4,661,705
2024	$145,693	$682,750	$4,406	$834,873
2025	$175,126	$743,469	$12,917	$933,537
2026	$203,786	$802,303	$21,087	$1,029,202
2027	$231,228	$858,074	$28,740	$1,120,069
2028	$257,127	$909,893	$35,798	$1,204,846
2029	$281,252	$957,122	$42,225	$1,282,628
2030	$303,643	$999,330	$48,003	$1,353,006
2031	$323,643	$1,036,258	$53,122	$1,415,054
2032	$341,780	$1,067,792	$57,575	$1,469,179
2033	$357,865	$1,093,934	$61,359	$1,515,191

Table 18 - Projected renewal demand expenditures for Long Term Financial Plan – Water Supply Network

Wastewater network renewal demand forecast

Asset in this class have very long lives, sewer rising mains 70 years, gravity mains 70 years and sewer manholes 70 years, the forecast renewal demand graph (based on asset condition/ derived from remaining asset life) is showing a very high amount for renewal funding in the first year and a relatively high amount for renewal funding demand over the forward 10-year period when compared to the overall network value and annual asset consumption rate.

Many of the wastewater network asset assets on Narrabri' asset register will require renewal during the forward 10/20-year tome horizon even with some smoothing of the renewal demand profile as can be seen in the figures below.

The predominant driver for investment in the wastewater network is to replace the aged network, the demand is not driven by future capacity. This needs to be proactively addressed in order to meet future supply security. Therefore, the forecast below is to be added to the current projected network new and upgrade funding demands as identified by Narrabri Council.

The sewer mains have a long life (70 years). The forecast renewal demand graph (based on asset condition/derived from remaining asset life and financial data) is showing a need for large amounts of funding in the first year and over the forward 10 year period. This demand has been pent up and

based on the age, condition, type of sewer materials and importantly and maybe considered as a higher driver; the longer that maintenance and renewal is held off the higher the initial spend will be.

Much like the water supply pump stations and treatment plant components, the shorter life of sewer pump stations and some treatment plant components such as pumps, mechanical and electrical elements and switchboards will continue to drive demand. This leads to the need for an annual funding allocation requirement to ensure available funding for the progressive renewal of sewer pump station and treatment plant components. Using the annual asset consumption as a proxy for renewal demand specifically for short life asset components is appropriate as they will require renewal within their design life. Asset condition provides more value in determining renewal demand for longer life assets which may degrade more rapidly or steadily depending on environmental and material factors.

It is suggested that Narrabri Shire Council allocate an upfront spend to immediately address the issues and per the forecast below. Alternatively, Council may consider spreading the cost out of the 10 year period and:

- Forecast an average of $289,000 per annum to address annual pump station component replacement
- Forecast an average of $558,000k p.a. to address water treatment plant component renewal needs
- Forecast an average of $2.6 million to address the sewer mains.

These amounts are added to the longer-term renewal forecast for water mains, fittings, and connections below.

Finally, it is suggested that Narrabri Shire Council review the range of components have been rated in poor or very poor condition across its network and where there are older assets undertake condition assessments, particularly in the sewer mains. This should be prioritised for over the next 1- 2 years.
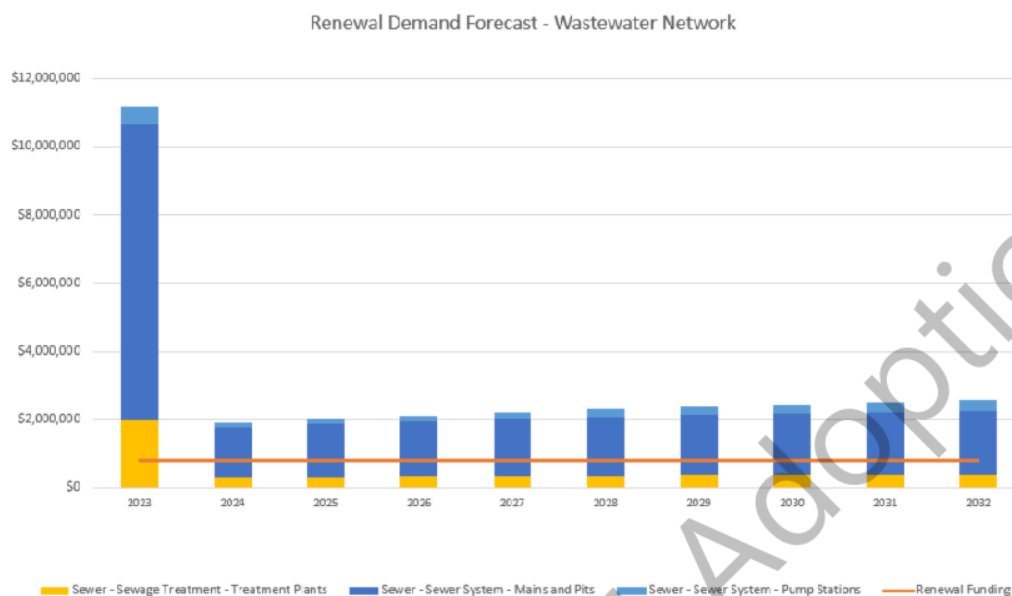
Figure 7 – Projected 10-year renewal demand – wastewater network components

The table below shows the projected expenditures for the 10-year, Long Term Financial Plan. Expenditure projections are in 2020/21 today's dollar values.

Year	Treatment plants	Mains & pits	Pump stations	TOTAL
2023	$1,972,329	$8,668,631	$544,947	$11,185,907
2024	$311,831	$1,467,922	$123,852	$1,903,605
2025	$325,690	$1,537,823	$148,481	$2,011,994
2026	$338,887	$1,604,148	$173,611	$2,116,646
2027	$351,068	$1,664,845	$198,961	$2,214,874
2028	$361,975	$1,718,457	$224,266	$2,304,698
2029	$371,429	$1,764,017	$249,280	$2,384,726
2030	$379,318	$1,800,966	$273,777	$2,454,061
2031	$385,588	$1,829,066	$297,557	$2,512,211
2032	$390,227	$1,848,348	$320,446	$2,559,021
2033	$393,261	$1,859,047	$342,294	$2,594,602

Table 19 - Projected renewal demand expenditures for Long Term Financial Plan – Wastewater Network

Total projected renewal expenditures for the water supply and wastewater portfolio

The graph below shows the summarised projected renewal demand profile over the next 10-years by asset class. This shows the build-up demand expressed in the year 2023. This could be smoothed over the 10 years however at risk. Expenditure projections are based on today's (2021/22) dollar values.

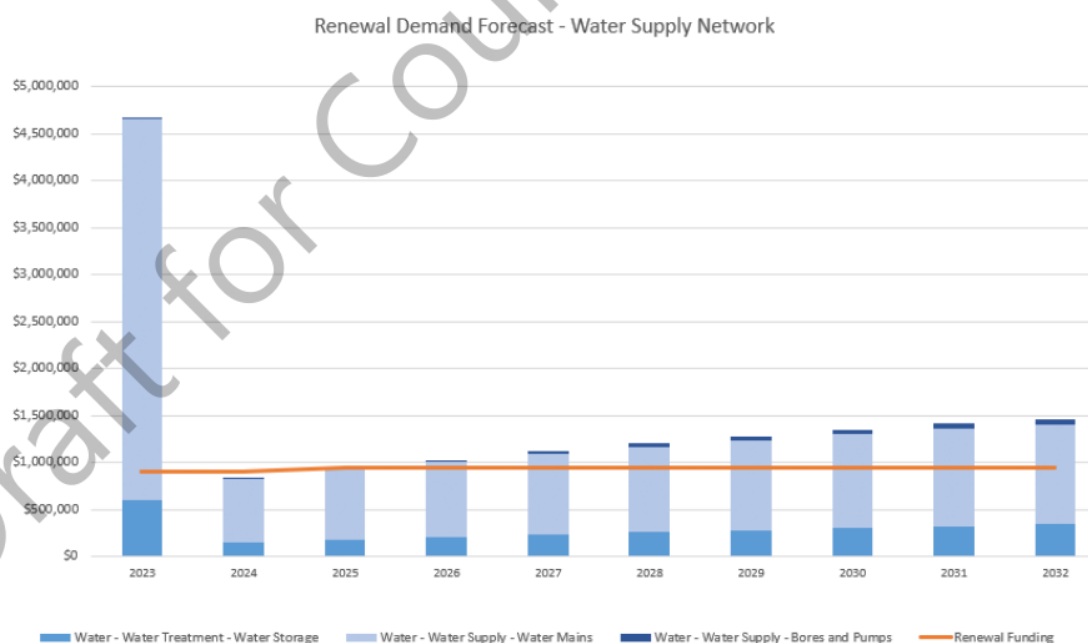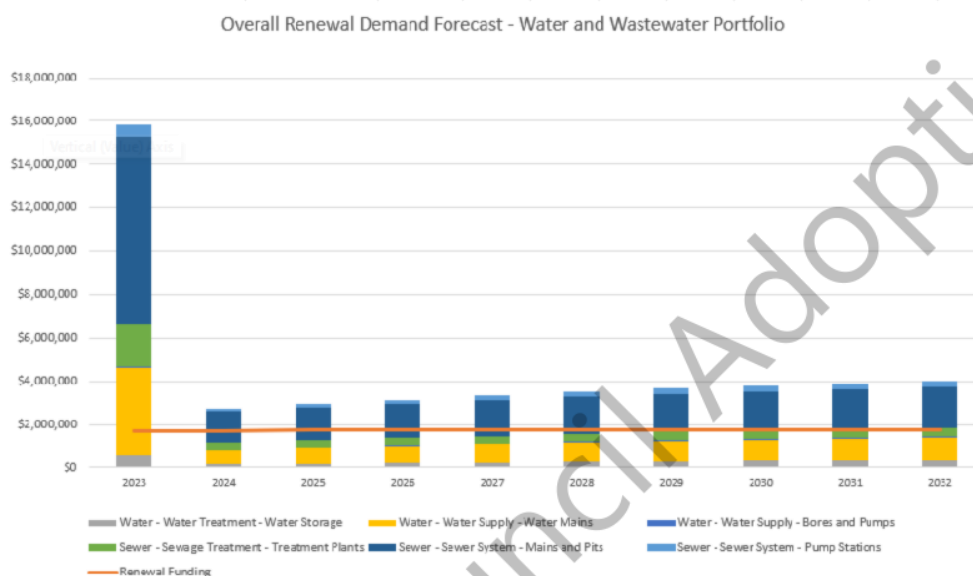*Figure 8 – Projected 10 Year Renewal Profile*

The table below shows the projected expenditures for the 10-year, Long Term Financial Plan. Expenditure projections are in 2020/21 today's dollar values.

Year	Water Total	Wastewater Total	TOTAL
2023	$4,661,705	$11,185,907	$15,849,635
2024	$834,873	$1,903,605	$2,740,502
2025	$933,537	$2,011,994	$2,947,556
2026	$1,029,202	$2,116,646	$3,147,874
2027	$1,120,069	$2,214,874	$3,336,970
2028	$1,204,846	$2,304,698	$3,511,572
2029	$1,282,628	$2,384,726	$3,669,383
2030	$1,353,006	$2,454,061	$3,809,097
2031	$1,415,054	$2,512,211	$3,929,296
2032	$1,469,179	$2,559,021	$4,030,232
2033	$1,515,191	$2,594,602	$4,111,826

Table 20 - Projected renewal demand expenditures for Long Term Financial Plan – Water and Wastewater Networks

8.   Plan Improvement and Monitoring

8.1   Status of Asset Management Practices

Council currently uses the following corporate information systems for recording relevant asset data and information:

Module	System
Customer Request Management	TechOne
Financial/Accounting	TechOne
Records Management	TechOne
Mapping (GIS)	Intramaps
Asset Register	TechOne
Strategic Asset Management	TechOne Strategic Asset Management Module (yet to be implemented for building assets)
Mobile Solutions	TechOne mobile platform (yet to be implemented for building assets)
Works Management	TechOne (yet to be implemented for water and sewer assets)

Table 21 – Overview of Corporate Systems

An asset management information system underpins asset management capacity and capabilities and is a key source of information for decision making, coordination of operations, and performance reporting. Council shall investigate options for its future asset management system, it is important that a clear road map is developed for the implementation of the functionality of this system which is either being performed by other non-integrated solutions or manual processes.

8.2   Improvement Plan

The asset management improvement plan generated from this asset management plan is shown below. The asset improvement program should be reviewed annually and updated as part of any future Water and Wastewater AMP development.

Improvement Category	Tasks / Processes	Timeframe	Responsibility	Status
STRATEGY	Develop a long-term strategy for the condition assessment and performance management of the network. Which incorporate upgrade planning and capacity assessment	2023/2024	Water and Sewer Services Asset Services	In Progress

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Improvement Category	Tasks / Processes	Timeframe	Responsibility	Status
	Investigate the need for a fit for purpose asset planning/ predictive tool which integrates asset register, condition and works management data and information to support informed strategic asset decision making.	2023/2024	Water and Sewer Services Asset Services	In Progress
LEVELS OF SERVICE	Develop a network inspection, defect, intervention, response time and risk management procedures in accordance with the WSAA conduit inspection code.	2023/2024	Water and Sewer Services Asset Services	Planning Stage
RISK MANAGEMENT	Review of water and sewer asset management maintenance and renewal programs for each asset class	2023/2024	Water and Sewer Services	Planning Stage
DATA	Develop a fit for purpose Asset Information Strategy which outlines the objectives and long-term strategy for asset information management throughout the asset lifecycle.	2022/2023	Asset Services	Planning Stage
	GIS system integration improvements	2023/2025	Asset Services	Planning Stage
	Consolidation of asset registers into Corporate Asset System	2023/2025	Asset Services	In Progress
FINANCIAL MANAGEMENT	Review balance of upgrade and renewal investment for water supply and wastewater networks.	2023/2024	Finance Asset Services	Planning Stage
OPERATIONS	Review asset maintenance specification and technical levels of service.	2023/2024	Water Services Asset Services Governance and Risk	Planning Stage

Table 22 – Asset Management Improvement Plan

Council's Executive Management Team will be responsible for determining the priority of the actions in this improvement plan and to allocate a responsible officer and to identify resource needs. This is

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to ensure that the implementation of these improvement actions align with Council's overall asset program.

8.3   Monitoring and Review Procedures

This Asset Management Plan will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The Asset Management Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the Long-Term Financial Plan.

The Asset Management Plan will have a life of four (4) years and will be completely reviewed and updated in order to inform the development of the Community Strategic Plan, the Operational and Development Plan, and the Long Term Financial Plan.

8.4   Performance Measures

Performance measures will be developed to ensure that work practices and the Asset Management Plan are reflective of each other.

The performance of the Asset Management Plan shall be monitored against the following criteria in accordance with the process detailed below.

- Maintenance and renewal programs - to confirm that allocated budget projects were delivered on time, within budget and to the specified level of service (see following item on delivery performance).
- Inspection programs - to confirm that they were undertaken as specified in the asset management plans and any other service level agreements which may be in operation including Council's.
- Scheduled condition surveys – to confirm that they were undertaken as required.
- Maintenance of asset information systems - to ensure that stored data is current and accurate.
- External factors - including legislative requirements, ongoing development of Council policies, plans, and other major system implementations, that may affect the contents of the asset management plan.

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DISABILITY INCLUSION ACTION PLAN

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Narrabri Shire Council wishes to acknowledge all those who contributed to the development of this plan.

We are grateful to those people with a disability, their carers, service providers, and community members who attended focus group meetings, individual interviews, or participated in the community workshop or filled out a survey.

Your contribution has enabled Council to identify community priorities and opportunities to be incorporated into the Disability Inclusion Action Plan towards an inclusive and accessible community.

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 a number of 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

Revision	Date	Description	Responsible Officer	Resolution
1.1	May 2021	Initial Draft	Nicola O'Neil	
1.2	May 20211	Review	Alice Gemmell-Smith	
1.3	July 2021	Update Draft	Nicola O'Neil	
1.4	April 2022	Review and Link 2022/2032 CSP	Alice Gemmell-Smith	
1.5	April 2022	Review	Donna Ausling	
1.6	May 2022	Endorsed for Public Exhibition	Scott Pollock	132/2022

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MESSAGE FROM THE MAYOR

Narrabri Shire Council is committed to working towards a strong and equitable community that is accessible and inclusive of everyone. I sincerely thank everyone that took the time to contribute to the development of this important plan.

The 2022/2026 Disability Inclusion Action Plan (the Plan) aligns the Shire's guiding principles of equity, fairness, genuine participation, and equal rights in the 2022/2032 Community Strategic Plan, with important key priorities identified through the *Disability Inclusion Act 2014* (NSW).

The Plan addresses a series of actions designed to actively address barriers faced by people with a disability by building on work previously undertaken by Council and harnessing new and emerging opportunities. The Plan establishes practical ways Council, and the community can ensure that local services, facilities and programs are inclusive and accessible. The Plan places a particular focus on community priorities, as identified through conversations held with people with a disability, their families, carers, and service providers.

The Plan recognises the underlying social responsibility of Local Government to promote the value of diversity and inclusion and to protect the rights of people with a disability.

Council is pleased to work with the NSW Government to improve access and inclusion for people with a disability and looks forward to all members of our community enjoying increased opportunities to participate in all aspects of life.

Yours faithfully,

Cr Ron Campbell

Mayor

ACKNOWLEDGEMENT OF COUNTRY

"Narrabri Shire Council acknowledges Traditional Owners of Country throughout Australia. We recognise the continuing connection to lands, waters, and communities of people of the Gamilaraay/Gamilaroi/Gomeroi/Kamilaroi Nation, and pay respect to their Elders past, present and emerging.

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

The Narrabri Shire has a rich history of culture. Council endeavours to unite the Community in preserving the unique heritage, celebrating community strengths and diversities, and achieving social justice by redressing past wrongs through Aboriginal Reconciliation

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."

STATEMENT OF COMMITMENT

Narrabri Shire Council (Council) is committed to promoting and developing an inclusive and accessible Shire for everyone, now and in the future. Throughout this document, those who have a disability (either temporary or permanent), will be referred to those who are 'living with disability' and does not include those who care for a person with a disability and those who have a family member with a disability, unless specified otherwise.

Council seeks to meet its legislative obligations under the following legislation to create truly inclusive communities:

- *Disability Discrimination Act 1992* (Cth)
- *Disability Discrimination Regulations 2019* (Cth)
- *Disability Inclusion Act 2014 (*NSW)
- *Disability Inclusion Regulation 2014* (NSW)
- *Anti-Discrimination Act 1977* (NSW)
- *Anti-Discrimination Regulation 2019* (NSW)

Council will do this by providing equitable opportunities for people who work, live and visit the Shire and commits to:

- Maintaining an ongoing dialogue and genuine consultation with people with a disability, their families, and carers;
- Improving inclusion and access to Council's facilities, programming, services, and public spaces; and
- Increasing awareness and understanding of access and inclusion issues within Council's workforce and the broader community.

The 2022/2026 Disability Inclusion Action Plan (2022/2026 DIAP) establishes a framework and priorities, as identified throughout community consultation sessions, to guide Council in developing a genuinely inclusive and accessible Shire.

The 2022/2026 DIAP is Council's second Disability Inclusion Action Plan. For the 2022/2026 DIAP, Council has extended its scope to embed inclusion and access as core considerations across all Council managed services and processes to deliver meaningful outcomes for people with a disability, their families, and carers.

Implementation of this plan will ensure ongoing improvements in the accessibility of Council facilities and services, public spaces and the development of inclusive programming and accessible information and continue to strengthen Councils ongoing commitment to inclusion and access.

