



ATTACHMENTS

UNDER SEPARATE COVER

Ordinary Council Meeting

27 February 2024

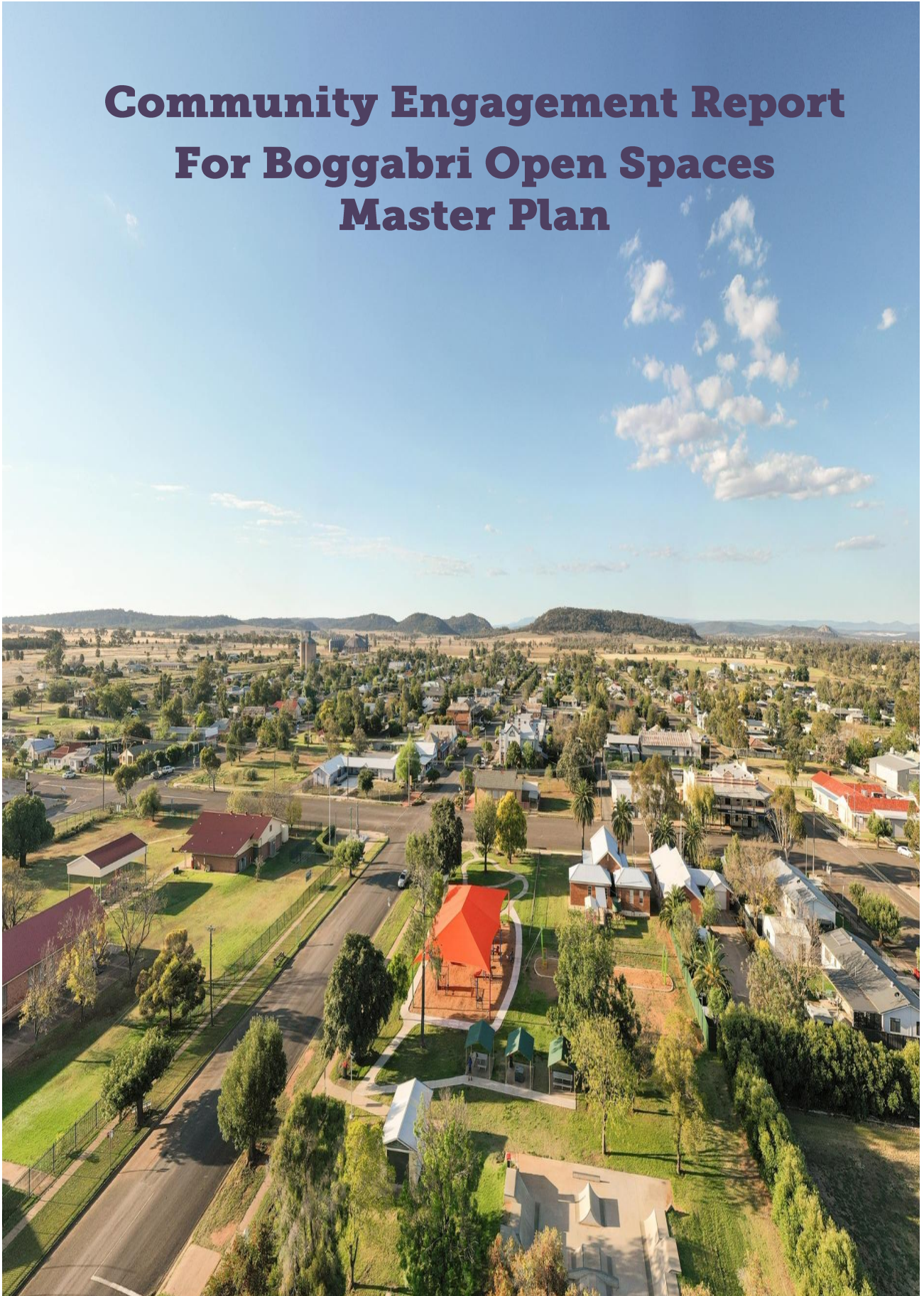


NARRABRI SHIRE
DISCOVER THE POTENTIAL

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Community Engagement Report For Boggabri Open Spaces Master Plan



Disclaimer

Any information provided by Narrabri Shire Council in this document is provided in good faith. All information included in the Appendices is excerpts of direct feedback received from those who participated in Stakeholder Engagement for the Boggabri Open Spaces Master Plan. Narrabri Shire Council has not formally agreed to undertake any suggestions listed in this document. All operational items the Council will adopt will be reported through Council's annual Operational Plan.

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Narrabri Shire 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.



The design of a great place is never just about bricks and mortar. It is about how the design responds to community needs. For critical community precincts such as the Boggabri Open Spaces, the future design response starts with a deep understanding of exactly what these needs are.

This engagement report seeks to capture the voices and needs of the community and provide meaningful insights into how the revitalisation of Boggabri's community heart could brighten local futures and create new opportunities for generations to come.

1. Introduction

1.1 Background

According to the most recent Australian Bureau of Statistics Census (2021) Narrabri Shire's population is approximately 12,703 with 11% (1,203) of residents living in Boggabri and their wider community.¹

Boggabri has had a growth rate of 6.5% between 2016 and 2021.

Narrabri Shire Council was determined to see the Boggabri Community benefit from the Vickery Coal Mine extension project.

In 2018, Whitehaven applied for – Vickery Coal Mine Extension Project. Members of the Independent Planning Commission considered various aspects of the Vickery Extension Project. This included social and economic impacts on nearby rural communities and including Boggabri. Council engaged in negotiations relating to a Voluntary Planning Agreement regarding the Vickery Coal Mine Extension. Council, during this time Council consulted with the Boggabri community and the money offered did not reflect the impact of the extension of Vickery Coal Mine.

At the July 2019 Ordinary Council Meeting, the VPA offered by Whitehaven was rejected. The VPA offer was \$2.712 million as a one-off, upfront payment upon commencement of construction. Which equates to \$108,000 for each year Vickery coal mine will operate.

In August 2022 Council Adopted an updated Section 7.12 Development Contributions Plan. The Plan includes a Schedule of Works (the Schedule), which identifies the projects within the Shire that could be funded through development contributions. The update included the addition of \$3.2 million being allocated for the development of the Boggabri Civic and Cultural Precinct.

The feedback received from stakeholders and the results of the March 2023 community consultation provided valuable insight and help guide Council to design Option A Master Plan.

After the Council briefing on 5 December 2023, it was decided by the Councillors to request an additional Master Plan so there was two Master Plans to present to the Boggabri community.

¹ Australian Bureau of Statistics (2021)

Option A: Hall and Library**Option B: Hall ONLY**

1.2 Purpose of this Engagement

On 19 December 2023 Council placed on Public Exhibition the Boggabri Open Spaces Draft Masterplan until 15 February 2024. The purpose of this engagement was to involve the community of Boggabri in endorsing the Master Plan in the delivery of the **Boggabri CBD and Vickery Park to Anzac Park Precinct** to determine the function of the Civic Precinct Building.

Community Engagement was to inform the Final Master Plan and form a useful point of reference to help inform decisions made about the site as development progresses. Achieving a balance between this site's objectives will ensure the creation of a sustainable place that is loved both now and into the future, by locals and visitors to the regions.

Objectives of the period of engagement included:

- To develop a high level of trust and confidence between Council, Consultants, and the community to create a shared vision for Boggabri.
- To share information and provide clarity with stakeholders and the community about the project.
- To create or enable community and stakeholder action in response to community or organisational challenges and opportunities.
- To ensure that the project align with the community's goals and aspirations through proactive engagement.

The projects aim was to involve the community in the decision-making process and to outline the strategic framework that will inform and guide communications and engagement activities to be undertaken to support the project.

This engagement report seeks to capture the voices and needs of the community and provide meaningful insights into the revitalization of Boggabri's community heart could brighten local futures and create new opportunities for generations to come.

1.3 Purpose of this Report

This community engagement report provides the outcomes and summarises the community and stakeholder engagement processes undertaken between September 2019 and February 2024. Council aimed to engage with as many residents of Boggabri, key Stakeholders, and the broader Boggabri community. Council encouraged local input to ensure the final master plan is elected through listening and championing the voices of the community. Narrabri Shire Council has completed an extensive community engagement process across Boggabri and their wider community focusing on the Boggabri Open Spaces Masterplan.

Council appreciates the time the Boggabri Community has taken to provide feedback.

1.4 Engagement Goal

Council staff had set the goal to engage with all identified stakeholders along with as many Boggabri residents as possible and the wider community; to consult and involve them in the decision-making process by gathering their feedback to make sure the projects reflect their needs and desires.

Strategic, targeted consultation with Boggabri community members, stakeholders, and the wider community, was conducted in a combined fashion, with multiple community meetings, stakeholder emails, Facebook, media, and an online survey acting as a broader sweeping, generator of overall community insights.

The findings within this report were then developed by gathering all conversations, submissions and survey results, Council believes it can now move on to the next stage. The engagement strategy worked to successfully achieve the following engagement objectives:

- To generate a current and clear understanding of stakeholders, and the broader Boggabri community needs and wants.
- To inform a Master Plan that is complimentary – not competing with existing businesses.
- To excite and empower community and stakeholders to become part of the journey and engender ownership of the project.
- To bring Council a qualified understanding of all stakeholder values, needs, ideas, opportunities, and the gaps.
- To provide futureproofed insights within the Master Plan, that give Boggabri that best meet the needs of the growing and changing nature of the community and visiting communities.
- To understand the community's view and position on what constitutes a welcoming, activated, inclusive, engaging and connected Open Spaces area.
- To support the evolution of a future proofed, vibrant, much-loved place of enjoyment and opportunity to thrive and grow.

1.5 Engagement methods used

Narrabri Shire Council engagement strategy's approach worked successfully to achieve the following engagement objectives:



Community workshops commencing 2019 to 2024



A community wide online survey and stakeholder emails



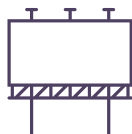
Articles to promote and encourage community engagement and have their say in The Courier and Boggabri Green Flyer



Radio announcements 2MAXFM



Council website and social media



Boggabri Community Information Board

How Narrabri Shire Council engaged

Stage 1 Engagement September 2019 (VPA)

Council held a community consultation meeting on 11 September 2019, this meeting was held to allow all attendees the opportunity to contribute to their thoughts and ideas and the lasting tangible benefits for the Boggabri Community.

Stage 2 Engagement 18 January 2022

January 2022 saw 38 interested community members attend a drop-in session at Boggabri library for the development of Council's Community Strategic Plan. Throughout the day Council heard the community's thoughts, needs, and wants for Boggabri in general and their vision for the Boggabri Open Spaces area. This was the beginning of engagement for Boggabri Open Spaces. **Appendix A**

Stage 3 Engagement 1 February 2022 and 3 March 2022

Council was invited to attend the February 2022 Boggabri Business Chamber meeting held at Boggabri HACC to discuss the Merton Street Streetscape Project designed especially for the community of Boggabri by the Community of Boggabri. The Streetscape Project is a public arts project will encompass artworks, murals and 3D installations celebrating Boggabri's diverse artists. **Appendix B**

On 3 March 2022, Council was invited to attend the March 2022 Business Chamber meeting to discuss more in-depth the Merton Street Streetscape Project and the thoughts and ideas on the Civic Precinct.

Stage 4 Engagement 16 March 2023

March 2023 saw 31 community members attending the two scheduled meetings one in the AM and one in the PM. This engagement was to ensure the Boggabri community were aware of the project and the limitations around the Section 7.12 contribution, provided the opportunity to share their ideas for the precinct's future and to assist in gathering the community's thoughts and ideas to prepare a Draft Master Plan. **Appendix C**

Stage 5 Engagement 21 December 2023-15 February 2024

During this period Council staff engaged with the Boggabri Community in an integrated fashion beginning on 20 December 2023 with staff engaging with businesses and displaying the Draft Master Plan and surveys at local businesses. Along with this an email was sent to all identified stakeholders from previous consultations with the Draft Master Plan attached and survey. On 21 December 2023 and 17 January 2024 Council held community meetings and face-to-face discussions at the Boggabri Court House with a total of 36 community members attending in total.

There are 9 engagement phases in this project. Each stage builds on the previous stage, both in the data collected and the intensity of engagement. The ten engagement stages are:

- **Phase 1:** 11 September 2019 Initial community consultation meeting held to discuss potential **VPA**
- **Phase 2:** 18 January 2022: Boggabri Community drop-in sessions for CSP
- **Phase 3:** 1 February 2022 Boggabri Community Meeting @ HACC for Boggabri Chamber of Commerce Master Plan
- **Phase 4:** 3 March 2022: Boggabri Business Chamber Meeting for CSP
- **Phase 5:** 16 March 2023: Community meeting to discuss **Section 7.12** and to gather community members thoughts and ideas for the Open Spaces area.
- **Phase 6:** Engage Open Spaces Master Planner
 - 5 December 2023 Councillor Briefing

- 19 December 2023 Ordinary Council Meeting
- **Phase 7:** 21 December 2023 – 15 February 2024: Draft Masterplan on display
 - 21 December 2023 – Community meeting AM and drop-in at Boggabri Court House
 - 17 January 2024 – Community meeting PM and drop-in at Boggabri Court House
- **Phase 8:** February 2024: Present Engagement to Ordinary Council Meeting February 2024 for adoption **(WE ARE HERE)**
- **Phase 9:** February 2024: Engage architect for internal design of Civic Precinct
 - Engage with Boggabri community on internal fit out of either Option A or Option B



1.6 Engagement Timeline and Activity

Engagement Intention	Engagement Technique	Dates	Content
INFORM & CONSULT	Email to stakeholders	3 September 2019	Purpose and Meeting Info VPA Community Meeting @ Boggabri Library – Wednesday 11 September 2019 1 x Session at 2:30pm-3:30pm
INFORM & CONSULT	Email, Facebook	13 December 2021	Purpose and Meeting Info CSP & VPA Community meeting @ Boggabri Library – Tuesday 18 January 2022. 1 x session 10:30am-4:30pm
CONSULT			Guests at Community Meetings Council staff were invited to attend two community meetings on 1 February 2022 at Boggabri HACC 3 March 2022 at Boggabri Business Chamber
INFORM & CONSULT			Purpose and Meeting Info Section 7.12 Contribution Community Meeting @ Boggabri Library 1 x session morning 1 x session afternoon
CONSULT			Narrabri Shire Councillor Briefing on 5 December 2024.
CONSULT			Narrabri Shire Ordinary Meeting on 19 December 2024.
INFORM & CONSULT	Facebook	12 December 2023	Purpose and Meeting Info Community Meeting @ Boggabri Court House – Thursday 21 December 2023: 1 x Session at 6:30am-7:30am Council Officers available until 2:00pm for anyone to drop in for chat. Community Meeting @ Boggabri Court House Wednesday 17 January 2024: 1 x Session at 6:30pm-7:30pm Council Officers available from 2:00pm onwards for anyone to drop in for chat.

Engagement Intention	Engagement Technique	Dates	Content
INFORM & CONSULT	Email to ALL stakeholders	20 December 2023	<p>The Draft Master Plan captures Boggabri Community's vision for the Open Spaces Master Plan</p> <ul style="list-style-type: none"> • Background • Draft Master Plans attached. • Submission options • Location of Draft Master Plan around Boggabri • Community Meeting Times <p><u>Thursday 21 December 2023 @ Boggabri Court House</u></p> <ul style="list-style-type: none"> • 1x Session at 6:30am-7:30am • Council Officers will be available for a chat and walkaround the Precinct, from the Boggabri Court House until 1:00pm • Light refreshments will be available. • No registration required! <p><u>Wednesday 17 January 2024 @ Boggabri Court House</u></p> <ul style="list-style-type: none"> • 1x Session at 6:30pm-7:30pm • Council Officers will be available for a chat and walkaround the Precinct, from the Boggabri Court House from 2:00pm • Light refreshments will be available. • No registration required!
INFORM & CONSULT	Facebook	20 December 2023	<p>Purpose and Meeting Info Above Info & Master Plan is on Public Exhibition until 15 February 2024.</p>
INFORM & CONSULT	Facebook Link to survey QR Code	21 December 2023	<p>Purpose and Meeting Info Thank you for those attending & Link to Survey Monkey & Master Plan on Public Exhibition until 15 February 2024.</p> <p>Community Meeting @ Boggabri Court House Wednesday 17 January 2024: 1 x Session at 6:30pm-7:30pm Council Officers available from 2:00pm onwards for anyone to drop in for a chat.</p>
INFORM & CONSULT	Facebook Link to survey QR Code	5 January 2024	<p>Purpose and Meeting Info Link to Survey Monkey & Master Plan on Public Exhibition until 15 February 2024.</p> <p>Community Meeting @ Boggabri Court House Wednesday 17 January 2024: 1 x Session at 6:30pm-7:30pm Council Officers available from 2:00pm onwards for anyone to drop in for a chat.</p>

Engagement Intention	Engagement Technique	Dates	Content
INFORM & CONSULT	Facebook Link to survey QR Code	10 January 2024	<p>Purpose and Meeting Info Link to Survey Monkey & Master Plan on Public Exhibition until 15 February 2024.</p> <p>Community Meeting @ Boggabri Court House Wednesday 17 January 2024: 1 x Session at 6:30pm-7:30pm Council Officers available from 2:00pm onwards for anyone to drop in for a chat.</p>
INFORM & CONSULT	Facebook Link to survey QR Code	14 January 2024	<p>Purpose and Meeting Info Link to Survey Monkey & Master Plan on Public Exhibition until 15 February 2024.</p> <p>Community Meeting @ Boggabri Court House Wednesday 17 January 2024: 1 x Session at 6:30pm-7:30pm Council Officers available from 2:00pm onwards for anyone to drop in for a chat.</p>
INFORM & CONSULT	Facebook Link to survey QR Code	16 January 2024	<p>Purpose and Meeting Info Link to Survey Monkey & Master Plan on Public Exhibition until 15 February 2024.</p> <p>Community Meeting @ Boggabri Court House Wednesday 17 January 2024: 1 x Session at 6:30pm-7:30pm Council Officers available from 2:00pm onwards for anyone to drop in for a chat.</p>
INFORM & CONSULT	Facebook Link to survey	18 January 2024	<p>Community Report, Purpose, and Meeting Info A thank you for everyone attending the meeting held 21 December 2023 and 17 January 2024.</p> <p>Community input remains crucial, if you have missed a meeting, don't worry you can still have your say:</p> <ul style="list-style-type: none"> • Online Submission Form • Call the Manager of Parks and Open Spaces • Email us at council@narrabri.nsw.gov.au <p>View the Boggabri Draft Masterplan Document here</p>
INFORM & CONSULT	Email to ALL stakeholders and attendees of meeting	23 January 2024	<p>Boggabri Open Spaces Master Plan Thank you to everyone who attended the community meetings held on 21 December 2023 and 17 January 2024.</p> <ul style="list-style-type: none"> • Survey {link} • Hardcopy survey {attached} • Draft Master Plan {link}
INFORM & CONSULT	Courier Ad	23 January 2024	<p>Publish add in the Courier "Your Council". Essential info:</p> <ul style="list-style-type: none"> • What the Master Plan is for • Link to Master Plan • Where to make submissions: email, mail, in person • Survey QR Code

Engagement Intention	Engagement Technique	Dates	Content
INFORM & CONSULT	Green Flyer	19 January 2024 2 February 2024	Publish add in Courier/happy for flyer to be published in a reduced capacity. Essential info: <ul style="list-style-type: none"> • What the Master Plan is for • Link to Master Plan • Where to make submissions: email, mail, in person • Survey QR Code
CONSULT & INVOLVE	Facebook Link to survey	1 February 2024	Inform the public on the purpose of the Community Meeting. <ul style="list-style-type: none"> • Only two weeks left to have your say! • Council website {link} • Where to make submissions • Survey
CONSULT & INFORM	Facebook Link to survey	15 February 2024	FINAL DAY for the Draft Boggabri Open Spaces Master Plan survey – closes 5:00pm TODAY! <ul style="list-style-type: none"> • Complete survey {link} • Master Plan {link} • Submissions via email, dropped into Boggabri Library or in person at Admin building.
CONSULT		February 2024 (TBD)	Collate and return info/feedback loop.

2. Engagement Results

2.1 Engagement Achieved

Boggabri's Engagement's	Timing	Participants	%
Boggabri Community VPA Meeting	11 September 2019	No data available	
Boggabri CSP Community Meeting	18 January 2022	38	2.7%
Boggabri Community Civic Precinct Meeting	16 March 2023	31	2.2%
Boggabri Open Spaces Survey (site specific)	December 2023 – February 2024	56	4.6%
Drop-in Workshop 21 December 2023	December 2023	16	1.1%
Drop-in Workshop 17 January 2024	January 2024	20	1.4%
TOTAL		161	12%
Boggabri Population		1,203	100%

2.2 Engagement Participation

Preliminary work started on this project after Council adopted Section 7.12 Development Contribution in August 2022. Due to the impact of COVID-19 pandemic, and delays encountered negotiating VPA vs 7.12 with the main engagement activities started in March 2023 with 31 community members attending throughout the day. The initial engagement was to ensure the Boggabri community were aware of the project and were provided the opportunity to share their ideas for the precinct's future and to assist in gathering enough information to prepare a Draft Master Plan. **Appendix C**

Unfortunately, Council anticipated being back out in the Boggabri community with a Draft Master Plan around July 2023 though, engaging a Master Planner took longer than anticipated.

Council received the Draft Master Plan late November 2023 based on the Boggabri community feedback in March 2023. Upon Councillors recommendation this was sent back for preparation of a second option to present to the Boggabri community.

Council adopted the Draft Master Plan on 19 December 2023 and Council staff attended the first community meeting on Thursday 21 December 2023 with 16 attendees throughout the day between 6:30am-2:00pm.

Council held a second community drop-in workshop on Wednesday 17 January 2024 with 20 attendees throughout the day from 2:00pm-7:30pm with Council staff staying on until 8:30pm to continue to address the attendee's questions and listen to their ideas.

Further engagement with councillors, staff, key stakeholders, and the community will continue throughout the commencement and completion of works.

Broader Engagement including Drop-ins. The following engagement activities were conducted with Boggabri Community:

- Initial Boggabri Community drop-in meeting **16 March 2023 (31 in attendance)**;
- Boggabri Community meeting **21 December 2023 (16 in attendance)**;
- Boggabri Community meeting **17 January 2024 (20 in attendance)**;
- Boggabri Open Spaces Survey **(20 December 2023 – 15 February 2024) 56 responses**
- Publish add in Courier for community meetings and survey and;
- Facebook and Radio posts throughout the survey timeline.

Samples of Council's Facebook Posts:

Post Reach 315 – Engagement 13

 **Narrabri Shire**
12 December 2023 · 🌐

👋 Boggabri, it's time to have your say!!

Narrabri Shire Council is excited to invite the Boggabri Community for their input to develop a Master Plan for the Boggabri Open Spaces! This Plan will also help affirm the external footprint of the future Boggabri Civic Precinct.

Council recognises the importance of community involvement in shaping the future of this vital space and aims to create a vibrant and inclusive environment that reflects the needs and aspirations of its residents.

To have your say regarding the Boggabri Open Spaces Master Plan, community members are encouraged to attend the public meetings or call in and meet with Council officers who will be on-site at the times below:

📍 Thursday, 21 December 2023 @ Boggabri Court House

- 🕒 Meeting at 6:30am-7:30am
- 👋 Council officers will also be available until 1:00pm on-site, and all are welcome to drop in for a chat.
- 👋 No registration required!
- ☕ Tea, coffee, and water provided.

📍 Wednesday, 17 January 2024 @ Boggabri Court House

- 🕒 Meeting at 6:30pm - 7:30pm
- 👋 Council officers will also be available at Boggabri Court House from 2:00pm, and all are welcome to drop in for a chat.
- 👋 No registration required!
- ☕ Tea, coffee, and water provided

Post Reach 983 – Engagement 22

 **Narrabri Shire**
20 December 2023 · 🌐

👋 Boggabri, time to have your say!!

Narrabri Shire Council is excited to invite the Boggabri Community for their input to develop a Master Plan for the Boggabri Open Spaces! This Plan will also help affirm the external footprint of the future Boggabri Civic Precinct.

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- Meeting at 6:30am-7:30am
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- No registration required!

☕ Tea, coffee, and water provided 🍵

📍 Wednesday, 17 January 2024 @ Boggabri Court House

- Meeting at 6:30pm-7:30pm
- Council officers will also be available until 1:00pm on-site and welcome anyone from the area to drop in for a chat.
- No registration required!

☕ Tea, coffee, and water provided 🍵

Post Reach 1312 – Engagement 85

 **Narrabri Shire**
21 December 2023 · 🌐

🙌 Thank you, Boggabri!

Council would like to thank everyone attending the Boggabri Open Spaces Master Plan community meeting today.

If you missed out, don't worry - we will be back in January 2024!

Wednesday, 17 January 2024 @ Boggabri Court House

- Meeting at 6:30pm-7:30pm.
- Council officers will also be available at Boggabri Court House from 2:00pm and welcome anyone from the area to drop in for a chat.
- No registration required!

☕ Tea, coffee, and water provided 🍵

The Master Plan will be placed on Public Exhibition until Thursday, 15 February 2024; submissions can be made in writing to the General Manager via:

- ✉ email to council@narrabri.nsw.gov.au;
- ✉ mail to PO Box 261, Narrabri 2390;
- 👤 in person to Admin Building 46-48 Maitland Street Narrabri;
- 🌐 online through the following link: <https://ow.ly/Lgit50QkTT2>

Post Reach 3660 – Engagement 438

 **Narrabri Shire**
5 January at 08:00 · 🌐

👋 Boggabri, time to have your say!!

Narrabri Shire Council is excited to invite the Boggabri Community for their input to develop a Master Plan for the Boggabri Open Spaces! This Plan will also help affirm the external footprint of the future Boggabri Civic Precinct.

Council recognises the importance of community involvement in shaping the future of this vital space and aims to create a vibrant and inclusive environment that reflects the needs and aspirations of its residents.

To have your say regarding the Boggabri Open Spaces Master Plan, community members are encouraged to attend the public meetings or call in and meet with Council officers who will be on-site at the below times:

📍 Wednesday, 17 January 2024 @ Boggabri Court House

- Meeting at 6:30pm-7:30pm
- Council officers will also be available from 2:00pm on-site and welcome anyone from the area to drop in for a chat.
- No registration required!

☕ Tea, coffee, and water provided 🍵

The Master Plan is on Public Exhibition until Thursday 15 February 2024, to view the plan and make submissions:
<https://www.narrabri.nsw.gov.au/.../Public-Exhibition...>

Post Reach 1985 – Engagement 43

 **Narrabri Shire**
10 January at 08:00 · 🌐

👋 Boggabri, time to have your say!!

Narrabri Shire Council is excited to invite the Boggabri Community for their input to develop a Master Plan for the Boggabri Open Spaces! This Plan will also help affirm the external footprint of the future Boggabri Civic Precinct.

Council recognises the importance of community involvement in shaping the future of this vital space and aims to create a vibrant and inclusive environment that reflects the needs and aspirations of its residents.

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📅 Wednesday, 17 January 2024 @ Boggabri Court House

- Meeting at 6:30pm-7:30pm
- Council officers will also be available from 2:00pm on-site and welcome anyone from the area to drop in for a chat.
- No registration required!

Tea, coffee, and water provided ☕

Post Reach 2912 – Engagement 208

 **Narrabri Shire**
14 January at 08:00 · 🌐

👋 Boggabri, time to have your say!!

Narrabri Shire Council is excited to invite the Boggabri Community for their input to develop a Master Plan for the Boggabri Open Spaces! This Plan will also help affirm the external footprint of the future Boggabri Civic Precinct.

Council recognises the importance of community involvement in shaping the future of this vital space and aims to create a vibrant and inclusive environment that reflects the needs and aspirations of its residents.

To have your say regarding the Boggabri Open Spaces Master Plan, community members are encouraged to attend the public meetings or call in and meet with Council officers who will be on-site at the below times:

📅 Wednesday, 17 January 2024 @ Boggabri Court House

- Meeting at 6:30pm-7:30pm
- Council officers will also be available from 2:00pm on-site and welcome anyone from the area to drop in for a chat.
- No registration required!

Tea, coffee, and water provided ☕

Post Reach 3461 – Engagement 489

 **Narrabri Shire**
16 January at 18:00 · 🌐

👋 CALLING ALL BOGGABRI RESIDENTS! YOUR OPINION MATTERS!

Boggabri, it's time to shape the future of your community, and we need YOUR input!

Join us for a face-to-face discussion with Council Officers about the Boggabri Open Spaces Draft Masterplan. Your insights are crucial in defining the direction we take.

📅 Tomorrow's Schedule:

2:00pm to 7:30pm – Council staff available at the Boggabri Court House

6:30pm to 7:30pm – Engage in a community meeting at the Boggabri Court House

☕ Tea, coffee, water, and light refreshments provided.


Can't make it in person? No problem! We've got alternate ways for you to share your valuable feedback:

- 📄 Online Submission Form: <https://ow.ly/SeSL50QqO9w>
- 📞 Call the Manager of Parks and Open Spaces at 02 6799 6866
- ✉ Email us at council@narrabri.nsw.gov.au

View the Boggabri Draft Masterplan Document here: <https://ow.ly/SeSL50QqO9w>

This meeting is OPEN to ALL members of the Community!

Post Reach 1503 Engagement 142

 **Narrabri Shire**
18 January at 11:32 · 🌐

🌱 Community Report: Boggabri Open Spaces Draft Master Plan

On 21 December 2023 and 17 January 2024, Council held community meetings and face-to-face discussions at the Boggabri Court House to discuss the Draft Master Plan. A special thank you to everyone who participated, shaping the future of Boggabri! Your insights, ideas and passion are invaluable.

The Boggabri Open Spaces (CBD, Vickery Park to Anzac Park) Master Plan is a long-term strategy that will guide current and future enhancements programs in the area. The Master Plan will also affirm the location of the Boggabri Civic Precinct, which is funded by Council's 7.12 contributions fund and scheduled to commence construction in early 2025.

Your input remains crucial, if you missed a meeting, don't worry you can still have your say:

- 📄 Online Submission Form: <https://ow.ly/SeSL50QqO9w>
- 📞 Call the Manager of Parks and Open Spaces at 02 6799 6866
- ✉ Email us at council@narrabri.nsw.gov.au

You can view the Boggabri Draft Masterplan Document here: <https://ow.ly/SeSL50QqO9w>

The Master Plan will be placed on Public Exhibition until 5:00pm Thursday 15 February 2024.

Post Reach 1837 – Engagement 89

Narrabri Shire
1 February at 11:00 · 🌐

Draft Boggabri Open Spaces Master Plan – Only two weeks left to have your say!

It is not too late to have your say regarding the Draft Master Plan for the Boggabri Open Spaces includes Vickery Park, Middle Park, and Anzac Park.

The Boggabri Open Spaces Draft Master Plan is on Council's website or at the Boggabri Post Office, Hassab's Fashions, McKechnie Bros, Council Administration Building and Boggabri Shire Library until 5:00pm Thursday 15 February 2024.

<https://www.narrabri.nsw.gov.au/.../Public-Exhibition...>

Council is committed to providing a space that the Boggabri community wants and needs and encourages everyone to complete a survey. All responses from this survey will guide the next step of developing this space for Boggabri.

Feedback on the Draft Master Plan can be provided to the General Manager via

- ✉ council@narrabri.nsw.gov.au
- ✉ mail to PO Box 261, Narrabri 2390
- 👤 in person to Admin Building 46-48 Maitland Street Narrabri

Post Reach 756 – Engagement 9


Narrabri Shire
4 d · 🌐

FINAL DAY for the Draft Boggabri Open Spaces Master Plan survey - closes at 5.00pm TODAY!!

It is not too late to have your say and provide your input into shaping the future of Boggabri. Your voice is key, and Council encourages everyone to complete the survey, follow this link <https://www.narrabri.nsw.gov.au/.../Public-Exhibition...>

Feedback on the Draft Master Plan can be provided to the General Manager (until 5pm Today) via:

- ✉ council@narrabri.nsw.gov.au or
- ✉ mail to PO Box 261, Narrabri 2390
- 👤 in person to Admin Building 46-48 Maitland Street Narrabri, until 5pm Thursday 15 February 2024.



Media releases

The Courier

PUBLIC EXHIBITION CLOSING SOON

Reminder that the following items are closing soon for public notification:

- Boggabri Open Spaces Master Plan –
Closes 5.00pm Thursday, 15 February 2024.
- 2022/2026 Youth Strategy –
Closes 5.00pm Thursday, 1 February 2024
- Narrabri Shire Council Drought Management
Plan –
Closes 5.00pm Thursday, 1
February 2024

Scan the QR code for details.



The Boggabri Green Flyer

Your Council.

Date of Edition:
Friday, 19 January 2024

Public Notices

BOGGABRI OPEN SPACES MASTER PLAN

The Boggabri Open Spaces (CBD, Vickery Park to Anzac Park) Master Plan is a long-term strategy that will guide current and future enhancements programs in the area. The Master Plan will also affirm the location of the Boggabri Civic Precinct, which is funded by Council's 712 contributions fund and scheduled to commence construction in early 2025.

At the December 2023 Ordinary Council Meeting, Council resolved to place the Boggabri Open Spaces Master Plan on Public Exhibition until Thursday, 15 February 2024.

Members of the public are invited to make comments on the draft document until 5.00pm Thursday, 15 February 2024.

The Master Plan will be placed on Public Exhibition until Thursday 15 February 2024, submissions can be made in writing to the General Manager via:

- email to council@narrabri.nsw.gov.au;
- mail to PO Box 261, Narrabri 2390;
- in person to Admin Building 46-48 Maitland Street Narrabri; or
- online via the QR code (where you can also view a copy of the master plan)



AUSTRALIA DAY 2024

We are gearing up for an incredible Australia Day and invite all to join us on 26 January 2024 at the Boggabri Memorial Swimming Pool.

This year's Australia Day Ambassador is Mr Clyde Campbell AM, Founder of the Shake It Up Foundation.

Where: Boggabri Memorial Swimming Pool (free entry), Laidlaw St and Caxton St
Time: 1:00pm
Program: Australia Day celebration, FREE sausage sizzle and entertainment.



Current Vacancies

Pool and Facilities Assistant |
Permanent Full-time
Information Technology Coordinator |
Permanent Full-time

To view all current opportunities and more, scan our QR code.



Narrabri Shire Council

Subscribe to our YouTube channel for the latest news and projects @ Narrabri Shire
46-48 Maitland Street
PO Box 261, Narrabri NSW 2390
P. 02 6799 6865
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W. narrabri.nsw.gov.au
E. council@narrabri.nsw.gov.au
@ or #
NarrabriShire



Your Council.

Date of Edition:
Friday, 2 February 2024

Public Notices

BOGGABRI OPEN SPACES MASTER PLAN

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- email to council@narrabri.nsw.gov.au;
- mail to PO Box 261, Narrabri 2390;
- in person to Admin Building 46-48 Maitland Street Narrabri; or
- online via the QR code (where you can also view a copy of the master plan)



NARRABRI SHIRE SENIOR OF THE YEAR

Narrabri Shire Council is inviting community members to nominate their favourite Senior, for the Narrabri Shire Senior of the Year Award.

Nominees must be residents of Narrabri Shire and aged over 60 (or over 50 for Aboriginal, Torres Strait Islanders or people with a lifelong disability).

Nomination forms can be found via the QR code below.

Nominations close 2 February 2024.

The winner will be announced at the 2024 Senior Festival Luncheon on Thursday, 14 March.

The 2024 Seniors Festival theme is 'Reach Beyond' and runs from 11 to 24 March 2024.



Current Vacancies

Apprentice Chef | **Permanent Full-time**
Branch Library Officer - Boggabri |
Permanent Part-time

To view all current opportunities and more, scan our QR code.



Narrabri Shire Council

Subscribe to our YouTube channel for the latest news and projects @ Narrabri Shire
46-48 Maitland Street
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P. 02 6799 6865
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W. narrabri.nsw.gov.au
E. council@narrabri.nsw.gov.au
@ or #
NarrabriShire



Samples of Councils email correspondence

Boggabri Precinct Master Plan – Have your say!



Good afternoon,

The Draft Master Plan captures Boggabri Community's vision for the Open Spaces Master Plan

At the Ordinary Council Meeting on 19 December 2023, Council endorsed the Draft Master Plan to be placed on Public Exhibition from 20 December 2023 to 15 February 2024.

Thank you to all those in the community that engaged to help make the development of the Master Plan possible.

The Draft Master Plan can be found on the Council's website www.narrabri.nsw.gov.au or at the Boggabri Memorial Pool, Boggabri Post Office, Hassab's Fashions, McKechnie Garage, Council Administration Building and Boggabri Shire Library from Thursday 21 December 2023 at 9:00am.

Submissions must be made in writing to the General Manager on the Draft Master Plan via email to council@narrabri.nsw.gov.au or via mail to PO Box 261, Narrabri 2390 or in person to Admin Building 46-48 Maitland Street Narrabri or complete the [Boggabri Open Spaces Master Plan Survey](#).

The Master Plan is a long-term strategy that will guide current and future enhancements programs in the area. The Master Plan will also affirm the location of the Boggabri Civic Precinct, which is funded by Council's 7.12 contributions fund and scheduled to commence construction in early 2025.

Feedback from the first phase of the community consultation was invaluable and helped shape the Draft Master Plans which is attached and ready for community feedback.

Council welcomes your feedback during this next stage, as this will shape the Final Master Plan, and help Council be confident it is delivering a project that meets the needs and wants of the community.

Council will be holding public meetings to gather thoughts and ideas from residents, businesses, community organisations, and other stakeholders.

Thursday 21 December 2023 @ Boggabri Court House

- 1x Session at 6:30am-7:30am
- Council Officers will be available for a chat and walkaround the Precinct, from the Boggabri Court House until 1:00pm
- Light refreshments will be available.
- No registration required!

Wednesday 17 January 2024 @ Boggabri Court House

- 1x Session at 6:30pm-7:30pm
- Council Officers will be available for a chat and walkaround the Precinct, from the Boggabri Court House from 2:00pm
- Light refreshments will be available.
- No registration required!

At the Councillor Briefing on 5 December 2023, it was requested that Council present two options to the public to choose the makeup of the Boggabri Civil Precinct space (please note this is not the final detailed design) being:

Option A:

Two separate buildings adjoined by an awning.

- To include a library.
- To include a community hall (180 PAX).
- To include a commercial kitchen.
- Will reduce maintenance costs.
- Increase quiet spaces for the library.

**Option B:**

One large building.

- To include community hall (300 PAX).
- Library will need to remain where it is until a suitable location can be identified.



Thank you for your continued support of Boggabri, if you have any questions, please do not hesitate to call Council on (02) 67996782.

Sacred Heart Primary School - Newsletter



Sacred Heart Primary School, Boggabri



Community News



Boggabri Open Spaces Master Plan and Survey

Many thanks to everyone who attended the community meetings held on 21st December 2023 and 17th January 2024 at the Boggabri Court House to discuss the Boggabri Open Spaces Master Plan.

Council values the attendance at these meetings to help shape the future of the Boggabri! All insights, ideas and passion are invaluable.

The Boggabri Open Spaces (CBD, Vickery Park to Anzac Park) Master Plan is a long-term strategy that will guide current and future enhancement programs in the area.

The Master Plan will also affirm the location of the Boggabri Civic Precinct, which is funded by the Council's 7.12 contributions fund and scheduled to commence construction in early 2025.

If you have already completed the survey, thank you! If you haven't completed a survey and would like to, please follow the link below or print, complete and return the attached survey to the Boggabri Library.

Online Submission Form: <https://ow.ly/SeSL50QqO9w>

You can view the **Boggabri Draft Masterplan Document** here:
<https://ow.ly/SeSL50QqO9w>

Once again, thank you for taking the time to contribute to this process.

Drop-in Workshops:

Workshops were held at Boggabri Court House for anyone to attend on the following dates:

Thursday 21 December 2023 (16 attendees)

- Morning session (6:30am-7:30am) and
- Open for Walkthroughs until 2:00pm
- Council staff also visited local businesses in the Merton Street to discuss the Draft Master Plan



Wednesday 17 January 2023 (20 attendees)

- Morning session (6:30pm-7:30pm) and
- Open for Walkthroughs from 2:00pm
- Council was fortunate to have Rob Seymour from Insite EMLA at this meeting to discuss how from the community feedback in March 2023 guided the Draft Master Plan.



2.3 Boggabri Site Specific Survey Results – December 2023 to February 2024

During December 2023 to February 2024, Council undertook a survey for Boggabri Open Spaces Draft Masterplan (**56 people completed**) across the Boggabri community. The survey was to gain feedback from residents, businesses, community organisations and other stakeholders; to gain their thoughts and wishes for the development of the Boggabri Open Spaces footprint and understanding the community's vision for the Civic Precinct.

At the Councillor Briefing on 5 December 2023, it was requested that Council present two options to the public to choose the makeup of the Boggabri Civic Precinct space (please note this is not the final detailed design) being:

Civic Precinct Option A:

Two separate buildings adjoined by an awning to include a library and community hall and commercial kitchen (180 PAX). The separation of these two spaces is to reduce maintenance costs and increase quiet spaces for the library.

Civic Precinct Option B:

One large building that only includes a community hall and commercial kitchen (300 PAX) and **NO** library. By removing the library element of the Civic Precinct, capacity can be increased. If this option is the preferred option, the library will need to remain where it is until a suitable location can be identified.

The results of the Boggabri Site Specific Survey are outlined below.

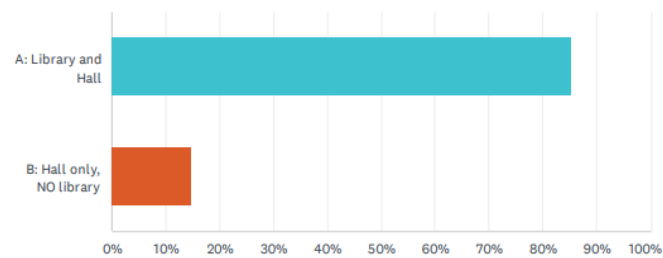
Question 1: Which option do you prefer?



A: Library and Hall



B: Hall only, NO library**Q1 Which option do you prefer?**

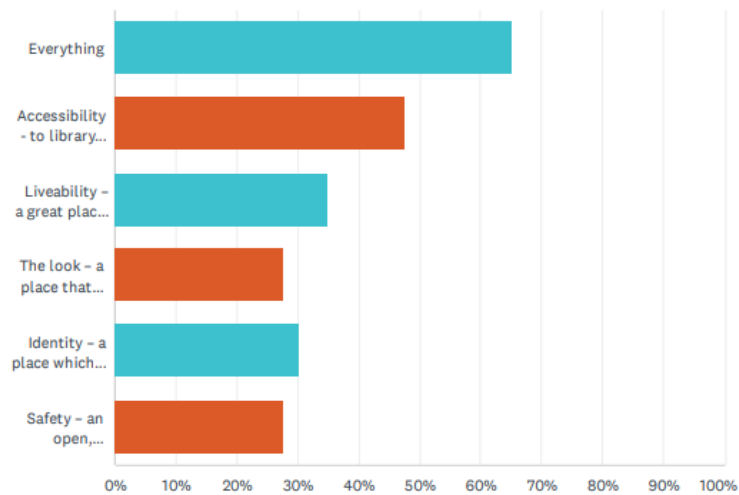
Answered: 54 Skipped: 2



ANSWER CHOICES	RESPONSES	
 A: Library and Hall	85.19%	46
 B: Hall only, NO library	14.81%	8
TOTAL		54

Question 2: Option A - What do you like about this option?**Q2 What do you like about this option?**

Answered: 40 Skipped: 16



ANSWER CHOICES	RESPONSES	
Everything	65.00%	26
Accessibility - to library, multipurpose hall, and open spaces area	47.50%	19
Liveability – a great place for all community members	35.00%	14
The look – a place that feels and looks beautiful	27.50%	11
Identity – a place which reflects the Boggabri's community and their needs	30.00%	12
Safety – an open, connected, and safe place	27.50%	11
Total Respondents: 40		

Question 3: Option A- How can this option be improved?

Answered: 26 Skipped: 30

#	RESPONSES	DATE
1	Idk	2/15/2024 8:12 AM
2	Full disclosure of all details	1/24/2024 3:31 PM
3	Just get it done	1/23/2024 3:04 PM
4	By increasing library opening hours once build - perhaps a customer service/ librarian position could be based in Boggabri to allow connectivity to council	1/22/2024 3:22 PM
5	The Boggabri Business Chamber is advocating for the addition of a small cafe facility on the playground end of the hall which could be leased by a business [new or existing] or other operator. We believe this additional investment would not only enhance and encourage greater use of the precinct, but would also address a long-identified need for more food and coffee options in Boggabri. The 2023 Boggabri Business Chamber annual member survey identified a lack of cafe facilities, particularly on weekends, as one of several issues which impact the liveability of the town and consequently the ability of our member businesses to attract and retain new workers. We believe this addition, added under a cost-recovery model [commercial lease], would greatly enhance this development and benefit the entire Boggabri community while also creating a new business opportunity.	1/22/2024 9:50 AM
6	Built in a timely manner for the community to utilize	1/22/2024 8:22 AM
7	Secure children area to ensure young children cannot exit the library/hall onto public road and danger.	1/20/2024 8:00 PM
8	Utilisation of the adjoining open space	1/18/2024 6:23 PM
9	Arcade and to have shaped hedges! tunnel/snake	1/18/2024 3:57 PM
10	Keep it a high priority please.	1/18/2024 3:11 PM
11	Do away with the community centre but leaving the library	1/18/2024 12:03 PM
12	Ensure that there is a good source of shade in the courtyard.	1/18/2024 9:32 AM
13	It all looks and sounds great	1/17/2024 9:56 PM
14	No need for extended footpath through laidlaw st. Instead fix existing pathways	1/17/2024 11:01 AM
15	To include more footpaths & walking spaces for community members/parents & children around Boggabri	1/16/2024 10:02 PM
16	Nil	1/16/2024 7:12 PM
17	It awesome as it is	12/29/2023 5:16 PM
18	Making sure it's suitable for wheelchair and other disabilities including unseen conditions	12/29/2023 12:02 PM
19	Move the kiosk to the northern side of the hall to service the parks and hall not just the hall and library.	12/22/2023 9:25 AM
20	Separate spaces for study, work meetings. Computer, internet, printer access. Good lighting, security cameras, good visibility from roads.	12/22/2023 9:20 AM
21	I choose option A over B because of the practicality of Option A. Boggabri does not need a hall for 300 people, and we need a library in a locality that is school usable with safety.	12/22/2023 9:11 AM
22	Loose one tennis court and put grass and shelters in. Don't like the gym. Library to have office space. Swap splash pad and pump track.	12/22/2023 8:28 AM
23	Great	12/22/2023 1:57 AM
24	Gavs	12/21/2023 9:12 PM
25	Separate study, conference rooms/office space, internet and printer access. Hall access.	12/21/2023 10:43 AM
26	vhjl	12/20/2023 11:30 AM

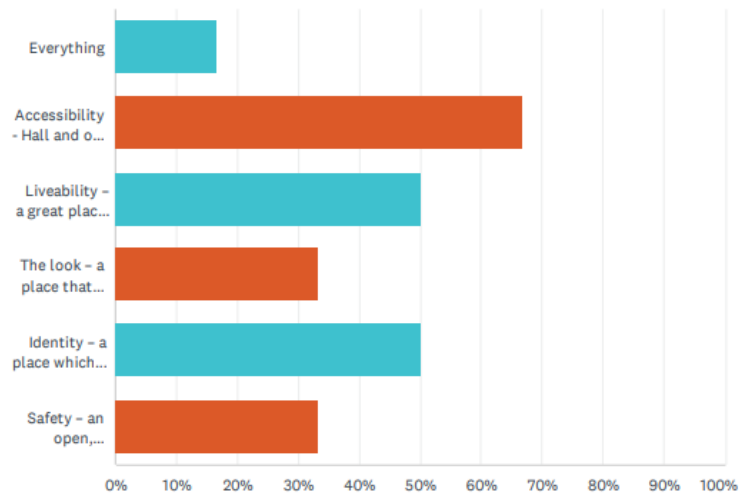
Questions 4: Option A - Please provide further feedback on the Draft Master Plan?

Answered: 23 Skipped: 33

#	RESPONSES	DATE
1	The presentance of the library will provide more pedestrian traffic than one large hall. The size of the hall should be sufficient for the towns requirements for the next 25 years the projected life of the coal mines. The growth of the town over time will only be modest. The mining families are FIFO's don't simulate like the previous generations, so maybe plan B would be an overkill. But it is upto the town to utilize the faculties to the best of its capacity.	2/16/2024 11:36 AM
2	Na	2/15/2024 8:12 AM
3	Boggabri needs a larger facility with safer access for the public. Putting a new library on the opposite side of the extremely busy Wee Waa street would make it a much more accessible option for school children etc.	2/1/2024 1:59 PM
4	How is the community meant to vote on either plan without all the details. Saying hall is suitable for 180 people but that is without anything else in it. Until more information is given no decision should be approved by council.	1/24/2024 3:31 PM
5	A new library would be an asset to Boggabri with access from the CBD and schools. Easier parking and away from the highway traffic.	1/23/2024 3:08 PM
6	Boggabri desperately needs a new library. This is centrally placed between the two schools and will be a great asset to the town. The smaller hall I feel will be adequate for our needs for years to come. The whole proposition will exemplify our needs in Boggabri. Lets see it happen	1/23/2024 3:04 PM
7	Let's get the design for the hall and library down so it can get built :)	1/22/2024 3:22 PM
8	The plan provides an exciting vision for Boggabri which the Business Chamber supports. We thank the Council and associated consultants for producing the plan and taking time to consult with the local community. We hope to see timely delivery of this investment, and are happy to assist with any future planning discussions.	1/22/2024 9:50 AM
9	I would like to see Plan A with the hall and also see the Boggabri community benefit from a new library.	1/22/2024 8:22 AM
10	.	1/20/2024 8:00 PM
11	I feel a tourist information centre would also be an asset if it could be fitted in. A community cafe also. LOVE IT. Lets go! Master Plan "A" I would also suggest a pop up Cafe - could be run by the women's shed and as I am a hospitality trainer we could use it as a training venue for the youth of the community to gain some pre work skills. Very excited.	1/18/2024 3:54 PM
12	Toilets at tennis and library each Library media	1/18/2024 3:10 PM
13	I believe that the Proposed Open Space is wasted unless it can be used as an open market place etc.	1/18/2024 3:07 PM
14	You have a new building at the show Ground witch will hold all the people who won't go to meetings and events you have a school hall you have HACC repair things that you have stuffed up all ready	1/18/2024 12:03 PM
15	A library that is fit for purpose is essential for Boggabri residents. This would allow for increased engagement for children and a good space for programs to be run out of for elderly members of the community.	1/18/2024 9:32 AM
16	Nil	12/29/2023 5:16 PM
17	No	12/29/2023 12:02 PM
18	Love the whole Master Plan. Use one tennis court as ninja area. It is good to see Council is listening to the community.	12/22/2023 9:25 AM
19	Lawn bowls on one of the tennis courts. EV chargers in the carpark. Good signage off main road.	12/22/2023 9:20 AM
20	I suggest that we change one of the existing tennis courts on the option A end to be more user friendly, and to complement what is being achieved with the multipurpose court. The tennis club rooms and the red cross rooms are of no use, and that would open that area up to use, and that area to use. The park is a very usable area and I am impressed with the proposed project in the way it adds to usability of the area by the younger generation. The old McDonalds store site, which a vacant block on Caxton and highway corner, could be utilized as an area for caravans to park, use the toilets, walk to the main street.	12/22/2023 9:11 AM
21	Great	12/22/2023 1:57 AM
22	Gahs	12/21/2023 9:12 PM
23	Lawn bowls on one of tennis courts. Lightning and security camera. Open to roads for security. EV chargers. Great splash pool.	12/21/2023 10:43 AM

Question 5: Option B – What do you like about this option?**Q5 What do you like about this option?**

Answered: 6 Skipped: 50



ANSWER CHOICES	RESPONSES	
Everything	16.67%	1
Accessibility - Hall and open spaces area	66.67%	4
Liveability – a great place for all community members	50.00%	3
The look – a place that feels and looks beautiful	33.33%	2
Identity – a place which reflects the Boggabri community and their needs	50.00%	3
Safety – an open, connected, and safe place	33.33%	2
Total Respondents: 6		

Question 6: Option B - How can this option be improved?**Q6 How can this be improved?**

Answered: 6 Skipped: 50

#	RESPONSES	DATE
1	The hall would need to be a minimum 200 seats. The library is adequate where it is for the use it gets.	2/16/2024 11:44 AM
2	Seating for at LEAST 200 people, wooden floor. Colourbond exterior stage	2/16/2024 11:42 AM
3	Can you get rid of the pump track and put in the library	2/15/2024 9:59 AM
4	By have a bigger hall every one's needs will be met	2/13/2024 4:39 PM
5	Need a library so don't like this option	12/21/2023 9:09 AM
6	The hall needs to have the ability to be broken down into smaller spaces. So it is able to provide a space for smaller crowds as well as larger.	12/20/2023 8:07 PM

Question 7: Option B - Please provide further feedback on the Draft Master Plan?**Q7 Please provide any further feedback on the Draft Master Plan?**

Answered: 4 Skipped: 52

#	RESPONSES	DATE
1	Love the big hall but do we need a pump track instead of the library	2/15/2024 9:59 AM
2	Smaller hall and library not what is best for Boggabri. We need a bigger space to hold functions not a new library which the council should have supplied years ago.	2/13/2024 4:39 PM
3	Nil	12/21/2023 9:09 AM
4	How does the size of this hall compare to the one at the public school?	12/20/2023 8:07 PM

Appendix A

What we learned during our engagement with the Boggabri Community for the CSP Engagement 18 January 2022

Date	Engagement Session	Suggestions and Priorities	Key Issues
18/1/2022	Drop-In Sessions	More cement footpaths in Boggabri	Accessibility
18/1/2022	Drop-In Sessions	Greater accessible footpaths (join aged care with CBD)	Accessibility
18/1/2022	Drop-In Sessions	No footpaths for kids to walk to bus stops (so they walk on the road)	Accessibility
18/1/2022	Drop-In Sessions	Accommodation Vacancies (businesses need to advertise availability better; hard to get accommodation; check in times are not convenient)	Business Support
18/1/2022	Drop-In Sessions	Hospitality issues (short opening hours; no accommodation and nowhere to eat discourages tourism)	Business Support
18/1/2022	Drop-In Sessions	Business brochure to empower businesses to be more tourist friendly	Business Support
18/1/2022	Drop-In Sessions	More dining and accommodation options	Business Support
18/1/2022	Drop-In Sessions	Hospitality target education - motivational speaker	Business Support
18/1/2022	Drop-In Sessions	Large, aged care facility in Boggabri will increase jobs and decrease care waiting list	Care and Support Services
18/1/2022	Drop-In Sessions	Better communication from Council	Council's Communications
18/1/2022	Drop-In Sessions	More time and better correspondence from Council regarding projects and grants	Council's Communications

Date	Engagement Session	Suggestions and Priorities	Key Issues
18/1/2022	Drop-In Sessions	Designated industrial area in Boggabri (other side of Railway Line)	Development
18/1/2022	Drop-In Sessions	Investigate potential to utilise block behind the Boggabri Cemetery and SR171	Development
18/1/2022	Drop-In Sessions	Enable subdivision of residential blocks in Boggabri as they are too big and wasted spaces	Development
18/1/2022	Drop-In Sessions	Investment attraction for Boggabri	Development
18/1/2022	Drop-In Sessions	Capacity build community groups	Empower Community
18/1/2022	Drop-In Sessions	Community to have shovel ready projects for popular grant monetary brackets (\$5K/\$10K/\$20K)	Empower Community
18/1/2022	Drop-In Sessions	Heritage Walk (previous history of Boggabri Council; escaped convict George Barber Clark; Process of Coal; need \$)	Heritage
18/1/2022	Drop-In Sessions	Historical campaign that shows evolution of the area and the past Councils that now make up Narrabri Shire Council	Heritage
18/1/2022	Drop-In Sessions	Plant more trees (of the right variety)	Open Spaces
18/1/2022	Drop-In Sessions	Diversify economy and prepare for industry strains (e.g. drought and mines closing)	Resilience
18/1/2022	Drop-In Sessions	Extension of sewerage services for residential areas will attract residents and decrease vacant blocks	Sewer
18/1/2022	Drop-In Sessions	Establish effluent reuse system in Boggabri	Sewer
18/1/2022	Drop-In Sessions	Town and village specific plans and pages for Communities' own goals in CSP	Strategic Planning
18/1/2022	Drop-In Sessions	More cohesive community projects	Strategic Planning
18/1/2022	Drop-In Sessions	Town and Village specific Delivery Programs	Strategic Planning

Date	Engagement Session	Suggestions and Priorities	Key Issues
18/1/2022	Drop-In Sessions	Strategic Town and Village mini plans	Strategic Planning
18/1/2022	Drop-In Sessions	Increase control and biodiversity of Travelling Stock Routes (need better weed control near the Highway and SH29)	Sustainability
18/1/2022	Drop-In Sessions	Control mimosa/briar bushes out at the Boggabri Tip/Transfer Station	Sustainability
18/1/2022	Drop-In Sessions	Alternative Energy generation e.g. biomass or hydro	Sustainability
18/1/2022	Drop-In Sessions	Walking tracks in the Pilliga Scrub	Tourism
18/1/2022	Drop-In Sessions	Upgrade the walking tracks through and up the top of Gin's Leap Historical Site)	Tourism
18/1/2022	Drop-In Sessions	Dripping Rock - sort out issues with access road	Tourism
18/1/2022	Drop-In Sessions	Increase tourism route through Grain Valley Road MR7709 - need tourism signs at the Service Station	Tourism
18/1/2022	Drop-In Sessions	Capture "Drive Thru" tourism market	Tourism
18/1/2022	Drop-In Sessions	Change the name of Cox's Creek Bridge as there are many	Transport Infrastructure
18/1/2022	Drop-In Sessions	Likes Tarrawan Road Upgrade (good road and bridge)	Transport Infrastructure
18/1/2022	Drop-In Sessions	Unhappy with road barrier between Tarrawan and Baan Baa	Transport Infrastructure