SOME OF THE DISABILITY INCLUSION ACHIEVEMENTS FROM THE 2017/2021 DIAP

The 2017/2021 DIAP was successfully implemented and help shaped Council's forthcoming Operational Plans to help the Shire become more inclusive and accessible for all. Some of the more significant achievements and outcomes from the 2017/20221 DIAP are as follows:

- Created and successfully facilitating the Access and Inclusion Committee.
- Council's Community Grants Fund Policy and application process was reviewed to improve focus on access and inclusion.
- Successfully developed the Narrabri Shire Accessible Business Brochure that was distributed throughout the business community to increase awareness in the business community around inclusion.
- Strategies adopted to ensure that all capital works projects are consistent with inclusion and accessibility requirements (in addition to the relevant standards and legislation).
- Access and inclusion standards have been embedded into the Tourism Precinct Master Plan.
- Narrabri Shire Libraries have made available autism friendly resources to hire by the community.
- Council's Equal Employment Opportunity (EEO) Policy was reviewed to ensure it is in line with accessibility and inclusion requirements.
- Council continues to liaise with employment agencies to provide opportunities for people with a disability to increase their engagement of and understanding of Council employment opportunities.
- Easy Read, Audio and Electronic Versions of the 2017/2021 DIAP were developed and distributed.
- Large cross section of Council staff undertook training to become a Dementia Friend to raise awareness of and better assist customers with dementia.

UNDERSTANDING DISABILITY

The *Disability Discrimination Act 1992* (Cth) defines disability as:

- total or partial loss of the person's bodily or mental functions;
- total or partial loss of a part of the body;
- the presence in the body of organisms causing disease or illness;
- the malfunction, malformation or disfigurement of a part of the person's body;
- a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or
- a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment, or that results in disturbed behaviour.

And includes disability that:

- presently exists;
- previously existed but no longer exists;
- may exist in the future; or
- is imputed to a person (meaning it is thought or implied that the person has disability but does not).

Disabilities can present themselves in many forms and can result from a variety of ways (such as accidents, illnesses, or genetic disorders). A disability may affect mobility, ability to learn, or ability to communicate easily, and some people may have more than one. A disability may be visible or hidden, permanent or temporary or have minimal or substantial impact on a person's day-to-day life.

Whilst some people are born with disabilities, many develop disabilities throughout their lifetime. For example, a person may acquire a disability through an accident, or may develop a disability as they age. There is a strong relationship between age and disability; as people grow older, there is a greater tendency to develop conditions which cause disability as presented in Figure 1 below.

Figure 1. Australian Institute of Health and Welfare. (2020, September 23). *People with disability in Australia*. Retrieved from AIHW: https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/people-with-disability [14/4/2022]

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Who Are People with Disability?

Disability is a part of human diversity. Over four million people in Australia, (equating to nearly one (1) in six (6) people), have a disability; with an increased prevalence of disability in the ageing population as the risk of disability is greater in older age groups.[1] People with disability purchase consumer goods, have jobs, go on holidays, access information, and contribute to society in the same way that people without disability do; the difference is that people with disability often encounter significant barriers while trying to do the things that many of us take for granted.

Types of Disability

18% of the Australian population have a disability.[2] Of people with disabilities, an estimated 32% have severe or profound disability and 23% have mental or behavioural disabilities.

The breadth of impairments and medical conditions covered by the *Disability Discrimination Act 1992* (Cth) (DDA) are outlined below:

- Physical - affects a person's mobility or dexterity;
- Intellectual - affects a person's abilities to learn;
- Mental Illness - affects a person's thinking processes;
- Sensory - affects a person's ability to hear or see;
- Neurological – affects the person's brain and central nervous system;
- Learning disability;
- Physical disfigurement; or
- Immunological - the presence of organisms causing disease in the body.

To be deemed a disability, the impairment or condition must impact daily activities, communication or mobility or a combination of these and has lasted or is likely to last six (6) months or more.

People with disability are part of every aspect of our community: all ages, all socio-economic backgrounds and all cultural backgrounds. No two people's experience with the same disability is the same.

The only thing that distinguishes a person with disability is they may require some form of adaptation or adjustment to enable them to live in the same way as people without disability.

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[1] Australian Institute of Health and Welfare. (2020, December 8). *Disability and ageing Australian population patterns and implications*. Retrieved from AIHW: https://www.aihw.gov.au/reports/disability/disability-and-ageing-australian-population/contents/summary [14/4/2022].
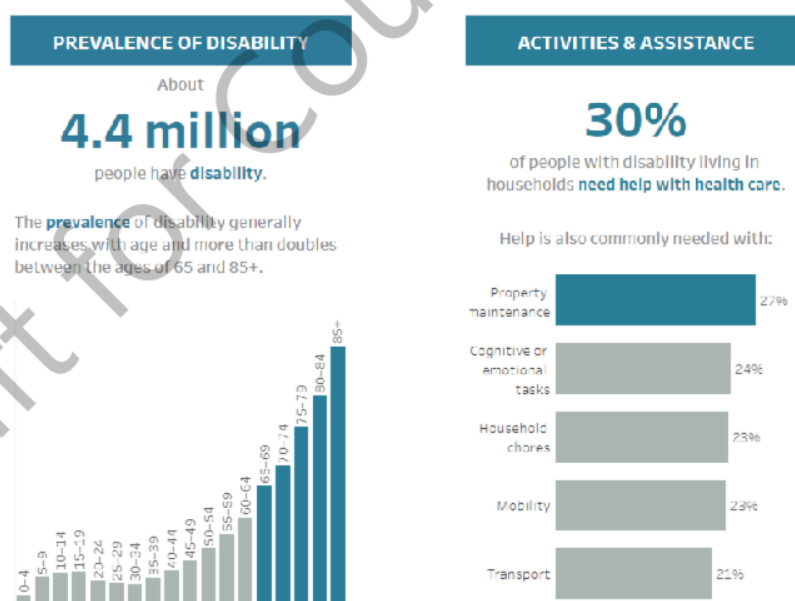
[2] Australian Institute of Health and Welfare. (2020, September 23). *People with disability in Australia*. Retrieved from AIHW: https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia.

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Employment and People with Disability

According to the National Disability Strategy (2011):

"Work is essential to an individual's economic security and is important to achieving social inclusion. Employment contributes to physical and mental health, personal wellbeing and a sense of identity. Income from employment increases financial independence and raises living standards."

Unfortunately, the rate of people living with disability that are unemployed is disproportional to those without disability. Approximately 48% of working aged people with a disability are employed compared with 79% of people without disability. Of the people with disability who are employed, there is representation across many occupations. Professionals, managers, and administrators are the largest occupational grouping, and this represents 22% of people with disability in employment. Clerical sales and service workers are the second largest grouping representing approximately 14%, and other occupational categories include labourers, technicians and trades workers.[3] 88% of employed people with disability do not require additional support from their employer to work and 83% of employed people with a disability do not need time off from work because of their conditions. However, 95% of working age people with disability who are unemployed or not in the labour force have more difficulty finding work.

BARRIERS TO DISABILITY INCLUSION

There are multiple barriers that can make it extremely difficult, or even impossible, for people with disability to function. Some of the most common barriers are:[4]

1. Attitudinal Barriers

Created by people who only see a person's disability. These attitudinal barriers can be witnessed through bullying, harassment, discrimination, intimidation, and fear. These barriers include low expectations of people with disabilities and contribute to other barriers.

2. Environmental Barriers

Inaccessible environments, natural or built, create disability by preventing inclusion. Examples of architectural or physical barriers include (but are not limited to):

- Footpaths and doorways that are too narrow for a person using a mobility device to enter;
- Desks that are too high or too low for a person who is using a mobility device; and
- Poor lighting that makes it difficult to see for a person with low vision or for a person who lip-reads; and
- Doorknobs that are difficult to grasp for a person with impairments to their motor skills (such as those with arthritis, injury, or congenital anomalies).

3. Institutional Barriers

Includes many laws, policies, practices, or strategies that discriminate against people with disabilities. Examples of organisational or systemic barriers include (but are not limited to):

- Denying reasonable adjustments to qualified individuals with disabilities, so they can perform the essential functions of the job for which they have applied or have been hired to perform; and
- Public transport being inaccessible to people with disability, which acts as a barrier in their day-to-day lives and reduces the ability of people with disabilities to participate fully in community life.

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[3] Australian Federation of Disability Organisations. (2022). Employment. Retrieved from afdo: https://www.afdo.org.au/about-australians-with-disability/employment/ [14/4/2022]

[4] Australian Federation of Disability Organisations. (2022). Social Model of Disability. Retrieved from afdo: https://www.afdo.org.au/social-model-of-disability/ [14/4/2022]

4. Communication Barriers

These are often experienced by people who have disabilities that affect hearing, speaking, reading, writing, and comprehension, and who use alternative ways to communicate (that often differ to those used by people who do not have a disability). Examples of communication barriers include (but are not limited to):

- Written messages may be inaccessible to people who are blind, or vision impaired from receiving the message because of:
  - Small print or no large-print versions of material, and
  - No Braille or electronic versions for people who use screen readers.
  - Auditory messages may be inaccessible to people who are deaf or have hearing loss from receiving the message because:
    - Videos do not include captioning or Auslan.
    - Complicated messages may be inaccessible to people with a cognitive disability from receiving the message because of the use of:
      - technical language,
      - long sentences, and
      - words with many syllables which are not provided in Plain Language or Easy English[4]

LEGISLATION AND STANDARDS

There is a range of Commonwealth and State legislation that actively supports access and inclusion for people with a disability making discrimination on the basis of disability unlawful.

Australia has voluntarily signed the United Nations (UN) Convention Optional Protocol on the Rights of people with a disability. Under international law, Australia is bound to comply with their provisions and to implement them domestically:

"...and reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms. It clarifies and qualifies how all categories of rights apply to persons with disabilities and identifies areas where adaptations have to be made for persons with disabilities to effectively exercise their rights and areas where their rights have been violated, and where protection of rights must be reinforced.

INTERNATIONAL

- United Nations Convention on the Rights of Persons with Disabilities

COMMONWEALTH

- *Australian Human Right Commission Act 1986*
- *Australia's Disability Strategy 2021-2031*
- *Disability (Access to Premises Standards – Buildings) Standards 2010*
- *Disability Discrimination Act 1992*
- *National Art and Disability Strategy 2009*
- *National Disability Insurance Scheme 2013*
- *National Standards for Disability Services 2014*

NSW

- *Anti-Discrimination Act 1977*
- *Carers (Recognition) Act 2010*
- *Disability Inclusion Act 2014*
- *Disability Standards for Accessible Public Transport 2002*
- *Local Government (General) Regulation 2005*
- *Local Government Act 1993*
- *NSW Government Disability Inclusion Plan*

THE CASE FOR INCLUSION

Inclusion benefits everyone.

As a community we are stronger with a diverse range of viewpoints, perspectives, and abilities. We are enriched through activities that advocate for and support inclusion.

Inclusion reduces disadvantage, isolation and discrimination and is the foundation of a connected and cohesive community. There are strong economic reasons for increasing the inclusivity for our communities and significant financial gains for both individuals and the business community when people are more engaged in meaningful, productive, and fulfilling employment.

Inclusion is only possible when communities are inclusive for all people, including those with physical, intellectual, cognitive, sensory disabilities and people with lived experience of mental health issues. Inclusive communities' benefit everyone by:

- Allowing for interaction and engagement of all members within the community;
- Reducing social isolation and improving mental health for people with a disability;
- Increasing economic gains for local business by expanding their customer base; and
- Improving physical health opportunities and outcomes for all.

"The new path along the creek and along the track at the West Lake is fabulous!".

-Community Member-

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ABOUT THE PLAN

Background

Council's DIAP is a four (4) year framework outlining key strategies and actions to be delivered by Council in its commitment to disability access and inclusion. The plan will assist in removing barriers and enable people with a disability to participate fully within their community.

Developing, implementing, and monitoring the DIAP within Council's Integrated Planning and Reporting (IPR) Framework allows Council to deliver improved services, facilities and programs to support people with a disability and their carers over the next four (4) years. The relationship between the DIAP and the Integrated Planning and Reporting framework is demonstrated in Figure 2.

Figure 2: Relationship between the DIAP and Integrated Planning and Reporting Framework

Purpose

The purpose of the DIAP is establish strategies and actions for Council and the community to deliver, to enable people with disability to have greater access to information, services and facilities throughout the Shire.

The plan focuses on the following four (4) key areas which require consistent efforts from government agencies and the wider community to meet the needs of people with a disability, their carers, older people, people with a temporary injury and parents with young children:

1. *Promoting positive community attitudes and behaviours;*

2. *Creating liveable communities;*

3. *Supporting access to meaningful employment; and*

4. *Improving access to services through better systems and processes.*

The focus for Council over the following four (4) years will therefore be to increase access to community information, upgrade facilities and improve how services are delivered to remove barriers to access and inclusion within the Narrabri Shire.

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The relationship between the national disability inclusion planning agenda and Local Government is shown in Figure 3.

Figure 3: Disability Planning Agenda flow diagram

The most recent legislation and amendments reflect a shift towards the view that, while a disability may affect the way that a person interacts with others and their environment, it should not define a person nor limit their capacity to become an integral part of the community.

Although the rights of a person with a disability have been defined as the same rights as those of all people since the early 1990s, it is understood that upholding these rights must include promotion of individual choice, universal access to services and facilities and inclusive communities that enable full participation in social, political, and economic aspects of life. It is important that all levels of government approach access and inclusion equitably to achieve greater fairness of outcomes and result in equality for all.

These cultural and philosophical developments are embedded in the *National Disability Insurance Scheme Act 2013* (Cth) (NDIS Act) and the *Disability Inclusion Act 2014* (NSW) which are complementary pieces of legislation that deal with funding of specialist support systems and community responsibility and response respectively. The *NDIS Act* defines how reasonable and necessary supports are provided for all people with a disability. The Act is administered by the National Disability Insurance Agency (NDIA) which implemented the NDIS in the Hunter New England area in 2016/2017.

The *Disability Inclusion Act 2014* (NSW) promotes the view that 'inclusion' is not only a goal for service providers and organisations (both public and private), but also a responsibility of the whole community. It legislates for the rights of people with a disability to full participation in every-day life, with enhanced community connection, independence, empowerment, and wellbeing. It is the role of Local Government through a DIAP to promote and support inclusion in their communities.

Guiding Principles

The vision for Narrabri Shire within the Narrabri Shire Community Strategic Plan is:

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

Council has, through the Integrated Planning and Reporting Framework identified four strategic directions which underpin planning for the next 10 years through the 2022/2032 Community Strategic Plan:

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

The role of Council

Council's role in the implementation of the DIAP will include:

PROVIDER: through the provision of essential community services and infrastructure delivery

ADVOCATE: by promoting and lobbying on behalf on the community to achieve desirable outcomes

FACILITATOR: by assisting interaction and forming strategic alliances to promote sustainability

ACCESS AND INCLUSION COMMITTEE

The Access and Inclusion Committee (the Committee) provides advice to Council on the development, implementation and review of Councils policies, strategies and plans regarding the inclusion of people with a disability.

The Committee brings together a wide range of community members and service providers encompassing a diverse scope of expertise. The Committee will:

- Monitor the implementation of the 2022/2026 DIAP;
- Provide advice and recommendations on Council policies, procedures and processes that impact on access and inclusion matters;
- Assist in the obtainment of funding for actions and projects identified in the 2022/2026 DIAP; and
- Assist Council in identifying opportunities to educate our community and raise awareness on access and inclusion matters.

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CONSULTATION

Council undertook community consultation within all major towns within the Shire, as well as publishing a survey that was able to be completed both online and in person. Community and stakeholder engagement in the development of the 2022/2026 DIAP has been key in identifying community priorities and addressing inclusion in all areas of Council's operations. Ideas and contributions of both individuals within the community as well as Council staff have been invaluable in informing strategies and actions within the 2022/2026 DIAP. A total of 80 community members were engaged face to face during community consultation sessions, 15 Council staff were spoken to about their specific areas and 70 survey responses received. In total, 165 people were engaged in the development of the 2022/2026 DIAP.

Community Consultation Sessions

BOGGABRI | Open Community Consultation Session
10.00am, 12 April 2021
Boggabri RSL, 77 Laidlaw Street, Boggabri NSW 2382

WEE WAA | Open Community Consultation Session
10.30am, 13 April 2021
Wee Waa Bowling Club, 69 Alma Street, Wee Waa NSW 2388

NARRABRI | Open Community Consultation Session
10.00am, 15 April 2021
Narrabri Bowling Club, 176 Maitland Street, Narrabri NSW 2390

NARRABRI | Service Provider Workshop
9.30am, 19 April 2021
The Crossing Theatre, Tibbereena Street, Narrabri NSW 2390

NARRABRI | Drop in Session
11.00am, 19 June 2021
Multipurpose Room, Narrabri Aquatic Centre, Tibbereena Street, Narrabri NSW 2390

Focus Group Session

Developing Positive Community Attitudes and Behaviours
10.00am, 20 April 2021
The Crossing Theatre, Tibbereena Street, Narrabri NSW 2390

Creating Liveable Communities
10.00am, 21 April 2021
The Crossing Theatre, Tibbereena Street, Narrabri NSW 2390

Supporting Access to Meaningful Employment
10.00am, 22 April 2021
The Crossing Theatre, Tibbereena Street, Narrabri NSW 2390

Improving Access to Mainstream Services
10.00am, 23 April 2021
The Crossing Theatre, Tibbereena Street, Narrabri NSW 2390

Disability Access and Inclusion Survey

The Disability Access and Inclusion Survey was published on Council's Website, promoted via Council's social media and made available in hard copy from Council's Administration Building and the Narrabri Shire Visitor Information Centre. It drew responses on a range of key issues allowing Council to better understand the community, the types of disabilities and areas of support required locally. A total of 70 surveys were received with some key learnings identified within the four (4) focus areas. These key learnings have been embedded into the 2022/2026 DIAP.

Identified Community Priorities

Several key themes were consistently identified throughout all of the consultations undertaken and in feedback received with issues raised across paths of travel, parking, access to facilities and businesses as well as access to meaningful and mainstream employment. Key issues and community priorities have been embedded into the 2022/2026 DIAP to guide and inform Council on ensuring it continues to work towards an inclusive and accessible community.

Some of the key community priorities identified across the Shire are:

- Footpaths and kerb ramps are uneven and difficult to navigate for people with a disability;
- Businesses can be difficult to access, sometimes not at all;
- Lack of footpaths connecting community to service centres;
- Grandstands and sports grounds are not easily accessible;
- Lack of functional disability parking and lack of pedestrian crossings;
- The community is supportive of people with a disability, but there needs to be greater understanding of what it means to be truly inclusive;
- Lack of services within the Shire's smaller towns and villages, including mental health services;
- There needs to be better employment opportunities for people with a disability and awareness of the benefits that people with a disability can bring to the workplace;
- Council facilities need to be more accessible and brought up to current standards
- Lack of inclusive/targeted activities, playgrounds and programmes;
- Lack of educational offerings for kids with a disability or additional needs; and
- There needs to be a better approach to distributing information so that everyone can have access to it when they need it, including better signage.

"People are supportive, but don't always understand what it means to be inclusive".

-Community Member

STRATEGIES AND ACTIONS

Key themes and strategies for the 2022/2026 DIAP are:

1. Developing positive community attitudes and behaviours

1.1 Improve staff awareness of disability issues in the community to provide responsive services for customers living with disability

1.2 Improve awareness of disability inclusion across the Shire

1.3 Establish partnerships which address community wide barriers to access and inclusion

1.4 Provide information in a manner and format which is inclusive

1.5 Celebrate positive inclusive practices and successful outcomes

2. Creating liveable communities

2.1 Continue upgrade Council assets to meet the requirements of the *Disability Discrimination Act*, relevant Australian Standards, and the National Construction Code

2.2 Contribute to liveable and accessible public spaces

2.3 Advocate for programs which aim to increase social inclusion and community connections

2.4 Develop an innovative approach to assisting people with a disability to navigate the Shire

2.5 Advocate for innovative and inclusive spaces, services, and programmes

2.6 Review provisions of mobility parking spaces within main CBD areas of the Shire

2.7 Keep the local business community informed of opportunities to be more inclusive and accessible

2.8 Deliver inclusive events and implement strategies to ensure continuous improvement in this area

3. Access to meaningful employment

3.1 Develop employment opportunities within Council for people with a disability

3.2 Improve organisational capacity to support a diverse workforce and support those living with disability (including carers)

3.3 Provide volunteering opportunities for people with all abilities to increase employment opportunities

4. Equitable access to mainstream services through better systems and processes

4.1 Ensure Council undertakes accessible and inclusive community engagement

4.2 Promote a culture of responsive customer service

4.3 Continuously improve Council's regulatory processes to achieve outcomes those living with disability

4.4 Champion inclusive events and community programs

FOCUS AREA 1: Developing positive community attitudes and behaviours

Attitudes towards, and beliefs about people with a disability are important determinants of social inclusion. Council is committed to championing positive attitudes and behaviours that embrace diversity and is respectful of the disability community.

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBLITY	CSP LINKS
1.1 Improve staff awareness of disability issues in the community to provide responsive services for customers with a disability	1.1.1	Develop and implement procedures for all front-line customer service staff to improve service delivery and complaints handling for people with a disability	• Procedures developed and implemented • Increased satisfaction of dealing with Council's customer service	2023/2024	Manager Community Relations	Strategy 4.3.1: Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles
	1.1.2	Implement disability awareness training for all staff and include in Council's onboarding process	• Disability awareness training included in onboarding for all new staff • Appropriate training identified, implemented, and delivered • Increased understanding and empathy from Council staff	2022/2023	Manager Human Resources	Strategy 4.3.3: Deliver reliable and quality services through innovation and continuous improvement
	1.1.3	Disability awareness training for councillors	• Incorporated into Councillor onboarding and standard e-learning lessons • Increased awareness of appropriate behaviour and empathy from councillors	Ongoing	Manager Human Resources Senior Management Team	Strategy 4.2.4: Deliver high quality and informative customer service
1.2 Improve awareness of disability inclusion within the Shire	1.2.1	Use Councils social media, publications, events and sponsorship opportunities to promote inclusion of all people	• Increased Council publications/social media embracing diversity • Increased feeling of inclusion by all people	Ongoing	Manager Community Relations	Strategy 4.1.3: Increase awareness of Council's role in the community including the services and facilities provided

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBLITY	CSP LINKS
1.3 Establish partnerships which address community wide barriers to access and inclusion	1.3.2	Partner with community organisations and groups to promote events, activities, and services as inclusive	• Partner with community groups, industry and service providers as appropriate events are identified • Increased inclusiveness of events	Ongoing	Manager Community Development	Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire
	1.3.3	Develop publicly available disability inclusion guides to assist community, cultural and sporting events	• Disability Inclusion Guide produced • Increased accessibility and enjoyment of events	2023/2024	Manager Community Development	Strategy 1.1.1: Support, encourage and enhance health and wellbeing services and programs across the Shire
	1.3.4	Support the development of a Disability Interagency Committee to assist in identifying and lobbying for service gaps within the disability sector	• Community led Disability Interagency Committee established • Decreased service gaps in the disability sector • Improved access to services for people with disabilities	2022/2023	Manager Community Development	Strategy 4.2.2: Work cooperatively and appropriately with external parties to advocate for the community's best interests
1.4 Provide information in a manner and format that is inclusive	1.4.1	Utilise and promote best practice principles for inclusive communication (both written and verbal)	• Identify and promote best practice principles for inclusive communication • Improved communication and understanding for all parties	Ongoing	Council Wide	Strategy 4.3.1: Ensure policies and procedures are effective and implemented in accordance with legislative requirements and best practice principles
1.5 Celebrate positive inclusive practices and successful outcomes	1.5.1	Promote Councils projects that improve access to services, facilities, and public places through a range of Council communications	• Promotions occur when available • Increased access to and useability of services, facilities and public places	Ongoing	Manager Tourism and Manager Community Relations	Strategy 3.2.2: Promote the Shire as an attractive environment to invest, visit and live

FOCUS AREA 2: Creating liveable communities

Council will contribute to, and advocate for a liveable and welcoming Shire, to create and support communities in which people have the opportunity to live, learn, work and play, to feel safe, to belong, to raise a family and grow older. To create opportunities for social connection and engagement and improve the quality of personal, social and business interactions, that enhance everyone's social and emotional wellbeing.

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBLITY	CSP LINKS
2.1 Continuously upgrade council assets to meet the requirements of the *Disability Discrimination Act*, relevant Australian Standards, and the National Construction Code	2.1.1	Perform initial audit of all Council managed and publicly accessible assets.	• Develop a list of assets and what improvements are required to ensure they are *Disability Discrimination Act* (DDA) Compliant and abide by AS1428.1 • Improved knowledge of Council assets and how they can be improved • More accessible assets	2024/2025	Manager Property Services	Strategy 4.3.2: Sustainably manage Council's finances, assets and workforce
	2.1.2	Identify and prioritise public buildings that require access audits in accordance with Australian Standard 1428.1 – Access to Premises standards	• Prioritise buildings which have been identified and accessibility audits completed • Public buildings are easier to access and people with disabilities can be more easily included in their use	2024/2025	Manager Property Services	Strategy 1.2.3: Ensure an accessible Shire for all
	2.1.3	Review the Pedestrian Access and Mobility Plan to ensure all pedestrian transport infrastructure works undertaken by Council are in accordance with current legislation and standards	• Plan review completed • Increased ability of disabled community to access and enjoy the Shire	Ongoing	Manager Design Services	Strategy 1.2.3: Ensure an accessible Shire for all

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBLITY	CSP LINKS
2.2 Contribute to liveable and accessible public spaces	2.2.1	Assess the need for specialised disability training.	• Staff who require training are identified and specialist training is delivered • Staff are provided with the resources to provide more inclusive services	Ongoing	Manager Human Resources	Strategy 4.2.4: Deliver high quality and informative customer service
	2.2.2	Provide safer and more accessible pedestrian transport infrastructure (such as pathways) through innovative design approaches	• Identify and implement features (such as appropriate ramps, fencing and bollards) to make the Shire's pedestrian transport infrastructure network safer • People with disabilities can participate in and experience the community in a easier and safer way.	Ongoing	Manager Parks and Opens Spaces Manager Road Services	Strategy 1.2.3: Ensure an accessible Shire for all
2.3 Advocate for programs which aim to increase social inclusion and community connection	2.3.1	Advocate for and participate in accessible and inclusive community events	• Inclusive and accessible projects, initiatives, and events identified and supported where possible and appropriate • Include access and inclusion considerations in all event applications • Increased visibility and prevalence of accessible and inclusive events	Ongoing	Manager Cultural Facilities	Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire
	2.3.2	Promote the benefits of accessible business practices through Business and Industry associations	• Business/Industry associations identified, and benefits promoted • Increased business opportunities for people with disabilities • Easier access to goods and services	Ongoing	Manager Economic Development	Strategy 3.1.2: Actively engage with and support capacity building opportunities for local businesses and innovators
	2.3.4	Raise awareness for local sporting, recreation, and cultural programs with the	• Resources developed and distributed	2022/2023	Manager Tourism and Community Development	Strategy 1.1.1: Support, encourage and enhance health and wellbeing

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBLITY	CSP LINKS
		aim of increasing inclusion and access across represented sporting codes	• People with disabilities having an increased ability and inclusion in sports and sport communities			services and programs across the Shire
2.4 Develop an innovative approach to assisting people with a disability to navigate the Shire	2.4.1	Investigate the implementation of an online accessibility map (existing or developed) that enables people of all abilities to navigate communities with greater confidence, independence, and dignity	• Accessibility map developed and integrated into current Council platforms (for example. Council websites, on social media) • Increased visibility and participation in community by people of all abilities	2023/2024	Manager Tourism and Community Development	Strategy 4.3.3: Deliver reliable and quality services through innovation and continuous improvement
	2.4.2	Develop Accessibility Tourism Strategy	• Tourism Strategy Developed • Increased welcoming for and tourism from people of all abilities	2023/2024	Manager Tourism and Community Development	Strategy 4.1.1: Ensure all operations are pre-planned and executed in the best interests of the community
	2.4.3	Integrate accessibility information into the Visit Narrabri promotional material	• Develop a "Visit Accessible Places" brochure • Include information regarding a tourist's destinations accessibility into the next review of the Explore Narrabri Visitor Information Guide • Increased accessibility and tourism from people of all abilities	2022/2023	Manager Tourism and Community Development	Strategy 3.2.2: Promote the Shire as an attractive environment to invest, visit and live
2.5 Advocate for innovative and inclusive spaces, services, and programmes	2.5.1	Ensure that the Tourist Hub Development includes inclusive and accessible play spaces and disability standards are considered throughout all phases of the project	• Tourist Hub concept and design contains inclusive and accessible play areas • Increased ability of children of all abilities to socialise and relax in play spaces • Develop and design safer and more inclusive play spaces	2023/2024	Manager Parks and Opens Spaces, Manager Road Services	Strategy 1.2.2: Develop, maintain, and enhance quality community spaces and facilities

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBLITY	CSP LINKS
	2.5.2	Investigate the feasibility of an Assisted Household Waste Collection Service	• Assisted Household Waste Collection Service successfully investigated • Improved health and amenity of people who may find disposal of household waste difficult	2024/2025	Manager Waste Services	Strategy 4.3.3: Deliver reliable and quality services through innovation and continuous improvement
	2.5.3	Advocate for a School for Specific Purpose (SSP) to be established in Narrabri to provide specialist and dedicated support for students with moderate to high learning needs and who meet the NSW Department of Education disability Criteria	• Community needs analysis undertaken, viability of a School for Specific Purpose has been examined and presented to the NSW Department of Education • Improved access to education and education support for higher needs students • Future improved livelihood prospects	2023/2024	Manager Tourism and Community Development	Strategy 3.1.4: Advocate for and support diverse education and personal development opportunities to ensure available skills meet local demand
2.6 Review provisions of mobility parking spaces within main CBD areas of the Shire	2.6.1	Undertake an audit of disabled access parking spaces to maximise access and inclusion outcomes that meet standards and functionality	• Audit undertaken • Strategies to maximise outcomes identified • Improved disabled access parking spaces and people who need them can use them more easily	Ongoing	Manager Design Services	Strategy 1.2.3: Ensure an accessible Shire for all
2.7 Keep local business community informed of opportunities to be more inclusive and accessible	2.7.1	Council to provide funding information to the local business community to improve inclusion and accessibility	• Grants identified and distributed • GrantGuru platform developed and launched • Businesses can upgrade their facilities to improve inclusion and accessibility	Ongoing	Manager Tourism and Community Development	Strategy 3.3.2: Revenue from grants and funding programs is maximised and responsibly managed

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBLITY	CSP LINKS
2.8 Deliver inclusive events and implement strategies to ensure continuous improvement	2.8.1	Develop a program of events that encourage and increase attendance and participation of people with a disability	• Council events are inclusive, and programming supports attendance of all people across the shire • Increased accessibility and inclusivity to enable more people with living with disability to attend and participate in more events	Ongoing	Manager Cultural Facilities	Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire

FOCUS AREA 3: Access to meaningful employment

Council will be a leader in promoting and developing a diverse workplace and culture, leading by example as an employer committed to social justice and inclusion.

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBILITY	CSP LINKS
3.1 Develop employment opportunities within Council for people with a disability	3.1.1	Develop inclusive employment opportunities by removing any barriers identified within the recruitment processes	• Policies reviewed and in line with legislative requirements and identified barriers removed • Increased understanding of the perceptions and needs of people living with disability throughout Council's operations.	2022/2023	Manager Human Resources	Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce
	3.1.2	Work with Disability Employment Services to assist in the recruitment and retention of people with a disability, injury, or health condition	• Disability Employment Services engaged • Decrease of people being unable to remain employed due to a disability, injury, or health condition	Ongoing	Manager Human Resources	Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce
	3.1.3	Develop and conduct Recruitment Workshops for people of all abilities to increase understanding the local government recruitment process	• Recruitment workshops developed and implemented • Increased understanding of the perceptions and needs of people living with disability throughout Council's operations. • Increased ability of people to understand and participate in the local government	2022/2023	Manager Human Resources	Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce
	3.1.4	Develop an Easy Read fact sheet for people considering applying for a job with local government	• Easy read fact sheet developed and distributed • Increased opportunity for people of all abilities to seek employment at the Council	2022/2023	Manager Human Resources	Strategy 4.3.2: Sustainably manage Council's finances, assets, and workforce

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	3.1.5	Promote work experience opportunities for students and people with a disability to encourage employment opportunities within Council	• Work experience program developed and implemented; work experience opportunities provided • Increased opportunity for people of all abilities to seek employment at Council	Ongoing	Manager Human Resources	Strategy 3.1.4: Advocate for and support diverse education and personal development opportunities to ensure available skills meet local demand
3.2 Improve organisational capacity to support a diverse workforce and support those living with disability (including carers)	3.2.1	Engage with staff who identify as having a disability to better understand and meet their needs and identify needs and support required for carers for people with a disability	• Voluntary internal survey developed and distributed • Improved ability of staff living with disability to feel comfortable at work and fulfill their obligations	Ongoing	Manager Human Resources	Strategy 4.3.4: Provide a safe and healthy working environment
	3.2.2	Facilitate specialist training to managers and supervisors to support staff with a disability	• Specialist training identified and provided • Staff with disabilities feel supported • Managers and supervisors are provided with the tools to assist staff with a disability feel comfortable at work and do their work	Ongoing	Manager Human Resources	Strategy 4.3.4: Provide a safe and healthy working environment
3.3 Provide volunteering opportunities for people with all abilities to increase employment opportunities	3.3.1	Review volunteering policy to ensure Council volunteering opportunities are accessible and inclusive	• Policy Reviewed • Increased opportunity for people of all abilities to participate in Council processes • Increased inclusion of new volunteers	2021/2022	Manager Governance and Risk	Strategy 1.3.2: Empower the community's volunteers

| | 3.3.2 | Undertake a marketing campaign to encourage a diverse range of people to volunteer for Council | • Marketing Campaign undertaken and volunteer base for Council has increased, including people with a disability
• Increased opportunity for people of all abilities to participate in Council processes | Ongoing | Manager Tourism and Community Development | Strategy 1.3.2: Empower the community's volunteers |

FOCUS AREA 4: Equitable access to mainstream services through better systems and processes

Council will continue to improve its capacity to assist our community to gain access to information and council services. Council encourages the community to actively participate and partner with Council for improved decision making and service delivery.

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBILITY	CSP LINKS
4.1 Ensure Council undertakes accessible and inclusive community engagement	1.1.1	Review Community Engagement Strategy and processes to deliver improved access and participation in community consultation sessions	• Review completed • Increased variety of types of people with different ability levels giving their perspectives	2023/2024	Manager Governance and Risk	Strategy 4.2.1: Communicate and engage with the community regarding decision-making
	4.1.2	Identify key Council publications and communications that can be made into multiple formats	• Key Council publications and communications reviewed • People with different ability levels can find a suitable format	Ongoing	Manager Community Relations	Strategy 4.3.3: Deliver reliable and quality services through innovation and continuous improvement
	4.1.3	Improve the community directory to include information on accessibility included	• Community Directory reviewed and accessible options identified • More accessible options available and council can access that when making decisions	2024/2025	Manager Tourism and Community Development	Strategy 4.1.3: Increase awareness of Council's role in the community including the services and facilities provided
	4.1.4	Provide links on Council's website to relevant disability inclusion information	• Website reviewed and updated accordingly • More accessible disability resources	2022/2023	Manager Tourism and Community Development	Strategy 4.1.3: Increase awareness of Council's role in the community including the services and facilities provided
4.2 Promote a culture of responsive customer service	4.2.1	Include accessibility as an indicator on the biennial customer satisfaction survey	• Community Satisfaction Survey includes accessibility as an indicator • Improved satisfaction when dealing with Council customer service from people with disabilities	Biennial	Manager Community Relations	Strategy 1.2.3: Ensure an accessible Shire for all

STRATEGY	ACTION		OUTCOME	DELIVERY	RESPONSIBILITY	CSP LINKS
	4.2.2	Promote the National Relay Service to customer service teams	• Customer Service Team understands and uses the National Relay Service • Hard-of-hearing people can better access customer service over telephone	Ongoing	Manager Community Relations	Strategy 4.2.4: Deliver high quality and informative customer service
4.3 Continuously improve regulatory processes within the organisation to achieve outcomes for those living with a disability	4.3.1	Audit project management process to ensure disability standards and guidelines are considered for capital works projects	• Disability Standards become a consideration for all capital works projects from inception • Increased ability to access buildings and use them for people with disabilities	2022/2023	Manager Projects and Assets	Strategy 1.2.3: Ensure an accessible Shire for all
4.4 Champion inclusive events and community programs	4.4.1	Review and update Council's event management processes and procedures to include access and inclusion criteria and information	• Event management processes and procedures updated and distributed • Events will be more inclusive and accessible	2022/2023	Manager Cultural Facilities	Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire
	4.4.2	Review and update Councils Events Application to include accessibility considerations within site plan	• Site plan requirements include accessibility requirements • Events will be more inclusive and accessible	2022/2023	Manager Cultural Facilities	Strategy 3.2.3: Develop and support a variety of events and tourism opportunities in the Shire
	4.4.3	Include if a person is living with disability as an indicator on the biennial customer satisfaction survey	• Data obtained through Council's Community Satisfaction Survey. • The ability to better understand the quantified need for increased inclusivity in townships across the Shire • Better visibility for people with disabilities	Biennial	Manager Community Relations	Strategy 4.2.2: Work cooperatively and appropriately with external parties to advocate for the community's best interests

IMPLEMENTATION

The actions in this plan are designed to allow for flexibility in how the outcomes will be achieved over the life span of the plan. Indicative timeframes for the commencement of actions or projects have been identified as part of the planning process. Commencement dates for projects will be confirmed annually as they are further developed, and budgets and resources are allocated for their delivery.

GOVERNANCE

Narrabri Shire Council is committed to inclusion and the incorporation of the actions into the Delivery Program and Annual Operational plans. The annual report will provide information on achievements based on the measurable outcomes for each of the actions. The implementation of the Disability Inclusion Action Plan 2021-2025 will be overseen by the Tourism and Community Development Team, assisted by the Access and Inclusion Committee. Relevant sections within Council will be required to ensure implementation and/or consideration of actions relevant to their sections. Progress and outcomes will be reported annually as part of the Narrabri Shire Annual report with a copy being provided to the Minister for Family and Community Services as required under the *Disability Inclusion Act 2014* (NSW)

MONITORING PROGRESS

Council will regularly measure and report against the action within this plan. However, over the life span of the plan projects and priorities may change to be in line with changing community needs and expectations. Identified projects may not be required and new opportunities may emerge. Regular monitoring and annual progress reporting will consider:

- The quality and success of implementation of actions to date
- Modification of strategies as required to achieve specific objectives within the plan

MEASURING SUCCESS

The Access and Inclusion Committee review progress of actions quarterly and monitors performance and outcomes against the objectives of the plan. The Annual report reporting on the Disability Inclusion Action Plan 2021-2025 will be open for the community to view and respond to. Council is committed to ongoing and regular consultation with the community in measuring the success of the objections and actins set within this plan.