Appendix B

What we learned during our engagement with the Boggabri Business Chamber on 3 March 2022

Date	Engagement Session	Suggestions and Priorities	Key Issues
3/3/2022	Business Chambers	Support the Boggabri Merton Street Mural Project	Art and Culture
3/3/2022	Business Chambers	Want murals in Boggabri that capture the: Diversity of Boggabri; Native Flora and Fauna; Local History	Art and Culture
3/3/2022	Business Chambers	Want Council to work to beautify the CBD to enable it to be used as a vibrant community hub.	Beautification
3/3/2022	Business Chambers	Mining Industry supports local businesses and projects.	Business Support
3/3/2022	Business Chambers	Renovating the Boggabri Bowling Club is the priority – it is an “eye sore”	Community Infrastructure
3/3/2022	Business Chambers	Against moving the library to the Boggabri Court House as: Groups currently use the space; It is heritage listed and they are concerned Council’s branding would detract from that; It is currently fit for purpose for what the community use it for and do not want that changed; and the community would prefer the library to be moved to Boggabri Bowling Club.	Community Infrastructure
3/3/2022	Business Chambers	“Something needs to be done with the Bowling Club”	Community Infrastructure
3/3/2022	Business Chambers	Would prefer moving the library to the Bowling Club as a long-term solution.	Community Infrastructure

Date	Engagement Session	Suggestions and Priorities	Key Issues
3/3/2022	Business Chambers	Feel out of the loop with Council's communication processes e.g., locals are confused regarding the issues with Dripping Rock as Council has not released a statement.	Council's Communications
3/3/2022	Business Chambers	Need money and Council's support for local initiatives.	Empower Community
3/3/2022	Business Chambers	Want the whole town to get behind events e.g. all businesses dress up for local events such as the races.	Empower Community
3/3/2022	Business Chambers	Want Council to install a series of signs around Boggabri with local historical stories and facts.	Heritage
3/3/2022	Business Chambers	Want greater recognition of the history of the individual areas that now make up the Narrabri Shire Council – a mini local government history placard.	Heritage
3/3/2022	Business Chambers	Want a heritage walk that goes through Boggabri in the 1820s to 1920s to now (Include stories of the Runaway Barber Clark in Middle Park)	Heritage
3/3/2022	Business Chambers	Boggabri want the opportunity to implement their Community's long term plan rather than have council just ignore them and move ahead with their own plans.	Strategic Planning

Appendix C

What we learned during our engagement with the Boggabri Community for the Civic Precinct 16 March 2023

Want a Civic Precinct that includes:

- Hall opening on to parks and Tennis courts
- Keep outside Simple
- large enough to accommodate 200 pax minimum
- Utilised like PCYC - sporting activities
- Library - manned Business hours/ more utilised and not encroaching on 200 people space
- Kitchen Facilities
- small meeting room / office space available for committee/community meetings
- Office street Parking (1 x green)
- Stage that is removable
- Good Internet
- Master Plan - approval building CC's & Quotes
- Consider costs to users
- Yes, to development at Bowling Club
- Commercial Kitchen
- Multi use office space
- Outdoor Amphitheatre equipment
- Home service Library including aged care
- University spaces
- Council space not needed
- Flow to the main Street
- Outdoor space to connect with Tennis Courts - veranda
- Security
- Emergency Evacuation Centre
- include the History
- Art Gallery
- Caravan Park check in and check out
- Climbing Wall
- Reasonable costing
- Council staff office included
- Mutli purpose flooring
- keep all services under the one roof
- not intended to take services away from the community
- Paved area similar to Quirindi
- Splash Park
- Pre poll voting
- Aesthetically tie into the rest of Boggabri i.e., Court House
- Projector and Audio PA system
- Concerned about maintenance expenses - not wanting rates to go up
- Historical Signage (incorporate into old bowlo)
- toilet block - position of signage-interchangeable
- Incorporate tennis club's needs (storage, canteen etc) - will need to be unlocked/accessible from outside

Want Council to Advocate for:

- Dipping Rock
- Development of Industrial areas
- Development of Residential Areas
- Hospital entrance
- Helipad
- 4wd for Ambulance, nurses, and doctors
- Nursing Accommodation
- Glentarkie
- Assist in funding for Tractor Shed
- Aged care residents - vulnerable

Desires for the CBD:

- Fix road and pathway to garden bed
- install relocatable security cameras
- Better lighting
- Public Art around town
- Streetscape beautification

Other Projects

- Women's Shed
- Adventure Park
- Community Garden at middle park
- Mobility scooter GP track
- Community Battery and EV
- Cemetery needs more shade, toilets, and seats
- More amenities for Rotary Park
- Update Town evacuation plan
- What happens to the old library
- Tourism? Council office to stand alone from precinct in main street
- Extend footpaths and install more accessible ramps
- Traffic stowing devices on laneway between Brent and Dalton Street
- pedestrian access from Civeo-slashing
- Advert jobs in green flyer
- Drainage in Boston Street near main road down corner on south side is the worst
- Drainage issue in Johnson Street
- seal tip road
- Adult Gym at Jubilee or Vickery Park (not a priority)
- Caravan Park upgrades (replace trees and shade area, slabs for caravans, gates, shade)
- a sign to promote caravan parking
- large sign on entrances to town
- caravan parking
- install toilet block near ANZAC Park
- Lead from Dump points into the main street
- Showground upgrades (toilets, pony club hall, cabins, tractor shed, cricket nets and oval, long jump, and new shed)
- Pool upgrades (playground, small kids toilet block, splash pool)
- BMX track behind pool

Appendix D

Copy of letter submitted to Council for consideration:

OFFICIAL



Boggabri Women's Shed Inc
78 Merton Street
Boggabri 2382 0429680403
boggabriwomensshedinc@gmail.com

24/01/2024

Narrabri Shire Council

Re: Support for Merton Street Masterplan.

I am writing on behalf of all 19 members of Boggabri Women's Shed Inc. We wish to put our support behind **Option A** of The Merton Street masterplan.

As you are aware Boggabri Women's Shed INC is a not-for-profit organisation established in 2023, in Boggabri. As a small Community any aspects of enhancing the lives of people within our community, especially our children, who are the future of our little town, is of the utmost importance to our group.

We feel strongly that moving the library, as stated in Option A, is the more beneficial idea, as every member of our community, the library staff and especially our kids, deserve the amazing things on offer that the library could bring.

The simple aspect of just having bathroom facilities, & not having to endanger their lives by crossing the road to use a toilet, would be extremely beneficial.

Our members have a strong belief that Option A is best for the community and we are wholeheartedly behind Narrabri Shire's Commitment to Boggabri, to bring us something useful, conducive to the town's needs, and something we can all be proud of.

We are excited about the prospects of the proposal, and offer our services in any way possible, even with the concept of a community garden, a pop up café, tourist information centre, beautification ideas in the CBD, please include our group, for any of the projects within our skill set.

Thank you Yours Sincerely

Lenise Walker – President

OFFICIAL

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2023/2024

www.narrabri.nsw.gov.au



OPERATIONAL AND SERVICE PLAN
QUARTERLY REPORT
QUARTER 2 2023/2024

NARRABRI SHIRE
DISCOVER THE POTENTIAL

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Vision for 2032

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."



Theme 1: SOCIETY

An empowered, inclusive, and connected community



Theme 2: ENVIRONMENT

A sustainable and compatible natural and built environment



Theme 3: ECONOMY

A strong, diverse, and sustainable economy



Theme 4: CIVIC LEADERSHIP

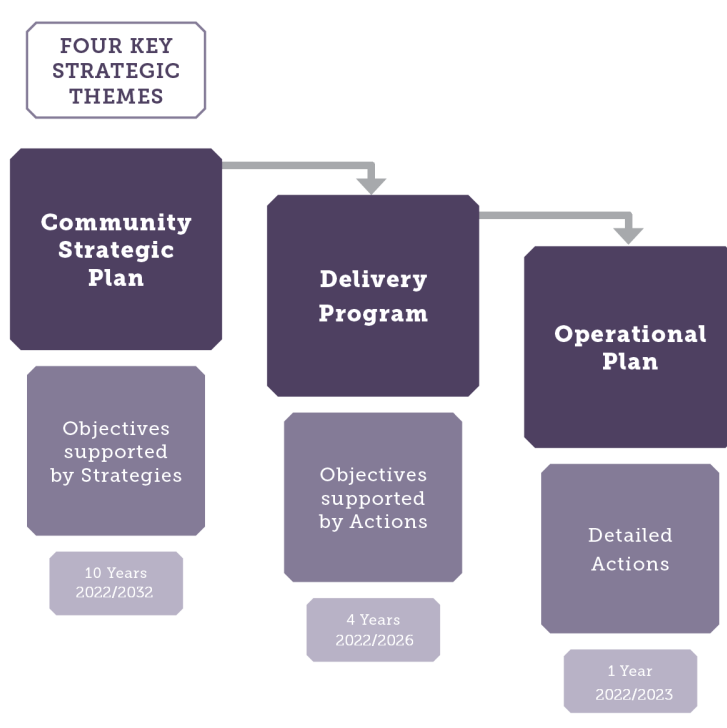
Council as strong leaders for the community

THE DELIVERY PROGRAM

The Strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these Strategies over the following four years. Council's Delivery Program measures the success of Council achieving its Strategies for the benefit of the community to which it serves.

Specific actions to be completed and the resources required for each financial year are explored further in Council's Operational Plan and Resourcing Strategy. The relationship between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following figure.

Figure: Integrated Planning and Reporting Elements



Measuring and Monitoring our Success

Performance measures have been placed against the Strategies in the Delivery Program to enable the community and Council to monitor the achievement of critical success factors for each strategic priority area. Council will gather information on each performance measure and report to Council through bi-annual reviews on how Council and the community are tracking.

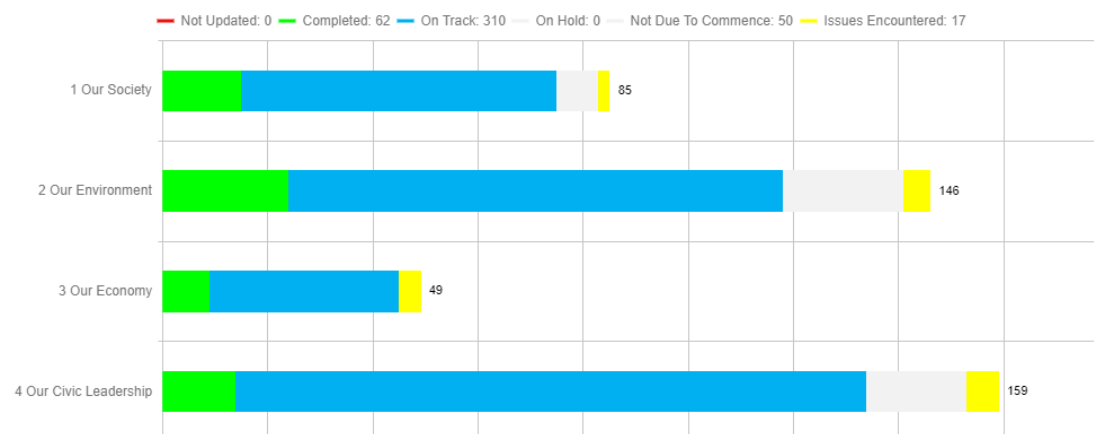
Council will continue to set measurable targets against its actions in the Operational Plan to allow Council to monitor its progress in achieving the plan.

Executive Summary

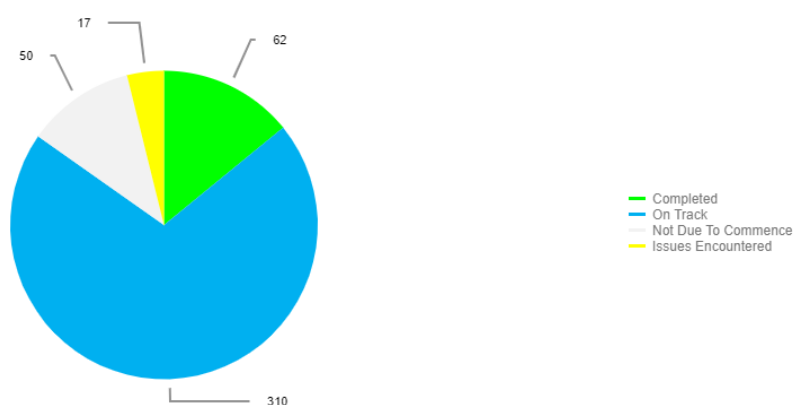
Council's Quarterly Service Report provides the community with an update on Council's progress in achieving its strategic objectives through specific actions, key performance measures and capital works programs. This allows the community to track each service regarding what it is providing, at what cost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

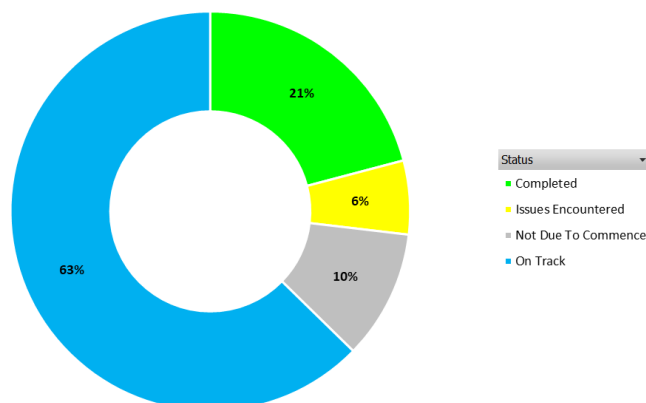
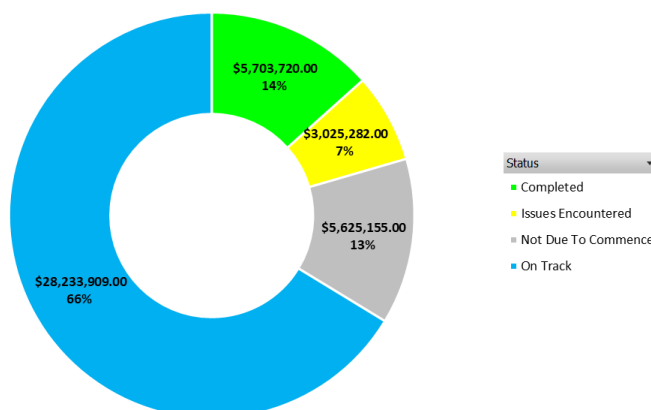
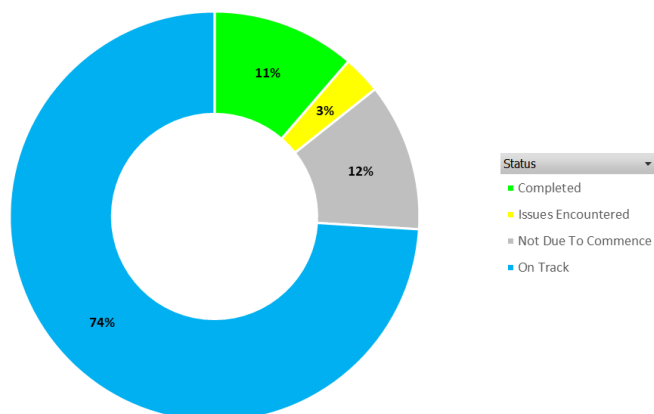
Theme	Not Due to Commence	Issues Encountered	On Track	Complete	Total
Our Society	8	2	60	15	85
Our Environment	23	5	94	24	146
Our Economy	0	4	36	9	49
Our Civic Leadership	19	6	120	14	159
	50	17	310	62	439

Progress by Theme – Quarter 2 2023/2024

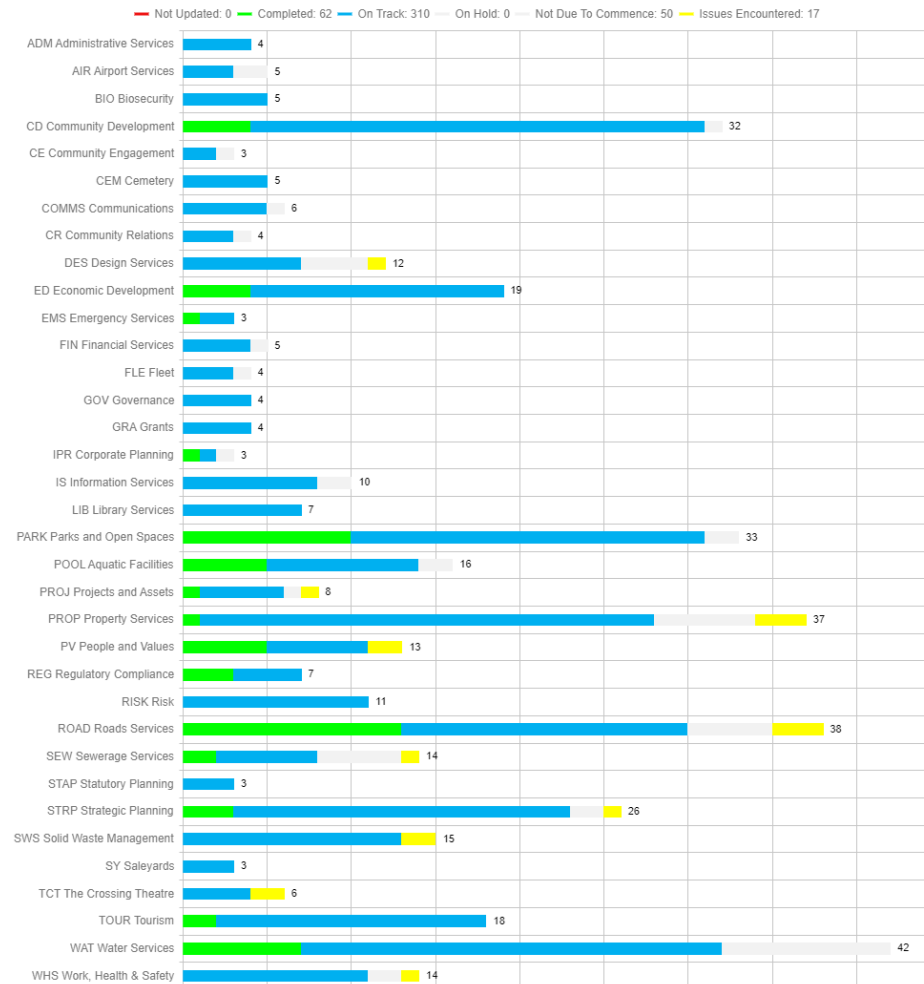


Progress by Action – Quarter 2 2023/2024



Progress of Capital Works – Quarter 2 2023/2024**Progress of Capital Works by Budget - Quarter 2 2023/2024****Progress of Operational Actions – Quarter 2 2023/2024**

Performance Across the Service Areas



Operational and Service Plan Quarterly Report – Quarter 2 2023/2024

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Not Due to Commence
 Issues Encountered
 On Track
 Complete

Project Snapshot

Financial and Commercial Services





Customer and Information Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
4.3.2.19	Council Technological Upgrades - Client Devices (Laptops and Desktops)	30/06/2024	Initial batch of replacement laptops have been ordered and are currently being configured to be used with new endpoint solution. This initial batch will be distributed by the end of Quarter 2 2023/2024.	30%		\$113,333.00	\$113,333.00	\$47,240.00
4.3.2.20	Council Technological Upgrades - Mobility Devices (Mobiles)	30/06/2024	Order complete, waiting on devices to arrive. Next step is to enrol those devices into Mobile Device Management (MDM) and distribute to nominated employees.	50%		\$43,200.00	\$43,200.00	\$18,163.60
4.3.2.22	Council Technological Upgrades - Client Peripherals (Monitors)	30/06/2024	Client peripherals (docks and monitors) were ordered with the first round of laptops and installed in Quarter 2 2023/2024. Further identification of requirements undertaken in Quarter 2 2023/2024 with a view to procuring in Quarter 3 2023/2024 for rollout in Quarter 4 2023/24. Significant numbers of new staff joined in Quarter 2 2023/2024, reducing availability of stock of spares.	30%		\$42,500.00	\$42,500.00	\$0.00

Operational and Service Plan Quarterly Report – Quarter 2 2023/2024





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 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
4.3.2.48	Council Records Digitation Project	30/06/2024	Initial quotes obtained; records expected to be sent to the contractor for digitisation in Quarter 3 2023/2024.	30%		\$20,000.00	\$0.00	\$0.00
4.3.2.49	Network Switching Upgrades	30/06/2024	New equipment is being trialed in satellite sites. The trial is expected to be completed in the coming months and installation of new switches at larger sites will begin in calendar year 2024.	30%		\$18,000.00	\$18,000.00	\$0.00
4.3.2.50	System Upgrades (Security)	30/06/2024	Renewal of primary firewall is complete and endpoint security uplift is currently being rolled out to new devices.	30%		\$25,000.00	\$25,000.00	\$0.00
4.3.2.51	Narrabri - Depot - Replace Disaster Recovery System	30/06/2024	Investigations and scope of works to be undertaken in Quarter 3 2023/2024.	0%		\$121,000.00	\$121,000.00	\$0.00

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

Commercial Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.1.1.5	Boggabri - Construct Doctor's House (VPA Funded) (Carryover 2022/2023)	30/06/2023	Due to elapsed time between funding and present day, significant escalation of costs and trades shortages have occurred. This project has been determined to be a 'High' risk due to the community expectations vs available VPA funding. Report to be brought to Council to determine strategic direction.	5%		\$298,540.00	\$298,540.00	\$1,638.74
1.2.2.5	Boggabri, Wee Waa - Pool - Renew Access Stairs for Pool Entry (carryover 2022/2023)	30/06/2023	Stairs have arrived. Stairs were installed Quarter 2 2023/2024, lifting equipment ordered and due to arrive early Quarter 3 2023/2024.	85%		\$0.00	\$23,934.00	\$20,241.36
1.2.2.6	Boggabri - Pool - Renew change room area (carryover 2022/2023)	30/06/2023	Design and scope of works finalised, Request for Quotation advertised Quarter 2 2023/2024, contractors to be confirmed Quarter 3 2023/2024, Project to be completed by 30 June 2024.	20%		\$0.00	\$35,000.00	\$862.00
1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	30/06/2024	Project completed Quarter 2 2023/2024.	100%		\$30,000.00	\$29,375.00	\$29,374.97

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.19	Wee Waa - Pool - Paint Pool Shell and Surrounds	30/06/2024	Property Services internally managing project, consumables procured, ready for winter shutdown in Quarter 3 2023/2024 and finalisation of identified works.	15%		\$20,000.00	\$20,000.00	\$3,924.63
1.2.2.21	Wee Waa - Pool - Replace the Gas BBQ with Electric (carryover 2022/2023)	30/06/2023	Installed and electrical connection completed Quarter 2 2023/2024. Installation of bench top to be completed Quarter 3 2023/2024.	90%		\$0.00	\$2,944.00	\$848.44
1.2.2.22	Wee Waa - Pool - Remove asbestos from plant room	30/06/2024	Scope of works completed, Request for Quotation has been advertised. Works to be scheduled for winter closedown to minimise risk to staff and public. Anticipate works to be carried out in Quarter 4 2023/2024.	15%		\$130,000.00	\$130,000.00	\$644.39

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.52	Boggabri - Develop the old bowling club into a Civic Precinct (Carryover 2021/2022)	30/06/2022	Project dependent on Boggabri CBD Master Plan. Master Plan currently undergoing community consultation, which is scheduled to conclude by close of business 15 February 2024. A report, including the results of the community consultation will be presented to the next available Council Meeting for adoption. Once the Master Plan is finalised, Council will commence the procurement process for the design and construction of the site.	10%		\$1,500,000.00	\$551,278.00	\$6,834.38
1.2.2.55	Narrabri - The Crossing Theatre - External refurbishment	30/06/2024	Quotation received, negotiation occurring around timing of work to minimise disruption and maintain credibility of facility for existing major functions booked in for Quarter 4 2023/2024.	10%		\$150,000.00	\$150,000.00	\$1,556.35
1.2.2.57	Wee Waa - Old NAB Building - Refurbishment (Resources for Regions Funded)	30/06/2024	Master Plan expected to go to Council Quarter 3 2023/2024 and community consultation to be undertaken once that is reviewed, we will be proceeding to design stage. Expected design stage Quarter 4 2023/2024.	0%		\$1,500,000.00	\$500,000.00	\$1,753.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.62	Boggabri - Chemical Dosing (VPA Funded) (carryover 2022/2023)	30/06/2023	Majority of project finalised in 2022/2023. Minor works (including painting and repairs) completed in July 2023.	100%		\$0.00	\$1,263.00	\$1,262.73
1.2.2.69	Narrabri - Pool - Replace auxillary equipment (pumps, valves, pipes etc)	30/06/2024	Outdoor pool completed September 2023. Indoor pool to be completed in March 2024.	40%		\$40,000.00	\$40,000.00	\$2,650.78
1.3.1.13	Narrabri - Old Gaol - Upgrade Design and Investigation	30/06/2024	Due to funding changes the Engineers report to be completed in Quarter 3 2023/2024. Minor works to be undertaken routinely, including repairs to windows, flooring and drainage. Council is seeking grant funding to undertake major works, including structural repairs and improvements.	0%		\$30,000.00	\$0.00	\$0.00
1.3.1.14	Boggabri - Court House - Refurbishment Stage 2 (subject to funding)	30/06/2024	Council was successful in obtaining funding for this Action through the Federal Government's LRCI program. Funding was announced in December 2023. Scope of works and RFQ to be undertaken in Quarter 3 2023/2024.	5%		\$70,000.00	\$0.00	\$0.00





Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.1.4.9	Narrabri - Council Admin Building - Install Solar (Carryover 2022/2023)	30/06/2023	Awaiting Engineering Report on the roof structure before proceeding to Request for Quote in Quarter 2 2023/2024. Engineering report received and RFQ went to Vendor Panel Quarter 2 2023/2024 with quotations expected beginning Quarter 3 2023/2024.	15%		\$150,000.00	\$150,000.00	\$3,168.88
2.1.4.10	Narrabri - Council Admin Building - Upgrade Electrical to increase capacity for solar (Carryover 2022/2023)	30/06/2023	Majority of works undertaken in Quarter 2 2023/2024 new electrical boards have been installed minor additional works to be completed Quarter 3 2023/2024.	90%		\$50,000.00	\$50,000.00	\$1,965.36
2.2.1.3	Narrabri - Airport - Install LED Apron (Grant Funded 50%)	30/06/2024	Procurement process undertaken and contractor appointed in Quarter 1 2023/2024. Works commenced Quarter 2 2023/2024, awaiting light poles which will be delivered and project to be finalised by end of Quarter 3 2023/2024.	60%		\$210,000.00	\$210,000.00	\$92,665.67
2.3.1.8	Narrabri - The Crossing Theatre - Flood mitigation works	30/06/2024	Designs expected early January 2024, installation will be completed by Quarter 4 2023/2024.	25%		\$150,000.00	\$150,000.00	\$28,078.36

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.1.29	Narrabri - The Crossing Theatre Band Room - Repair Flood Damage (carryover 2022/2023)	30/06/2023	Grant funded section has been completed again, painting and flooring to be completed Quarter 3 2023/2024 due to material availability.	75%		\$0.00	\$180,420.00	\$55,810.31
2.3.1.30	Narrabri - The Crossing Theatre - Install Backup Generator and Upgrade Hot Water System for increased functionality as an Emergency Evacuation Centre (Severe Weather and Flooding Grant Funded)	30/06/2024	Council applied for grant funding to undertake the works through the Special Disaster Grants (Severe Weather & Flooding). Currently awaiting outcome.	0%		\$410,000.00	\$410,000.00	\$0.00
3.2.3.22	Boggabri - Caravan Park - Upgrade fences and swale drain	30/06/2024	Final caravan slab was completed in September 2023. The installation of the fence was originally scheduled for Quarter 2 2023/2024, however due to contractor availability to complete the upgrades to the hob and swale drain, the remainder of the works are scheduled to be completed in Quarter 3 2023/2024.	50%		\$30,000.00	\$30,000.00	\$8,974.96



 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
3.3.4.4	Narrabri - Saleyards - Truck Wash Tank (carryover 2022/2023)	30/06/2023	Scope of works determined in Quarter 1 2023/2024. Preliminary costs assessment exceeded current adopted budget. Additional budget to be requested at the Quarterly Budget Review to ensure the project can be completed to standard. Request for Quote scheduled to be advertised in Quarter 3 2023/2024, with works to be completed in Quarter 4 2023/2024.	20%		\$0.00	\$22,399.00	\$142.67
3.3.4.6	Narrabri - Saleyards - Upgrade Truck Wash Pumps and Electrical Boards	30/06/2024	Grant funding secured December 2023, quotations to be reviewed January 2024, works to be completed by 30 June 2024.	10%		\$60,000.00	\$60,000.00	\$0.00
4.1.2.18	Narrabri - Depot - Upgrade the Chemical Loading Station (carryover 2022/2023)	30/06/2023	Funds transferred from Internal Carpark, Chemical wash bay, loading area problem resolved, funds transferred back to Internal Carpark which was completed Quarter 1 2023/2024.	100%		\$0.00	\$8,124.00	\$3,896.97
4.3.2.6	Develop, review, and prioritise relevant fleet replacement programs	30/06/2024	Continually updating the 10-year replacement plan. Reviewing budgets and asset condition with annual risk assessments.	50%		\$3,699,548.00	\$3,699,548.00	\$1,575,300.93