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:

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NARRABRI SHIRE
DISCOVER THE POTENTIAL

Local Government Remuneration Tribunal

Annual Report and Determination

Annual report and determination under sections 239 and 241 of the Local Government Act 1993

20 April 2022

NSW Remuneration Tribunals website

Local Government Remuneration Tribunal

Contents

1

Local Government Remuneration Tribunal

Executive Summary

The *Local Government Act 1993* (LG Act) requires the Local Government Remuneration Tribunal ("the Tribunal") to report to the Minister for Local Government by 1 May each year on its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

Categories

The Tribunal found the allocation of councils into the current categories appropriate. Criteria for each category is published in Appendix 1. These categories have not changed further to the extensive review undertaken as part of the 2020 review.

Fees

The Tribunal determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

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Local Government Remuneration Tribunal

Section 1   Introduction

1. Section 239 of the LG Act provides that the Tribunal determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories.

2. Section 241 of the LG Act provides that the Tribunal determine the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils for each of the categories determined under section 239.

3. Section 242A(1) of the LG Act, requires the Tribunal to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission.

4. The Tribunal can also determine that a council can be placed in another existing or new category with a higher range of fees without breaching the Government's Wages Policy as per section 242A (3) of the LG Act.

5. The Tribunal's determinations take effect from 1 July each year.

Section 2   2021 Determination

6. The Tribunal received 18 submissions which included 9 requests for re-categorisation. At the time of making its determination, the Tribunal had available to it the Australian Bureau of Statistics 25 March 2020 population data for FY2018-19. The Tribunal noted the requirement of section 239 of the LG Act that it must determine categories for councils and mayoral offices at least once every 3 years. It noted that the Tribunal had conducted an extensive review in 2020 and decided that the categories would next be considered in 2023.

7. The Tribunal found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's finding had regard to the 2020 review, the current category model and criteria and the evidence put forward in the received submissions.

8. In regard to fees, the Tribunal determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Section 3   2022 Review

Process

9. In 2020, the categories of general purpose councils were determined as follows:

Metropolitan	Non-Metropolitan
• Principal CBD	• Major Regional City
• Major CBD	• Major Strategic Area
• Metropolitan Large	• Regional Strategic Area
• Metropolitan Medium	• Regional Centre
• Metropolitan Small	• Regional Rural

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Local Government Remuneration Tribunal

	• Rural

10. The Tribunal wrote to all mayors or general managers and LGNSW on 14 October 2021 to advise of the commencement of the 2021 review and invited submissions regarding recategorisation, fees and other general matters. The Tribunal's correspondence advised that an extensive review of categories was undertaken in 2020 and, as this was only legislatively required every three years, consideration would be next be given in 2023. The correspondence further advised that submissions requesting to be moved into a different category as part of the 2022 review would require a strong case supported by evidence that substantiates that the criteria for the requested category is met.

11. Seven submissions were received from individual councils and one submission was received from LGNSW. The Tribunal noted that several of the submissions had not been endorsed by their respective councils. The Tribunal also met with the President, Chief Executive and Senior Manager of LGNSW.

12. The Tribunal discussed the submissions at length with the Assessors.

13. The Tribunal acknowledged previous and ongoing difficulties imposed by COVID19 and natural disasters on councils.

14. The Tribunal also acknowledged submissions from councils in regional and remote locations that raised unique challenges, such as travel and connectivity, experienced by mayors and councillors in those areas.

15. A summary of the matters raised in the received submissions and the Tribunal's consideration of those matters is outlined below.

Categorisation

16. Five council submissions requested recategorisation. Three of these requests sought the creation new categories.

Metropolitan Large Councils

17. Penrith City Council acknowledged that categories were not being reviewed until 2023. However, the Council reiterated their previous year's position and contended that their claim for the creation of a new category of "Metropolitan Large – Growth Centre" continues to be enhanced through their leading role in the Western Sydney City Deal. Council's submission further stated that the participation in the Deal demonstrated the exponential growth that will occur in the Penrith Local Government Area.

18. Blacktown City Council requested the creation of a new category "Metropolitan Large – Growth Area". Council stated that the current criteria for "Metropolitan Large" does not reflect the Council's size, rate of growth and economic influence.

Council based its argument for a new category on the following grounds:

- Significant population growth. Current estimated population of 403,000 with an expected population of 640,000 in 2041.
- Blacktown being critical to the success of the Greater Sydney Region Plan while also being part of the fastest growing district for the next 20 years.
- 4th largest economy in NSW – as of 30 June 2020, Gross Regional Product (GRP) was $21.98 billion, comparatively City of Parramatta was $31.36 billion.
- Undertaking of several transformational projects to increase economy and services. Examples include the redesign of Riverstone Town Centre, Australian Catholic University establishment of an interim campus for up to 700 undergrads

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Local Government Remuneration Tribunal

with a permanent campus to open by 2024, the $1 billion Blacktown Brain and Spinal Institute proposal and Blacktown International Sports Park Masterplan to provide a first-class multi-sport venue.

- Expansion in provision of services such as childcare, aquatic and leisure centres.
- Diversity of population.

Non-Metropolitan Major Regional City Councils

19. Newcastle Council requested clarification regarding City of Newcastle's status as either Metropolitan or Regional, noting that while City of Newcastle is classified as a "Major Regional City", the Newcastle Local Government Area is often exempt from both regional and metropolitan grant funding due to inconsistencies in classification. Council sought review on the following grounds:

- Size of council area 187km² (in comparison of Parramatta Council 84km²).
- Physical terrain.
- Population and distribution of population.
- Nature and volume of business dealt with by Council.
- Nature and extent of development of City of Newcastle.
- Diversity of communities served.
- Regional, national and international significance of City of Newcastle.
- Transport hubs.
- Regional services including health, education, smart city services and public administration.
- Cultural and sporting facilities.
- Matters that the Tribunal consider relevant

Regional Centre

20. Tweed Shire Council requested to be reclassified as a "Regional Strategic Area" on the following grounds:

- Proximity to the Gold Coast City and Brisbane.
- Proximity to Sydney via the Gold Coast airport.
- Tweed being the major population and city centre for the Northern Rivers Joint Organisation.
- Tweed being the largest employer and strongest growth area in the Northern Rivers.

Non-Metropolitan Rural Councils

21. Murrumbidgee Council requested recategorisation to "Regional Rural" as they are a product of the merger of the former Jerilderie Shire Council and the former Murrumbidgee Shire Council. Council also suggested that the criteria for "Regional Rural" is amended to:

- Councils categorised as Regional Rural will typically have a minimum residential population of 20,000 or can demonstrate one of the following features...."
  - the product of the 2016 amalgamation where two or more Rural classified Local Governments Areas merged.

Findings - categorisation

22. The Tribunal assessed each Council's submission and found that the current categories and allocation of councils to these categories remained appropriate. The Tribunal's findings had regard to the 2020 review, the current category model and

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Local Government Remuneration Tribunal

criteria and the evidence put forward in the received submissions.

23. Having regard to the requirements of sections 239 and 240 of the LG Act, the Tribunal did not find that any council's submission was strong enough for a change in category or for the creation of a new category.

24. The Tribunal did note, however, that some councils may have a better case for recategorisation at the next major review of categories in 2023.

25. The Tribunal was of the view that the 2023 determination and review of categories as required by s239 (1) of the LG Act will see more requests from councils for recategorisation and possible determination of new categories. The Tribunal and Assessors may benefit from visits to meet regional organisations of councils and direct opportunities for input from Mayors and general managers in this regard.

Fees

26. In determining the maximum and minimum fees payable in each of the categories, the Tribunal is required by section 242A of the LG Act, to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under section 146C of the *Industrial Relations Act 1996* (IR Act), when making or varying awards or orders relating to the conditions of employment of public sector employees.

27. Pursuant to section 146C(1)(a) of the IR Act, the current government policy on wages is expressed in the Industrial Relations (Public Sector Conditions of Employment) Regulation 2014 (IR Reg.). The IR Reg. provides that public sector wages cannot increase by more than 2.5 per cent per annum. The Tribunal therefore has the discretion to determine an increase of up to 2.5 per cent per annum.

28. Submissions that addressed fees sought an increase of a maximum of 2.5 per cent per annum or greater. These submissions raised issues such as comparative remuneration, cost of living and increasing workloads. One submission also suggested that higher fees are required to attract a higher standard of candidates to council roles.

29. The LGNSW submission contained 3 parts. The first part of the submission supported an increase of 2.5 per cent per annum in remuneration, but further argued that the maximum increase is inadequate and does not address the historical undervaluation of work performed by mayors and councillors, and the substantial expansion of their responsibilities and accountability in recently years. LGNSW used the following economic indexes and wage data in support of their argument:
   - Consumer price index (CPI)
   - National and state wages cases
   - Wage increases under the *Local Government (State) Award 2020.*

30. The second part of LGNSW's submission addressed inequity and impacts of low remuneration. It was supported by the research paper "Councillor perspectives on the (in)adequacy of remuneration in NSW local government: Impacts on well-being, diversity and quality of representation" (the "ANU Paper"), written by Associate Professor Jakimow of the Australian National University. A key finding of the ANU Paper was that "current remuneration levels are perceived as inadequately reflecting the extent and nature of council work." The finding was derived from the undertaking of

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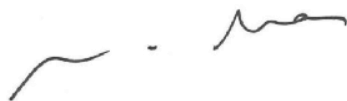
Local Government Remuneration Tribunal

a survey of councillors and mayors. The paper suggests that there is a disconnect between workload and remuneration and this was identified as the most frequent argument for increasing the current rate.

31. The third and final part of LGNSW's submission compared the minimum and maximum rates of NSW mayor and councillor remuneration to the remuneration of directors and chairpersons of comparable government bodies and not-for-profits, mayors and councillors in Queensland and members of the NSW Parliament. The submission contended that NSW mayor and councillor remuneration is below that of their counterparts.

32. Following the most recent review by the Independent Pricing and Regulatory Tribunal (IPART) the amount that councils will be able to increase the revenue they can collect from rates will depend on their level of population growth. IPART has set a 2022-23 rate peg for each council, ranging from 0.7 to 5.0 per cent. IPART's rate peg takes into account the annual change in the Local Government Cost Index, which measures the average costs faced by NSW councils, in addition to a population factor based on each council's population growth.

33. Employees under the *Local Government (State) Award 2020* will receive a 2 per cent per annum increase in rates of pay from the first full pay period to commence on or after 1 July 2022.

34. The Tribunal has determined a 2 per cent per annum increase in the minimum and maximum fees applicable to each category.

Conclusion

35. The Tribunal's determinations have been made with the assistance of Assessors Ms Kylie Yates and Ms Melanie Hawyes.

36. It is the expectation of the Tribunal that in the future all submissions have council endorsement.

37. Determination 1 outlines the allocation of councils into each of the categories as per section 239 of the LG Act.

38. Determination 2 outlines the maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils as per section 241 of the LG Act.

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Dated: 20 April 2022

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Section 4　　2021 Determinations

Determination No. 1 - Allocation of councils into each of the categories as per section 239 of the LG Act effective from 1 July 2021

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)
Sydney

Major CBD (1)
Parramatta

Metropolitan Large (12)
Bayside
Blacktown
Canterbury-Bankstown
Cumberland
Fairfield
Inner West
Liverpool
Northern Beaches
Penrith
Ryde
Sutherland
The Hills

Metropolitan Medium (8)
Campbelltown
Camden
Georges River
Hornsby
Ku-ring-gai
North Sydney
Randwick
Willoughby

Metropolitan Small (8)
Burwood
Canada Bay
Hunters Hill
Lane Cove
Mosman
Strathfield
Waverley
Woollahra

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Table 2: General Purpose Councils - Non-Metropolitan

Major Regional City (2)	Major Strategic Area (1)	Regional Strategic Area (1)
Newcastle	Central Coast	Lake Macquarie
Wollongong		

Regional Centre (24)		Regional Rural (13)
Albury	Mid-Coast	Bega
Armidale	Orange	Broken Hill
Ballina	Port Macquarie-Hastings	Byron
Bathurst	Port Stephens	Eurobodalla
Blue Mountains	Queanbeyan-Palerang	Goulburn Mulwaree
Cessnock	Shellharbour	Griffith
Clarence Valley	Shoalhaven	Kempsey
Coffs Harbour	Tamworth	Kiama
Dubbo	Tweed	Lithgow
Hawkesbury	Wagga Wagga	Mid-Western
Lismore	Wingecarribee	Richmond Valley Council
Maitland	Wollondilly	Singleton
		Snowy Monaro
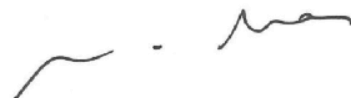
Rural (57)			
Balranald	Cootamundra-Gundagai	Junee	Oberon
Bellingen	Cowra	Kyogle	Parkes
Berrigan	Dungog	Lachlan	Snowy Valleys
Bland	Edward River	Leeton	Temora
Blayney	Federation	Liverpool Plains	Tenterfield
Bogan	Forbes	Lockhart	Upper Hunter
Bourke	Gilgandra	Moree Plains	Upper Lachlan
Brewarrina	Glen Innes Severn	Murray River	Uralla
Cabonne	Greater Hume	Murrumbidgee	Walcha
Carrathool	Gunnedah	Muswellbrook	Walgett
Central Darling	Gwydir	Nambucca	Warren
Cobar	Hay	Narrabri	Warrumbungle
Coolamon	Hilltops	Narrandera	Weddin
Coonamble	Inverell	Narromine	Wentworth

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Rural (57)
Yass

Table 3: County Councils

Water (4)	Other (6)
Central Tablelands	Castlereagh-Macquarie
Goldenfields Water	Central Murray
Riverina Water	Hawkesbury River
Rous	New England Tablelands
	Upper Hunter
	Upper Macquarie

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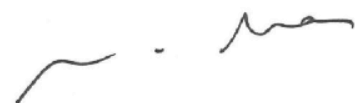
Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the LG Act effective from 1 July 2022

The annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2022 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 4: Fees for General Purpose and County Councils

Category		Councillor/Member Annual Fee ($) effective 1 July 2022		Mayor/Chairperson Additional Fee* ($) effective 1 July 2022	
		Minimum	Maximum	Minimum	Maximum
General Purpose Councils - Metropolitan	Principal CBD	28,750	42,170	175,930	231,500
	Major CBD	19,180	35,520	40,740	114,770
	Metropolitan Large	19,180	31,640	40,740	92,180
	Metropolitan Medium	14,380	26,840	30,550	71,300
	Metropolitan Small	9,560	21,100	20,370	46,010
General Purpose Councils - Non-Metropolitan	Major Regional City	19,180	33,330	40,740	103,840
	Major Strategic Area	19,180	33,330	40,740	103,840
	Regional Strategic Area	19,180	31,640	40,740	92,180
	Regional Centre	14,380	25,310	29,920	62,510
	Regional Rural	9,560	21,100	20,370	46,040
	Rural	9,560	12,650	10,180	27,600
County Councils	Water	1,900	10,550	4,080	17,330
	Other	1,900	6,300	4,080	11,510

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Viv May PSM

Local Government Remuneration Tribunal

Dated: 20 April 2021

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Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

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Local Government Remuneration Tribunal

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding $200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000

Other features may include:

- total operating revenue exceeding $100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Local Government Remuneration Tribunal

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than $150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas

- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development

- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region

- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas

- have significant natural and man-made assets to support diverse economic activity, trade and future investment

- typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community

- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres

- total operating revenue exceeding $250M per annum

- significant visitor numbers to established tourism ventures and major events that attract state and national attention

- a proximity to Sydney which generates economic opportunities.

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a

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Local Government Remuneration Tribunal

significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 200,000.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding $250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding $100M per annum
- the highest rates of population growth in regional NSW
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

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Local Government Remuneration Tribunal

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural

Councils categorised as Rural will typically have a residential population less than 20,000.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.

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FACILITY MANAGEMENT PLAN

THE CROSSING THEATRE

2022/23

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Purpose

The purpose of this report is to provide a site specific or asset specific Facilities Management Plan. Preparation and implementation will allow for more robust management of Council's built assets by way of increased awareness of current conditions, development of a four-year capital works program, improved management of operational budgets, improved work flow management.

The report contains an overview of the facility highlighting any future challenges and opportunities, four-year capital works program, overview of operational costs and an annual plan preventative maintenance schedule.

Some key factors this report will highlight is the lifecycle of the specific components and how the identified capital work is to be funded. Asset conditions inspections are undertaken on an annual basis with this data and evidence being utilised to inform the rolling proposed capital works program.

This Facility Management Plans are a fluid document that is intended to be reviewed and updated on an annual basis. It is also likely that the content and purpose will evolve in line with the changing needs of the organisation.

Facility Overview

The Crossing Theatre was officially opened in 2003 with a building footprint of 3160m2 situated on a 20,000m2 allotment. The Crossing theatre is the show piece for Entertainment for the Shire, consisting of Cinema's, Auditorium, Café, function rooms and Art Gallery.

The ground floor facilities (toilets and urinals) in the building do not comply with current legislation or National Construction Code. The ground floor has a capacity of 1523 people based on current seating and m2 areas of occupation. This needs to be kept in mind as any future development of the building will require the Council to bring the building up to current standards.

The ground floor of the building does not meet the current Australian Standards for Accessibility (1428.1) or the Narrabri Shire Councils Disability Inclusion Action Plan.

The Crossing Theatre has been identified as a possible location for an evacuation center. Recent natural disasters identified deficiencies in the facilities ability to be utilized as an evacuation center. The sewage system and gas system need to be relocated and updated. To exacerbate this further currently if the building loses power there is no backup generator, food stocks would spoil, sewage system would fail, and the building would need to be shut down.

An asset inspection was carried out in January 2022 which has been used as the basis for the operation and capital expenditure. Asset inspections will be carried out on an annual basis to maintain/ update condition assessments to allow for accurately planning for future requirements.

Table 1 gives a breakdown of Capital Expenditure over the next 4 years that is required to start the process of bringing the building up to current standards and requirements.

The proposed funding source for the capital works is also included in Table1.
Table 1 - Overall site capital expenditure by category and year

Category	Funding Source	2022-23	2023-24	2024-25	2025-26
Repair Roof, gutters, downpipes & paint facades	CAPEX /Insurance	$250 000	$0	$0	$0
New Automatic doors	CAPEX / Grant Funding (carryover)	$ 27 000	$0	$0	$0
Upgrade Gas Connections & Gas Hot Water system	Grant Funding	$60 000	$0	$0	$0
Relocation of Septic System switch board and sealing of tanks	Grant Funding	$16 000	$0		
Flood Barriers	Grant Funding	$90 000	$0		
Back up generator / Solar power with battery backup	CAPEX/Grant funding		$ 200,000		
Upgrade Air-conditioning Systems	CAPEX	$0	$100 000	$80 000	$100 000
Accessibility to Stage / Back Stage Area	CAPEX/Grant funding	$0	$80 000	$0	$0
Replace Carpet Tiles	CAPEX/ Grant Funding	$0	$0	$100 000	$0
Internal Painting	CAPEX/ Grant Funding	$0	$0	$40 000	$40,000
Accessibility / Compliance upgrades	CAPEX/Grant Funding	$0	$0	$0	$350 000
Grand Total		**$433 000**	**$380 000**	**$220 000**	**$490 000**

Capex Items

The purpose of the following is to give an overview of the main items that have been identified and include within the 4-year Capex program.

Facades

External painting is starting to show signs of wear & tear. The gutters and downpipes are also in need of repairing to stop the staining of the paint work. Tiles along the rear deck off the Riverside room also need fixing prior to painting. The painting of the lower walls along the rear (Western side) of the building will be painted under insurance due to the damage occurred in the floods of November 2021.

Estimated Cost: $250,000
Suggested year: 2022-23

New Automatic Doors

Council recently secured Grant funding to have Automatic doors installed at the front of the building to start the improvements on the Accessibility of the building and taking the first steps to complying with Australian Standards and the Narrabri Shire Councils Disability Inclusion Action Plan.
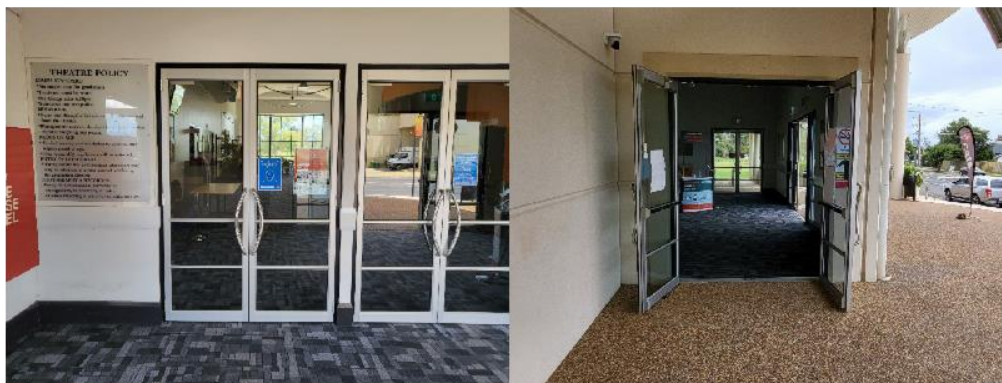
The first Automatic door will be on the front of the building. Then there will be a second Automatic door installed on the entry into the foyer on the left-hand side. This will ensure that the front of the building will comply with AS 1428.1 and the Narrabri Shire Councils Disability Inclusion Action Plan.

This project has been booked into July 2022.

Estimated Cost: $27,000
Suggested year: 2022-23

Upgrade Gas connections & Gas Hot water System

During the floods in November 2021 an issue was found with the current location of the gas bottles used for the hot water system and for the kitchen. During the flood the gas bottles had to be disconnected and removed as they had started to float in the cages. This issue can be rectified by securing the bottles down to the concrete though it still leaves the issue of access to the gas bottles if they need refilling/changing during a flood event.

It is proposed to relocate the gas bottles to the Southern side of the building, additional the proposed will have increases capacity of four gas bottles. This proposed location would only be inundated in extreme flooding events The additional gas bottle would supply enough gas to operate for 16 weeks under normal conditions or approx. 2 to 3 weeks as an evacuation centre.

Works are proposed to be funded by a suitable grant

Estimated Cost: $40 000
Suggested year: 2023-24

Upgrade Sewage tanks and relocate switch board

The current septic system is at the rear (Western) side of The Crossing Theatre. During the major flood in November 2021 the current system failed. The lids to the tanks are not waterproof and once the river reaches a height of 7.0m the switch board starts going under making the system fail.

Grant funding will be available for Flood Mitigation later in 2022. We are proposing to add the waterproofing of the tanks and the moving of the switch board to the elevated mechanical platform on the Southern side of the building. This would then allow the septic system to continue working during a major flooding situation.

Estimated Cost: $16 000
Suggested year: 2022-23

Flood Barriers for lower level

During the floods in November 2021 the council took remedial action to try to protect the lower level (Band room & Function room) from flooding. Part of the proposed grant application for Flood Mitigation entails solutions to reduce or minimize the impact of floods on Insurance claims.

There is a variety of companies that produce flood barriers though Flood Control International have portable barriers systems that may be best suited to protecting the lower level. Currently investigating a variety of options to target the Grants available.

Estimated Cost: $150 000
Suggested year: 2022-23

Backup Generator / Solar power battery backup

Currently the building does not contain any backup generator or alternative power source. Any power outages would risk the loss of income and food items in the Kitchen and Café areas. The lack of a backup generator limited the facilities ability to be utilised as an evacuation center in the future.

Works to be completed inline with the Renewable Energy Action Plan (REAP)

Works are proposed to be funded by a suitable grant

The 415V 50Hz 350 KVA generator is designed to supply power to allow The Crossing Theatre to operate at normal capacity. Quotes from a variety of companies have been received over the past couple of years with a platform being built on the Southern side of the building to facilitate the generator.

Estimated Cost: $200 000
Suggested year: 2023-24

Upgrade of Air Conditioning System

With the building now being 19 years old the Council a revamp / upgrade of the air-conditioning system will be required

Currently the air-conditioning system is split into 4 main areas: -

1) Auditorium – This system was installed as a whole unit prior to the roof going onto The Crossing Theatre. To replace the whole units would be very expensive as the only way to get the replacement units in and the old out is to pull the roof off. After speaking to professionals in this area they believe by upgrading certain sections of the units we could possibly get 10 more years out of them. Cost to upgrade to extend the life would be $100,000 vs $500,000 plus for new units.
2) Kitchen – Is on its own system though does not heat or cool sufficiently for kitchen staff during busy periods. This would be the second area we would look at replacing the unit which is situated on the roof.
3) Cinema's – These are relatively simple to replace as they are located outside and ducted through.
4) Foyer/Café/Gallery – As per the Cinema's setup.

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The Auditorium has had issues for the past few years making this one the priority for air-conditioning works in 2023-24. The contractors believe by upgrading this unit they can extend the life of the unit by 10 years and efficiency at the same time.

The Kitchen unit has been included in 2024-25 as this unit struggles with current demands.

An upgrade of the Foyer / cinema's has been booked for 2025-26 as they currently are handling demand though once again can be upgraded to ensure we get continued years from the units.

Estimated Cost: $100 000
Suggested year: 2023-24

Estimated Cost: $60 000
Suggested year: 2024-25

Estimated Cost: $100 000
Suggested year: 2025-26

Accessibility to Stage Area & Back Stage Area – Stage 1

Currently the only access to the stage for people with disabilities is via the loading ramp at the rear of the stage. Anyone in a wheelchair must be taken through the kitchen area and onto the outside loading ramp to gain access to the stage. Once on the stage area the amenities do not comply to current standards. Grant funding will be pursued to assist with this project.
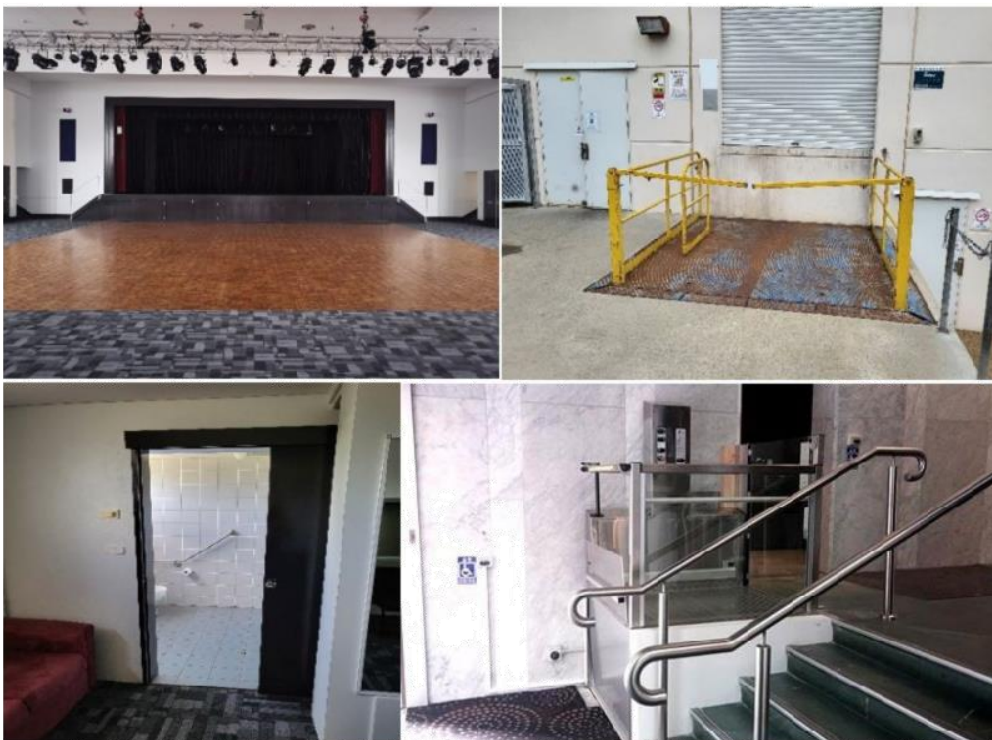
After researching options for wheelchair lifts and there are already companies in Australia that manufacture and instal lifts that would be suitable to this venue.

To bring the toilet facilities up to current standards would require major renovations and structural work. The toilets did not even comply to the standards when TCT was built. These will be put into Stage 2 & 3 in 2025/26 when the building will be targeted for a full upgrade/ compliance with Accessibility.

Estimated Cost: $80 000
Suggested Year: 2023-24

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Replace Carpet Tiles

The current carpet tiles in the Main Foyer, Café, Auditorium and Riverside room have been in place for approximately 6 years and are showing initial signs of wear in the high traffic areas. The life cycle of carpet tiles for high traffic areas is 8 to 10 years.

The Art Gallery has carpet does not receive a large amount of traffic as such is still in a reasonable condition though due to the age may need replacing by 2024/25.

The carpet in the cinema's was replaced in 2020 so the life cycle for that carpet, with regular cleaning and maintained on regular basis should be 8 to10 years.
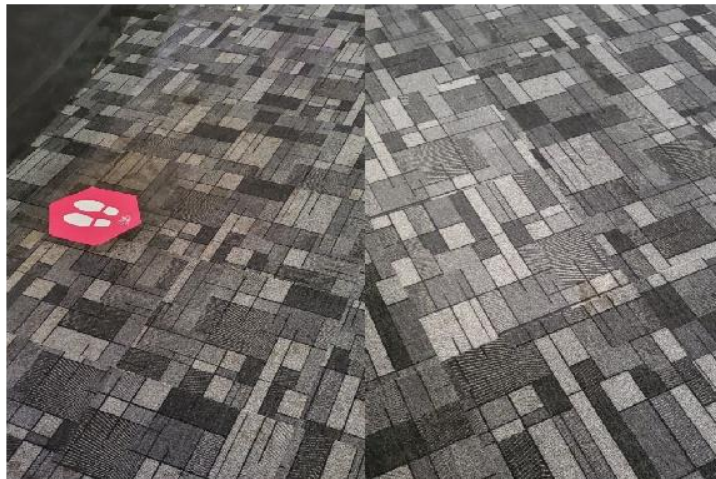
Estimated Cost: $70,000
Suggested Year: 2024-25

Internal Painting

The internal painting of the main foyer, cafe and auditorium was carried out in 2017. The Riverside room was repainted in 2019. The Art Gallery and Cinemas were partially repainted in 2020. The anticipated life cycle for high traffic areas such as the Main Foyer, Café and Cinema's is 6 to 8 years. Some of the other areas we anticipate a life cycle of 10 years.
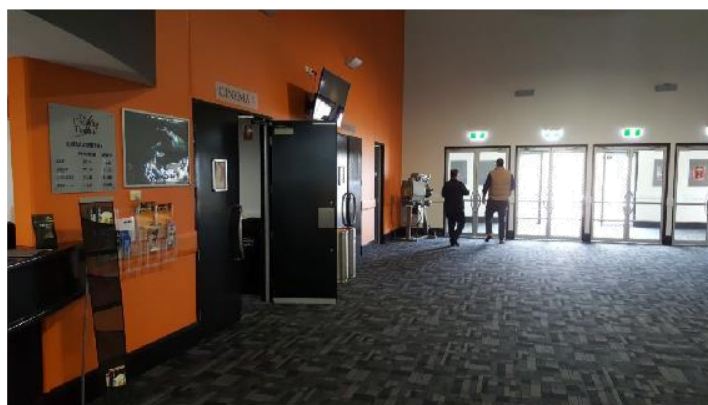
Estimated Cost: $50 000
Suggested Year: 2024-25

Accessibility and Facility Compliance – Stage 2 & 3

The Crossing Theatre was built in 2003 as such until the building undertakes a major renovation, we are not required to bring the building up to current standards though some of the issues did not comply when the building was built.

From the current building inspections there seems to have been attempts in the past to bring certain aspects for Accessibility up to standards though this has been very piece meal and not necessarily correct to standards. As of January 2022, the building would fail to meet the National Construction Code regarding the number of facilities required as well as not meeting the Australian Standard for Accessibility and the Narrabri Shire Council's own *Disability Inclusion Action Plan.*

The facilities in the Ladies and Men's toilets do not meet the requirements of the staffing/patron numbers, currently there are 11 toilets in the Ladies and 4 basins plus the Accessible toilet, and we require 14 toilets, 4 basins plus the Accessible toilet. The Men's toilets currently have 11 urinals, 3 toilets, 5 basins plus the Accessible toilet. The requirement for the Men is 16 urinals, 3 toilets, 5 basins plus the Accessible toilet.
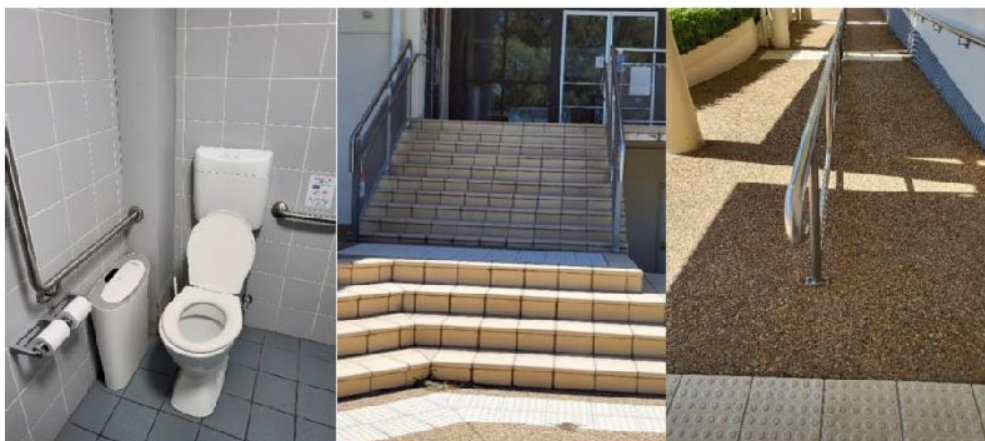
The Unisex Accessible Toilet in main foyer section has circulation space issues as well as problems with the handrails, all of which didn't comply when it was built. There are also many other issues with handrails leading to and from The Crossing Theatre. An example is the rear steps on the Western side of the building where the handrails stop at the mid landing and does not continue down the rest of the steps.

Most doorways will also require changes and modifications to meet current standards.

The main Men's & Ladies toilets back onto the Auditorium storage areas which could possibly be used to increase the capacity of toilet facilities.

The accessible toilet at the rear of the stage also does meet current standards or even the standards when it was built.

Estimated cost: $350 000
Suggested Year; 2025-26

Operational Expenses

The below table shows the break-down of the core operational expenses required for the continued safe operation of the Narrabri Shire Council administration building.

All costs shown below are based historical costs or fixed contract prices.

Category	2022-23
Carpet Cleaning	$4 000
A/C Services	$3 000
Electrical	$75 000
Rates	$19 000
Water	$11 450
Fire Safety	$4 500
First Aid Kits	$200
Pest Inspections	$4 000
Cleaning	$45 000
Security	$5 500
Main Entry Doors	$400
Facility Consumables	$6 000
Planned/Recreative Maintenance	$35 000
Total	**$213 050**

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Annual Schedule 2022/23

Annual Schedule		
Month	**Capital Expenditure**	**Operational Expenditure**
July	Glass Sliding Doors – $27 000 Grant funding $13 000 CAPEX $ 14 000	Monthly Expense - $23 662
		Schedule Activities Cleaning - Daily Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance First Aid Kits – Quarterly inspection Pest – Quarterly inspection Rates & Water – Quarterly
August		Monthly Expense - $13 875
		Schedule Activities Cleaning
September		Monthly Expense - $13 875
		Schedule Activities Cleaning
October		Monthly Expense - $23 662
		Schedule Activities Cleaning - Daily Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance First Aid Kits – Quarterly inspection Pest – Quarterly inspection Rates & Water – Quarterly
November	Grant - Upgrade Gas Connections & Gas Hot Water system $ 60 000 Grant - Relocation of Septic switchboard & waterproofing tanks $ 18 000	Monthly Expense - $17 875
		Schedule Activities Cleaning Carpet Cleaning
December		Monthly Expense - $13 875
		Schedule Activities Cleaning

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January		Monthly Expense - $23 662
		Schedule Activities Cleaning - Daily Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance First Aid Kits – Quarterly inspection Pest – Quarterly inspection Rates & Water – Quarterly
February		Monthly Expense - $13 875
		Schedule Activities Cleaning
March	CAPEX - Repair & repaint External facades $250 000	Monthly Expense - $13 875
		Schedule Activities Cleaning
April		Monthly Expense - $24 062
		Schedule Activities Cleaning - Daily Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance First Aid Kits – Quarterly inspection Pest – Quarterly inspection Rates & Water – Quarterly Doors – Automatic door inspection
May		Monthly Expense - $13 875
		Schedule Activities Cleaning
June	CAPEX /Grant - Flood Barriers $90 000	Monthly Expense - $13 875
		Schedule Activities Cleaning

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FACILITY MANAGEMENT PLAN

ADMINISTRATION BUILDING

2022/23

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Overview

The purpose of this report is to provide a site specific or asset specific Facilities Management Plan. Preparation and implementation will allow for more robust management of Council's built assets by way of increased awareness of current conditions, development of a four-year capital works program, improved management of operational budgets and improved works flow management.

The report contains an overview of the facility highlighting any future challenges and opportunities, four-year capital works program, overview of operational costs and an annual plan preventative maintenance schedule.

Some key factors this report will highlight is the lifecycle of the specific components and how the identified capital work is to be funded. Asset conditions inspections are undertaken on an annual basis with this data and evidence being utilised to inform the rolling proposed capital works program.

This Facilities Management Plan is a fluid document that is intended to be reviewed and updated on an annual basis. It is also likely that the content and purpose will evolve in line with the changing needs of the organisation.

An Asset Inspection was carried out in November 2021.

Currently none of the depots would meet Australian Standard 1428.1 or meet the Narrabri Shire Councils Disability Inclusion Action Plan.

The Administration Building was officially opened in 1987 with an approximate building area of 1200m2 situated on 3040m2 allotment. The building has a usable office space of 970m2 which as per the NCC equates to a capacity of 97 staff, we are currently running at 74 staff in the building. Consideration will need to be given to the amount/ size of offices as these are larger than 10m2 per person allocated.

Under current legislation the building does not have enough facilities to comply with the NCC, plus the building does not meet any of the current Australian Standards for Accessibility or the Narrabri Shire Councils Disability Inclusion Action Plan.

Table 1 gives a breakdown of Capital Expenditure over the next 4 years that is required to bring the building up to current standards and requirements. Table 1 also notice the proposed funding source for the capital works.