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
4.3.2.46	Narrabri - Depot - Replacement Furniture (carryover 2022/2023)	30/06/2023	All furniture ordered. Majority of furniture was delivered and installed in Quarter 1 2023/2024. Remaining desks, partitions and chairs to be completed in beginning Quarter 3 2023/2024.	95%		\$0.00	\$23,000.00	\$4,651.42
4.3.2.52	Narrabri - Council Admin Building - Furniture replacement	30/06/2024	Furniture ordered to be delivered and installed in Quarter 3 2023/2024.	20%		\$60,000.00	\$60,000.00	\$1,588.97
4.3.2.53	Narrabri - Council Admin Building - Air-conditioning Reconfiguration	30/06/2024	Redesign of the Admin Building's air-conditioning system has been developed and Request for Quote disseminated via Vendor Panel in Quarter 1 2023/2024. Assessment and appointment of a suitable contractor to be undertaken in October 2023. Works due to commence in January 2024.	20%		\$120,000.00	\$120,000.00	\$977.66
4.3.2.54	Narrabri - Council Admin Building - Upgrade access Security System	30/06/2024	Scope of works has been determined. Request for Quote went out in Q2 2023/2024, amended as decision made to only upgrade current system works to be completed Q3.	20%		\$40,000.00	\$15,000.00	\$862.00



 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
4.3.4.6	Wee Waa - Depot - Amenities Upgrade Stage 2 Fit Out	30/06/2024	Scope of works developed, procurement process complete and contract awarded. Asbestos removal has commenced. Anticipate completion in Quarter 3 2023/2024.	70%		\$110,000.00	\$228,038.00	\$172,537.05
4.3.4.7	Boggabri - Depot - Relocation Stage 2 - Fit Out	30/06/2024	Request for Quote process commenced in Quarter 1 2023/2024 with assessment and appointment of a contractor to occur in Quarter 2 2023/2024. Works due to commence Quarter 3 2023/2024, pending contractor availability.	10%		\$80,000.00	\$307,896.00	\$1,655.04

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

Infrastructure Delivery

Projects and Assets

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
3.2.1.4	Narrabri - West Precinct Freight Link - Upgrade	30/06/2024	The original scope of the project aimed to close the level crossing from Old Turrawan Road to Gately Street and reopen the level crossing from Old Turrawan Road to Old Newell Highway, in addition to the extension of Avon Street to Old Turrawan Road and the realignment of the Southern Intersection from Old Turrawan Road to the Kamilaroi Highway. However, the State Government withdrew funding in December 2023.	20%		\$2,857,108.00	\$25,000.00	\$9,268.50
4.3.3.10	Procure Drone (with LiDAR) and training to improve efficiencies and survey quality	30/06/2024	Drone model identified and procurement process of drone completed. Undertaking secondary procurement process for suitable software and hardware that will be required to process the data from that model drone. Equipment scheduled to be ordered and installed in Quarter 4 2023/2024.	20%		\$50,000.00	\$50,000.00	\$0.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Parks and Open Spaces

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.1.3.4	Boggabri - Jubilee Oval - Carpark Entry Area (Carryover 2022/2023)	30/06/2023	Project completed in 2022/2023 with remaining invoices received after 30 June 2023.	100%		\$0.00	\$18,753.00	\$18,753.43
1.1.3.8	Narrabri - Leitch Oval - Replace Lighting (SCCF5 Funded)	30/06/2024	Funding has been sourced and this project will be combined with the Jubilee Oval and Collins Park lighting project into one design and construct tender to improve the cost benefit for the community. Tender to be issued in February 2024.	20%		\$396,863.00	\$396,863.00	\$13,080.00
1.1.3.11	Narrabri - Collins, Hogan and Leitch Ovals - Access Roads	30/06/2024	Council has started heavy patching surfaces between Hogan and Lietch Ovals. Sealing to commence in Quarter 3 2023/2024 through Council's roads resealing program.	20%		\$50,000.00	\$50,000.00	\$2,457.45
1.1.3.14	Narrabri - Collins Park - Electric Scoreboard (Grant Funded) (carryover 2021/2022)	30/06/2023	Score board installed official plaque and opening to be completed at the start of next Rugby league season.	100%		\$0.00	\$30,477.00	\$30,477.01
1.1.3.16	Narrabri - Tennis Court Infrastructure (SCCF3 Funded) (Carryover 2021/2022)	30/06/2022	Handrails and entry gate installed in October 2023. Project completed.	100%		\$35,000.00	\$12,944.00	\$10,343.82

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.1.3.17	Shire Wide - Sporting Fields - Renewal Program (Narrabri - Gately Field - Replace Irrigation Pumps and Tanks (Carryover 2022/2023))	30/06/2023	Designs have been completed with quotation now being sourced.	10%		\$162,600.00	\$162,600.00	\$0.00
1.1.3.18	Wee Waa - Tennis Court - Install two multipurpose courts (SCCF5 Funded)	30/06/2024	This project will commence in Quarter 4 2023/2024. This project will take place over two years.	10%		\$680,000.00	\$680,000.00	\$0.00
1.1.3.19	Boggabri - Jubilee Oval - Install Lighting (subject to funding)	30/06/2024	Grant funding has been sourced. This project will now be in a combined tender with Leitch and Collins Park lighting projects to improve the cost benefit for the community. Tender to be released in February 2024.	30%		\$400,000.00	\$350,000.00	\$0.00
1.2.2.1	Boggabri - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Boggabri Vickery Park master planning is underway and undergoing community engagement. A final location and design will follow the adopted master plan. Tender is being processed for release in Quarter 3 2023/2024. This tender will include the splash pads in Narrabri and Wee Waa.	5%		\$180,000.00	\$206,500.00	\$0.00






Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.8	Narrabri - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Designs and project planning is underway to be compiled with Boggabri and Wee Waa splash pads for tendering. Tender due for release in Quarter 4 2023/2024.	20%		\$225,000.00	\$251,500.00	\$0.00
1.2.2.15	Wee Waa - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	This project will be compiled with Boggabri and Narrabri Splash Pads. Tender will be released in Quarter 4 2023/2024.	15%		\$103,000.00	\$129,500.00	\$0.00
1.2.2.24	Boggabri - Lawn Cemetery - Install water tank and pump (carryover 2022/2023)	30/06/2023	Quotations have been sourced and investigations into the filtration of water to remove excess calcium are underway.	10%		\$0.00	\$20,000.00	\$0.00
1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows (carryover 2022/2023)	30/06/2023	Designs completed. Contractor awarded works and will commence in Quarter 3 2023/2024.	50%		\$0.00	\$20,000.00	\$0.00
1.2.2.27	Wee Waa - Cemetery - Develop Master Plan	30/06/2024	Initial designs have been drafted, ready for the consultant to use. To be completed in Quarter 3 2023/2024 following Boggabri Master Planning Project due to resource allocation limits.	20%		\$25,000.00	\$0.00	\$0.00
1.2.2.28	Wee Waa - Cemetery - Install toilet and amenities block (Carryover 2022/2023)	30/06/2023	Project completed in 2022/2023 with remaining invoices received after 30 June 2023.	100%		\$0.00	\$19,500.00	\$19,451.05



Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	30/06/2022	Painting and electrical have been completed with upgrades to canteen facilities which included new kitchen benches and flooring has been completed. Electrical upgrades to interior lights and guard rails are to be completed.	70%		\$103,700.00	\$103,700.00	\$35,385.85
1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park (VPA Funded) (carryover 2022/2023)	30/06/2023	Council Voluntary Planning Agreement (VPA) funding has not been allocated to this year's capital works budget it has been forecasted to align with the playground project in 2024/2025.	0%		\$0.00	\$24,542.00	\$0.00
1.2.2.49	Wee Waa - Dangar Park - Upgrade Irrigation (subject to funding)	30/06/2024	Dangar Park irrigation installation commenced in September 2023 delays around power supply has held progress to the works, currently power and water connection works have been completed with ring main and sprinklers to be installed to complete works.	50%		\$160,000.00	\$190,000.00	\$11,130.60
1.2.2.64	Narrabri - Lawn Cemetery - Renew internal roads and carpark (Carryover 2021/2022)	30/06/2022	Narrabri Lawn Cemetery kerb and gutter has been designed and the construction tender has been re tendered due to contractor availability the new tender will be issued in January 2024.	30%		\$100,000.00	\$0.00	\$0.00


 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.2.65	Wee Waa - Cemetery - Upgrade Entrance Road (carryover 2021/2022)	30/06/2022	Project completed in 2022/2023, with final invoices received after 30 June 2023.	100%		\$0.00	\$12,592.00	\$12,591.75
1.2.2.66	Narrabri - Netball Courts - Upgrade (SCCF4 Funded)	30/06/2024	Council has commenced preparation for the final stage and is finalising quotations. Initial construction of retaining wall and court surface to commence in February 2024. Completion scheduled for Quarter 4 2023/2024.	50%		\$615,000.00	\$615,000.00	\$0.00
1.2.2.67	Narrabri - Dangar Park - Upgrade and install additional fencing, grandstand, and pathways (Resources for Regions Funded)	30/06/2024	Contractor has been engaged to install fencing and has completed practice field fence. This project commenced in October 2023. The grandstand and pathway tender will be released in February 2024.	20%		\$1,497,500.00	\$1,497,500.00	\$417.37
1.2.3.20	Narrabri - West Lake Shared Pathway - Design footbridge to replace the Stepping Stones (subject to funding)	30/06/2024	A design have been completed, further design options are being investigated. Council will seek grant funding opportunities to progress to installation.	50%		\$200,000.00	\$50,000.00	\$0.00
1.2.3.32	Narrabri - Tibbereena Street Accessible Amenities Block (Tourism Hub) (BSBR Grant Funded)	30/06/2024	Block installed and connected to services. Garden beds also installed to improve the amenity of the space. Project completed.	100%		\$0.00	\$70,765.00	\$45,289.14





 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.3.1.1	Boggabri - CBD and Surrounds (including Vickery Park) - Develop Master Plan (Resources for Regions Funded)	30/06/2024	Community consultation with final plan commenced in December 2023 and will close in February 2024. Following consultation, a revised Master Plan, based on community feedback, will be brought before Council.	90%		\$40,000.00	\$40,000.00	\$21,250.00
1.3.1.11	Wee Waa - CBD Upgrade (VPA) (carryover 2020/2021)	30/06/2023	CBD roundabout with cotton ball sculptures and signage has been installed.	100%		\$0.00	\$41,154.00	\$43,955.86

Road Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	30/06/2024	Project was put out to contract and awarded. The successful contractor has since withdrawn from the contract; therefore, Council is in the stage of preparing to go back out to tender with some modifications to the contract scope in an attempt to attract a greater pool of tenderers. Tender expected to be out to market in Quarter 3 2023/2024.	10%		\$431,830.00	\$431,830.00	\$478.50

 Not Due to Commence
  Issues Encountered
  On Track
  Complete


CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.15	Bellata - SR1 Millie Road - Upgrade (6.5km) (Fixing Local Roads Program Funded) (Carryover 2021/2022)	30/06/2023	Works completed in June 2023 with remaining expenses receipted in 2023/2024.	100%		\$0.00	\$170,000.00	\$36,946.08
2.2.1.16	Boggabri - Boston Street Bridge - Upgrade (Resources for Regions Funded) (Carryover 2021/2022)	30/06/2022	Project incurred delays following the major flood event in September/November 2022. Bridge work was completed in 2022/2023. Seal and guard rail works completed in Quarter 1 2023/2024 with the bridge now open to traffic. Project complete.	100%		\$0.00	\$109,149.00	\$81,401.95
2.2.1.17	Boggabri - SR21 Caloola Road - Upgrade (Carryover 2022/2023)	30/06/2023	Works have been completed.	100%		\$100,000.00	\$100,000.00	\$12,818.50
2.2.1.18	Boggabri - Complete installation of shared pathway (Carryover 2021/2022) (R4R Funded)	30/06/2022	Project was put out to contract and awarded. The successful contractor has since withdrawn from the contract. Council has gone back out to tender with some modifications to the contract scope and contractor to be appointed in January 2024, with works to commence shortly after.	15%		\$1,000,000.00	\$1,000,000.00	\$373.50





Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.19	Boggabri - MR357 Rangari Road - Rehabilitation (LRRF Funded)	30/06/2024	Works not yet commenced. Works are scheduled to commence in Quarter 3 2023/2024. Will be carried out internally. Anticipated to take 3-4 weeks to complete from commencement.	0%		\$1,012,207.00	\$1,012,207.00	\$9.05
2.2.1.20	Boggabri - Tullamullen Bridge and Green Hills Quarry - Design and Investigation (Year 1 of 2) (carryover 2021/2022)	30/06/2023	Investigation continuing with the projects now separated from one another. Tullamullen Bridge - Hydraulic investigations are currently being conducted, with a Review of Environmental Factors (REF) and Geotechnical investigations also in progress. Tender is also being developed concurrently and will go to market once all completed. Greenhills Quarry - Council is working to resolve Land Title issues. These issues will need to be resolved prior to work being able to commence.	65%		\$224,421.00	\$224,421.00	\$18,318.00
2.2.1.23	Eulah Creek - Bullawa Creek Bridge - Upgrade (R4R Funded)	30/06/2024	Project completed and open to traffic.	100%		\$916,547.00	\$2,307,431.00	\$2,203,898.91

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.24	Merah North - Doreen Lane - Rehabilitation (FLRP Funded)	30/06/2024	Design and investigation undertaken. Community consultation with residents is ongoing. Works will commence once surveys are completed and Calgoora Road works are completed, expected Quarter 3 2023/2024.	0%		\$1,824,382.00	\$1,824,382.00	\$1,171.20
2.2.1.27	Pilliga - SR127 Pilliga Road - Upgrade (ROSI, FCR and BLOCK Grant Funded) (Year 1 of 2)	30/06/2025	Works are progressing well with approximately 11km of the 21km of road rehabilitation completed in Quarter 1 and Quarter 2, 2023/2024.	55%		\$4,445,000.00	\$4,824,180.00	\$2,460,297.66
2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Flood Event)	30/06/2023	Emergency Works and Immediate Rectification Works claims submitted in 2022/2023, \$555,000. Further flooding has occurred and a review of all flood damage is now occurring. Outstanding damages have been rolled into most recent event. Works completed and claim has been finalised.	100%		\$0.00	\$0.00	\$0.00
2.2.1.30	Shire Wide - Footpaths - Renewal programs	30/06/2024	Scoping works in progress.	0%		\$50,000.00	\$50,000.00	\$0.00

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.31	Shire Wide - Floodway and Causeway Renewals	30/06/2024	Designs have been completed, with environmental studies in progress. Contractor availability to complete studies have delayed project. Once completed, the project will be put out to tender by Quarter 4 2023/2024.	10%		\$750,000.00	\$750,000.00	\$0.00
2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	30/06/2024	Project was put out to contract and awarded. The successful contractor has since pulled out of the contract. Council is in the stage of preparing to go back out to tender with some modifications to the contract scope in an attempt to attract more potential tenderers. Tender Quarter 3 2023/2024.	10%		\$1,360,000.00	\$1,347,513.00	\$365.09
2.2.1.35	Shire Wide - Regional Roads - Reseal Programs	30/06/2024	Budget to be transferred to Pilliga Road MR127 upgrade as part of Council's co-contribution, please see Pilliga Road action for comments. Expenditure relates to 2022/2023 works invoiced after 30 June 2023.	100%		\$414,280.00	\$35,100.00	\$35,100.08
2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	30/06/2024	See below projects for full breakdown of works.	75%		\$487,344.00	\$487,344.00	\$6,061.48






Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.37-1	Shire Wide - Shire Roads - Rehabilitation Programs - Merah North - SR46 Doreen Lane - Rehabilitation (LRRF Funded)	30/06/2024	Works to commence once Calgoora Road is completed, Q3 2023/24.	0%		\$1,078,189.00	\$1,078,189.00	\$0.00
2.2.1.37-2	Shire Wide - Shire Roads - Rehabilitation Programs - Wee Waa - SR4 Spring Plains Road - Rehabilitation (LRRF Funded)	30/06/2024	Works have been completed.	100%		\$608,332.00	\$608,332.00	\$300,018.78
2.2.1.37-3	Shire Wide - Shire Roads - Rehabilitation Programs - Boggabri - SR12 Leards Forest Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 2 2023/2024.	100%		\$629,604.00	\$629,604.00	\$190,921.83
2.2.1.37-4	Shire Wide - Shire Roads - Rehabilitation Programs - Narrabri - SR29 Yarrie Lake Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 1 2023/2024. Awaiting final invoices.	100%		\$640,295.00	\$640,295.00	\$378,160.81
2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	30/06/2023	No budget allocation in 2023/2024. Expenditure relates to works completed in 2022/2023 that was not invoiced until after 30 June 2023.	100%		\$0.00	\$363,605.00	\$363,790.23

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.41	Shire Wide - Town Streets - Reseal Programs	30/06/2023	Scope of works to be developed and projects to commence based on priority and community need. To be completed in Quarter 3 2023/2024	0%		\$0.00	\$409,835.00	\$0.00
2.2.1.43	Wee Waa - SR30 Culgoora Road - Upgrade (R2R Funded) (Carryover 2021/2022)	30/06/2022	Site has been cleared, ready for construction. Construction has commenced in Quarter 2 2023/2024 and expected to be completed during Quarter 3 2023/2024.	35%		\$600,000.00	\$1,000,000.00	\$151,281.34
2.2.1.45	Wee Waa - SR29 Yarrie Lake Road to SR127 Pilliga Road - Upgrade Freight Route (11km) (Year 1 of 2) (FLR & LRCI Funded)	30/06/2024	The freight route spans across Woomera Creek Road, Sandy Hook Lane and Prices Lane. Works are continuing on the preconstruction activities. Timeframes with grant funds are tight and attention is being diverted to yield a positive result for this project. It is likely that the budget will not cover the completion of the Prices Lane portion of the project. The tender is currently being finalised and expected to go to market in January 2024.	15%		\$2,348,926.00	\$2,348,926.00	\$63,357.99

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.50	Wave Hill Road (SR18) Upgrade (VPA) (carryover 2021/2022)	30/06/2023	The bulk of works have been completed with some minor works yet to be completed as a result of the completed Road Safety Audit. Minor works have commenced and expected to be completed by end Quarter 3 2023/2024.	95%		\$0.00	\$84,372.00	\$0.00
2.2.1.54	Saleyards Lane/ Newell Highway intersection (carryover 2020/2021)	30/06/2021	Project completed.	100%		\$0.00	\$60,030.00	\$60,030.00
2.2.1.55	Narrabri - Cooma Road (BP to Gibbons Street) - Complete installation of shared pathway (carryover 2021/2022)	30/06/2023	Majority of concreting was completed in 2022/2023. remaining concreting, batter works and guard rail reinstallation completed in Quarter 1 2023/2024. Project completed.	100%		\$0.00	\$0.00	\$597.40
2.2.1.56	Shire Wide - Flood Damage Restoration	30/06/2024	Emergency and immediate works have been completed. Approval for the first package of EPA works have been received and the work has been completed. Work is continuing to obtain approvals for further packages of works on the EPA claim.	35%		\$7,000,000.00	\$1,000,000.00	\$108,159.82
2.2.1.57	Boggabri - Lynn Street - Extension (carryover 2022/2023)	30/06/2023	Works completed.	100%		\$0.00	\$67,227.00	\$24,433.32

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.1.59	Narrabri - SR10 Old Gunnedah Road/SR5 Kaputar Road Intersection (Black Spot Funded) (carryover 2022/2023)	30/06/2024	The majority of the works have been completed. A final seal on a percentage of the project is schedule to be completed Quarter 3 2023/2024.	95%		\$0.00	\$272,052.00	\$179,970.82
2.2.1.60	Upgrade - SR31 Yarrie Lake Circuit - Upgrade Design and Investigation (Year 1 of 2) (R4R Funded)	30/06/2025	Design and investigation works have commenced, with REF being completed and geotechnical investigations set to commence in Quarter 3 2034/2024. Survey, design and community consultation to follow.	20%		\$200,000.00	\$200,000.00	\$0.00
2.2.1.62	Baan Baa - Harparary Road - Seal to from Maules Creek Intersection 5km Southwest (Year 1 of 2) (FLRP4 Funded)	30/06/2025	Preliminary investigation work set to commence in the coming months. Construction not set to commence until 2024/2025 (in year 2 of 2).	10%		\$150,000.00	\$150,000.00	\$652.50
2.2.1.63	Narrabri - SR17 Old Narrabri Road & SR61 Turrawan Road Intersection Upgrade (R4R Funded)	30/06/2024	Project contract was awarded at the September 2023 Council Meeting. Construction commenced November 2023 and is progressing well.	25%		\$1,750,000.00	\$1,750,000.00	\$61,675.09

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Solid Waste Management

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	30/06/2024	GHD have been engaged to complete the detailed designs for Cells 2-3 (known as cells 2-4). Stewart Surveyors have commenced latest site survey work to be used for the GHD designs. Detailed design work is on time and processed as expected.	50%		\$300,000.00	\$297,285.00	\$23,025.00
2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction (Improved Waste Separation and General Waste Cell Tipping Point)	30/06/2024	Quote and product investigation completed. Alternative to be confirmed, L Bin alternative to the push pit completed Quarter 2 2023/2024. The L Bin Project is expected to be completed by Quarter 4 2023/2024.	40%		\$75,000.00	\$75,000.00	\$0.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.28	Shire Wide - Transfer Station Upgrades (carryover 2022/2023)	30/06/2023	New electronic gate under construction at both Wee Waa and Boggabri Transfer Stations. Contractors for fencing have now been engaged however there is a delay with Wee Waa where work is expected to commence in March 2024. Boggabri fence should be connected by the end of January 2024. The completion of the project is planned for this year however this is subject to contractor, staff and plant availability.	60%		\$0.00	\$350,000.00	\$169,154.58
2.3.4.38	Narrabri - Acquisition of Land and Environmental Assessments (carryover 2022/2023)	30/06/2023	Geotechnical Investigation Report completed by SMEC. Waiting on advice regarding property acquisition process following technical confirmation that the proposed land is appropriate and suitable. This project will most likely be carried into 2024/2025.	20%		\$0.00	\$60,000.00	\$0.00
2.3.4.41	Narrabri - Upgrade Tip Road (LG Recover Grant Funded (\$50K Council contribution))	30/06/2024	Investigating external options to complete the work within budget. Awaiting funding deed to be finalised by State Government. Due to this project is on hold.	10%		\$300,000.00	\$0.00	\$0.00

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.42	Narrabri - Waste Management Facility - Washdown Pad and Separator	30/06/2024	Currently quoting, first quote received for a mobile wash bay. Experiencing issues with second quote. will continue to seek second quote during January. 2024 and look into options to move forward with the single quote.	35%	●	\$200,000.00	\$200,000.00	\$0.00

Water Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2) (carryover 2022/2023)	30/06/2023	The contract to remediate the stormwater detention pond in line with our requirements to detain wet weather flows is nearing completion and the sites environmental capacity to manage such flows is restored.	80%	●	\$0.00	\$395,685.00	\$134,880.19
2.3.1.26	Wee Waa - Stop Valve Replacement (carryover 2021/2022)	30/06/2022	Works are currently underway with Wee Waa, Pillga and Gwabegar being the first towns in the program where works are delivered, the next phase will be Narrabri in Quarter 4 2023/2024.	25%	●	\$0.00	\$60,000.00	\$0.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.1.27	Wee Waa - Water Main Renewals (carryover 2021/2022)	30/06/2022	Tender for renewal is undergoing assessment from procurement phase in Quarter 3 2023/2024 with construction works continuing into Quarter 4 2023/2024	40%		\$0.00	\$300,000.00	\$2,251.08
2.3.3.1	Bellata, Boggabri, Wee Waa - Install Bulk Water Filling Stations (carryover 2022/2023)	30/06/2023	Locations are determined and public exhibition will be held and the install and completion scheduled for Quarter 4 2023/2024.	25%		\$0.00	\$350,000.00	\$0.00
2.3.3.3	Boggabri - Sewerage Treatment Works Augmentation	30/06/2024	Works completed and final funding claim has been lodged.	100%		\$50,000.00	\$0.00	\$3,500.40
2.3.3.4	Boggabri - Water Main Renewals (carryover 2021/2022)	30/06/2022	Tender for renewal is undergoing assessment from procurement phase in Quarter 3 2023/2024 with construction works continuing into Quarter 4 2023/2024	40%		\$0.00	\$178,613.00	\$1,701.20
2.3.3.4	Wee Waa - Depot - Water Shed	30/06/2024	Scope of works developed and shed is in final design stage. RFQ scheduled for Quarter 3 2023/2024 and work to commence in Quarter 4 2023/2024.	10%		\$0.00	\$180,000.00	\$18,448.90
2.3.3.10	Narrabri - Safe Chlorine Storage Unit	30/06/2024	Scheduled to commence Quarter 3 2023/2024.	0%		\$75,000.00	\$75,000.00	\$0.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	30/06/2024	Stair design RFQ under assessment. then will go to tender for construction during 3rd quarter. 2023/2024	25%		\$100,000.00	\$100,000.00	\$0.00
2.3.3.14	Narrabri - Water Main Renewals	30/06/2023	Tender for renewal is undergoing assessment from procurement phase in Quarter 3 2023/2024 with construction works continuing into Quarter 4 2023/2024	35%		\$0.00	\$317,452.00	\$51,375.21
2.3.3.15	Pilliga - Bore Augmentation (carryover 2022/2023)	30/06/2023	Works are nearing completion to improvements at the bore site.	75%		\$0.00	\$30,000.00	\$0.00
2.3.3.30	Shire Wide - Instrumentation Works (Water)	30/06/2024	Due to commence in Quarter 3 2023/2023.	0%		\$40,000.00	\$0.00	\$0.00
2.3.3.32	Shire Wide - Reservoirs - Structural Review and Upgrade	30/06/2024	Consultant report received. A geotechnical survey report is in progress and expected was finalised in Quarter 2 2023/2024. Design procurement for new stairs is underway in Quarter 3 2023/2024, then construction tender will be released for new stairs.	30%		\$250,000.00	\$250,000.00	\$0.00



Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.3.34	Shire Wide - Telemetry Review (Water)	30/06/2024	Telemetry review has been undertaken and an action plan has been enacted for a review to remediate current faults and a long-term maintenance and repair contract to be executed during next financial year.	100%		\$25,000.00	\$0.00	\$0.00
2.3.3.36	Narrabri - Chlorine Monitoring Online - Carryover 2021/2022)	30/06/2022	Upgrade and review of SCADA to be undertaken during Quarter 4 2023/2024 to allow for this project to be rolled out.	0%		\$100,000.00	\$100,000.00	\$0.00
2.3.3.37	Shire Wide - Operational Upgrades at Existing Facilities (carryover 2022/2023)	30/06/2023	Identification of upgrades has commenced and the project is expected to be completed Quarter 4 2023/2024.	50%		\$0.00	\$0.00	\$0.00
2.3.4.2	Narrabri - Zimmerman Street - Sewer Pump Station Update (carryover 2021/2022)	30/06/2022	A consultant report has developed an extensive upgrade requirement for the pump station which will have to form part of a future capital works upgrade.	100%		\$0.00	\$140,000.00	\$0.00
2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Alternate Access Road	30/06/2024	Council has engaged with ARTC and will look to upgrade access in partnership with their works along the rail corridor to deliver cost effective outcome.	10%		\$125,000.00	\$20,000.00	\$0.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.10	Wee Waa - Sewer Treatment Plant - Works Augmentation	30/06/2024	Project plan developed for quoting and has been released via vendor panel and will be assessed and awarded in Quarter 3 2023/2024.	20%		\$68,322.00	\$0.00	\$0.00
2.3.4.14	Shire Wide - Instrumentation Works (Water) (carryover 2022/2023)	30/06/2023	Project scoping underway in Quarter 3 2023/2024.	5%		\$0.00	\$40,000.00	\$0.00
2.3.4.36	Shire Wide - Sewer - Telemetry Upgrades (Carryover 2022/2023)	30/06/2023	Sewer telemetry upgrades required to ensure sewer system is being monitored and operated within Council's level of service and to satisfy asset management guidelines. Review of major items for telemetry upgrade currently being done as part of Integrated Water Cycle Management Plan (IWCM) and Narrabri Sewer Treatment Plant (NSTP) Environmental Protection Licence (EPL) update. Preliminary works being done on Sewer Pump Stations across Shire in response to recent floods. Phase 1 inception meeting for SCADA. Condition assessment and gap determination to be completed by the end of Quarter 3 2023/2024.	85%		\$0.00	\$10,000.00	\$0.00