Table 1 - Overall site capital expenditure by category and year

Category	Funding Source	2022-23	2023-24	2024-25	2025-26
Repair & paint facades	CAPEX	$0	$40 000	$0	$0
Refurbish Kitchens	CAPEX	$0	$60 000	$0	$0
Repair & paint Internal walls	CAPEX	$0	$70 000	$0	$0
Air Conditioning Reconfiguration	CAPEX	$0	$80 000	$0	$0
Solar Panels & Battery	CAPEX/ Grant Funding	$0	$0	$90 000	$0
Replace Carpet Tiles	CAPEX	$0	$0	$0	$60 000
Accessibility Upgrade	CAPEX/ Grant Funding	$0	$0	$0	$320 000
Grand Total		**$0**	**$250 000**	**$90 000**	**$380 000**

Capex Items

The purpose of the following is to give an overview of the main items that have been identified and include within the 4-year Capex program.

Facades

This project was initially put forward for 2022/23 budget though has been pushed back to 2023/24 period.
The fibro facades / eaves around the front of the building have started to show signs of deterioration and require repairing and painting. The brick facades on the Northern and Southern ends are absorbing moisture and require repairing as they have already started to deteriorate.

An alternative to repair and painting which should be done every 6 to 8 years may be to remove the fibro panels and replace with Mini Orb metal sheeting or similar. This will eliminate the need for (excluding minor maintenance) for any upkeep for the next 20 years.

The brick facades on the Northern and Southern ends should have metal flashings (heritage red) put over the top to stop water penetration and further deterioration.

Estimated Cost: $40,000
Suggested year: 2023-24

Infrastructure Delivery Office Refurbishment

The area on the Southern end of the building was previously renovated in the early 2000's. The area currently only has a capacity to support 14 people for 180m2 area. The Administration Building currently houses 74 employees though has a maximum capacity of 97. This project was initially penciled in for the 2021/22 period though due to budget constraints was put on hold indefinitely.
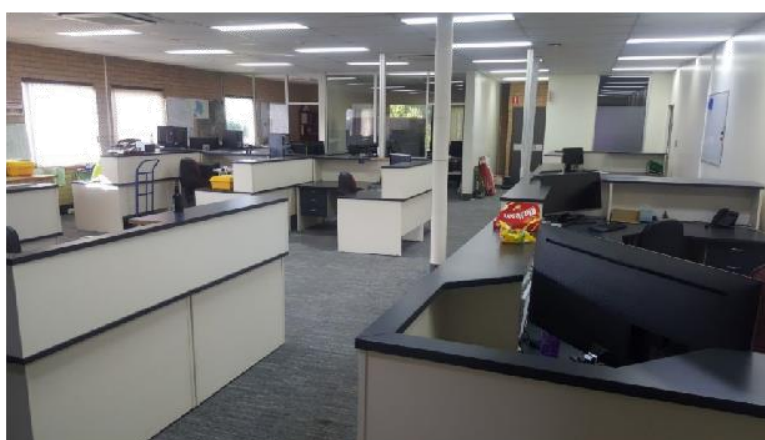
The plan will be to remove the wall between Planning and Infrastructure. Removing the small storage area and 1 office in the Planning area and turning the other office back into a storage area for Engineering and Planning. On the Southern wall (left hand side) 4 new Offices will be built with glass paneling, same as the other 2 offices to allow natural light to filter through to the open area. New desks and partitions (same as Customer Service area) will be installed. The Planning section already have new desks so these will be incorporated into the design. The new design will incorporate the additional Accessibility requirements prior to the other renovations in 2025/26

Estimated Cost: $150 000
Suggested year: 2026-27

Refurbished Kitchens

The kitchens in the Administration Building are the original facilities when the building was built in 1986 and are showing signs of wear and tear, as well water / mould issues under the sink. Neither kitchen functions sufficiently to handle the increased demand and storage requirements.

It is proposed to have both kitchens fully refurbished. The main kitchen area will include a new dishwasher as well as more bench space and storage area to make it functional for the increase in staff requirements. The smaller kitchen off the Committee Room will retain the same equipment, though will have cupboards redesigned to allow better storage and utilisation.

Estimated Cost: $60 000
Suggested year: 2023-24

Internal Painting

Internally the building has not been painted in totality for approximately 15 years and is starting show signs of general wear and tear. During this time there has been a variety of renovations carried out with painting being carried out on an ad hoc basis which explains some of the differing colour schemes and the state of varying walls.

With all internal fit out's being completed by 2022/23 this would create an opportune time to patch, repair and paint all internal walls to bring them into line with the new fit out.

Estimated Cost: $70 000
Suggested Year: 2023-24

Airconditioning Reconfiguration

Since the Airconditioning units were installed approximately 10 years ago the Administration Building has seen a lot of modifications. During the changes at no point has the zoning or capacity of the air conditioners been considered. We currently have air conditioners that are zoned in the foyer that also cover the HR area as well as offices on Eastern side being included in the zoning of the internal open office space.

We would be looking at putting all the offices on the Eastern side of the building onto the same zoning as they have a similar environment. The 2 open spaces and the foyer would be put onto their own zonings. HR would be put onto the Engineering zone.

Estimated Cost: $80,000
Suggested Year: 2023-24

Solar Panels with battery back up

The Administration Building has a large roof area with very little infrastructure on it. We currently use around 130,000kWh of power P.A at a cost of approx. $31,000 with the majority of this being used during daylight hours.

Another issue we currently have is that the backup power source for our severs only has a capacity of around an hour.

By putting a 96kW system on the roof, we would be able to reduce our usage by 161,706kWh P.A, with a saving of approx.$15,200 P.A. Rather than install a conventional generator which requires ongoing maintenance and checks we would install a battery backup that would be able to run the Servers for around 10 hours and have a life span of 10 years (minimum).

These works will be completed in line with the proposed renewal energy action plan (REAP).

Estimated Cost: $80 000 (Including Battery Backup)
Suggested Year: 2024-25

Replace Carpet Tiles

The carpet tiles were installed in approximately 2012, given the advanced position in the lifecycle the carpet tiles are showing signs of wear & tear. The total area is Approx. 900m2

With planned refurbishments and painting being completed in the previous year it would be ideal timing to replace with a hard-wearing commercial grade carpet tile. Works to be scheduled between Christmas and New Year to reduce the impact on staff and operations.

Estimated Cost: $60 000
Suggested Year: 2025-26

Accessibility and Facility requirements

The Administration Building was built in 1985/6 and opened in 1987, at the time the building met the standards required. The Disability Act and Australian Standards have changed dramatically over this period. As of 2021 the building would fail to meet almost every part of AS 1428.1 as well as not meeting the Narrabri Shire Council's own *Disability Inclusion Action Plan*.

The Accessible toilet door and circulation spaces do not meet the current Standard. Currently anyone in a wheelchair would struggle to even enter the Accessible toilet let alone try to use the facilities. As well as that none of the doorways and circulation spaces entering the office area meet the current Standards.
The facilities in the Ladies toilets do not meet the requirements of the staffing numbers, currently we have 3 toilets plus the Accessible toilet, and we require 4 toilets plus the Accessible toilet.

To bring the building internally up to current standards would require a major overhaul. To meet the required circulation spaces and amenities required for the staff, the whole bathroom area would need remodeling. This would comprise of the removal of some walls, relocation of cleaners' room and the addition of another toilet for the ladies.
The doorways and hallways entering and inside the Office Area would need to be redesigned to meet circulation and passing spaces. Meeting rooms would also need doorways modified to allow Accessibility. The external ramp would also require modifications to meet current standards.

Estimated cost: $320 000
Suggested Year; 2025-26

Operational Expenses

The below table shows the break-down of the core operational expenses required for the continued safe operation of the Narrabri Shire Council administration building.

All costs shown below are based historical averages or fixed contract prices.

Category	2022-23
Carpet Cleaning	$4 000
A/C Services	$3 000
Electrical	$31 000
Rates	$9 500
Water	$7 680
Fire Safety	$1 500
First Aid Kits	$200
Pest Inspections	$1 200
Cleaning	$45 000
Security	$2 400
Main Entry Doors	$400
Facility Consumables	$3 600
Planned/Recreative Maintenance	$60 000
Landscaping/Gardening	$5 000
Grand Total	**$174 480**

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Annual Schedule 2022/23

Annual Schedule		
Month	**Capital Expenditure**	**Operational Expenditure**
July		Monthly Expense - $16 264
		Schedule Activities Cleaning - Daily Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance Gardening – Monthly maintenance First Aid Kits – Quarterly inspection
August		Monthly Expense - $13 489
		Schedule Activities Cleaning Gardening
September		Monthly Expense - $14 391
		Schedule Activities Cleaning Gardening
October	Façades - $50,000	Monthly Expense - $16 264
		Schedule Activities Cleaning - Daily Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance Gardening – Monthly maintenance First Aid Kits – Quarterly inspection
November		Monthly Expense - $12 889
		Schedule Activities Cleaning Gardening
December		Monthly Expense - $15 397

		Schedule Activities Cleaning Gardening
January		Monthly Expense - $16 064
		Schedule Activities Cleaning - Daily Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance Gardening – Monthly maintenance First Aid Kits – Quarterly inspection
February		Monthly Expense - $13 489
		Schedule Activities Cleaning Gardening
March	Internal Fit out - $150 000	Monthly Expense - $14 390
		Schedule Activities Cleaning Gardening
April		Monthly Expense - $16 065
		Schedule Activities Cleaning - Daily Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance Gardening – Monthly maintenance First Aid Kits – Quarterly inspection
May		Monthly Expense - $12 889
		Schedule Activities Cleaning Gardening
June		Monthly Expense - $12 889
		Schedule Activities Cleaning Gardening

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FACILITY MANAGEMENT PLAN

NARRABRI, BOGGABRI AND WEE WAA DEPOT

2022/23

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Overview

The purpose of this report is to provide a site/asset specific Facilities Management Plan with a focus on the built assets. Preparation and implementation will allow for more robust management of Council's built assets by way of increased awareness of current conditions, development of a four-year capital works program, improved management of operational budgets and improved workflow management.

The report contains an overview of the facility highlighting any future challenges and opportunities, four-year capital works program, overview of operational costs and annual planned preventative maintenance schedule.

Key factors this report will highlight are the lifecycle of the specific components and how the identified capital works are to be funded. Asset condition inspections are undertaken on an annual basis with this data and evidence being utilised to develop the proposed capital works program and planned preventative maintenance schedule.

This Facilities Management Plan is intended to be reviewed and updated on an annual basis. It is also likely that the content and purpose will evolve in line with the changing needs of the organisation.

Asset condition Inspections were carried out in April/May 2022.

Narrabri Depot

The Narrabri Depot is located at 4 Old Newell Highway and comprises 28200m2 over 2 sites. The site houses RFS, Fleet, Water, Roads, and Stores in 5 main sheds. Smaller sheds/containers are utilized for storage towards the rear of the main yard.

The RFS Station was built in the 1990's, the main Office/Water and Fleet shed in approximately 2006, the Parks & Garden shed in 2010, and the Stores Shed in 2012.

Approximately 120 staff currently work out of the depot, the majority of these are outdoor staff with around 20 staff being "indoor workers".

Wee Waa Depot

The Wee Waa Depot is an older facility that has had only minor facelifts over the past 50 years. The depot is located at 68 Boolcarrol Road and has an area of 3960m2. The Office and amenities building is 191m2 and was moved to this site in the 1970's, the building contains asbestos. There are 5 smaller sheds on the site that have been added piece meal over the years for storage requirements.

The site houses approximately 6 staff with other staff also using it on and ad hoc basis.

Boggabri Depot

The Boggabri Depot is located at 82 Wee Waa Street on 914m2 of land. Narrabri Shire purchased the shed approximately 30 years ago. The total area of the shed is 830m2 with the library being housed in the front section taking up approximately 64m2. The rest of the building consists of Office area, Amenities and storage areas at the rear. There is asbestos present in the amenities.

The site houses 1 Library staff and 2 Parks & Garden staff with the facility being used by other staff on an ad hoc basis.

Currently none of the depots fully meet AS 1428.1 Design for Access and Mobility - General Requirements for Access - New building Work or the Narrabri Shire Council Disability Inclusion Action Plan.

Table 1 gives a breakdown of Capital Expenditure over the next 4 years that is required to bring the building up to current standards and requirements. Table 1 also notice the proposed funding source for the capital works.

Table 1 - Overall site capital expenditure by category and year

Category	Funding Source	2022-23	2023-24	2024-25	2025-26
Wee Waa - Amenities renovation	CAPEX	$50 000	$0	$0	$0
Narrabri – New Stores Office & Shed extension	CAPEX – Carryover 2021/22	$150 000	$0	$0	$0
Narrabri - Installation of chemical loading/ spill area	CAPEX/Grant Funding	$60 000	$0	$0	$0
Narrabri - Repairs and upgrades to Narrabri Depot Carpark	CAPEX	$50 000	$0	$0	$0
Boggabri – Repairs to shed & upgrade of facilities	CAPEX/Grant Funding	$0	$80 000	$0	$0
Narrabri – Automation of Gates	CAPEX	$0	$100 000	$0	$0
Wee Waa – Repair & paint office block	CAPEX/Grant Funding	$0	$40 000	$0	$0
Narrabri – Replacement / Repairs to Dish Drain	CAPEX		$60 000		

Category	Funding Source	2022-23	2023-24	2024-25	2025-26
Narrabri – Refit of RFS/NSC area & Accessibility upgrade	CAPEX/Grant Funding	$0	$0	$250 000	$0
Narrabri – Skillion Roof for Roads	CAPEX	$0	$0	$60 000	
Narrabri - External Carpark	CAPEX	$0	$0	$60 000	$0
Narrabri – Mains Sewage Connection	CAPEX/ Grant Funding	$0	$0	$0	$50 000
Narrabri, Wee Waa & Boggabri – Energy Efficiencies	CAPEX/Grant Funding				$330 000
Total		**$310 000**	**$280 000**	**$370 000**	**$380 000**

Capex Items

This section will expand on the capital works listed in table 1. It will outline the capital work, proposed remediation, anticipated cost along with the suggested timeframe for completion.

Wee Waa Depot Amenities upgrade

The current amenities have not been upgraded for at least 30 years. The shower and toilet areas are in a very poor condition and require immediate attention.   The amenities do not comply with AS 1428.1

The amenities wall sheeting and floor tiles contain asbestos. The asbestos will be removed and the amenities completely renovated to comply with AS 1428.1

Estimated Cost: $50,000
Suggested year: 2022-23

Stores – Extension to Existing Shed and New Office

The procurement team are currently working out of a temporary office, through consultation the need for more appropriate office accommodation was identified. Originally the plan consisted of a new 40m2 office off the front of the existing Stores Shed, however it was identified that for a slight increase in expenditure the shed could be extended by 2 bays and the office incorporated within.

This project has been carried over from 2021/2022.

Estimated Cost: $150 000
Suggested Year: 2022-23

Narrabri Depot - Installation of Chemical Mixing / Washdown Area

The lack of an appropriate facility for chemical mixing and washdown was identified by Council staff. A designated area needs to be established meet current requirements and standards to eliminate risks associated with chemical spills.

A bunded concrete slab which will drain the chemicals and run off into its own holding area will be constructed. This will be connected into the sewage mains at a later date. This will enable the Council to meet minor & major chemical spill requirements. A stand and automated chemical pumps will also be incorporated into the design to allow for ease of filling tanks on the back of the Utes thereby minimising the risk of spills and falls.

This project has been carried over from 2021/2022.

Estimated Cost: $60 000
Suggested Year: 2022-23

Repairs and upgrade to Narrabri Depot Internal Carpark

The Internal Carpark at Narrabri Depot has evolved and expanded over the past 15 years with the Old Depot sheds and a tank being removed. The current base is uneven and has sections of concrete and tar presenting trip hazards.

To tie in with the current Traffic Management Plan the carpark will be levelled and new line marking carried out to incorporate an accessible parking space, general parking spaces and pedestrian zones.

Estimated Cost: $50 000
Suggested Year: 2022-23

Boggabri Depot – Repairs and Upgrades to facilities

The Boggabri Depot shares its facilities with the Boggabri Library. The front façade was re painted in 2020, the rest of the building has been deteriorating with limited maintenance being undertaken. The fascia and gutter needs replacing/repairing and there is no air-conditioning in the main office area. The amenities are less than acceptable, they contain asbestos and do not meet current AS 1428.1 standards

To achieve compliance with AS 1428.1 and to provide functional amenities a complete refurbishment of the current amenities is required.
The fascia will require replacement where needed and all will be repainted, the gutter will need to be replaced. A new split system is to be installed in the main office area to provide the necessary heating and cooling.

Alternatively, a new shed and office could be built at the depot works yard at 82 Walton St for approximately $180,000. The current site could be disposed of to offset the additional costs.

Estimated Cost: $80 000
Suggested year: 2023-24

Narrabri Depot – Automation of Gates

The Traffic Management Plan allows for traffic in the internal carpark to enter and exit through the main entrance gate, any traffic that continues through the site is to exit via the gate on the eastern side of the depot.

Currently the gate between the main office and the workshop is left open, it is proposed to automate this gate and have entry to the operational side of the depot via swipe card access. This would eliminate WHS issues with pedestrian access/ egress to office areas and sheds.

The perimeter gate on the eastern side of the depot will be automated and set up as the exit gate for any traffic in the yard area. Two pedestrian gates will need to be installed to provide safe travel paths for staff entering or leaving the internal carpark area.

The installation of automatic gates will increase site security.

Estimated Cost: $100 000
Suggested Year: 2023-24

Wee Waa Depot – Repair and Repaint Office Block

The office building is well advanced in its lifecycle and due to limited historical maintenance the facility is deteriorating. Minor refurbishment and ongoing maintenance can extend the lifecycle. External cladding and internal walls require patching and painting.

From the age of the building the paint may contain lead so will need to be tested to determine how the project proceeds. The internal section of the building has had piecemeal sections painted approximately 12 years ago.

Works will comprise removal of asbestos sheeting and relining and painting of the internal walls to increase the amenity of the office space. The external walls will be painted.

Estimated Cost: $40 000
Suggested Year: 2023-24

Narrabri – Repair / replace Dish Drain in Yard

Due to regular heavy vehicle traffic and limited historical maintenance a major dish drain is showing signs of fatigue and failure.

The dish drain may require modification to ensure for long-term durability given the heavy vehicle traffic. A potential solution is to install a pit and run pipes under the surface to allow for easier and smoother access.

Estimated Cost: $60 000
Suggested Year: 2023-24

Narrabri Depot – Refit of RFS/NSC Office Area & Accessibility Upgrade

The RFS are planning to construct a purpose-built facility. Presently they occupy approximately 330m2 of office space and a 260m2 shed. The returning of this space will provide an opportunity for Council to locate additional indoor staff at the depot. The current configuration of the RFS and Depot office is disjointed and will require refurbishment throughout. Specific plans and details will be developed closer to the handover date.

Renovations/modifications can be made to ensure the depot complies to Accessibility requirements of AS 1428.1 and the Narrabri Shire Councils Disability Inclusion Action Plan.

The front shed would be easily transformed into additional offices and a workshop for Property Services as they currently have no suitable facilities to use.

Estimated cost: $250 000
Suggested Year; 2024-25

Narrabri Depot – Roof over Roads Storage Areas

The depot has limited undercover or secure parking for equipment or vehicles. Senior staff located at the depot have requested that a large skillion roof be constructed over the existing roads containers.

Specific plans and details will be developed closer to the suggested year to ensure the proposed works are fit for purpose.

Estimated cost: $60 000
Suggested Year; 2024-25

Narrabri Depot – External Carpark Area

The External Carpark area was recently upgraded to a gravel surface in late 2021, however this is a temporary fix. WHS concerns still apply as it does not allow permanent marking for Disability, Pedestrian traffic or for individual carparking spaces.

Sealing and line marking will be required. These works will become more urgent once the RFS relocate and additional Council staff are located at the depot. This measure would be the last stage that ties into our depot Traffic Management Plans.

Estimated cost: $60 000
Suggested Year; 2024-25

Narrabri Depot – Sewage connection to Mains

A sewer main now runs close to the Depot due to requirements of the sites on the other side of the road. This connection would allow the redevelopment of the depot rear yard that is currently used as an absorption trench, evaporation pond and a bit of a dumping area that becomes quickly overgrown.

An upgrade would allow for the Chemical mixing/washdown area, Oil separator overflow and current Septic system all to be connected to the Sewage mains thereby freeing up the rear yard for future demands and also allowing staff to maintain the yard in a respectful manner.

Estimated cost: $50 000
Suggested Year; 2024-25

Narrabri Depot / Wee Waa / Boggabri – Energy Efficiencies

As with the majority of Councils facilities there is limited energy efficiencies in place. These works will be completed in line with the proposed renewal energy action plan (REAP).

Specific plans and details will be developed closer to the suggested year to ensure the proposed works are fit for purpose.

Estimated cost: $330 000
Suggested Year; 2024-25

Operational Expenses

The below table shows the break-down of the core operational expenses required for the continued safe operation of the Narrabri Shire Council administration building.
All costs shown below are based historical averages or fixed contract prices.

Narrabri

Category	2022-23
A/C Services	$ 1 500
Electrical	$45 000
Rates	$ 7 650
Water	$ 240
Fire Safety	$ 2 000
First Aid Kits	$ 200
Pest Inspections	$ 600
Cleaning	$51 840
Security	$ 2 160
Facility Consumables	$ 4 500
Planned/Reactive Maintenance	$25 000
Total	**$140 690**

Wee Waa

Category	2022-23
A/C Services	$ 600
Electrical	$ 2 000
Rates	$ 6 650
Water	$ 200
Fire Safety	$ 200
First Aid Kits	$ 200
Pest Inspections	$ 200
Cleaning	$10 000
Security	$ 3 600
Facility Consumables	$ 500
Planned/Reactive Maintenance	$ 1 500
Total	**$25 650**

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Boggabri

Category	2022-23
A/C Services	$ 300
Electrical	$ 5 200
Rates	$ 3 500
Water	$ 200
Fire Safety	$ 200
First Aid Kits	$ 200
Pest Inspections	$ 200
Cleaning	$10 000
Security	$ 1 000
Facility Consumables	$ 300
Planned/Reactive Maintenance	$ 1 800
Total	**$22 900**

Annual Schedule 2022/23

Annual Schedule		
Month	**Capital Expenditure**	**Operational Expenditure**
July		Monthly Expense - $19 911
		Schedule Activities Cleaning – Daily / Weekly Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance First Aid Kits – Quarterly inspection Rates /Water - Quarterly
August	Wee Waa Amenities - $50 000	Monthly Expense - $13 701
		Schedule Activities Cleaning Electricity Security Consumables R&M
September	Narrabri Stores Office - $150 000	Monthly Expense - $13 701
		Schedule Activities Cleaning Electricity Security Consumables

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Annual Schedule		
Month	**Capital Expenditure**	**Operational Expenditure**
		R&M
October		Monthly Expense - $19 911
		Schedule Activities Cleaning etc. Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance First Aid Kits – Quarterly inspection Rates /Water - Quarterly
November	Narrabri Chemical Pad - $60 000	Monthly Expense - $13 701
		Schedule Activities Cleaning Electricity Security Consumables R&M
December		Monthly Expense - $13 701
		Schedule Activities Cleaning Electricity Security Consumables R&M
January	Narrabri Carpark - $50 000	Monthly Expense - $19 911
		Schedule Activities Cleaning etc. Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance First Aid Kits – Quarterly inspection Rates /Water - Quarterly
February		Monthly Expense - $13 701
		Schedule Activities Cleaning Electricity Security Consumables

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Annual Schedule		
Month	**Capital Expenditure**	**Operational Expenditure**
		R&M
March		Monthly Expense - $13 701
		Schedule Activities Cleaning Electricity Security Consumables R&M
April		Monthly Expense - $19 911
		Schedule Activities Cleaning etc. Fire Safety – Quarterly Inspection A/C repair – Quarterly maintenance First Aid Kits – Quarterly inspection Rates /Water - Quarterly
May		Monthly Expense - $13 701
		Schedule Activities Cleaning Electricity Security Consumables R&M
June		Monthly Expense - $13 701
		Schedule Activities Cleaning Electricity Security Consumables R&M

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NARRABRI SHIRE
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Parks and Roads Status Report - June

Roads Maintenance

Please see below Maintenance activities completed in June and plan for July.

Grading	
Completed This Month	Plan Next Month
SR009 Bald Hill Road	SR286 River Road
SR111 Appletrees Lane	SR107 Waiwera Lane
SR112 Ten Mile Lane	SR004 Spring Plains Road
SR055 Homestead Road	SR221 Poison Gate Road
SR056 Clump Road	SR255 Clarendon Lane
SR076 Middle Gully Road	SR049 Carbeen Lane
SR001 Millie Road	MR357 Rangari Road
SR269 Brigalow Lane	SR163 Delwood Road
MR329 Cyress Way Road	SR020 Blairmore Road
SR039 Gwabegar Road	SR018 Wavehill Road
SR216 Werah Creek Road	SR007 Courada Road
SR212 Sandy Hook Lane	
SR218 Prices Lane	
SR082 Woomera Creek Road	
SR243 Coghill Creek Road	
SR033 Forest Way	
SR050 Stumpy Lane	
SR214 Farr Park Road	
SR215 Hulls Road	
SR35 CSIRO Road	
SR277 Wild Willows Lane	
SR276 Cardale Molle Road	
SR203 Cudgewa Lane	
SR204 Gardens Road	
SR047 Middle Route Road	
SR048 Cubbaroo Lane	
SR022 Braymont Road	
SR135 Timor Mountain Road	
SR025 Curracabah Road	
SR007 Courada Road (Part)	
SR157 Hoads Lane	
SR156 Wean Road	
SR154 Blair Athol Road	
SR011 Harparary Road (Spot Graded)	
SR024 Baan Baa Road	

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Slashing	
Completed This Month	Plan Next Month
Pilliga Township	Narrabri streets
Gwabegar township	Wee Waa Open spaces
Narrabri opens paces and highway entries	Boggabri highway entries
Contractor working on Eastern roads (Boggabri area)	Contractor to complete Eastern section, move on to Northern roads

Other maintenance works also completed, include signage works, line marking, tar patching, minor patching etc.

Recruitment: RMCC Coordinator position has been filled by current staff member whose position was also backfilled with another current staff member. Continuous training and support has been provided to enable this to happen and will continue in the future. Capital Works Coordinator position vacant after unsuccessful recruitment. Contractor to be engaged to fill position in short term whilst work is being done to permanently fill the role.

Two grader operators away due to COVID-19.

Parks Maintenance

Due to the Cold Weather mowing is at a minimum with Service 1 areas being serviced fortnightly. Time will be put towards gardens and tree works during the winter months.

Service 1 areas Fortnightly - Admin building, Pools, STPs, VIC, TCT

Completed This Month	Plan Next Month
Sports field surface renovations • Broad leaf applications • Mowing • Line marking for school sports Narrabri, Pilliga, Gwabegar • Slasher mowing Open Spaces • Mulch and tidy tree line in Selina Street	Tree works • Removal of street trees due to poor health or dead wood issues Open spaces Violet Street tree line mulch and replant Service one aeras fortnightly mown Service two monthly mown CBD • Hedge and weed

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Capital Works

Roads

Project	Budget	Actual Cost	This Month	Next Month
Flood Event Feb 2020	$3,700,000	$1,019,030	SR135 Timor Mountain Road- Commenced SR021 – Caloola Road SR073 Booroomin Road SR004 – Spring Plains Commenced SR107 Wairewa Finished (only small section approved in claim) Tarriaro Bridge Railing	Finishing SR135 Timor Mountain Road Finishing SR073 Booroomin Road Finishing SR004 Spring Plains Road Commencing SR018 Wavehill Road
Flood Event March 2021		$1,607,235	Claim progressed	Re-lodgement of REPA Claim
Flood Event Nov 2021		$649,712	Claim progressing	IRW Works MR127 Pilliga Road Scheduled
21/22 R CW MR133 Killarney Rehab	$800,000	$44,914	Stage 1 Nearing Completion Stage 2 Commencing	Stage 2 completion
21/22 R CW Boggabri New Boston St Bridge	$3,480,000	$1,378,950	Abutment work and pile cap work	Abutment and pile cap completion Columns commencing
21/22 R CW SR001 Millie Rd Reconstruction	$3,605,340	$54,780	Subgrade preparation has commenced and nearing completion	Commencement of Stage 1, subbase to commence
21/22 Shire Roads Resheets	$732,000	$645,267	SR168 – Wilga View Lane SR049 – Carbeen Lane	SR049 – Carbeen Lane (Finalisation)

21/22 West Precinct Old Newell Hwy Rehab	$3,000,000	$142,892	Still waiting on signalling design approval by UGL. Letter written to Minister of Transport seeking assistance in moving matter.	Signalling design approval, followed by licence approval and tender.
R CW K&G N Barwan st Replacement	$280,000	$269,000	Kerb on the Eastern side has been finalised	Works commencing on Blister crossing
R CW Tibbereena Ped Crossing	$70,000	$25,388	Blister and footpath commenced	Blister continuing

Parks & Open Spaces

20/21 P&OS CW Narrabri Tennis Courts Upgrade	$45,883	$45,883	Perimeter fence contractor secured for instalment in September	Concrete ramp access works
21/22 Collins Park Scoreboard	$18,000	$15,460	Scoreboard has been ordered	Score board to be delivered
21/22 NOS CW Mt Kaputar Signage & Shade	$24,037	$37,807	Grant funded project has been completed	Installation of information sign within shelter
21/22 NOS CW Tourism Hub	$50,000	$20,326	Consultant meetings held and final budget analysis commenced	Secure contractor to supply toilet block
21/22 OS Town Clock Toilets Refurb	$50,000		Painter has been awarded works	Painter to commence works late July

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

Meeting	Item	Report Title
Council 01/11/2017	6	Heavy Vehicle Parking

Resolution not found - no minutes document

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Director Planning & Strategy	15/11/2017	23/08/2022	

Current Status

20 Jun 2022 - 3:59 PM – Manager Governance and Risk

Revised Target Date changed by: Townsend, Jason From: 30 Jul 2022 To: 23 Aug 2022
Reason: Report to be provided to August Meeting

Meeting	Item	Report Title
Council 01/11/2017	7	Cemetery Management Plan

Resolution not found - no minutes document

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Parks and Open Spaces	15/11/2017	31/07/2022	

Current Status

17 May 2022 - 3:38 PM – Director Infrastructure Delivery

Will be presented in July

Meeting	Item	Report Title
Council 25/09/2018	13.2	Short to Medium Term Strategy for the Supply of Industrial Land

MINUTE 223/2018

Moved: Cr Cameron Staines   Seconded: Cr Ron Campbell

That Council:

1. Make all necessary arrangements to:

   a. Service and subdivide Lot 3 DP1178374 into two (2) lots in accordance with Narrabri Industrial Area flood options assessment;

   b. Delegate authority to the General Manager to set a reserve for each lot in accordance with the valuation report received;

   c. Sell each lot created from the subdivision of Lot 3 DP 1178374 via public auction;

   d. Restrict any proceeds from the sale of the subdivision for the delivery of additional industrial

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

   land.

2. Commence a feasibility assessment of the acquisition and development of Lots 5821 DP844304 and 5822 DP844304 for industrial land use upon interest being shown by TAFE NSW to transfer ownership of their land.

3. Write to the current owners of Lots 10-13 DP1242823 Caroline Way Narrabri advising them of the additional development density opportunities provided by the recent flood study.

In Favour: Crs Catherine Redding, Cameron Staines, Maxine Booby, Ron Campbell, Ron Campey, Lloyd Finlay, Robert Kneale and Ann Loder

Against: Nil

CARRIED 8/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Property Services	09/10/2018	01/08/2022	

Current Status

17 May 2022 - 3:54 PM – Director Corporate and Community Services
Revised Target Date changed by: Director Corporate and Community Services From: 9 Oct 2018 To: 01 Aug 2022
Reason: Please review this resolution and provide the current status. If required please prepare a report for the July Council Meeting.

Meeting	Item	Report Title
Council 25/09/2018	13.3	Acquisition of Land for Expansion for Narrabri Landfill

MINUTE 224/2018

Moved: Cr Maxine Booby   Seconded: Cr Cameron Staines

That Council:

1. Commence action by negotiation or compulsory acquisition to acquire a 15-metre wide strip of land having a total area of approximately one (1) hectare adjoining the Narrabri Landfill site, being part of Lot 153 in DP588798.

2. Authorise the General Manager to negotiate a sale price in accordance with advice from an independent Certified Practising Valuer, and meet all reasonable survey and legal costs associated with this acquisition.

3. Make all necessary arrangements to:

   a. Classify the land as operational land in accordance with section 31 of the Local Government Act 1993.

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

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b. **Apply its Common Seal to any necessary documents relating to the acquisition.**

In Favour: Crs Catherine Redding, Cameron Staines, Maxine Booby, Ron Campbell, Ron Campey, Lloyd Finlay, Robert Kneale and Ann Loder

Against: Nil

CARRIED 8/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Property Services	09/10/2018	30/09/2022	

Current Status

17 May 2022 - 4:01 PM – Manager Property Services
Revised Target Date changed by: Manager Property Services From: 9 May 2022 To: 30 Sep 2022
Reason: Further investigations are being undertaken for to proceeding with the acquisition.

Meeting	Item	Report Title
Council 30/10/2018	12.1	Road Network Condition Assessment

MINUTE 240/2018

Moved: Cr Maxine Booby   Seconded: Cr Cameron Staines

1. **That Council note the condition and assessment report with no changes to the existing proposed road services 2018/2019 budgets.**

2. **That Council undertaken community consultation to determine the levels of services and risk that are acceptable to road users within Narrabri Shire.**

In Favour: Crs Catherine Redding, Cameron Staines, Maxine Booby, Ron Campbell, Ron Campey, Robert Kneale, Ann Loder and Annie McMahon

Against: Nil

CARRIED 8/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Roads	13/11/2018	30/06/2023	

Resolution Register
(Outstanding)

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

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21 June 2022
1:30 PM
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Current Status

17 May 2022 - 3:39 PM – Director Infrastructure Delivery

Next condition Assessment budgeted for FY23 in line with the four year cycle. Community consultation to be completed in FY23 as part of further development of Roads Strategy.

Meeting	Item	Report Title
Council 26/02/2019	10.4	Notice of Motion - Second Town Water Supply (Narrabri)

MINUTE 014/2019

Moved: Cr Ron Campey   Seconded: Cr Ann Loder

That Council commence investigation into dual water supply for the township of Narrabri.

In Favour: Crs Catherine Redding, Maxine Booby, Ron Campbell, Ron Campey, Lloyd Finlay, Ann Loder and Cameron Staines

Against: Nil

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CARRIED 7/0
</div>

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Water Services	12/03/2019	01/01/2023	

Current Status

17 May 2022 - 4:16 PM – Director Infrastructure Delivery

Incorporated in IWCMP which will be presented to Council July-Aug when the Issue Papers will be completed by the consultant. These summarising the story of where we are at the moment.

Meeting	Item	Report Title
Council 26/02/2019	12.9	Single Property - Amendment to Local Government Boundary

MINUTE 025/2019

Moved: Cr Ron Campbell   Seconded: Cr Maxine Booby

That Council:

1. Support the proposed boundary change.

2. Seek a Council resolution from Moree Plains Shire Council that also supports the boundary change.

3. Authorise making a joint proposal to the Minister for Local Government and His Excellency the Governor of New South Wales.

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

4. Request a provision for the payment of any outstanding rates and charges to be included in a proclamation to affect the boundary change.

<u>In Favour:</u>   Crs Catherine Redding, Maxine Booby, Ron Campbell, Ron Campey, Lloyd Finlay, Ann Loder and Cameron Staines

<u>Against:</u>   Nil

CARRIED 7/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Governance Coordinator	12/03/2019	31/07/2022	

Current Status

15 Jun 2022 - 11:50 AM – Governance Coordinator
Revised Target Date changed by: Governance Coordinator From: 31 May 2022 To: 31 Jul 2022
Reason: Outcome awaiting decision from the NSW Office of Local Government and the Minister for Local Government. No further action required by Narrabri Shire Council or Moree Plains Shire Council at this stage.

Meeting	Item	Report Title
Council 27/10/2020	9.1	Boggabri Community Projects VPA - Boggabri Tractor Shed - Project Expenditure Approval

MINUTE 174/2020

Moved: Cr Lloyd Finlay   Seconded: Cr Robert Kneale

1. That Council approve funding of the Boggabri Tractor Shed – Capacity Building Project ($60,000) as per the details and stipulations outlined in this report.

2. That Council fund this project from Maules Creek Mine Voluntary Planning Agreement.

<u>In Favour:</u>   Crs Lloyd Finlay, Maxine Booby, Catherine Redding, Cameron Staines, Ron Campey, Robert Kneale and Ron Campbell

<u>Against:</u>   Nil

CARRIED 7/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Strategic Planning	10/11/2020	31/12/2022	

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Current Status

17 May 2022 - 4:11 PM – Manager Strategic Planning

Revised Target Date changed by: Manager Strategic Planning From: 28 Mar 2022 To: 31 Dec 2022
Reason: Ongoing project. Of the Original approved grant funding of $60,000, to date (13/5/22) total expended is
$32073.32 leaving a remaining budget of $27926.68.
Project is due for completion per terms of funding agreement on 31 Dec 2022, (see clause 6.1.13 The Recipient agrees
to enure that the project and works are completed in a timely manner and prior to the end date and that failure to do
so will result in the Recipient forfeiting the funding).

5. PROJECT WORKS
5.1. The Project will consist of the following Works:
5.1.1. Painting of The Tractor Shed, internal and/or external, as decided on through
consultation with the Recipients Representative and Council;
5.1.2. Signage;
5.1.3. Pamphlets;
5.1.4. Display vehicle repair;
5.1.5. Visibility increasing items/projects such as bunting or flags;
5.1.6. Other items as decided on through consultation with the Recipients
Representative and Council;

Meeting	Item	Report Title
Council 27/10/2020	9.2	Boggabri Community Projects VPA - Boggabri CBD and Business Activation Project - Project Expenditure Approval

MINUTE 175/2020

Moved: Cr Maxine Booby   Seconded: Cr Lloyd Finlay

1. **That Council approve funding of the Boggabri CBD and Business Activation Project ($120,000) as per the details and stipulations outlined in this report.**

2. **That Council fund the project from Maules Creek Mine Voluntary Planning Agreement.**

In Favour: Crs Lloyd Finlay, Maxine Booby, Catherine Redding, Cameron Staines, Ron Campey, Robert Kneale and Ron Campbell

Against: Nil

CARRIED 7/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Strategic Planning	10/11/2020	31/07/2022	

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

Current Status

17 May 2022 - 4:12 PM – Manager Strategic Planning
Revised Target Date changed by: Manager Strategic Planning From: 31 Mar 2022 To: 31 Jul 2022
Reason: Original approved grant amount (minute 175/2020) $120000. To date 13/5/2022 $5000 has been expended leaving balance of budget $115,000.
Have emailed Grants officer requesting status update and copy of funding deed.