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.3.4.43	Narrabri - Sewer Treatment Plant - Demountable Building		Demountable building delivered and installed on site. Awaiting planning approvals.	90%		\$150,000.00	\$150,000.00	\$20,578.19
4.1.2.17	Wee Waa - Boundary Street - Reservoir Risk Assessment	30/06/2024	Engineering investigations and initial survey works completed and survey prisms stations installed onto the reservoir to monitor its movements, survey reports will be produced quarterly to report on the reservoir to have an active assessment of its risk done at those intervals, The current assessment is low.	100%		\$30,000.00	\$0.00	\$3,620.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Planning and Sustainability

Economic Development

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
3.1.2.6	Narrabri - Develop a shopfront located in the Narrabri Central Business District (Grant Funded)	30/06/2024	Grant funding opportunities relating to this item continue to be explored.	50%		\$250,000.00	\$0.00	\$0.00

Planning and Development

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.1.4.11	Narrabri - Renewable Energy Hub - Design and Investigate	30/06/2024	Ongoing. DA has been lodged for entire concept with stage 1 (Community Battery) Project under assessment. Staff continue to preparing documentation to facilitate the overall design of the project and to inform tender documentation for delivery of the project in alignment with the REAP/REIP project.	50%		\$25,000.00	\$25,000.00	\$0.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete



Regulatory Compliance

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
2.1.3.3	Narrabri - New Animal Management Facility - Fit Out	30/06/2024	All internal fit out of the Companion Animal Facility has been completed including all relevant appliances, IT and security systems.	100%		\$40,000.00	\$228,000.00	\$241,536.58

Tourism and Cultural Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.2.4.5	Pedestrian accessibility improvements - Install Kerb Ramps (R4R Funded)	30/06/2024	A scoping and site visit was conducted with Council staff and Access and Inclusion Advisory Committee representatives on 06/9/2023 to identify potential sites for upgrades. A site visit report was completed and forwarded to the Infrastructure Delivery (ID) department for further assessment and associated recommendations.	50%		\$149,875.00	\$149,875.00	\$0.00

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights	Adopted Budget (as at 1 July 2023)	Amended Budget	YTD (\$)
1.3.1.9	Shire Wide - Complete the upgrade of Gateway Signage (Carryover 2020/2021)	30/06/2021	The Gateway Signs for the Walgett Shire (Burren Junction) and Moree Plains Shire Council boundaries have been manufactured and are now awaiting installation. Installation cannot occur until the completion of the NSW Government's Newell Highway Program Alliance project. This project may roll into 2024/2025 if the works along these sections of the Newell Highway are not completed in 2023/2024.	50%		\$45,000.00	\$51,450.00	\$3,148.68
1.3.1.10	Shire Wide - Complete the upgrade of Town Signage (Year 2 of 2) (Carryover 2020/2021)	30/06/2023	Suitable town entry signage sites have been identified and designed. Quotes for manufacturing have been requested. Community consultations has commenced to identify the appropriate signage for each town and village. This project will probably roll over in to 2024/2025 due to timeline and the need to consult with all towns and villages.	25%		\$0.00	\$180,000.00	\$0.00

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Detailed Report

Financial and Commercial Services

Customer and Information Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.3.1	Raise awareness of support services available and connect people to relevant service providers in times of adverse events	30/06/2024	List of emergency contact listed on the "Contact Us" page on the website. A dedicated Emergency Support Information page on our website. This was again reviewed and updated post Duck Creek Fire. In adverse events Comms team share and promote information posted by the relevant authorities. Ongoing task to monitor when events are unfolding.	80%	
4.2.4.2	Ensure customer service procedures are reviewed and continuously improved, including Council's Customer Service Charter	30/06/2024	Customer Service Coordinator, in consultation with the Customer Service Team, continually review and update procedures. Quarter 1 2023/2024's focus has been on waste procedures with the upcoming contract change.	25%	
4.2.4.3	Investigate the upgrade of Council's Customer Relations Module	30/06/2024	The Customer Request Module is being investigated as part of a wider TechOne roadmap. The initial roadmap has been created.	30%	
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	30/06/2024	This will be considered as part of a wider Customer Service (CS) Delivery initiative, including the physical location and focus of the CS Team.	0%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.19	Council Technological Upgrades - Client Devices (Laptops and Desktops)	30/06/2024	Initial batch of replacement laptops have been ordered and are currently being configured to be used with new endpoint solution. This initial batch will be distributed by the end of Quarter 2 2023/2024.	30%	
4.3.2.20	Council Technological Upgrades - Mobility Devices (Mobiles)	30/06/2024	Order complete, waiting on devices to arrive. Next step is to enroll those devices into Mobile Device Management (MDM) and distribute to nominated employees.	50%	
4.3.2.22	Council Technological Upgrades - Client Peripherals (Monitors)	30/06/2024	Client peripherals (docks and monitors) were ordered with the first round of laptops and installed in Quarter 2 2023/2024. Further identification of requirements undertaken in Quarter 2 2023/2024 with a view to procuring in Quarter 3 2023/2024 for rollout in Quarter 4 2023/24. Significant numbers of new staff joined in Quarter 2 2023/2024, reducing availability of stock of spares.	30%	
4.3.2.48	Council Records Digitation Project	30/06/2024	Initial quotes obtained; records expected to be sent to the contractor for digitisation in Quarter 3 2023/2024.	30%	
4.3.2.49	Network Switching Upgrades	30/06/2024	New equipment is being trialed in satellite sites. The trial is expected to be completed in the coming months and installation of new switches at larger sites will begin in calendar year 2024.	30%	
4.3.2.50	System Upgrades (Security)	30/06/2024	Renewal of primary firewall is complete and endpoint security uplift is currently being rolled out to new devices.	30%	
4.3.2.51	Narrabri - Depot - Replace Disaster Recovery System	30/06/2024	Investigations and scope of works to be undertaken in Quarter 3 2023/2024.	0%	
4.3.3.4	Develop and Implement Council's Software Management Strategy	30/06/2024	Discovery is still occurring with the creation of a software register and associated documentation. Once completed a formal strategy can be formulated.	30%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.3.5	Investigate and implement a system to contact all staff simultaneously in case of an emergency	30/06/2024	Due to commence Quarter 3 2023/2024.	0%	

Action: Key Performance Measures - Information Services

Performance Measure	Annual Target	Actual (Year to Date)
Average time to retrieve files from archives (depot).	< 3 Days	2
Keep Internal Network Downtime to less than 5% during working hours	< 5 %	0
Keep Email Service downtime to 5% during working hours	5%	0%
Compliance with State Records for disposal of hard copy documents	100%	100
Average response time on IT helpdesk request	2 Hours	2
Number of Records Department correspondence	8,250	23080
Number of Office 365 licenses	280	280
Number of Council's Desktop/Laptop Users	200	200
Number of Virtual Servers	40	37
Number of Mobile devices	150	150
Update asset layers in GIS	500	150

● Not Due to Commence
● Issues Encountered
● On Track
● Complete

Action: Key Performance Measures - Community Relations

Performance Measure	Annual Target	Actual (Year to Date)
Number of Media Releases developed and distributed	> 100	15
Registration and tasking of daily correspondence to be completed by the end of each working day (% of days)	100%	99%
Percentage of CRM requests actioned by Customer Service Agents	30%	29.7%
Percentage of CRM Telephone Messages taken by Customer Service Agent	20%	22.3%
Percentage of CRM's taken by Customer Service Agent that were a CSR	50%	35%

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Commercial Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.1.1.5	Boggabri - Construct Doctor's House (VPA Funded) (Carryover 2022/2023)	30/06/2023	Due to elapsed time between funding and present day, significant escalation of costs and trades shortages have occurred. This project has been determined to be a 'High' risk due to the community expectations vs available VPA funding. Report to be brought to Council to determine strategic direction.	5%	
1.2.2.2	Boggabri - Pool - Investigate and implement accessibility upgrades (subject to funding)	30/06/2024	Building inspection to be carried out Quarter 3 2023/2024 to identify accessibility issue. Once identified will pursue grant funding and note in the Facility Management Plans for 2024/2025.	0%	
1.2.2.3	Boggabri - Pool - Investigate and implement additional opportunities for sport and recreation activities at the Facility (subject to funding)	30/06/2024	Preliminary informal community consultation with users will form basis of a formal consultation process early in Quarter 3 2023/2024. The results will inform the direction and possible funding sources will be sought as opportunities present.	5%	
1.2.2.4	Boggabri - Pool - Investigate keyless entry into the Facility	30/06/2024	Investigations have revealed that this is a costly process to retrofit a dated facility with keyless entry systems, and not feasible for implementation.	100%	
1.2.2.5	Boggabri, Wee Waa - Pool - Renew Access Stairs for Pool Entry (carryover 2022/2023)	30/06/2023	Stairs have arrived. Stairs were installed Quarter 2 2023/2024, lifting equipment ordered and due to arrive early Quarter 3 2023/2024.	85%	
1.2.2.6	Boggabri - Pool - Renew change room area (carryover 2022/2023)	30/06/2023	Design and scope of works finalised, Request for Quotation advertised Quarter 2 2023/2024, contractors to be confirmed Quarter 3 2023/2024, Project to be completed by 30 June 2024.	20%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.9	Narrabri - Investigate the feasibility of a large-scale aquatic recreational facility	30/06/2024	Preliminary investigations reveal if Council were to implement a large-scale aquatic recreational facility, it will require significant grant funding for planning, design and construction. For reference, Tamworth Regional Council recently recommended a \$45 million upgrade to their aquatic facility (including \$250,000 in designs). An upgrade of this size is not feasible without funding, recommend remain on hold until funding achieved for planning, design and construction stages.	100%	
1.2.2.11	Narrabri - Pool - Investigate and complete a design for the upgrade of the 50m pool and equipment	30/06/2024	No CAPEX approved for 2023/2024, and project will be significant in terms of required dollars, given Tamworth recently recommended a \$45m upgrade including \$250k design for their facility. Council will require significant grant funding for planning, design and construction. Propose to remain on hold until funding achieved for planning, design and construction. This forms part 2 of the project (see above for Stage 1), noting the existing outdoor pool has outlived its original expected utility and was due for replacement years ago. Repairs and Maintenance on the facility is increasing.	0%	
1.2.2.13	Narrabri - Pool - Replace Tiles and Paint Pool Shell	30/06/2024	Project completed Quarter 2 2023/2024.	100%	
1.2.2.17	Wee Waa - Investigate keyless entry into the Facility	30/06/2024	Investigations have revealed that this is a costly process to retrofit a dated facility with keyless entry systems, and not feasible for implementation.	100%	
1.2.2.18	Wee Waa - Pool - Investigate and implement additional opportunities for sport and recreation activities at the Facility (subject to funding)	30/06/2024	Preliminary informal community consultation with users will form basis of a formal consultation process early in Quarter 3 2023/2024. The results will inform the direction and possible funding sources will be sought as suitable funding opportunities become available.	20%	
1.2.2.19	Wee Waa - Pool - Paint Pool Shell and Surrounds	30/06/2024	Property Services internally managing project, consumables procured, ready for winter shutdown in Quarter 3 2023/2024 and finalisation of identified works.	15%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.21	Wee Waa - Pool - Replace the Gas BBQ with Electric (carryover 2022/2023)	30/06/2023	Installed and electrical connection completed Quarter 2 2023/2024. Installation of bench top to be completed Quarter 3 2023/2024.	90%	
1.2.2.22	Wee Waa - Pool - Remove asbestos from plant room	30/06/2024	Scope of works completed, Request for Quotation has been advertised. Works to be scheduled for winter closedown to minimise risk to staff and public. Anticipate works to be carried out in Quarter 4 2023/2024.	15%	
1.2.2.50	Boggabri - Caravan Park- Investigate opportunities for expansion and increased utilisation	30/06/2024	Online booking system is currently being implemented, works commenced in Quarter 2 2023/2024. online booking expected to be live late Quarter 3 2023/2024. Property Services to determine additional utilisation avenues within legislative constraints.	25%	
1.2.2.52	Boggabri - Develop the old bowling club into a Civic Precinct (Carryover 2021/2022)	30/06/2022	Project dependent on Boggabri CBD Master Plan. Master Plan currently undergoing community consultation, which is scheduled to conclude by close of business 15 February 2024. A report, including the results of the community consultation will be presented to the next available Council Meeting for adoption. Once the Master Plan is finalised, Council will commence the procurement process for the design and construction of the site.	10%	
1.2.2.53	Develop Council's Asbestos Removal Strategy for Council property	30/06/2024	Asbestos Register completed for Property Services' built assets (Water Services assets are yet to be finalised). Once Register is finalised, the schedule for removal can be completed. Strategy development due to commence Quarter 3 2023/2024.	5%	
1.2.2.55	Narrabri - The Crossing Theatre - External refurbishment	30/06/2024	Quotation received, negotiation occurring around timing of work to minimise disruption and maintain credibility of facility for existing major functions booked in for Quarter 4 2023/2024.	10%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.56	Wee Waa - Identify appropriate community use for the former NAB building	30/06/2024	Community Consultation undertaken in July / August 2023. Community engagement revealed that the most appropriate use for the building will be a multipurpose community centre. All results of the community engagement have been sent to the Master Planner to prepare their designs. Master Plan to be presented to Council and further community consultation to be carried out in Quarter 3 2023/2024 once the Draft Master Plan is endorsed for Public Exhibition.	20%	
1.2.2.57	Wee Waa - Old NAB Building - Refurbishment (Resources for Regions Funded)	30/06/2024	Master Plan expected to go to Council Quarter 3 2023/2024 and community consultation to be undertaken once that is reviewed, we will be proceeding to design stage. Expected design stage Quarter 4 2023/2024.	0%	
1.2.2.62	Boggabri - Chemical Dosing (VPA Funded) (carryover 2022/2023)	30/06/2023	Majority of project finalised in 2022/2023. Minor works (including painting and repairs) completed in July 2023.	100%	
1.2.2.69	Narrabri - Pool - Replace auxillary equipment (pumps, valves, pipes etc)	30/06/2024	Outdoor pool completed September 2023. Indoor pool to be completed in March 2024.	40%	
1.2.4.2	Identify external funding opportunities to assist with the provision of events through The Crossing Theatre	30/06/2024	Council's Grants Officer proactively shares grant opportunities with The Crossing Theatre as they arise. No further grant opportunities have been identified in Quarter 2 2023/2024 to assist with the provision of additional events.	50%	
1.2.4.3	Identify new products and opportunities for the community to engage with at The Crossing Theatre	30/06/2024	The Crossing Theatre has recently assumed management of the Narrabri Aquatic Centre Kiosk and introduced a coffee nook. This new addition will allow customers at the Aquatic Centre to conveniently purchase The Crossing Theatre's cabinet items, candy items and cinema tickets. Cinema tickets have been reduced to \$10 for a 'beat the heat' summer special. These changes have had a positive impact on sales.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.3.1.6	Narrabri - Old Gaol - Investigate opportunities for revitalisation	30/06/2024	The Old Gaol is currently used intermittently by community groups and run by volunteers. Council is seeking grant funding to undertake major works, including structural repairs and improvements that are likely to result in increased utilisation as the site will be able to support more community groups. Concept Meeting held with users.	10%	
1.3.1.13	Narrabri - Old Gaol - Upgrade Design and Investigation	30/06/2024	Due to funding changes the Engineers report to be completed in Quarter 3 2023/2024. Minor works to be undertaken routinely, including repairs to windows, flooring and drainage. Council is seeking grant funding to undertake major works, including structural repairs and improvements.	0%	
1.3.1.14	Boggabri - Court House - Refurbishment Stage 2 (subject to funding)	30/06/2024	Council was successful in obtaining funding for this Action through the Federal Government's LRCI program. Funding was announced in December 2023. Scope of works and RFQ to be undertaken in Quarter 3 2023/2024.	5%	
2.1.2.3	Develop and implement Crown Land Plans of Management for urban open spaces and environmental areas	30/06/2024	The NSW Government allocated approximately \$56,300 in 2018 to develop Plans of Management (a requirement of the Community Lands Management Act). An extension until 30 June 2024 for this funding was granted to Council, and it is anticipated that the Plans of Management will be finalised by then. Council has engaged a consultant to develop the Plans of Management and one of the four draft Plans has been received. It is anticipated that all draft Plans of Management will be completed by 30 June 2024.	25%	
2.1.4.1	Identify opportunities to reduce Council's fuel consumption	30/06/2024	Hybrid vehicles in the replacement budget and currently moving suitable small plant to battery powered where suitable. Strategy to be developed in Quarter 3 2023/2024. Purchase of Hybrid Cruiser Rav4 for employees where 4x4 is not necessary. More Small plant converted.	50%	
2.1.4.2	Develop Council's Renewable Energy Action Plan (REAP)	30/06/2024	Consultants 100% Renewables appointed to the project following a merits-based and competitive procurement process. Data coordination commenced and internal stakeholders progressively engaged with.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.4.9	Narrabri - Council Admin Building - Install Solar (Carryover 2022/2023)	30/06/2023	Awaiting Engineering Report on the roof structure before proceeding to Request for Quote in Quarter 2 2023/2024. Engineering report received and RFQ went to Vendor Panel Quarter 2 2023/2024 with quotations expected beginning Quarter 3 2023/2024.	15%	
2.1.4.10	Narrabri - Council Admin Building - Upgrade Electrical to increase capacity for solar (Carryover 2022/2023)	30/06/2023	Majority of works undertaken in Quarter 2 2023/2024 new electrical boards have been installed minor additional works to be completed Quarter 3 2023/2024.	90%	
2.2.1.1	Review and update the Narrabri Airport Master Plan and Hanger Sub-division Plans (including land use review and needs analysis)	30/06/2024	Master Plan fully funded from Council funds. (Budget Review) Meeting in Quarter 3 2023/2024 for stakeholders to determine areas to target and confirm consultant.	15%	
2.2.1.2	Narrabri - Airport - Conduct an assessment of the runway	30/06/2024	Inspection to be undertaken in Quarter 3 2023/2024.	0%	
2.2.1.3	Narrabri - Airport - Install LED Apron (Grant Funded 50%)	30/06/2024	Procurement process undertaken and contractor appointed in Quarter 1 2023/2024. Works commenced Quarter 2 2023/2024, awaiting light poles which will be delivered and project to be finalised by end of Quarter 3 2023/2024.	60%	
2.2.1.4	Narrabri - Airport - Investigate opportunities for increased utilisation	30/06/2024	Master Plan for the Narrabri Airport will be developed in Quarter 3 2023/2024 and these investigations will be undertaken as part of this process.	0%	
2.2.2.1	Market and transact Council's developed sites	30/06/2024	Updated spreadsheet to ensure accuracy of the data and remove properties that have already been disposed. Further review to be conducted in Quarter 4 2023/2024	20%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.1.7	Advocate for the provision of generators to power emergency facilities and critical infrastructure	30/06/2024	Advocacy efforts to be progressed in Quarter 4 2023/2024 to present a case for emergency facilities off-grid power and critical mobile infrastructure for communities.	10%	
2.3.1.8	Narrabri - The Crossing Theatre - Flood mitigation works	30/06/2024	Designs expected early January 2024, installation will be completed by Quarter 4 2023/2024.	25%	
2.3.1.29	Narrabri - The Crossing Theatre Band Room - Repair Flood Damage (carryover 2022/2023)	30/06/2023	Grant funded section has been completed again, painting and flooring to be completed Quarter 3 2023/2024 due to material availability.	75%	
2.3.1.30	Narrabri - The Crossing Theatre - Install Backup Generator and Upgrade Hot Water System for increased functionality as an Emergency Evacuation Centre (Severe Weather and Flooding Grant Funded)	30/06/2024	Council applied for grant funding to undertake the works through the Special Disaster Grants (Severe Weather & Flooding). Currently awaiting outcome.	0%	
3.2.3.22	Boggabri - Caravan Park - Upgrade fences and swale drain	30/06/2024	Final caravan slab was completed in September 2023. The installation of the fence was originally scheduled for Quarter 2 2023/2024, however due to contractor availability to complete the upgrades to the hob and swale drain, the remainder of the works are scheduled to be completed in Quarter 3 2023/2024.	50%	
3.2.3.23	Update The Crossing Theatres Event Prospectus	30/06/2024	Due to staffing availability this project has temporarily been put on hold until sufficient staffing levels are achieved.	5%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.3.4.4	Narrabri - Saleyards - Truck Wash Tank (carryover 2022/2023)	30/06/2023	Scope of works determined in Quarter 1 2023/2024. Preliminary costs assessment exceeded current adopted budget. Additional budget to be requested at the Quarterly Budget Review to ensure the project can be completed to standard. Request for Quote scheduled to be advertised in Quarter 3 2023/2024, with works to be completed in Quarter 4 2023/2024.	20%	
3.3.4.6	Narrabri - Saleyards - Upgrade Truck Wash Pumps and Electrical Boards	30/06/2024	Grant funding secured December 2023, quotations to be reviewed January 2024, works to be completed by 30 June 2024.	10%	
4.1.1.5	Narrabri - Library - Develop Master Plan	30/06/2024	Development of a Master Plan for the Narrabri Library was identified in 2023/2024 due to the growing needs for both the Country University Centre's Narrabri Site and the Narrabri Library. Relocation of the Narrabri Library is being considered as an option. No budget or location for library identified in 2023/2024. Recommend rollover of Project to 2024/2025.	5%	
4.1.1.6	Narrabri - Saleyards - Annual Business Review	30/06/2024	Meeting was conducted Quarter 2 2023/2024 with the Saleyards Committee, the Agents Association stated that they will no longer be holding sales at Narrabri however will require some yards for the purpose of transit cattle.	50%	
4.1.2.18	Narrabri - Depot - Upgrade the Chemical Loading Station (carryover 2022/2023)	30/06/2023	Funds transferred from Internal Carpark, Chemical wash bay, loading area problem resolved, funds transferred back to Internal Carpark which was completed Quarter 1 2023/2024.	100%	
4.3.1.5	Shire Wide - Depots - Develop Management Master Plan and Operational Protocols	30/06/2024	Property Services team is focusing on developing the Master Plan for the Narrabri Depot to act as a template for Boggabri and Wee Waa (whilst the upgrade of the two sites is being undertaken). The Depot Users Committee has been reconvened to assess current operational needs of the Depot. Long term Master Planning to be held over until budget allocated in 2024/2025. Development of Safe Operational Protocols to commence Quarter 3 2023/2024.	0%	
4.3.1.13	Develop internal procedures and suite of documents for event bookings	30/06/2024	Review of documentation to rationalise processes for internal use will be concluded by Quarter 3 2023/2024. Event Management Software in use meets the needs of the organisation.	60%	

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Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.1.14	Develop a business manual for the operation of The Crossing Theatre	30/06/2024	While Quarter 2 2023/2024 saw improvements in operating procedures, the busy summer period has put a strain on staffing resources and the ability to progress this project further.	30%	
4.3.2.5	Develop Council's Workshop Upgrade Plan	30/06/2024	Stakeholders have identified workshop is at capacity and requires either increased floor area or revision of fleet servicing processes and scheduling. This will require additional funds in the new financial year to implement.	15%	
4.3.2.6	Develop, review, and prioritise relevant fleet replacement programs	30/06/2024	Continually updating the 10-year replacement plan. Reviewing budgets and asset condition with annual risk assessments.	50%	
4.3.2.7	Investigate appropriate structures to provide undercover protection of Council's Plant	30/06/2024	Investigating options from Quarter 3 2023/2024 with a view to progressing to project concepts for 2024/2025.	0%	
4.3.2.30	Develop Council's Facilities Management Policy and Operational Protocol	30/06/2024	Facility Management Plans have been developed for most of Council's public assets. To support these documents, development of a Policy and Operational Protocols will be developed in Quarter 3 2023/2024 following stakeholder evaluation.	20%	
4.3.2.31	Finalise Facilities Management Plans for all of Council's real property	30/06/2024	Facility Management Plans to be finalised in Quarter 3 2023/2024.	60%	
4.3.2.35	Shire Wide - Buildings and Other Structures - Assets revaluations and condition assessments	30/06/2024	Due to staff changes Assets revaluations and condition assessments to commence in Quarter 3 2023/2024 with assistance from Infrastructure Delivery's Assets Engineer.	0%	
4.3.2.46	Narrabri - Depot - Replacement Furniture (carryover 2022/2023)	30/06/2023	All furniture ordered. Majority of furniture was delivered and installed in Quarter 1 2023/2024. Remaining desks, partitions and chairs to be completed in beginning Quarter 3 2023/2024.	95%	

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Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.52	Narrabri - Council Admin Building - Furniture replacement	30/06/2024	Furniture ordered to be delivered and installed in Quarter 3 2023/2024.	20%	
4.3.2.53	Narrabri - Council Admin Building - Air-conditioning Reconfiguration	30/06/2024	Redesign of the Admin Building's air-conditioning system has been developed and Request for Quote disseminated via Vendor Panel in Quarter 1 2023/2024. Assessment and appointment of a suitable contractor to be undertaken in October 2023. Works due to commence in January 2024.	20%	
4.3.2.54	Narrabri - Council Admin Building - Upgrade access Security System	30/06/2024	Scope of works has been determined. Request for Quote went out in Q2 2023/2024, amended as decision made to only upgrade current system works to be completed Q3.	20%	
4.3.3.6	Centralise and simplify Council's key system	30/06/2024	The Property Services section has recently completed condensing Council's key systems from three separate systems to two and is continuing to work on consolidating these two systems down to one, however this will be a costly process (an estimated additional \$150,000 will be required to complete this). Council's Key Register has been completed and an internal key audit was completed in October 2023. A key safe has now been installed, in line with internal audit recommendations, and an Operational Protocol is to be updated to reaffirm that all keys are to be centrally managed by Manager Commercial Services. A review of Council's onboarding and offboarding processes are being reviewed.	25%	
4.3.4.5	Narrabri - Library - Investigate and implement safety improvements	30/06/2024	Building Inspection undertaken Quarter 2 2023/2024 to identify issues and safety improvements. Identified improvements are to be undertaken through general maintenance where possible. Larger items will be identified in FMP for 2024/2025.	10%	
4.3.4.6	Wee Waa - Depot - Amenities Upgrade Stage 2 Fit Out	30/06/2024	Scope of works developed, procurement process complete and contract awarded. Asbestos removal has commenced. Anticipate completion in Quarter 3 2023/2024.	70%	

● Not Due to Commence
● Issues Encountered
● On Track
● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.4.7	Boggabri - Depot - Relocation Stage 2 - Fit Out	30/06/2024	Request for Quote process commenced in Quarter 1 2023/2024 with assessment and appointment of a contractor to occur in Quarter 2 2023/2024. Works due to commence Quarter 3 2023/2024, pending contractor availability.	10%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Action: Key Performance Measures - Saleyards

Performance Measure	Annual Target	Actual (Year to Date)
Net cost of operation to Council (excluding capital)	\$40,000	83266.00
Zero reported WHS incidents attributable to Council	< 0	0
Number of head sold per annum	< 14,000	0
Number of separate uses of truck wash facilities	> 1,500	415
Net operational cost per animal sold (\$ per animal)	\$15	\$0 - Nil Sales
Compliance with the National Saleyards Quality Accreditation (NSQA) annual audit	100%	100%
Number of individual sale days per annum	> 20 Days	0 - Nil Sales

Action: Key Performance Measures - The Crossing Theatre

Performance Measure	Annual Target	Actual (Year to Date)
Number of events held in the Exhibition Room	60	22
Number of coffees sold	6,000	2,342
Number of events held in the Riverside Room	90	22
Number of events held in the Auditorium	60	13
Operating Costs per paying venue patron	< \$18	33
Number of event catering lunches provided	2,500	462
Number of Cinema patrons	20,000	4,182
Cinema Two (2) occupancy rate	25%	8.27

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Performance Measure	Annual Target	Actual (Year to Date)
Number of event attendees	9,000	3,587
Cinema One (1) occupancy rate	20%	7.16
Overall customer satisfaction (google and Facebook reviews)	4	4.15
Overall room utilisation rate	20%	21.13
Number of Café main meals sold	10,000	2,497
Number of events held in the Gallery Lounge	50	8

Action: Key Performance Measures – Aquatic Facilities

Performance Measure	Annual Target	Actual (Year to Date)
Operational cost per patron is maintained below \$15 per patron - Boggabri	\$15	\$7.52
Operational cost per patron is maintained below \$15 per patron - Narrabri	\$11	\$5.89
Operational cost per patron is maintained below \$15 per patron - Wee Waa	\$14	\$9.21
Percentage of water quality compliance with NSW Health Regulations.	100%	100%
Number of membership passes increased on previous year	5%	1%
Number of events held at the Narrabri Aquatic Centre Multi-Function Room increased on previous year	5%	-0.25%
Number of patrons accessing the pools - Boggabri	9,000	4596
Number of patrons accessing the pools - Narrabri	47,000	25010
Number of patrons accessing the pools - Wee Waa	11,850	4970

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Performance Measure	Annual Target	Actual (Year to Date)
Number of Learn to Swim classes (Council run) offered at Boggabri, Narrabri and Wee Waa pools	550	814

Action: Key Performance Measures - Fleet

Performance Measure	Annual Target	Actual (Year to Date)
Percentage of total maintenance conducted was unplanned	< 50 %	44.9%
Number of planned maintenance activities completed on time	> 95 %	89.8%
Residual Value vs Auction Proceeds	85%	166%
Number of Service Requests recorded	2,274	852
Number of Plant Procurement Renewals	73	20
Number of Insurance Claims	< 20	15
Number of Disposal Assets Dispatched to Auction	73	24

Action: Key Performance Measures - Property Services

Performance Measure	Annual Target	Actual (Year to Date)
Reduce overall energy consumption (kilowatt hours)	> 7 %	3.65%
Response time to unforeseen / urgent repairs	< 3 Days	2.8
Complete property related insurance claims	10	0
Maintain less than 5% rental arrears	< 5 %	5%
Undertake Lease / Licence audit	100%	20%

● Not Due to Commence
● Issues Encountered
● On Track
● Complete





Performance Measure	Annual Target	Actual (Year to Date)
Attend to, negotiate, and update all expiring leases, licences, and occupancy agreements	8	4
Prepare plans of management, property related policies, property management protocols, structures, and frameworks	5	0
Undertake ongoing condition-based assessment of Council buildings and establish facilities management plans	10	8

Action: Key Performance Measures – Airport Services

Performance Measure	Annual Target	Actual (Year to Date)
Total operating expenses per RPT Passenger	< \$85	\$28.15
Number of Non-Conformance Notices received from CASA Surveillance	0	0
Number of written complaints received per annum	0	0
Percentage of non-conformances rectified within agreed timeframes and to regulator satisfaction	100%	N/A
Number of RPT Movements per annum	800	485
Number of RPT Passengers per annum	3,500	3,005
Number of non-RPT aircraft movements per annum	2,000	1,676

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Financial Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.3.5	Produce Annual Factsheets regarding Council's Budget and Financial Statements to improve community understanding of Council's financials	30/06/2024	Will be prepared in March 2024 in line with annual budget for 2024/2025.	0%	
4.3.1.2	Review procurement process to reflect best practice.	30/06/2024	Procurement Policy and Guidelines being updated to reflect usage of Vendorpanel. Requires buy-in for all areas of council to remain effective.	45%	
4.3.2.1	Annually review Council's Rating Structure to ensure equity and fairness in rating distribution.	30/06/2024	Annual Reviews conducted in line with IPART Rate Pegs and financial requirements. To commence with 2024/2025 preliminary discussions, Community information to be included for transparency.	10%	
4.3.2.2	Review and monitor Council's financial risk profile across the organisation.	30/06/2024	Continually reviewed to minimise risk.	25%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Action: Key Performance Measures – Financial Services

Performance Measure	Annual Target	Actual (Year to Date)
Rates outstanding (rates, annual charges, interest, and extra charges outstanding %)	< 11 %	11.99%
Accounts receivable - average monthly percentage of accounts outstanding for more than 90 days	10%	22%
Accounts payable - average monthly percentage of invoices outstanding for more than 30 days	5%	0%
Statutory Accounting and Reporting completed by due date	100%	100%
All taxation returns completed by due dates	100%	100%
Monthly investment portfolio performance meets the policy benchmarks	100%	100%
Number of days overdraft facility required	< 0 Days	0
Rates and water accounts issued by due dates	100%	100%
Stock take variances within 2% of total stock value	100%	100%
Number of rate assessments (annual issue)	6,740	7,028
Number of water accounts issued per quarter (last quarter issued)	4,100	4129
Number of s603 certificates issued	350	238
Number of pensioner rebates granted at levy	780	733
Number of accounts receivable transactions processed	700	478
Number of accounts payable transactions processed	18,000	6179
Number of stores transactions processed	5,000	4480

Not Due to Commence
 Issues Encountered
 On Track
 Complete

General Manager

Governance and Risk

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.2	Ensure Council complies with public access to information requirements pursuant to the relevant legislation	30/06/2024	All GIPA applications determined on time. No internal or external reviews requested.	50%	
4.1.2.4	Implement Council's Service Review Strategy	30/06/2024	First phase due to occur Quarter 3 2023/2024.	0%	
4.1.2.10	Conduct annual Business Continuity Plan (BCP) exercises and update as required	30/06/2024	Report to ARIC in August 2023. Review underway as part of Statewide Continuous Improvement Pathway. Exercise to occur (delivered by Marsh under Statewide Board Initiative) in Quarter 3 2023/2024.	50%	
4.1.2.11	Conduct quarterly Audit Risk and Improvement Committee meetings	30/06/2024	Audit Risk and Improvement Committee meeting held in August and December 2023 with the next meeting scheduled for March 2024.	50%	
4.1.2.12	Continue to implement Council's Internal Audit Program	30/06/2024	Consultant engaged in Quarter 2 2023/2024. Draft Payroll audit received, Grant Management audit underway. The final 2 Internal audits for 2023/2024 are scheduled to be undertaken and completed in Quarter 3 and Quarter 4 2023/2024.	40%	
4.1.2.13	Deliver and maintain Council's Safety Audit System	30/06/2024	Training provided to new employees and the system is regularly monitored. Regular review of events and actions occurring to ensure timely response.	50%	
4.1.2.16	Finalise Council's Fraud and Corruption Plan	30/06/2024	To be transitioned to Pulse Risk Module.	20%	

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.19	Ensure Council Meetings are conducted in accordance with the Local Government Act 1993 (NSW) and the Code of Meeting Practice	30/06/2024	Council meetings progressing. The Governance team provides regular and timely advice to Councillors and the Council on procedural matters to ensure compliance with the Code of Meeting Practice (COMP).	50%	●
4.1.2.20	Promote ethical behaviour through awareness and advice, and manage investigations of alleged corruption, maladministration, or breaches of the Code of Conduct	30/06/2024	Advice regularly being provided. Otherwise on track.	50%	●
4.1.2.22	Administer and promote a consistent approach to risk through the Risk Management Framework	30/06/2024	Transition to Pulse Risk Module complete with training ongoing. Council's risk management culture has improved through increased engagement through the introduction of Bulletins from the risk team and interteam collaboration.	40%	●
4.1.2.23	Promote business improvement and risk management through the implementation of initiatives arising from internal and external audits	30/06/2024	Quarterly reporting to ARIC with reviews. Audit actions have been uploaded into pulse for better monitoring and action management. StateWide Continuous Improvement Pathway report received. Monitoring of recommendations from this report will be undertaken in Pulse.	50%	●
4.1.2.24	Implement Guidelines for Risk Management and Internal Audit for Local Government in NSW	30/06/2024	The guidelines have been finalised by the OLG. Council has implemented the guidelines. An Internal review is planned to ensure total compliance later in 2023/2024 to close off implementation.	80%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.25	Implement Council's chemical monitoring system	30/06/2024	Almost all sites' chemicals have been entered into Chemical Monitor. WHS team will work with stakeholders to develop treatment plans.	50%	
4.1.4.4	Review and improve the Corporate Planning Module	30/06/2024	Pulse Corporate Planning and Reporting module implemented and training delivered to staff. In use as of Quarter 1 2023/2024.	100%	
4.2.1.2	Ensure Aboriginal communities are engaged throughout the preparation of local planning strategies and local plans	30/06/2024	Council's Community Engagement Officer will work with Council's Community Development Coordinator and Planning and Development teams to promote engagement with community during the update of any strategic planning instruments that are due for review in 2023/2024.	0%	
4.2.1.3	Implement opportunities for further engagement with the younger population of the Shire via the Narrabri Shire Youth Council	30/06/2024	Amended Youth Council Terms of Reference for better accessibility for all. Council's Community Engagement Officer is working alongside Council's Community Development Coordinator to undertake engagement for the Narrabri Shire Youth Strategy. Council intends to exhibit this strategy during school holidays to maximise youth engagement in consultation phase.	25%	
4.2.2.15	Oversee and provide advice to ensure Council effectively engages with internal and external stakeholders	30/06/2024	Community Engagement occurring across several projects. In addition, Council's Governance team regularly provides advice and enabling to other sections of Council in community and stakeholder engagement.	50%	
4.2.3.8	Support Council's executive management team	30/06/2024	Ongoing support provided in the form of the Personal Assistant. Provision of high level legal, governance, safety, and risk management advice provided by wider team on an ongoing and as-needs basis.	50%	
4.2.4.8	Provide administrative support to Planning and Sustainability Directorate in their functions	30/06/2024	Administration Officer provides ongoing support to the Planning and Sustainability Directorate.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.4.9	Provide administrative support to Infrastructure Delivery Directorate in their functions	30/06/2024	Administration Officers are providing key administrative support to all areas of Infrastructure Delivery. In fulfilling this role, Administration Officers are working with stakeholders to develop more efficient ways of conducting Council business.	50%	
4.3.1.9	Support departments in the capturing and storage of business processes and corporate knowledge	30/06/2024	Administration Officers are working with different teams to codify corporate knowledge in procedures and other documents.	50%	
4.3.1.10	Finalise review of Council's Safe Work Method Statements	30/06/2024	Review of Safety Work Methods Statements (SWMS) currently underway.	15%	
4.3.1.11	Provide advice and enabling resources to wider Council in order for Council to comply with its obligations under the WHS legislation and Codes of Practice	30/06/2024	Regular advice, training, and tools given to workforce and management surrounding safe work practices, including improving work practices to make them safer.	50%	
4.3.1.12	Develop and implement Council's WHS Strategy	30/06/2024	Due to be prepared later in 2023/2024 with a view to being endorsed by MANEX for approval by new Council in 2024.	0%	
4.3.3.10	Quarterly reporting of continuous improvement initiatives (including service review progress and recommendations) provided to the Audit, Risk and Improvement Committee	30/06/2024	Audit, Risk and Improvement Committee (ARIC) meeting held in August and December 2023. Continuous improvements initiatives are on the agenda for ARIC meetings. Service reviews due to commence Quarter 3 and Quarter 4 2023/2024 with progress reported to the ARIC.	40%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.4.8	Organise and execute Council's Safety Awards annually	30/06/2024	Peak Safety Awards are presented at each Peak Safety BBQ.	50%	
4.3.4.9	Review and implement Council's Risk Management Framework	30/06/2024	Implementation ongoing. Pulse Risk Module transition almost complete with training and utilisation the current priority. Organisational risk culture is improving.	50%	
4.3.4.10	Conduct quarterly Health and Safety Committee meetings	30/06/2024	Health and Safety Committee meeting held in July and October 2023.	50%	
4.3.4.11	Ensure the delivery of compliance and awareness training to required staff	30/06/2024	Inductions occurring for new employees.	50%	
4.3.4.12	Implement an annual Health and Wellness Day for Council's employees	30/06/2024	Due to occur in February 2024.	0%	
4.3.4.13	Implement Council's Integrated Management System (WHS, Environment and Quality)	30/06/2024	A draft IMS has been received, however, the draft IMS is not a full representation of all of Council's services. Further work is required with the contractor to deliver a fully complete draft IMS.	40%	
4.3.4.14	Investigate and implement opportunities to improve employees health and wellbeing	30/06/2024	Opportunities have been investigated including the following; adoption of Health Monitoring Operational Protocol; RU Ok Day; Training to staff around difficult customers; regular education for workers around health and wellness issues and initiatives; and the review of health monitoring initiatives.	50%	
4.3.4.17	Investigate serious or systemic safety incidents	30/06/2024	All major incidents investigated thoroughly and corrective actions issued.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.4.18	Manage Council's return to work program	30/06/2024	Consistently working with injured workers to support them and promote a quick return to work. This includes going to appointments with injured workers and liaising with management to arrange alternate duties. Council's return to work program is currently the highest performing in the region, and significantly higher performing than all averages across the Local Government sector.	50%	
4.3.4.19	Manage Council's Drug and Alcohol Testing program	30/06/2024	Post incident testing occurring. Plans for further random testing in 2023/2024, and targeted testing on an as needs basis.	50%	

Action: Key Performance Measures – Governance

Performance Measure	Annual Target	Actual (Year to Date)
Council Meeting Business Papers published at least three (3) days prior to the meeting date	100%	100
Progress Reports produced and presented to Council	6	3
Delegations are reviewed biannually	100%	0
Policies reviewed and adopted by Council	10	4
Breaches of the Council's Code of Conduct	0	0
Ordinary Council Meetings	> 10	6
Extraordinary Council Meetings	1	2
Formal Access to Information Applications dealt with within the legislated timeframes	100%	100
Formal Access to Information Applications Received	> 10	7
Informal Access to Information Applications Received	> 80	62

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Action: Key Performance Measures – Corporate Risk

Performance Measure	Annual Target	Actual (Year to Date)
Number of inductions/refresher sessions	> 4	0
Number of Risk Alerts issued	< 5	2
CIP Risk Management Action Plan Completed	100%	100%
Number of BCP exercises completed	> 1	0
Percentage of Corporate Risks that have been determined 'As Low As Reasonably Practicable'	> 50 %	38.1%

Action: Key Performance Measures – Work Health & Safety

Performance Measure	Annual Target	Actual (Year to Date)
Number of Safety Award presentations	10	13
Percentage of incident investigations completed	85%	100%
Number of Incidents - Plant & Infrastructure (Low)	< 25	6
Council's cumulative previous 3 years total Workers Compensation Claims Cost	\$180,000	\$9,697
Percentage of Vault Events closed by due date	100%	100%
Audit results for Workplace Health & Safety	> 75 %	87.30%
Number of Incidents - Plant & Infrastructure (Critical)	< 5	0
Percentage of serious incidents are investigated	100%	100%
WHS Strategy Objectives met	> 75 %	0

 Not Due to Commence
  Issues Encountered
  On Track
  Complete




Performance Measure	Annual Target	Actual (Year to Date)
Percentage of all Vault's corrective actions completed	100%	83%
Number of Safety Bulletins issued	12	1
Number of Incidents - Plant & Infrastructure (Medium)	< 0	0
Number of Open Workers Compensation Claims (Rolling Average)	25	23
Number of toolbox talks issued	12	2
Percentage of high-risk worksites are inspected at least once annually	100%	25%
Number of Incidents reported - Injury (Lost Time)	< 10	2
Percentage of safety reporting to MANEX completed by due date	100%	100%
Number of New Workers Compensation Claims	< 15	4
Number of Safety Interactions completed	40	42
Number of Incidents reported - Injury (First Aid)	< 20	3
Number of Workplace Inspections Completed	36	36
Number of Lost Time Injuries (Workers Compensation Premium Impacting)	< 10	2
Number of Incidents reported - Injury (Medical Treatment)	< 10	1
Number of Safety Alerts issued	10	2
Number of Incidents - Plant & Infrastructure (High)	< 5	0
Percentage of reported hazards that have been assigned corrective actions	75%	100%

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

Action: Key Performance Measures – Corporate Planning

Performance Measure	Annual Target	Actual (Year to Date)
Percentage of reporting completed by due date	100%	79%

Emergency Management

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.1.4	Advocate for information sharing processes between response agencies.	30/06/2024	This is a continuous process that is completed through the Local Emergency Management Committee (LEMC). The Emergency Management Plan and Consequence Management Guidelines were updated and endorsed in Quarter 4 2022/2023.	50%	
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.	30/06/2024	Advocacy is continuous in conjunction with the Local Emergency Management Committee.	50%	
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	30/06/2024	Included in current Asset Management Plans. Asset Management Plans due for renewal late 2024.	100%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

People and Values

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.8	Develop Council's Entry Level Employment Strategy	30/06/2024	Opportunities to introduce more Apprenticeship and Traineeship positions continue to be explored. An Information Services Trainee was appointed in October 2023 and two new Water Services Trainees were appointed in November 2023. Participated in a workshop with a local school to promote to Aboriginal students school based Apprenticeship and Traineeship opportunities.	50%	
4.3.2.10	Investigate and implement a data capture system to help inform Council operations and Workforce Management	30/06/2024	Currently investigating HR modules within TechOne to assess their functionality, usability, and lay the groundwork for future implementation. This will assist in centralising and accurately capturing data, streamline business processes, minimise the potential for human error, and create reporting opportunities throughout the entire employee lifecycle. In the interim we are also investigating the option to integrate HROnboard and Scout to enhance data capture during this period. It is anticipated that implementation of the various TechOne modules would span over a 2 year period and cannot be achieved during the period of this Operational Plan.	50%	
4.3.2.11	Investigate non-salary-based incentives for Council Staff	30/06/2024	An Employee Education and Accreditation Assistance Operational Protocol has been drafted and is currently under review. This protocol provides opportunities for skill development, training, and further education to enhance employees' professional development in areas that are non-mandatory for their respective roles. Salary packaging solutions are actively promoted on an ongoing basis.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.12	Investigate opportunities to support a culturally diverse workforce	30/06/2024	<p>Council continues to encourage a diverse workforce and investigate opportunities as they arise. Proactive initiatives over the Operational Plan period have been to:</p> <ul style="list-style-type: none"> - Engage with multicultural recruitment specialists who focus on placements in regional Australia. - Engage with a local school to develop workshops and be panel speakers focusing on Aboriginal Employment and School Based Apprenticeship and Traineeship career pathways. <p>Further opportunities, as presented, will be explored during the remainder of the Operational Plan period.</p>	100%	
4.3.2.14	Continue to implement Council's Mature Aged Workforce Strategy	30/06/2024	Transition to retirement arrangements continue to be implemented.	50%	
4.3.2.15	Develop Council's Workforce Knowledge Retention Strategy	30/06/2025	It is expected that the development of a Strategy would not be achievable within this financial year due to limited resources.	0%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.2.16	Develop Council's Recruitment Strategy	30/06/2025	<p>While we currently lack a formal document detailing our recruitment strategy, our day-to-day practices align with the objective to develop a comprehensive strategy:</p> <p>Integration of diversity and inclusion is a central theme in our recruitment approach. This involves active participation in workshops, collaboration with local schools to promote SBATs, and fostering career opportunities and pathways.</p> <p>The People and Values team actively collaborates with department Directors and hiring managers. This ensures an understanding of specific recruitment needs and challenges, with a focus on desired skills, qualities, and qualifications for prospective candidates.</p> <p>A formal strategy is not expected to be completed within this financial year and the need for this will be reviewed after a review of the Workforce Strategy actions and the EEO Plan expected to occur in the next Operational Plan period.</p>	50%	
4.3.2.17	Develop and conduct Recruitment Workshops for people of all abilities to increase understanding the local government recruitment process	30/06/2024	Council will continue to take up opportunities to conduct or participate in workshops. During this reporting period people and values representatives attended one workshop arranged by Wee Waa High School to discuss apprenticeship and traineeship opportunities. Council representatives also participated in the Namoi Jobs and Trade Show.	100%	
4.3.2.18	Develop an Easy Read fact sheet for people considering applying for a job with local government	30/06/2024	Fact sheet developed in 2022/2023 and continues to be included in advertisements and improved on as required.	100%	
4.3.4.1	Conduct annual Staff Recognition Program	30/06/2024	Service Awards were presented to employees during November and December 2023.	100%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.4.2	Ensure all staff are appropriately inducted into Council's premises, systems, policies and processes	30/06/2024	New staff are issued with policies when they receive their letter of offer. They are also asked to undertake code of conduct training via Council's e-learning system. Relevant sections of Council are notified of the employees system and equipment requirements prior to commencement so that the employee feels included and engaged from their first day. Supervisors undertake a worksite induction over the first few days of commencement. During the induction, employees become familiar with standards of work, safe work methods, the training and development framework and governance and risk requirements.	100%	
4.3.4.3	Develop and implement Council's Aboriginal Employment Strategy	30/06/2024	People and Values and Community Development will meet in February to formulate a community consultation plan to assist in the development of this strategy.	10%	

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

Action: Key Performance Measures – People & Values

Performance Measure	Annual Target	Actual (Year to Date)
Average length in Recruitment Process (in days)	< 60 Days	58
Staff Turnover (%)	12%	11.04%
Employee Initiated Staff Turnover (%)	10%	9.39%
Employer Initiated Staff Turnover (%)	2%	1.65%
Number of positions recruited for	> 60	71
Number of Apprenticeships/Traineeships recruited	7	9
Number of grievances processed	0	0
Number of Performance Management cases	0	4
Number of group training events coordinated	1	7

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Infrastructure Delivery

Projects and Assets

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.3.3	Boggabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	30/06/2024	This investigation will commence on the completion of the Boggabri Master Plan, which is scheduled for Quarter 3 2023/2024.	0%	
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) (Stage 1 of 3)	30/06/2026	Development of the Program will commence in Quarter 3 2023/2024. An opportunity was identified to include this development in the Active Transport Grant. Grant is expected to be submitted Quarter 4 2023/2024.	0%	
1.2.3.5	Narrabri - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	30/06/2024	Car parking is at capacity on Maitland Street. Vehicles that exceed 6m are permitted to park parallel to the kerbs, including caravans.	50%	
1.2.3.8	Wee Waa - CBD - Investigate the feasibility of implementing more parking (including caravan parking)	30/06/2024	Council has reviewed existing plan of the Wee Waa CBD. Rose Street is already at capacity, noted that exiting car park spaces can be used for space to park caravans if the vehicle exceeds 6 metres. This permits vehicles to park across existing parking line marks. Council will review side streets for parking options after the master plan has been drafted for the War Memorial upgrades on Church and George Street.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.3.1	Capex - Boggabri - Dripping Rock Access Road - Investigate and determine possible resolution of access issues - Development Feasibility Study (R4R Funded)	30/06/2024	Council has engaged consultants to review land usage description with Crown lands and then will commence investigations into access issues to the site.	40%	
2.2.1.7	Ensure appropriate regulatory and guidance signage is provided on all existing and proposed walk and cycle facilities.	30/06/2024	Council has commenced audits on Cooma road shared pathway.	40%	
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	30/06/2024	This project will commence in Quarter 3 2023/2024.	0%	
2.2.1.9	In association with schools, audit key routes to school and improve the facilities along these routes and report to Council	30/06/2024	Council will commence this study in Quarter 3 2023/2024.	0%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.10	Investigate and address impediments to regional freight network and work with stakeholders to upgrade transport network capacity as demand changes	30/06/2024	Investigations and advocacy are continuous throughout the year in conjunction with heavy vehicle operators.	50%	
2.2.1.33	Shire Wide - Transport Assets - Roads Condition Assessments and Revaluations	30/06/2024	Culvert and bridges inspected and completed by staff. Consultant engaged to complete works.	15%	
2.3.1.1	Shire Wide - Investigate and advocate for telemetric gauges on the creek systems that are subject to flash flooding	30/06/2024	Investigations and advocacy ongoing.	50%	
3.1.1.1	Conduct annual tendering and procurement information sessions for local contractors	30/06/2024	Information session was conducted at the Narrabri aquatic center this session included how to sign up to Council vendor panel.	100%	
3.2.1.4	Narrabri - West Precinct Freight Link - Upgrade	30/06/2024	The original scope of the project aimed to close the level crossing from Old Turrawan Road to Gately Street and reopen the level crossing from Old Turrawan Road to Old Newell Highway, in addition to the extension of Avon Street to Old Turrawan Road and the realignment of the Southern Intersection from Old Turrawan Road to the Kamilaroi Highway. However, the State Government withdrew funding in December 2023.	20%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
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.	30/06/2024	Council will review this strategy in Quarter 3 2023/2024 after recruitment of Design staff has been completed.	0%	
4.3.2.25	Develop Council's Asset Management Guidelines and Contract Management Framework	30/06/2024	Council staff and consultants have been collaborating to migrate asset data into Tech one and spatial maps on completion of this process the guidelines for assets will be completed. Completion expected end of 2023/2024. Contract management guidelines will align with the completion of the Vendor panel system installation. Work on the Contracts Framework has commenced.	20%	
4.3.2.27	Finalise Council's Project Management Framework	30/06/2024	The project management framework is being trialed with managers and project owners this framework is set as an internal service provider to capture project setup and controls and to provide data for asset management. Project closure has yet to be commenced after the completion of this final part of the trial Council will be ready to adopt the project framework system.	40%	
4.3.2.29	Run annual Project Management workshops with Managers	30/06/2024	Training rescheduled to be completed by end of Quarter 4 2023/2024. Projects Framework is currently being updated with Manager's to be trained following the update.	0%	
4.3.3.10	Procure Drone (with LiDAR) and training to improve efficiencies and survey quality	30/06/2024	Drone model identified and procurement process of drone completed. Undertaking secondary procurement process for suitable software and hardware that will be required to process the data from that model drone. Equipment scheduled to be ordered and installed in Quarter 4 2023/2024.	20%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Action: Key Performance Measures – Design Services

Performance Measure	Annual Target	Actual (Year to Date)
Cost per kilometre of road design produced	< \$7,500	3,325
Internal designs completed within the allocated (agreed) timeframe	100%	100%
External designs reviewed and comment provided within 15 working days	100%	100%
Heavy Vehicle permits assessed and completed within 15 working days	100%	100%
Development Applications assessed and reply submitted to the Director of Infrastructure Delivery within 15 working days	100%	100%
Dial Before You Dig requests are replied to within 3 working days	100%	100%
Number of new Assets created for associated Capital Works Projects	110	50
Asset inspections work schedules developed for services with maintenance schedules	4	0
Number of major projects design completed (> \$100,000 total project cost)	20	4
Number of minor projects design completed (< \$100,000 total project cost)	150	30
Number of external designs assessed	60	10
Number of Traffic Count Data collected	200	3
Number of Heavy Vehicle Permits assessed	120	45
Number of Development Applications assessed	60	6
Number of Dial Before You Dig requests completed	50	15

● Not Due to Commence
● Issues Encountered
● On Track
● Complete

Action: Key Performance Measures – Projects and Assets

Performance Measure	Annual Target	Actual (Year to Date)
Number of annual contracts managed (Unit Rate Panel Type Contracts)	9	6
Number of legislative and/or Policy breaches relating to tendering	< 0	0
Number of new construction and plant contracts processed	10	3
Number of Capital Works Projects documented as per Project Management Framework	85%	45%
Contract Progress Claims are checked and processed within the stipulated time	100%	100%

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Parks and Open Spaces

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.1.3.1	Narrabri - Investigate the construction of an Indoor Sports Centre	30/06/2024	Council secured funding from the resources for regions grant for consultation and investigation of the design and construction costs for a potential indoor center in Narrabri. Council will release a RFQ in quarter three for this project.	10%	
1.1.3.4	Boggabri - Jubilee Oval - Carpark Entry Area (Carryover 2022/2023)	30/06/2023	Project completed in 2022/2023 with remaining invoices received after 30 June 2023.	100%	
1.1.3.8	Narrabri - Leitch Oval - Replace Lighting (SCCF5 Funded)	30/06/2024	Funding has been sourced and this project will be combined with the Jubilee Oval and Collins Park lighting project into one design and construct tender to improve the cost benefit for the community. Tender to be issued in February 2024.	20%	
1.1.3.11	Narrabri - Collins, Hogan and Leitch Ovals - Access Roads	30/06/2024	Council has started heavy patching surfaces between Hogan and Lietch Ovals. Sealing to commence in Quarter 3 2023/2024 through Council's roads resealing program.	20%	
1.1.3.14	Narrabri - Collins Park - Electric Scoreboard (Grant Funded) (carryover 2021/2022)	30/06/2023	Score board installed official plaque and opening to be completed at the start of next Rugby league season.	100%	
1.1.3.16	Narrabri - Tennis Court Infrastructure (SCCF3 Funded) (Carryover 2021/2022)	30/06/2022	Handrails and entry gate installed in October 2023. Project completed.	100%	
1.1.3.17	Shire Wide - Sporting Fields - Renewal Program (Narrabri - Gately Field - Replace Irrigation Pumps and Tanks (Carryover 2022/2023))	30/06/2023	Designs have been completed with quotation now being sourced.	10%	