Meeting	Item	Report Title
Council 23/02/2021		Provision Of New Doctors Residence in Boggabri

MINUTE 038/2021

Moved: Cr Lloyd Finlay   Seconded: Cr Maxine Booby

1. That Council provide a suitable prefabricated home on vacant Council land at 37 Dalton Street Boggabri, at an estimated cost of $274,800.

2. That the provision of the home be funded from the Maules Creek Coal Voluntary Planning Agreement (VPA) for Boggabri Community projects.

3. That Council upon the successful completion of the new residence, place 29 Laidlaw St, Boggabri for sale with an authorised real estate agent in its current condition; any profits from sale are to be placed into a reserve for Community Projects within Boggabri.

4. That rental income received from 37 Dalton Street, Boggabri be placed into a reserve (restricted) for maintenance and upkeep of the 37 Dalton Street Boggabri.

5. That Council approve the use of the Council Seal for all relevant documents to enact this resolution.

In Favour: Crs Ron Campbell, Cameron Staines, Maxine Booby, Ron Campey, Lloyd Finlay, Robert Kneale and Catherine Redding

Against: Nil

CARRIED 7/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Property Services	09/03/2021	28/02/2023	

Current Status

17 May 2022 - 4:02 PM – Manager Property Services
Revised Target Date changed by: Manager Property Services From: 28 Feb 2023 To: 28 Feb 2023
Reason: DA has been approved. Shortages in materials and trades has delayed the project.

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Meeting	Item	Report Title
Council 27/07/2021	11.1	Notice of Motion - Doctors Creek land erosion issue

MINUTE 120/2021

Moved: Cr Maxine Booby   Seconded: Cr Lloyd Finlay

1.   That Council seeks an urgent meeting of all appropriate NSW Government authorities regarding the significant erosion immediately downstream of the Doctors Creek bridge from the February 2020 rain event. With the intent that the outcome of the meeting map the way forward in dealing with the erosion issues.

2.   That Council requests that the previous report from Doctors Creek bank erosion be examined in conjunction with the proposed solution to the erosion issues.

In Favour: Crs Ron Campbell, Maxine Booby, Ron Campey, Lloyd Finlay, Robert Kneale and Catherine Redding

Against: Nil

CARRIED 6/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Director Infrastructure Delivery	26/08/2021	31/08/2022	

Current Status

17 May 2022 - 3:46 PM – Manager Infrastructure Delivery

Report to be prepared for Council detailing Formal discussions with Crown

Meeting	Item	Report Title
Council 27/07/2021	13.6	Notice of Motion - Rural Banking Options (Wee Waa)

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

MINUTE 131/2021

Moved: Cr Maxine Booby   Seconded: Cr Ron Campey

1. **That Council notes that:**

   a. Bank branch and ATM closures are leaving many communities without access to financial services, especially in regional Australia.

   b. Since 1975 the number of bank branches in regional Australia has fallen by more than 60 per cent, and there are more than 1,500 communities across Australia with no bank branches at all.

   c. A large proportion of the population, including the elderly, disabled, small businesses and local schools and charities, will always have a need for face-to-face financial services despite advances in technology.

   d. For hundreds of communities, their only access to ash and financial services is through Bank@Post at their community Post Office.

   e. Bank@Post is an essential service to all communities, but is vulnerable to commercial decision-making by the banks, which can choose to withdraw their participation.

2. That Council calls on the Commonwealth Parliament to pass the Commonwealth Postal Savings Bank Bill to establish a post office people's bank, fully guaranteed by the Commonwealth, as a dedicated postal savings bank, operating exclusively through Australia Post's corporate and licensed post offices, which will ensure basic banking services—including deposit-taking, business and personal lending, and access to cash—are available to all Australians, and will contribute to Australia's national economic development.

3. That Council write to the Local State and Federal Members of Parliament, to inform them of Councils desire to support the passage of the Commonwealth Postal Savings Bank Bill through Parliament.

In Favour: Crs Ron Campbell, Maxine Booby, Ron Campey, Lloyd Finlay and Robert Kneale

Against: Nil

CARRIED 5/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Governance and Risk	26/08/2021	01/06/2022	

Current Status

21 June 2022 – 1:47 PM – Manager Governance and Risk

Revised Target Date changed by: Manager Governance and Risk From: 01 Jun 2022 To: 26 Jul 2022
Reason: Report to be brought to Council for policy position and to raise issue with original resolution.

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

Meeting	Item	Report Title
Council 15/02/2022	9.2	Notice of Motion - Use of iPad Technology by Councillors

MINUTE 014/2022

Moved: Cr Rohan Boehm   Seconded: Cr John Clements

THAT

(i)   That the General Manager provide a report to the 22ⁿᵈ March 2022 Ordinary meeting detailing the following:- the details of how emails and other Council documents are auto-archived for the purposes of complying with any legal requirements and details of all relevant legislation and other responsibilities that are relevant to this. Also, that offsite backup and protection from tampering be detailed in the report.

(ii)   That the General Manager present a report outlining a new or existing Policy for approval or modification on proposed protocols that would need to be observed to allow access to auto-archived material. This should include penalties for access outside of the finalised policy.

(iii)   That the General Manager provide a report to each Ordinary Meeting of Council detailing the number of accesses to auto-archived material that have been undertaken, by whom and the reason for access, ensuring process that excludes any detail in reports that could identify an individual.

CARRIED

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Townsend, Jason	17/03/2022	01/09/2022	

Current Status

17 May 2022 - 4:46 PM – Manager Governance and Risk

Revised Target Date changed by: Manager Governance and Risk From: 2 Sep 2022 To: 01 Sep 2022
Reason: Reporting Occurring at OCMs.

Meeting	Item	Report Title
Council 22/03/2022	12.2	Notice of Motion - Urgent Works on Melburra Road (Off Killarney Gap Road)

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

MINUTE 062/2022

Moved: Cr Greg Lamont   Seconded: Cr Rohan Boehm

1. That the General Manager provide a report to the appropriate budget briefing of council on:

    (a)   what work has been undertaken on Melburra Rd the last three (3) years and the cost;

    (b)   the result of General Manager, or delegate, meeting on site with interested Councillors and the Melburra Road Users Group to discuss options such as concreting the culverts, fencing, regular grading etc., to ensure they have a reliable and safe road to use;

    (c)   as a result of (b) what works are proposed to rectify the problems, the cost and source of funds.

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, Robert Browning, John Clements, Brett Dickinson, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 9/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Cain , Michael	21/04/2022	26/07/2022	

Current Status

18 May 2022 - 9:13 AM – Manager Governance and Risk

Revised Target Date changed by: Manager Governance and Risk From: 21 Apr 2022 To: 26 Jul 2022
Reason: Per DID comment. Report to be provided to July OCM.

Meeting	Item	Report Title
Council 22/03/2022	12.3	Notice of Motion - Narrabri Town Clock Repairs

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):　　Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

MINUTE 063/2022

Moved:　　Cr Greg Lamont　　　　Seconded:　　Cr Lisa Richardson

1. That the General Manager submit a report to Council on the history of the maintenance, including a report on the costing to raise the fuse box of the Narrabri Town Clock and its current status in order that it may be repaired to keep the correct time as soon as possible.

2. That the General Manager submit a report to Council on the status of all Narrabri Shire town clocks including a history of the clocks, current maintenance schedule and any other relevant details.

In Favour:　　Crs Ron Campbell, Catherine Redding, Rohan Boehm, Robert Browning, John Clements, Brett Dickinson, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against:　　Nil

CARRIED 9/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Parks and Open Spaces	21/04/2022	28/06/2022	

Current Status

18 May 2022 - 9:14 AM – Manager Governance and Risk

Revised Target Date changed by: Manager Governance and Risk From: 21 Apr 2022 To: 28 Jun 2022
Reason: Per Comment from DID, report to be provided to June OCM.

Meeting	Item	Report Title
Council 22/03/2022	12.4	Notice of Motion - Narrabri West Railway Museum

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

MINUTE 064/2022

Moved: Cr Greg Lamont   Seconded: Cr John Clements

1. That the General Manager submit a report to a future meeting of Council on the history of attempts to have the Narrabri West Railway Museum being established in the old Narrabri West Water Tower, information on any possible grant sources to complete the Museum, if any existing funding sources are in reserves or trust or any details on entities that may have been involved in the past.

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, Robert Browning, John Clements, Brett Dickinson, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 9/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Tourism and Cultural Services	21/04/2022	01/07/2022	

Current Status

10 Jun 2022 - 1:13 PM – Manager Tourism and Cultural Services
I'm meeting with stakeholders to discuss this but not till the 16 June 2022

Meeting	Item	Report Title
Council 22/03/2022	13.2	Payment of Superannuation to Councillors

MINUTE 067/2022

Moved: Cr John Clements   Seconded: Cr Brett Dickinson

1. That Council make superannuation contributions on Councillor and Mayoral fees in accordance with section 254B of the *Local Government Act 1993* (NSW) commencing 1 July 2022.

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, Robert Browning, John Clements, Brett Dickinson, Greg Lamont and Lisa Richardson

Against: Cr Darrell Tiemens

CARRIED 8/1

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Governance and Risk	21/04/2022	01/07/2022	

Resolution Register
(Outstanding)

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

Current Status

17 May 2022 - 4:47 PM – Manager Governance and Risk
Revised Target Date changed by: Manager Governance and Risk From: 21 Apr 2022 To: 01 Jul 2022
Reason: Payroll to take on Councillor fee payment and superannuation.

Meeting	Item	Report Title
Council 22/03/2022	13.5	**Council Committees**

MINUTE 070/2022

Moved: Cr John Clements   Seconded: Cr Darrell Tiemens

1. **That Council hold a workshop to consider the formation of Council standing committees.**

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, Robert Browning, John Clements, Brett Dickinson, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 9/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Governance and Risk	21/04/2022	05/07/2022	

Current Status

20 Jun 2022 - 2:42 PM – Manager Governance and Risk
Briefing being delivered at July Briefing by Acting GM.

Meeting	Item	Report Title
Council 26/04/2022	15.6	Chairing and Effective Meeting Procedures for Councillors

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

MINUTE 101/2022

Moved: Cr John Clements   Seconded: Cr Lisa Richardson

1.   **That the General Manager engage the services of Local Government NSW to provide the Chairing & Effective Meetings Workshop as a face to face workshop commencing at 10.30am.**

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, John Clements, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 7/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Governance and Risk	26/05/2022	05/07/2022	

Current Status

20 Jun 2022 - 2:47 PM – Manager Governance and Risk
Organised and booked for 5 July briefing.

Meeting	Item	Report Title
Council 26/04/2022	15.12	Deferral of workshop on Council Standing Committees

MINUTE 111/2022

Moved: Cr Catherine Redding   Seconded: Cr Darrell Tiemens

1.   **That Council defer the workshop to discuss Council Standing Committees within three (3) months.**

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, John Clements, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 7/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Governance and Risk	26/05/2022	05/07/2022	

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Current Status

20 Jun 2022 - 2:47 PM – Manager Governance and Risk

Booked for 5 July Briefing by Acting GM

Meeting	Item	Report Title
Council 26/04/2022	17.2	Expressions of Interest - General Manager Recruitment

MINUTE CO-120/2022

Moved: Cr John Clements   Seconded: Cr Catherine Redding

1. **That Council engage Leading Roles to undertake recruitment for the new General Manager.**

2. **That authority be delegated to the Mayor to finalise arrangements with Leading Roles to facilitate any necessary agreement and documentation.**

3. **That Council appoint all Councillors to the selection panel and delegate authority to the Mayor to facilitate the recruitment process pursuant to the requirements of the *Local Government Act 1993* and the Guidelines for the Appointment and Oversight of General Managers.**

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, John Clements, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 7/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Director Corporate and Community Services	26/05/2022	24/05/2022	

Current Status

20 Jun 2022 - 5:10 PM – Manager Governance and Risk

Applications Closing Friday 25 June 2022.

Meeting	Item	Report Title
Council 26/04/2022	17.3	Unauthorised Dwelling at 164 Killara Road, Jacks Creek

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

MINUTE CO-121/2022

Moved: Cr Catherine Redding   Seconded: Cr John Clements

1. **That Council receive and note the Report.**

2. **That Council receive progressive updates in relation to the unauthorised development works located at 164 Killara Road, Jacks Creek being Lot 1511 in DP831514.**

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, John Clements, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 7/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Director Planning & Strategy	26/05/2022	01/08/2022	

Current Status

20 Jun 2022 - 4:03 PM – Governance Coordinator
DA submitted to Council and is being assessed.

Meeting	Item	Report Title
Council 26/04/2022	14.3	Narrabri Underground Voluntary Planning Agreement (VPA) Update
Resolution not found		

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Strategic Planning	26/05/2022	31/07/2022	

Current Status

20 Jun 2022 - 4:12 PM – Manager Strategic Planning
Revised Target Date changed by: Henry, Michelle From: 31 May 2022 To: 31 Jul 2022
Reason: Explanatory note for PA to be drafted and sent to Lindsay Taylor Lawyers for review. Will require further consultation with Whitehaven following this process and then to be placed on public exhibition

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Meeting	Item	Report Title
Council 16/05/2022	7.2	Quarterly Budget Review Statement - March 2022

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s): Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

MINUTE 127/2022

Moved: Cr John Clements   Seconded: Cr Greg Lamont

1. That Council adopt the Quarterly Budget Review Statement for the period ended 31 March 2022 as the revised Budget estimates for the year ended 30 June 2022 and the Operational Plan and Capital Works Plan be amended accordingly.

2. That a Quarterly Budget Review Statement be prepared and presented to Council for the period ending 30 June 2022.

3. That information be presented to Council regarding the status and milestones of flood event claims for the Narrabri Shire for the period ending 30 June 2022.

4. That Council be presented the Tourism Hub Master Plan at the 28 June 2022 Ordinary Council Meeting.

5. That Council review the presentation of Council's Capital Expenditure and Capital Income (including funding from external sources) to provide sub totals of income and expenditure for each major project (exceeding $1 million in expenditure).

6. A progress report on Council's Facility Management Plans be presented to the 28 June 2022 Ordinary Council Meeting.

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, Robert Browning, John Clements, Brett Dickinson, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 9/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Financial Services	15/06/2022	15/06/2022	

Current Status

16 May 2022 - 1:48 PM – Governance Support Officer

Action reassigned to Manager Financial Services by: Governance Support Officer for the reason: Action as appropriate.

Meeting	Item	Report Title
Council 22/03/2022	11.5	Notice of Motion - Narrabri Lawn Cemetery & Old Narrabri Cemetery

MINUTE 059/2022

Moved: Cr Greg Lamont   Seconded: Cr Darrell Tiemens

Resolution Register

(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

1. That the General Manager provide a report to Council on:

   (a) the cost of repairing or resurfacing the internal roads and the signposting of where plots are located at the Narrabri Lawn Cemetery to match the Cemetery Register and the source of funds to undertake the works in the 2022-2023 Capital Works Program;

   (b) the cost of and what level of service is provided in mowing the rows and between the rows, maintaining signage, picking up rubbish etc., at the Old Narrabri Cemetery to improve its appearance and protect the asset;

   (c) the options of the engagement of Corrective Services and/or Community Service Order people or grant funded employment programs or other options to assist in the maintenance of the Old Narrabri Cemetery.

In Favour: Crs Ron Campbell, Catherine Redding, Rohan Boehm, Robert Browning, John Clements, Brett Dickinson, Greg Lamont, Lisa Richardson and Darrell Tiemens

Against: Nil

CARRIED 9/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Parks and Open Spaces	21/04/2022	21/04/2022	

Current Status

21 Jun 2022 - 12:08 PM – Manager Governance and Risk

Action reassigned to Manager Parks and Open Spaces by: Manager Governance and Risk for the reason: Assigned to responsible Manager for exploration.

Meeting	Item	Report Title
Council 24/05/2022	15.8	Overview of Proposed Aboriginal Community Development Initiatives and Programs

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

MINUTE 152/2022

Moved: Cr John Clements   Seconded: Cr Lisa Richardson

1. That Council receive and note the Report.

2. That Council seek a briefing regarding the enshrinement of a Voice for the Aboriginal and Torres Strait Islander people into the Constitution of Australia in line with the Uluru Statement: Voice, Treaty and Truth, prior to formally advising the University of New South Wales of its decision.

3. That Council engage with Aboriginal and Torres Strait Islander peoples of the Gamilaraay Nation (within the Narrabri Shire Local Government Area) regarding their views on the Uluru Statement: Voice, Treaty and Truth.

In Favour: Crs Ron Campbell, Catherine Redding, John Clements, Brett Dickinson, Greg Lamont and Lisa Richardson

Against: Nil

CARRIED 6/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Director Planning and Strategy	23/06/2022	21/08/2022	

Current Status

20 Jun 2022 - 3:54 PM – Governance Coordinator

Revised Target Date changed by: Governance Coordinator From: 23 Jun 2022 To: 21 Aug 2022
Reason: University of Sydney contacted to present a briefing to Councillors regarding the Uluru Statement from the Heart in August 2022

Meeting	Item	Report Title
Council 24/05/2022	15.9	Wee Waa High School Project Update

Resolution Register
(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

Criteria
Directorate(s):
Meeting(s):   Council
Officer(s):
Date From:
Date To:

Printed:
21 June 2022
1:30 PM

MINUTE 153/2022

Moved: Cr Lisa Richardson   Seconded: Cr John Clements

1. That Council receive and note the Report.

2. That Council agree to accept, in principle, supporting infrastructure assets associated with the new Wee Waa High School, subject to:

    a. The final recommendations of the Independent Engineering Peer Review Process;

    b. The satisfaction of the General Manager; and

    c. Council's concerns being satisfactorily addressed.

3. That Council's position on the provision of a pedestrian crossing between the Wee Waa High School and Primary School, across the Kamilaroi Highway, be reviewed following the opening of the new Wee Waa High School.

In Favour: Crs Ron Campbell, Catherine Redding, John Clements, Brett Dickinson, Greg Lamont and Lisa Richardson

Against: Nil

CARRIED 6/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Director Planning and Strategy	23/06/2022	31/07/2022	

Current Status

20 Jun 2022 - 3:54 PM – Governance Coordinator

Revised Target Date changed by: Governance Coordinator From: 23 Jun 2022 To: 31 Jul 2022
Reason: Will provide an update to Council as required.

Meeting	Item	Report Title
Council 24/05/2022	15.11	Lease to NSW Telecommunications Authority

Resolution Register

(Outstanding)

NARRABRI SHIRE
DISCOVER THE POTENTIAL

MINUTE 155/2022

Moved: Cr Brett Dickinson   Seconded: Cr Lisa Richardson

1. **That Council enter into a lease agreement with The New South Wales Government Telecommunications Authority for Four (4) x Five (5) Year sequential leases.**
2. **That Council delegate authority to the General Manager to enter into the lease agreements and execute relevant documentation.**

In Favour: Crs Ron Campbell, Catherine Redding, John Clements, Brett Dickinson, Greg Lamont and Lisa Richardson

Against: Nil

CARRIED 6/0

Responsible Officer	Original Due Date	Revised Due Date	Date Completed
Manager Property Services	23/06/2022	30/09/2022	

Current Status

21 Jun 2022 - 12:42 PM – Manager Property Services

Revised Target Date changed by: Manager Property Services From: 23 Jun 2022 To: 30 Sep 2022
Reason: Lease to commence in early 2023. Awaiting lease in registerable format.