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.1.3.18	Wee Waa - Tennis Court - Install two multipurpose courts (SCCF5 Funded)	30/06/2024	This project will commence in Quarter 4 2023/2024. This project will take place over two years.	10%	●
1.1.3.19	Boggabri - Jubilee Oval - Install Lighting (subject to funding)	30/06/2024	Grant funding has been sourced. This project will now be in a combined tender with Leitch and Collins Park lighting projects to improve the cost benefit for the community. Tender to be released in February 2024.	30%	●
1.1.3.20	Bellata - Multi-Purpose Court (SCCF3 Funded) (Carryover 2022/2023)	30/06/2023	Project complete in 2022/2023. Final invoice received after 30 June 2023.	100%	●
1.2.2.1	Boggabri - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Boggabri Vickery Park master planning is underway and undergoing community engagement. A final location and design will follow the adopted master plan. Tender is being processed for release in Quarter 3 2023/2024. This tender will include the splash pads in Narrabri and Wee Waa.	5%	●
1.2.2.8	Narrabri - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	Designs and project planning is underway to be compiled with Boggabri and Wee Waa splash pads for tendering. Tender due for release in Quarter 4 2023/2024.	20%	●
1.2.2.15	Wee Waa - Investigate and complete the upgrade of Splash Park - Stage 1 - (Resources for Regions Funded)	30/06/2024	This project will be compiled with Boggabri and Narrabri Splash Pads. Tender will be released in Quarter 4 2023/2024.	15%	●
1.2.2.24	Boggabri - Lawn Cemetery - Install water tank and pump (carryover 2022/2023)	30/06/2023	Quotations have been sourced and investigations into the filtration of water to remove excess calcium are underway.	10%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.26	Narrabri - Lawn Cemetery - Install two concrete plinth rows (carryover 2022/2023)	30/06/2023	Designs completed. Contractor awarded works and will commence in Quarter 3 2023/2024.	50%	
1.2.2.27	Wee Waa - Cemetery - Develop Master Plan	30/06/2024	Initial designs have been drafted, ready for the consultant to use. To be completed in Quarter 3 2023/2024 following Boggabri Master Planning Project due to resource allocation limits.	20%	
1.2.2.28	Wee Waa - Cemetery - Install toilet and amenities block (Carryover 2022/2023)	30/06/2023	Project completed in 2022/2023 with remaining invoices received after 30 June 2023.	100%	
1.2.2.29	Wee Waa - CBD and Surrounds (including the War Memorial and Dangar Park) - Develop Master Plan (Resources for Regions Funded)	30/06/2024	Public consultation has been completed and a master planning consultant has been engaged. First draft of Dangar Park and CBD has been received for review and will be publicly consulted in Quarter 3 2023/2024.	30%	
1.2.2.35	Narrabri - Collins Park - Upgrade Grandstand and Amenities (Carryover 2021/2022)	30/06/2022	Painting and electrical have been completed with upgrades to canteen facilities which included new kitchen benches and flooring has been completed. Electrical upgrades to interior lights and guard rails are to be completed.	70%	
1.2.2.39	Narrabri - Tourism Hub - Stage 1 - Car Park (VPA Funded) (carryover 2022/2023)	30/06/2023	Council Voluntary Planning Agreement (VPA) funding has not been allocated to this year's capital works budget it has been forecasted to align with the playground project in 2024/2025.	0%	
1.2.2.46	Shire Wide - Conduct ongoing Facilities Maintenance	30/06/2024	Continual maintenance program will continue throughout the year. Works have included repairs at Cooma oval, replacement of soft fall throughout the shire's playgrounds and replacement of BBQ at Pilliga Bore camp site.	50%	

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.49	Wee Waa - Dangar Park - Upgrade Irrigation (subject to funding)	30/06/2024	Dangar Park irrigation installation commenced in September 2023 delays around power supply has held progress to the works, currently power and water connection works have been completed with ring main and sprinklers to be installed to complete works.	50%	●
1.2.2.64	Narrabri - Lawn Cemetery - Renew internal roads and carpark (Carryover 2021/2022)	30/06/2022	Narrabri Lawn Cemetery kerb and gutter has been designed and the construction tender has been re tendered due to contractor availability the new tender will be issued in January 2024.	30%	●
1.2.2.65	Wee Waa - Cemetery - Upgrade Entrance Road (carryover 2021/2022)	30/06/2022	Project completed in 2022/2023, with final invoices received after 30 June 2023.	100%	●
1.2.2.66	Narrabri - Netball Courts - Upgrade (SCCF4 Funded)	30/06/2024	Council has commenced preparation for the final stage and is finalising quotations. Initial construction of retaining wall and court surface to commence in February 2024. Completion scheduled for Quarter 4 2023/2024.	50%	●
1.2.2.67	Narrabri - Dangar Park - Upgrade and install additional fencing, grandstand, and pathways (Resources for Regions Funded)	30/06/2024	Contractor has been engaged to install fencing and has completed practice field fence. This project commenced in October 2023. The grandstand and pathway tender will be released in February 2024.	20%	●
1.2.3.20	Narrabri - West Lake Shared Pathway - Design footbridge to replace the Stepping Stones (subject to funding)	30/06/2024	A design have been completed, further design options are being investigated. Council will seek grant funding opportunities to progress to installation.	50%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.3.22	Shire Wide - Investigate the installation of additional inclusive amenities	30/06/2024	Council has incorporated accessibility design into all procurement of new amenities and will continue to upgrade existing amenities. New accessible amenities buildings have been installed in Wee Waa Cemetery and Narrabri Tibbereena Street upgrades. A suitable site within the Narrabri CBD has been identified and preliminary planning is underway.	100%	
1.2.3.32	Narrabri - Tibbereena Street Accessible Amenities Block (Tourism Hub) (BSBR Grant Funded)	30/06/2024	Block installed and connected to services. Garden beds also installed to improve the amenity of the space. Project completed.	100%	
1.3.1.1	Boggabri - CBD and Surrounds (including Vickery Park) - Develop Master Plan (Resources for Regions Funded)	30/06/2024	Community consultation with final plan commenced in December 2023 and will close in February 2024. Following consultation, a revised Master Plan, based on community feedback, will be brought before Council.	90%	
1.3.1.3	Narrabri - CBD - Review and Update Master Plan	30/06/2024	Council has begun review on pedestrian area trees and install of cover areas and seating.	10%	
1.3.1.4	Shire Wide - Investigate opportunities for beautification of entryways to townships	30/06/2024	Council will investigate site plans and designs on the completion of the town entry signs project. This signage will be key to develop a landscape plan around each entry statement. Expected to be completed end of Quarter 3 2023/2024.	10%	
1.3.1.11	Wee Waa - CBD Upgrade (VPA) (carryover 2020/2021)	30/06/2023	CBD roundabout with cotton ball sculptures and signage has been installed.	100%	
1.3.4.1	Narrabri - CBD - Identify an appropriate area to install an inclusive amenities block	30/06/2024	Council has investigated two potential sites (one of which would require the purchase of an existing building and retrofitting). A suitable site (on public land) within the Narrabri CBD has been identified and preliminary planning is underway.	100%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.2.2	Shire Wide - Street Tree Strategy and Program	30/06/2024	This project will commence in Quarter 3 2023/2024.	0%	
2.2.1.12	Narrabri - CBD - Replace pavers	30/06/2024	Quotations are being sourced to clean and reseal pavers on Maitland Street. Quotes expected Quarter 2 2023/2024. Works to be completed Quarter 3 2023/2024, outside of summer weather.	10%	

Action: Key Performance Measures - Parks and Open Spaces

Performance Measure	Annual Target	Actual (Year to Date)
Number of hectares of recreational areas maintained	51 Ha	51
Amount of Grant funding received annually for Open space department	\$150,000	900,000
Number of hectares of sports fields maintained	22 Ha	22
Number of hectares of open spaces maintained	221 Ha	221
Annual cost per Ha to maintain Sports Facilities.	< \$3,500	5353
Annual cost per Ha to maintain Open Space and stormwater areas	\$1,762	1244
Cost to clean public toilets across shire (Total of 11)	\$280,962	208,000
Annual cost per Ha to maintain Recreation Parks	\$2,012	2960
Customer satisfaction with level of service provided at parks, recreation, and sporting facilities	75%	84
Percentage of Plans of Management reviewed by date	> 100 %	100
Hours of the Shire's sports field bookings and utilisation	2,000	1310

● Not Due to Commence
● Issues Encountered
● On Track
● Complete

Action: Key Performance Measures - Cemeteries

Performance Measure	Annual Target	Actual (Year to Date)
Revenue from interments fee charges cover at least half of the associated Interment Expenses.	> 50 %	48%
Number of written complaints relating to interments	< 0	0
Number of written complaints regarding maintenance of Cemeteries	< 0	0
Number of incidents of vandalism incurred at Council managed Cemeteries	< 0	1
Number of casket interments	90	40
Number of ash interments	10	9

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Road Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.3.19	Narrabri - Selina Street and Guest Street - Shared Pathway	30/06/2024	Project was put out to contract and awarded. The successful contractor has since withdrawn from the contract; therefore, Council is in the stage of preparing to go back out to tender with some modifications to the contract scope in an attempt to attract a greater pool of tenderers. Tender expected to be out to market in Quarter 3 2023/2024.	10%	
2.2.1.15	Bellata - SR1 Millie Road - Upgrade (6.5km) (Fixing Local Roads Program Funded) (Carryover 2021/2022)	30/06/2023	Works completed in June 2023 with remaining expenses receipted in 2023/2024.	100%	
2.2.1.16	Boggabri - Boston Street Bridge - Upgrade (Resources for Regions Funded) (Carryover 2021/2022)	30/06/2022	Project incurred delays following the major flood event in September/November 2022. Bridge work was completed in 2022/2023. Seal and guard rail works completed in Quarter 1 2023/2024 with the bridge now open to traffic. Project complete.	100%	
2.2.1.17	Boggabri - SR21 Caloola Road - Upgrade (Carryover 2022/2023)	30/06/2023	Works have been completed.	100%	
2.2.1.18	Boggabri - Complete installation of shared pathway (Carryover 2021/2022) (R4R Funded)	30/06/2022	Project was put out to contract and awarded. The successful contractor has since withdrawn from the contract. Council has gone back out to tender with some modifications to the contract scope and contractor to be appointed in January 2024, with works to commence shortly after.	15%	
2.2.1.19	Boggabri - MR357 Rangari Road - Rehabilitation (LRRF Funded)	30/06/2024	Works not yet commenced. Works are scheduled to commence in Quarter 3 2023/2024. Will be carried out internally. Anticipated to take 3-4 weeks to complete from commencement.	0%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.20	Boggabri - Tullamullen Bridge and Green Hills Quarry - Design and Investigation (Year 1 of 2) (carryover 2021/2022)	30/06/2023	Investigation continuing with the projects now separated from one another. Tullamullen Bridge - Hydraulic investigations are currently being conducted, with a Review of Environmental Factors (REF) and Geotechnical investigations also in progress. Tender is also being developed concurrently and will go to market once all completed. Greenhills Quarry - Council is working to resolve Land Title issues. These issues will need to be resolved prior to work being able to commence.	65%	
2.2.1.21	Develop a Rural Roads Maintenance Strategy	30/06/2024	Roads hierarchy has been developed and endorsed. A consultant has been engaged to develop the draft Strategy and review current resources and practices. An initial draft report has been received.	30%	
2.2.1.22	Ensure Council's quarries and small mines are operated and maintained in an environmentally compliant manner	30/06/2024	Council has developed a Mine Safety Management Plan, which is reviewed on an ongoing basis. This plan encompasses the environmental aspects of all Council quarries to ensure they are operated to an appropriate environmental standard.	50%	
2.2.1.23	Eulah Creek - Bullawa Creek Bridge - Upgrade (R4R Funded)	30/06/2024	Project completed and open to traffic.	100%	
2.2.1.24	Merah North - Doreen Lane - Rehabilitation (FLRP Funded)	30/06/2024	Design and investigation undertaken. Community consultation with residents is ongoing. Works will commence once surveys are completed and Calgoora Road works are completed, expected Quarter 3 2023/2024.	0%	
2.2.1.27	Pilliga - SR127 Pilliga Road - Upgrade (ROSI, FCR and BLOCK Grant Funded) (Year 1 of 2)	30/06/2025	Works are progressing well with approximately 11km of the 21km of road rehabilitation completed in Quarter 1 and Quarter 2, 2023/2024.	55%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.29	Shire Wide - Flood Damage Restoration (November 2021 Flood Event)	30/06/2023	Emergency Works and Immediate Rectification Works claims submitted in 2022/2023, \$555,000. Further flooding has occurred and a review of all flood damage is now occurring. Outstanding damages have been rolled into most recent event. Works completed and claim has been finalised.	100%	
2.2.1.30	Shire Wide - Footpaths - Renewal programs	30/06/2024	Scoping works in progress.	0%	
2.2.1.31	Shire Wide - Floodway and Causeway Renewals	30/06/2024	Designs have been completed, with environmental studies in progress. Contractor availability to complete studies have delayed project. Once completed, the project will be put out to tender by Quarter 4 2023/2024.	10%	
2.2.1.32	Shire Wide - Kerb and Gutter - Replacement programs	30/06/2024	Project was put out to contract and awarded. The successful contractor has since pulled out of the contract. Council is in the stage of preparing to go back out to tender with some modifications to the contract scope in an attempt to attract more potential tenderers. Tender Quarter 3 2023/2024.	10%	
2.2.1.35	Shire Wide - Regional Roads - Reseal Programs	30/06/2024	Budget to be transferred to Pilliga Road MR127 upgrade as part of Council's co-contribution, please see Pilliga Road action for comments. Expenditure relates to 2022/2023 works invoiced after 30 June 2023.	100%	
2.2.1.37	Shire Wide - Shire Roads - Rehabilitation Programs	30/06/2024	See below projects for full breakdown of works.	75%	
2.2.1.37-1	Shire Wide - Shire Roads - Rehabilitation Programs - Merah North - SR46 Doreen Lane - Rehabilitation (LRRF Funded)	30/06/2024	Works to commence once Calgoora Road is completed, Q3 2023/24.	0%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.37-2	Shire Wide - Shire Roads - Rehabilitation Programs - Wee Waa - SR4 Spring Plains Road - Rehabilitation (LRRF Funded)	30/06/2024	Works have been completed.	100%	
2.2.1.37-3	Shire Wide - Shire Roads - Rehabilitation Programs - Boggabri - SR12 Leards Forest Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 2 2023/2024.	100%	
2.2.1.37-4	Shire Wide - Shire Roads - Rehabilitation Programs - Narrabri - SR29 Yarrie Lake Road - Rehabilitation (LRRF Funded)	30/06/2024	Works completed in Quarter 1 2023/2024. Awaiting final invoices.	100%	
2.2.1.38	Shire Wide - Shire Roads - Reseal Programs	30/06/2023	No budget allocation in 2023/2024. Expenditure relates to works completed in 2022/2023 that was not invoiced until after 30 June 2023.	100%	
2.2.1.41	Shire Wide - Town Streets - Reseal Programs	30/06/2023	Scope of works to be developed and projects to commence based on priority and community need. To be completed in Quarter 3 2023/2024	0%	
2.2.1.42	Investigate the upgrade of 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	30/06/2024	At the Ordinary Council Meeting in July 2023, Council resolved (MINUTE 178/2023) for \$82,595 to be budgeted for the completion of a Feasibility Study to identify options for flood immunity through to Wee Waa from Narrabri. An external project manager has been engaged to manage the study within the financial year.	10%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.43	Wee Waa - SR30 Culgoora Road - Upgrade (R2R Funded) (Carryover 2021/2022)	30/06/2022	Site has been cleared, ready for construction. Construction has commenced in Quarter 2 2023/2024 and expected to be completed during Quarter 3 2023/2024.	35%	
2.2.1.45	Wee Waa - SR29 Yarrie Lake Road to SR127 Pilliga Road - Upgrade Freight Route (11km) (Year 1 of 2) (FLR & LRCI Funded)	30/06/2024	The freight route spans across Woomera Creek Road, Sandy Hook Lane and Prices Lane. Works are continuing on the preconstruction activities. Timeframes with grant funds are tight and attention is being diverted to yield a positive result for this project. It is likely that the budget will not cover the completion of the Prices Lane portion of the project. The tender is currently being finalised and expected to go to market in January 2024.	15%	
2.2.1.50	Wave Hill Road (SR18) Upgrade (VPA) (carryover 2021/2022)	30/06/2023	The bulk of works have been completed with some minor works yet to be completed as a result of the completed Road Safety Audit. Minor works have commenced and expected to be completed by end Quarter 3 2023/2024.	95%	
2.2.1.54	Saleyards Lane/ Newell Highway intersection (carryover 2020/2021)	30/06/2021	Project completed.	100%	
2.2.1.55	Narrabri - Cooma Road (BP to Gibbons Street) - Complete installation of shared pathway (carryover 2021/2022)	30/06/2023	Majority of concreting was completed in 2022/2023. remaining concreting, batter works and guard rail reinstallation completed in Quarter 1 2023/2024. Project completed.	100%	
2.2.1.56	Shire Wide - Flood Damage Restoration	30/06/2024	Emergency and immediate works have been completed. Approval for the first package of EPA works have been received and the work has been completed. Work is continuing to obtain approvals for further packages of works on the EPA claim.	35%	
2.2.1.57	Boggabri - Lynn Street - Extension (carryover 2022/2023)	30/06/2023	Works completed.	100%	

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Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.1.59	Narrabri - SR10 Old Gunnedah Road/SR5 Kaputar Road Intersection (Black Spot Funded) (carryover 2022/2023)	30/06/2024	The majority of the works have been completed. A final seal on a percentage of the project is schedule to be completed Quarter 3 2023/2024.	95%	
2.2.1.60	Upgrade - SR31 Yarrie Lake Circuit - Upgrade Design and Investigation (Year 1 of 2) (R4R Funded)	30/06/2025	Design and investigation works have commenced, with REF being completed and geotechnical investigations set to commence in Quarter 3 2034/2024. Survey, design and community consultation to follow.	20%	
2.2.1.62	Baan Baa - Harparary Road - Seal to from Maules Creek Intersection 5km Southwest (Year 1 of 2) (FLRP4 Funded)	30/06/2025	Preliminary investigation work set to commence in the coming months. Construction not set to commence until 2024/2025 (in year 2 of 2).	10%	
2.2.1.63	Narrabri - SR17 Old Narrabri Road & SR61 Turrawan Road Intersection Upgrade (R4R Funded)	30/06/2024	Project contract was awarded at the September 2023 Council Meeting. Construction commenced November 2023 and is progressing well.	25%	
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.	30/06/2024	Numerous grant opportunities have been sought and applied for, with no success to date. Future funding opportunities will continue to be sought.	50%	

● Not Due to Commence
● Issues Encountered
● On Track
● Complete

Action: Key Performance Measures - Road Services

Performance Measure	Annual Target	Actual (Year to Date)
Wee Waa Streets Maintained	30 Kilometres	30 kms
Completing road inspection follow public complaint and lodgment of CRM within 48 hours	> 80 %	80%
Local Access Roads Maintained	1,561 Kilometres	1,561 kms
Cost per kilometre of grading roads	\$1,000	\$1,000
Narrabri Streets Maintained	91 Kilometres	91 kms
Collector Roads Maintained	416 Kilometres	416 kms
Boggabri Streets Maintained	35 Kilometres	35 kms
Village Streets Maintained	20 Kilometres	20 kms
Regional Roads Maintained	168 Kilometres	168 kms
TfNSW State Highways Maintained	165 Kilometres	165 kms

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Solid Waste Management

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.3.4.2	Shire Wide - Conduct Keep Australia Beautiful programs	30/06/2024	Council continues to hold Keep Australia Beautiful memberships and utilise the education programs available as a resource.	50%	
2.3.4.18	Deliver Waste Education Programs	30/06/2024	After being awarded the Municipal Waste Contract, JR Richards have assisted with updating Council's education material on the Council web site. The Waste App has also been updated with including waste calendar and updated bulk waste collection information.	50%	
2.3.4.22	Narrabri - Waste Management Facility - Investigate and implement a Buy Back Centre	30/06/2024	Investigations and scoping for suitable model underway. A visit to the Tuncurry facility has been planned. The other site under consideration for design is Alice Springs Town Council facility,	25%	
2.3.4.23	Narrabri - Waste Management Facility - Investigate funding opportunities to implement green waste processing locally	30/06/2024	Northern Inland Regional Waste (NIRW) feasibility study complete and quote received from FABCOM compost technology. Funding options being investigated.	75%	
2.3.4.26	Narrabri - Waste Management Facility - New Cell No. 2, 3, 4 - Complete Land and Environmental Assessments and Investigate appropriate design	30/06/2024	GHD have been engaged to complete the detailed designs for Cells 2-3 (known as cells 2-4). Stewart Surveyors have commenced latest site survey work to be used for the GHD designs. Detailed design work is on time and processed as expected.	50%	

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.4.27	Narrabri - Waste Management Facility - Push Pit - Complete Construction (Improved Waste Separation and General Waste Cell Tipping Point)	30/06/2024	Quote and product investigation completed. Alternative to be confirmed, L Bin alternative to the push pit completed Quarter 2 2023/2024. The L Bin Project is expected to be completed by Quarter 4 2023/2024.	40%	●
2.3.4.28	Shire Wide - Transfer Station Upgrades (carryover 2022/2023)	30/06/2023	New electronic gate under construction at both Wee Waa and Boggabri Transfer Stations. Contractors for fencing have now been engaged however there is a delay with Wee Waa where work is expected to commence in March 2024. Boggabri fence should be connected by the end of January 2024. The completion of the project is planned for this year however this is subject to contractor, staff and plant availability.	60%	●
2.3.4.29	Undertake an annual Green Waste Educational Program (in cooperation with Council's Regulatory Compliance and Weeds Teams)	30/06/2024	New contract has commenced, and educational material have been uploaded to the Council's website. NSC in conjunction with Tamworth Council have commenced a household FOGO trial utilizing a composting unit for food scraps. This trial participants include a small family, med/lrg family and a school. The outcome of the trial will be shared with residents and NIRW member Councils.	50%	●
2.3.4.31	Shire Wide - Landfill Legacy Closures	30/06/2024	To date have not been able to replace capping material from closed quarry. Council is investigating additional option and may have found a suitable material however this will need to be verified with testing and compliance.	15%	●
2.3.4.38	Narrabri - Acquisition of Land and Environmental Assessments (carryover 2022/2023)	30/06/2023	Geotechnical Investigation Report completed by SMEC. Waiting on advice regarding property acquisition process following technical confirmation that the proposed land is appropriate and suitable. This project will most likely be carried into 2024/2025.	20%	●
2.3.4.39	Manage Council's Waste Facilities	30/06/2024	Narrabri Waste Management Facility and Shire Transfer Stations are being managed as per operational standards. A new internal service schedule is expected to further reduce the transfer station stockpiles and resource recovery.	50%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.4.40	Manage Municipal Waste Management Contract	30/06/2024	Transition out state of the old contract now complete. New contract commenced October 2023 with Contract exchanged and completed and new contractor staff and temporary collection vehicles engaged. Two new side lift waste vehicles have now arrived with the shire graphics and apart from staffing issues the contractor performance particularly with service information has worked well.	50%	
2.3.4.41	Narrabri - Upgrade Tip Road (LG Recover Grant Funded (\$50K Council contribution))	30/06/2024	Investigating external options to complete the work within budget. Awaiting funding deed to be finalised by State Government. Due to this project is on hold.	10%	
2.3.4.42	Narrabri - Waste Management Facility - Washdown Pad and Separator	30/06/2024	Currently quoting, first quote received for a mobile wash bay. Experiencing issues with second quote. will continue to seek second quote during January. 2024 and look into options to move forward with the single quote.	35%	
KPM_SWS	Key Performance Measures - Solid Waste Services	30/06/2024	Performance Measures listed below. Contamination figures continue to be an issue with the weight of broken glass affecting data. Broken glass is a collection issue that Council will discuss at the next contract meeting. The weight of glass impacts figures due to the light-weight nature of other recyclable material.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Action: Key Performance Measures – Solid Waste Services

Performance Measure	Annual Target	Actual (Year to Date)
Number of residential premises presenting for kerbside collections per week	4,308	4,881
Attendance at Northern Inland Regional Waste and Cleanaway contract group meetings	6	3
Percentage of recycling bin contamination	< 20 %	34%
Delivery of face-to-face waste minimisation program	5	3
Tonnes of Waste Collected	8,000 Tonnes	2,813.58 t
Percentage of waste diverted from Landfill originating from kerbside collection	46%	40%
Cost per tonne to operate Council waste disposal facilities	< \$110	\$95.41
Tonnes of Organic Waste Collected	> 2,400 Tonnes	211.44 t
Tonnes of Waste Reused	2,500 Tonnes	3,538.17
Number of written valid complaints per annum of waste services	< 5	0
Percentage of waste diverted from Landfill originating from kerbside	46%	40%
Number of days Narrabri Landfill open per annum	360 Days	183 days
Zero breaches of EPL Licence requirements for Narrabri Landfill site	0	0
Tonnes of Waste Recycled	> 950 Tonnes	743.67 t

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Water Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.3.1	Narrabri - Sewer Treatment Plant - Environmental Improvements (Stage 2) (carryover 2022/2023)	30/06/2023	The contract to remediate the stormwater detention pond in line with our requirements to detain wet weather flows is nearing completion and the sites environmental capacity to manage such flows is restored.	80%	
2.3.1.22	Shire Wide - Conduct Hydrant Maintenance	30/06/2024	The maintenance of council hydrants has commenced and is programmed starting in the West of the LGA and moving to the east during the course of the year.	50%	
2.3.1.23	Update Risk and Emergency Response Plans for Sewer Services	30/06/2024	Project for plan development to commence in Quarter 3 2023/2024.	0%	
2.3.1.26	Wee Waa - Stop Valve Replacement (carryover 2021/2022)	30/06/2022	Works are currently underway with Wee Waa, Pillga and Gwabegar being the first towns in the program where works are delivered, the next phase will be Narrabri in Quarter 4 2023/2024.	25%	
2.3.1.27	Wee Waa - Water Main Renewals (carryover 2021/2022)	30/06/2022	Tender for renewal is undergoing assessment from procurement phase in Quarter 3 2023/2024 with construction works continuing into Quarter 4 2023/2024	40%	
2.3.3.1	Bellata, Boggabri, Wee Waa - Install Bulk Water Filling Stations (carryover 2022/2023)	30/06/2023	Locations are determined and public exhibition will be held and the install and completion scheduled for Quarter 4 2023/2024.	25%	
2.3.3.3	Boggabri - Sewerage Treatment Works Augmentation	30/06/2024	Works completed and final funding claim has been lodged.	100%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.3.4	Boggabri - Water Main Renewals (carryover 2021/2022)	30/06/2022	Tender for renewal is undergoing assessment from procurement phase in Quarter 3 2023/2024 with construction works continuing into Quarter 4 2023/2024	40%	
2.3.3.4	Wee Waa - Depot - Water Shed	30/06/2024	Scope of works developed and shed is in final design stage. RFQ scheduled for Quarter 3 2023/2024 and work to commence in Quarter 4 2023/2024.	10%	
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	30/06/2024	In progress. Drinking Water Management System recently adopted by Council and the Integrated Water Cycle Management Strategy issues paper has been reviewed. The development of the plan continues on track. The plan is likely to be finalized for its final draft review in Quarter 4 2023/2024.	35%	
2.3.3.6	Develop Narrabri Shire Rural Fire Station Water Access Point Strategy	30/06/2024	Scoping discussions have commenced and project delivery is expected to be finalised in Quarter 3 2023/2023.	20%	
2.3.3.7	Encourage the use of alternate water sources on local government assets, including playing fields	30/06/2024	To be workshopped in Quarter 4 2023/2024 for potential capital works inclusion.	0%	
2.3.3.8	Gwabegar - Investigate opportunities to rectify water quality issues	30/06/2024	Scheduled to commence Quarter 3 2023/2024.	0%	
2.3.3.9	Narrabri - Decommission Tibbereena Street Bore	30/06/2024	New site has been identified. Works need to be completed with the commissioning of the new site prior to any decommissioning works at Tibbereena Street Bore. will be done under a future capital works program.	100%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.3.10	Narrabri - Safe Chlorine Storage Unit	30/06/2024	Scheduled to commence Quarter 3 2023/2024.	0%	
2.3.3.13	Narrabri - Selina Street Reservoir - Access Stairs and Roof Upgrade	30/06/2024	Stair design RFQ under assessment. then will go to tender for construction during 3rd quarter. 2023/2024	25%	
2.3.3.14	Narrabri - Water Main Renewals	30/06/2023	Tender for renewal is undergoing assessment from procurement phase in Quarter 3 2023/2024 with construction works continuing into Quarter 4 2023/2024	35%	
2.3.3.15	Pilliga - Bore Augmentation (carryover 2022/2023)	30/06/2023	Works are nearing completion to improvements at the bore site.	75%	
2.3.3.16	Shire Wide - Conduct additional community engagement regarding water quality	30/06/2024	Community engagement is scheduled to take place in Quarter 4 2023/2024.	0%	
2.3.3.17	Shire Wide - Conduct water efficiency education to make the Narrabri Shire more Water Wise	30/06/2024	The Drought Mangement Plan was presented at the December 2023 Ordinary Council Meeting for endorsement and public exhibition. Council's Water Restriction Policy will be developed following the adoption of the Drought Management Plan. An educational awareness campaign is intended to be rolled out for both documents in Quarter 4 2023/2024.	40%	
2.3.3.18	Shire Wide - Environmental and Water Extraction - Monitoring Compliance	30/06/2024	Reporting and compliance are ongoing with statutory authorities.	50%	
2.3.3.19	Shire Wide - Investigate opportunities for water service expansion	30/06/2024	Including in IWCM project, Narrabri expansion area already identified. The creation of rating areas where extension to the system can be done at a subsidized rate for residents to connect to the infrastructure.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.3.20	Shire Wide - Scouring Program	30/06/2024	Air Scouring and Ice Pigging are programmed for the Quarter 4 2023/2024 in Narrabri to improve water quality.	10%	
2.3.3.22	Narrabri - Water Pump Station Rehabilitation and Water Pump Service and Replacement Program	30/06/2024	5 year program completed and capital works program for works to be delivered over the following 5 years.	100%	
2.3.3.23	Shire Wide - Water Reservoir - Maintenance program	30/06/2024	5 year program development as been created and a program for reservoir maintenance will be delivered from this information.	100%	
2.3.3.24	Shire Wide - Water tower access upgrades	30/06/2024	Consultant reports on reservoir access received. Design to be procured through Vendor Panel then construction tender released for the delivery of access to both Selina and Doyle Street reservoir sites in Quarter 4 2023/2024.	30%	
2.3.3.26	Narrabri - Investigate the installation of a bulk Chlorine Gas System	30/06/2024	Scoping to commence in Quarter 3 2023/2024.	0%	
2.3.3.30	Shire Wide - Instrumentation Works (Water)	30/06/2024	Due to commence in Quarter 3 2023/2023.	0%	
2.3.3.32	Shire Wide - Reservoirs - Structural Review and Upgrade	30/06/2024	Consultant report received. A geotechnical survey report is in progress and expected was finalised in Quarter 2 2023/2024. Design procurement for new stairs is underway in Quarter 3 2023/2024, then construction tender will be released for new stairs.	30%	
2.3.3.34	Shire Wide - Telemetry Review (Water)	30/06/2024	Telemetry review has been undertaken and an action plan has been enacted for a review to remediate current faults and a long-term maintenance and repair contract to be executed during next financial year.	100%	
2.3.3.36	Narrabri - Chlorine Monitoring Online - Carryover 2021/2022)	30/06/2022	Upgrade and review of SCADA to be undertaken during Quarter 4 2023/2024 to allow for this project to be rolled out.	0%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.3.37	Shire Wide - Operational Upgrades at Existing Facilities (carryover 2022/2023)	30/06/2023	Identification of upgrades has commenced and the project is expected to be completed Quarter 4 2023/2024.	50%	
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	30/06/2024	This is captured as part of the development of the Intergrated Water Cycle Management Plan (IWCMP). Currently Narrabri's treated effluent is reused 100% through Federation Farm and Wee Waa's treated effluent is dissipated to support native wetlands. Currently investigations will be targeting effluent reuse opportunities at Boggabri. In addition, Council is investigating further opportunities for treated effluent reuse where the abovementioned site are at capacity and cannot receive any more water.	70%	
2.3.4.2	Narrabri - Zimmerman Street - Sewer Pump Station Update (carryover 2021/2022)	30/06/2022	A consultant report has developed an extensive upgrade requirement for the pump station which will have to form part of a future capital works upgrade.	100%	
2.3.4.3	Shire Wide - Investigate opportunities for sewer service expansion	30/06/2024	Opportunities for sewer service expansion are being investigated in the development of the Integrated Water Cycle Management Strategy. Options for expansion of services for Narrabri have already identified.	40%	
2.3.4.5	Shire Wide - Sewer Mains - Relining and Rehabilitation (including manholes and chambers)	30/06/2024	No budget currently allocated. A condition assessment is required to be undertaken to determine the extent of works required.	0%	
2.3.4.9	Narrabri - Sewer Treatment Plant - Upgrade Alternate Access Road	30/06/2024	Council has engaged with ARTC and will look to upgrade access in partnership with their works along the rail corridor to deliver cost effective outcome.	10%	
2.3.4.10	Wee Waa - Sewer Treatment Plant - Works Augmentation	30/06/2024	Project plan developed for quoting and has been released via vendor panel and will be assessed and awarded in Quarter 3 2023/2024.	20%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.4.14	Shire Wide - Instrumentation Works (Water) (carryover 2022/2023)	30/06/2023	Project scoping underway in Quarter 3 2023/2024.	5%	
2.3.4.36	Shire Wide - Sewer - Telemetry Upgrades (Carryover 2022/2023)	30/06/2023	Sewer telemetry upgrades required to ensure sewer system is being monitored and operated within Council's level of service and to satisfy asset management guidelines. Review of major items for telemetry upgrade currently being done as part of Integrated Water Cycle Management Plan (IWCMP) and Narrabri Sewer Treatment Plant (NSTP) Environmental Protection Licence (EPL) update. Preliminary works being done on Sewer Pump Stations across Shire in response to recent floods. Phase 1 inception meeting for SCADA. Condition assessment and gap determination to be completed by the end of Quarter 3 2023/2024.	85%	
2.3.4.43	Narrabri - Sewer Treatment Plant - Demountable Building		Demountable building delivered and installed on site. Awaiting planning approvals.	90%	
4.1.1.7	Develop Management Plans for Sewer Data, and Sewer Treatment Plants	30/06/2024	Rationalisation of SCADA will enable to development of data management for the STPs, this is due for completion by the end of Quarter 3 2023/2024.	75%	
4.1.1.12	Develop Management Plans for Water Assets, Chlorine Operations, Drinking Water, Water Restriction, Water Reservoirs, and Water Reticulation Network	30/06/2024	Development has commenced on a Drought Management Plan and Water Restriction Policy. The Drought Management Plan will be tabled to an Ordinary Council Meeting in Quarter 2 2023/2024 to be placed on public exhibition for a period of a 28 days prior to adoption in Quarter 3 2023/2024. The Water Restriction Policy will be tabled to an Ordinary Council Meeting in Quarter 3 2023/2024, following the adoption of the Drought Management Plan.	10%	
4.1.1.13	Develop a Narrabri Shire Water Data Management Plan	30/06/2024	Due to commence in Quarter 4 2023/2024.	0%	
4.1.1.14	Develop a Narrabri Shire Water Restrictions Management Plan	30/06/2024	Will be completed as part of Action 4.1.1.12.	5%	

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Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.17	Wee Waa - Boundary Street - Reservoir Risk Assessment	30/06/2024	Engineering investigations and initial survey works completed and survey prisms stations installed onto the reservoir to monitor its movements, survey reports will be produced quarterly to report on the reservoir to have an active assessment of its risk done at those intervals, The current assessment is low.	100%	
4.3.1.6	Develop an Operational Protocol for the Maintenance and Operation of Sewer Testing Kits and Sampling	30/06/2024	To commence Quarter4 2023/2024.	0%	
4.3.1.7	Develop an Operational Protocol for the Maintenance and Operation of Water Testing Kits and Sampling	30/06/2024	Scoping has commenced for this SOP	5%	
4.3.2.37	Develop Maintenance Plans for Sewer Assets	30/06/2024	To commence Quarter 3 2023/2024.	0%	
4.3.2.39	Shire Wide - Conduct a critical spares assessment and procure critical spares	30/06/2024	Council's recently adopted Drinking Water Management System has identified areas of risk within our operations and this assessment has enabled us to commence the procurement of critical spares.	100%	
4.3.2.40	Shire Wide - Sewer Assets - Condition Assessments	30/06/2024	To commence planning Quarter 3 2023/2024. Currently no budget allocation.	0%	
4.3.2.42	Shire Wide - Conduct a critical spares assessment and procure critical spares	30/06/2024	Council's recently adopted Drinking Water Management System has identified areas of risk within our operations and this assessment has enabled us to commence the procurement of critical spares.	100%	
4.3.3.8	Shire Wide - SCADA Upgrade	30/06/2024	SCADA upgrades are being undertaken for both water and sewer services. A report had been recently completed and the review for a program to upgrade is underway. During the 3rd Quarter 2023/2024 a rationalization of the SCADA is underway and will be delivered prior to the end of the quarter.	50%	

● Not Due to Commence ● Issues Encountered ● On Track ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.3.9	Conduct communications program to encourage uptake of Council Smart Water Metre App	30/06/2024	Project to be undertaken in collaboration with Council's Communications Team and workshopped in Quarter 3 2023/2024.	0%	●
KPM_SEW	Key Performance Measures - Sewer Services	30/06/2024	Performance Measures listed below. Operations are on track to meet reporting outcomes.	50%	●
KPM_WAT	Key Performance Measures - Water Services	30/06/2024	Performance Measures listed below. Operations are on track to meet reporting outcomes.	50%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Action: Key Performance Measures – Water Services

Performance Measures listed below. Water loss remains a challenge in the network, and the capital works backlog for main renewals see a high level of service line failures.

Performance Measure	Annual Target	Actual (Year to Date)
Reduction in water mains breaks	< 0	35
Volume of water abstracted and distributed (kL)	3,545,000 Kilolitres	1,114,532
Average volume of water supplied to each customer (kL/connection)	240 Kilolitres	124 Kilometres
Reduction in Customer Service Requests (CSRs) - Water quality related to Iron and Manganese	50	10
Length of pipes replaced	2 Kilometres	0 Kilometres
Number of water scheme Critical Control Point breaches across all Water Schemes (Less is better)	4	0
Total length of pipes maintained	168 Kilometres	168 Kilometres
Unaccounted for Water (losses/leaks/flushing)	20%	35%
Reduction in Customer Service Requests (CSRs) - Water pressure	50	5
Total number of connections	4,470	4,470

Action: Key Performance Measures – Sewer Services

Performance Measure	Annual Target	Actual (Year to Date)
Sewerage collection, treatment, and disposal	996,000 KL	433,378 KL
Meeting compliance requirements	> 100 %	100%
Reduction in number of main breaks and chokes (blockages)	< 100	30
Total length of pipes replaced and relined	2 KM	0 km

● Not Due to Commence
● Issues Encountered
● On Track
● Complete

Performance Measure	Annual Target	Actual (Year to Date)
Total length of pipes maintained	121 KM	121 km
Total number of connections	4,072	4,077
Percentage of water treated to water delivered	> 60 %	100%
Respond/rectify reported chokes within 3 hours	< 90 %	90%
Average Annual Sewerage collection per connection (kL/connection)	100 KL	84 KL

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Planning and Sustainability

Economic Development

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
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	30/06/2024	Council continues to support the Rural Financial Counselling Service through the promotion of resources and will continue to advocate for Commonwealth Government funding in the 2024/2025 budget.	50%	
3.1.2.2	Conduct annual Business Satisfaction Survey	30/06/2024	Council has initiated planning of annual business satisfaction survey including review of previous survey. Further work around survey questions and development of a communication plan and marketing strategy is being undertaken. The survey is anticipated to be conducted in the Quarter 3 of the 2023/2024 financial year.	40%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.1.2.3	Conduct Shire wide activities and events for local businesses to improve networking and development	30/06/2024	<p>Council conducted the following general events during the Quarter 2 2023/2024:</p> <ol style="list-style-type: none"> 1. 16/10/23 - Learning Lunch: Canva Reels with Penny Vella & Jessica Wales 2. 27/10/23 - TEBA Networking Night with Narrabri Native Flowers 3. 9/11/23 - Safety Made Simple - Online Workshop with Safework and House Paddock Consulting 4. 8 - 16/12/23 Christmas Pop Up Shop <p>Council conducted the following dedicated Small Business Month Activities in October:</p> <ol style="list-style-type: none"> 5. 26/10/23 - Wee Waa Small Business Month Dinner 6. 30/10/23 - Narrabri Shire Annual Small Business Summit 7. 17/10/20 - Boggabri Recalibrate My Business Evening Workshop 8. 23/10/23 - My Business Cyber Security Workshop 9. 26/10/23 - Pitch Perfect PR Masterclass Narrabri 10. 17/10/23 - Safety Made Simple Workshop Series - Boggabri 11. 19/10/23 - Safety Made Simple Workshop Series Wee Waa 12. 18/10/23 - Safety Made Simple Workshop Series Narrabri with House Paddock Consulting 	50%	

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.1.2.4	Develop and facilitate activities for Small Business Month including the Small Business Summit	30/06/2024	<p>NSW Small Business Month was held in October 2023. Council developed a program of 8 events which were undertaken across Narrabri Shire during the month of October 2023 as outlined below:</p> <ol style="list-style-type: none"> 26/10/23 - Wee Waa Small Business Month Dinner 30/10/23 - Narrabri Shire Annual Small Business Summit 17/10/20 - Boggabri Recalibrate My Business Evening Workshop 23/10/23 - My Business Cyber Security Workshop 26/10/23 - Pitch Perfect PR Masterclass Narrabri 17/10/23 - Safety Made Simple Workshop Series - Boggabri 19/10/23 - Safety Made Simple Workshop Series Wee Waa 18/10/23 - Safety Made Simple Workshop Series Narrabri with House Paddock Consulting 	100%	●
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	30/06/2024	<p>Council migrated the online Business Directory to new corporate website, following open cities site development. Former Council Connecting business platform was implemented as an interim measure until corporate website upgrades were conducted, which allowed integration of Business Directory and Event calendar onto corporate site. Council has developed marketing materials and strategy to promote new business directory function. Council promotes events through event calendar on corporate website.</p>	50%	●
3.1.2.6	Narrabri - Develop a shopfront located in the Narrabri Central Business District (Grant Funded)	30/06/2024	Grant funding opportunities relating to this item continue to be explored.	50%	●
3.2.1.1	Actively promote the opportunities of the Northern NSW Inland Port (N2IP)	30/06/2024	<p>The N2IP site is regularly raised with business and government departments. This relates to zoning, infrastructure and the opportunities that will be established when the staged development is under construction. The N2IP site has its own website, brochures and branding.</p>	50%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
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)	30/06/2024	Power, water, telecommunications and entrance road scope of works have already been completed. Detailed Design Pending.	100%	
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	30/06/2024	The Economic Development Section actively works towards diversifying and building the economy by broadening and strengthening the economic base of the Shire. To assist in these goals, Council identified a commercial and industrial land gap and determined to establish a dedicated estate to accommodate new businesses and plug this gap. Council rezoned the Northern NSW Inland Port (N2IP) site to accommodate the broadest industry groupings inclusive of agribusiness, logistics, manufacturing and recycling. Currently working with the State Government on a Narrabri Place Strategy document for the Shire.	50%	
3.2.4.2	Monitor Badgery's Creek Airport progress to identify additional economic opportunities for the Shire	30/06/2024	Construction of Western Sydney International (Nancy-Bird Walton) Airport (WSI) is underway and on track to begin operations in 2026. The airport is a transformational infrastructure project that will generate economic activity, provide employment opportunities closer to home for people in the Western Sydney region, and meet Sydney's growing aviation needs. When it begins operations, regular passenger transport opportunities could arise for Narrabri services.	60%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.4.3	Narrabri - Investigate the potential to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport	30/06/2024	A 1.8 kilometre rail siding is a key part of the development of the Northern NSW Inland Port (N2IP) site that will be able to accommodate loading and unloading of shipping containers. A meeting was held with representatives of the Port of Newcastle in August 2023 where development of the N2IP site was discussed as well as up country investment opportunities. However, in November 2023, the Federal Government withdrew funding on 50 projects across Australia. One of those projects was the rail siding and slip road identified for the N2IP site. Council will continue to investigate alternative funding sources to undertake containerised freight transportation via the Northern NSW Inland Port (N2IP) and the Narrabri Airport.	50%	
3.3.2.1	Continue to promote Council's Grants Portal	30/06/2024	The Grant Guru Funding Finder initiative gives community groups, organisations and businesses in the Shire free access to a grant database https://narrabri.grantguru.com.au/ to help search for grants, rebates, concessions, awards, scholarships, and financial assistance packages. For Quarter 2 2023/2024, presentations on Grant Guru were delivered to 45 people during Small Business month. A total of 83 unique users registered with Grant Guru.	50%	
3.3.2.2	Provide assistance with funding applications for Capital Works Projects	30/06/2024	In Quarter 2 2023/2024, the Grants team undertook the following Capital Works grant activities with 3 applications submitted, One funding deed executed and 2 acquittals lodged. Key achievements include - the Regional Emergency Road Repair Fund (RERRF) executed funding deed of \$5,000,000, Further, a Pilliga Road upgrade Milestone claim of \$567,199 and an Expression of Interest was submitted for the 2024/2025 Get Active Grant \$80,000.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.3.2.3	Shire Wide - Conduct annual community grants workshop	30/06/2024	The Grants team conducts regular grants information sessions and grant writing workshops to assist representatives of community groups and businesses gain a deeper understanding of funding opportunities. These sessions aim to enhance grant writing abilities and project planning skills so compliant applications can be lodged. During Quarter 2 2023/2024, the Economic Development and Grant Team members presented grant opportunities at 2 Small Business Week events. A further 2 webinars were made available and undertaken for members of the public to participate as part of the Community Financial Assistance Grant Round 2 offering.	50%	
3.3.2.4	Support community groups and local businesses to applying for grants	30/06/2024	In Quarter 2 2023/2024, the Grants and Small Business Officers offered practical guidance to a range of community groups and individuals seeking assistance for funding and lodging grants. This covered a total of 31 community groups and individuals that have broad representation across Narrabri Shire and include sporting bodies, indigenous groups, social committees and business groups.	50%	
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	30/06/2024	Council continues to support workshop and seminars through promotion on social media, website, news outlets, e-newsletter and distribution through networks. Council has recently upgraded corporate website, business and economic development section now contains resources including recorded webinars, workshop, templates and guides.	50%	
3.3.4.1	Develop and implement a Narrabri Shire Christmas Activation Strategy	30/06/2024	Council developed a Christmas Activation Plan in 2022/2023. The Christmas Activation Plan outlined a 5-year plan for implementation of Christmas activities throughout Narrabri Shire. Council completed its implementation of the Plan for the 2023 Christmas Activities. Council developed and initiated a marketing campaign to encourage local spending and participation in Christmas activities across the Narrabri Shire during December 2023.	100%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.3.4.2	Investigate and implement development incentives to increase development across the Shire	30/06/2024	Development incentive actions have been identified and included in the Economic Development Strategy recently undertaken and adopted at the October 2023 Council Meeting.	50%	
3.3.4.3	Narrabri - Advocate for the upgrade of the Old Gaol	30/06/2024	The Narrabri Old Gaol Heritage Centre and Museum listed as a Crown Reserve under the care, control of Narrabri Shire Council. Built in the 1880's, the Old Gaol was restored in 1988 and operates as a Museum and Family History research centre by members of the Narrabri Historical Society. The heritage listed asset has major structural defaults, accessibility, and maintenance needs and Council is seeking funding to assist with the remediation works. The scope of works that was developed in conjunction with Property Services in Quarter 1 2023/2024 was utilised in Council's submission for the most recent round of LRCI Funding (Local Roads Community Infrastructure Grant Phase 4). Unfortunately Council did not receive funding as it did not meet the criteria of the grant. The Property Services team has since reviewed their budget and will undertake remedial works without grant assistance.	50%	
4.2.2.11	Improve communication infrastructure by lobbying the State and Federal Governments to extend mobile telephone coverage across the Shire	30/06/2024	Council received notification earlier this year to advise that the NSW Government had identified several locations within Narrabri Shire for an upgrade. Council has provided social and economic information to the Commonwealth Government Regional Connectivity Program to deliver place based telecommunications infrastructure. Met with and provided telecommunications company information to assist them in lodging a regional connectivity grant application. Council met with and provided input with a Telstra representative who is developing an independent regional connectivity strategy which will support and inform future telecommunications advocacy efforts for Narrabri Shire.	60%	

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.2.12	Narrabri - Airport - Advocate for more frequent regular passenger transport	30/06/2024	The Economic Development Team commenced discussions with FlyPelican about a Narrabri to Newcastle Regular Passenger Transport service in Quarter 1 2023/2024. The result is that FlyPelican now operates direct flights between Newcastle and Narrabri weekly. Flights commenced on 21 August 2023. Narrabri is now serviced by two airlines with three destinations being Brisbane, Newcastle and Sydney.	50%	●

● Not Due to Commence
● Issues Encountered
● On Track
● Complete

Action: Key Performance Measures - Economic Development

Performance Measure	Annual Target	Actual (Year to Date)
Research, write and distribute the monthly e-newsletter	11	4
Maintain or increase subscription of the monthly e-newsletter	500	925
Number of local businesses in the Shire is maintained or increased	1,770	1770
Assist organisations by engaging with a combination of prospective and existing businesspeople looking to expand their operations in the Shire	80	31
Promote and market Narrabri Shire to prospective businesses	40	14
Attend Shire wide business meetings	20	5

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Planning and Development

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
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	30/06/2024	Ongoing. Zoning and land uses are constantly monitored to ensure best outcomes for industry and the community. The Planning Team are currently working on planning proposal to facilitate an additional permitted use in the Caroline Way Industrial Area to facilitate just this type of project.	50%	
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)	30/06/2024	Ongoing, assistance provided as necessary and consideration as part of DCP review.	50%	
2.1.1.7	Shire Wide - Carry out a Historic Heritage Study to identify and protect heritage items, and update appropriate local planning controls	30/06/2024	Ongoing. Grant funding received to assist in the costs of undertaking study by external Heritage Advisor. Councils Heritage advisor provides guidance and advice on development to ensure the best outcomes for the community.	50%	
2.1.4.5	Continue to encourage innovation and adoption of sustainable land management practices and agritech in the primary production sector	30/06/2024	Ongoing in accordance with the statewide Agritourism reform program, staff participation in the NSW Department of Primary Industries (DPI) Paddock to Plate initiative and in addition to other legislated reforms.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.4.6	Develop an urban greening strategy to combat the urban heat island effect	30/06/2024	This project has been incorporated into the Renewable Energy Action Plan (REAP) initiative and is an identified project deliverable. Data collection has commenced.	50%	
2.1.4.7	Encourage 'green' industries by reviewing local plans to ensure land use zoning reflect industry requirements (if applicable)	30/06/2024	Ongoing. The renewable energy hub is currently underway which is inclusive of the community battery project. The REAP/REIP is also progressively being developed as well as various solar projects. Ongoing advocacy in relation to renewable energy is also undertaken as opportunities arise.	50%	
2.1.4.11	Narrabri - Renewable Energy Hub - Design and Investigate	30/06/2024	Ongoing. DA has been lodged for entire concept with stage 1 (Community Battery) Project under assessment. Staff continue to preparing documentation to facilitate the overall design of the project and to inform tender documentation for delivery of the project in alignment with the REAP/REIP project.	50%	
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	30/06/2024	Ongoing. Development is assessed in accordance with section 4.15 of the Environmental Planning and Assessment Act 1979 and appropriate land zoning is one requirement to be addressed under the heads of consideration in accordance with the NSW Department of Planning's guidelines and principles.	50%	
2.2.2.3	Continue to work with the NSW Government to advocate for Shire's need to access affordable housing	30/06/2024	Ongoing. Submissions and advocacy for various projects undertaken as required. Participation in various regional groups and taskforces as opportunities arise. State led rezoning project currently underway.	50%	

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.2.2.4	Develop a Narrabri Shire Housing Strategy	30/06/2024	Underway and ongoing. Previous Special Activation Precinct (SAP) investigation/reports will help to inform this project and Planning staff are currently actively participating in a State-Led rezoning of various additional residential lands. Will require external consultants to be engaged once data is collected and collated.	30%	●
2.2.4.1	Complete an employment lands study	30/06/2024	Ongoing. NSW Government employment zone reform program outcomes have now been completed with amendments undertaken to the Narrabri Local Environmental Plan 2012 (LEP). A commensurate large body of work on employment lands (specifically additional light industrial lands) has been completed as part of Special Activation Precinct (SAP) investigations which are being progressively leveraged. An Economic Development Strategy has also been endorsed by Council. A proposed Planning Proposal for additional permitted use is also in Draft format to facilitate commercial growth in the Caroline Way industrial estate area. Additional light industrial lands are being rezoned as part of the State-Led rezoning project.	50%	●
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	30/06/2024	Ongoing project in concurrence with the Narrabri Local Environmental Plan 2012 (LEP) review.	35%	●
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	30/06/2024	Ongoing. Zoning and land uses are constantly monitored to ensure best outcomes for industry and the community. LEP review is underway and council works proactively with businesses to assist with optimal planning outcomes for local employment.	50%	●
2.2.4.5	Review and update the Narrabri Shire Local Environmental Plan	30/06/2024	Ongoing. The Narrabri LEP is currently under review commensurate with the state-wide rezoning project alongside other council plans and strategic planning initiatives.	50%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.3.1.15	Boggabri - Flood Plain Management Plan Program - Develop Risk Management Strategy and Plan	30/06/2024	Draft Boggabri Floodplain Risk Management Study and Plan (BFRMSP) has been presented by the engaged consultant to the Floodplain Risk Management Advisory Committee. Progress milestones on track.	60%	
2.3.1.17	Narrabri - Flood Plain Management Plan Program - Implement findings of the Risk Management Strategy and Plan	30/06/2024	This is the next stage in the Flood Management Program of works. At this stage Council has not received funding to progress to the next stage project, however recommendations from the Narrabri Flooding Risk Management Study and Plan (NFRMSP) are being implemented in terms of updates to the Development Control Plan (DCP) with a dedicated flooding chapter and inclusion of the produced hazard maps.	0%	
2.3.1.19	Review and update floodplain and bushfire mapping to manage risk, particularly where urban growth is being investigated	30/06/2024	Ongoing - WaterRIDE subscription includes flood modelling mapping and functionality to forecast (linked to adopted flood studies) and in consultation with SES and emergency services. GIS team has integrated both Bushfire mapping and flood risk hazard mapping into Councils mapping systems. Further updates are actioned as appropriate. Flood Risk hazard mapping informs updates to the DCP and LEP with maps inserted into the DCP document.	50%	
2.3.1.20	Wee Waa - Flood Plain Management Plan Program - Implementation Plan	30/06/2024	Currently, Council has just appointed a new consultant to complete the outstanding milestones of the feasibility study, that was originally commenced by Cardno/Stantec.	0%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
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)	30/06/2024	Ongoing in consultation with various legislation updates. Heritage considerations, integrated water cycle management strategies, growth management strategies, and mapping and consideration of areas of high environmental value are all considered as part of the LEP/DCP review.	50%	
2.3.2.2	Consider requirement for Water Sensitive Urban Design in Development Control Plan (DCP)	30/06/2024	DCP is currently under review, water sensitive design will be considered as part of this review process.	50%	
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))	30/06/2024	Currently FAQs and links to fact sheets and information regarding the Local Environmental Plan, Development Control Plan and State Environmental Planning Policies and how these affect those wanting to develop within the Narrabri Shire are available on Council's website. Council will continue to enhance the community's understanding through continuing to revise planning information available on Council's website as identified and as issues are raised by the public.	100%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
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	30/06/2024	Ongoing, considerable body of work completed in this area on the Special Activation Precinct (SAP) project which can be leveraged.	50%	
4.1.1.8	Review and update the Narrabri Shire Community Participation Plan	30/06/2024	Plan reviewed and updated in consultation with Governance as a part of the update to the Community Engagement Strategy.	100%	
4.1.1.10	Review and update the Narrabri Shire Local Strategic Planning Statement	30/06/2024	Ongoing. Progressive review in concurrence with other planning legislation and strategic planning initiatives including the current state-led rezoning process.	50%	
4.1.2.15	Map the extent of naturally occurring asbestos and develop an asbestos policy to manage the associated risks	30/06/2024	The mapping of naturally occurring asbestos within the Shire would be a financial and time exhausting process and unnecessary in achieving any regulatory or environmental outcomes for Council. There is no current budget allocation available for such an initiative. However, the Compliance Team have become members of the National Asbestos Forum and the Regional Asbestos Forum to gain knowledge and develop Councils key policies and procedures. The Compliance Team are also utilising resources given by the Forums to improve our current registers and records of asbestos containing materials (ACM).	0%	
4.2.2.14	Work with the NSW Government and Regional Growth and Development Corporation to facilitate development across the Narrabri Shire	30/06/2024	Ongoing advocacy to various Government agencies to facilitate development in the Shire.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.3.7	Develop factsheets regarding State Significant Development within the Shire	30/06/2024	Currently FAQs and links to fact sheets and information regarding the Local Environmental Plan, Development Control Plan and State Environmental Planning Policies and how these affect those wanting to develop within the Narrabri Shire are available on Council's website. Council will continue to enhance the community's understanding through continuing to revise planning information available on Council's website as identified and as issues are raised by the public. Appropriate links to external agencies and webpages also available.	100%	
4.2.4.5	Conduct biannual educational programs to improve customer experience when undertaking development within the Shire	30/06/2024	Ongoing. The Planning and Development team are investigating for next sessions to focus on temporary workers accommodation regarding changes to those guidelines.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Action: Key Performance Measures - Statutory Planning

Performance Measure	Annual Target	Actual (Year to Date)
Development Applications determined within 40 processing days	> 90 %	61%
Total value of Development Applications determined	\$15,000,000	\$14,257,742
Average processing time - Construction Certificates	20 Days	21 days
Number of Development Applications referred to the Land and Environment Court of NSW	< 2	0
Local Government Approvals determined within 20 processing days	> 90 %	60%
Number of Development Applications lodged	> 120	52
Construction Certificates determined within 20 processing days	> 90 %	44%
Number of building inspections undertaken	> 100	95
Number of complaints investigated within 10 business days and enforcement action taken where appropriate	> 90 %	100%
Complying Development Certificate determined within SEPP timeframes (10 and 20 days)	> 95 %	100%
Number of Development Applications determined	> 120	66
Total value of Development Applications lodged	\$15,000,000	\$33,794,118
Number of Swimming Pool Compliance Certificates inspections undertaken	> 40	21
Number of Swimming Pool Compliance Certificates lodged	> 50	12

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

Performance Measure	Annual Target	Actual (Year to Date)
Section 10.7 (previously Section 149) Certificates determined within 10 processing days	> 90 %	75%
Number of Construction Certificates lodged	> 70	19
Number of Section 10.7 (previously Section 149) Certificates lodged	> 450	251
Development Applications approved under delegated authority	> 95 %	100%
Number of Section 68 Applications lodged	> 30	7
Average processing time - Development Applications	< 40 Days	37 days
Number of Complying Development Certificates lodged	> 10	3

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Regulatory Compliance

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.3.2	Apply for funding to undertake programs related to companion animals	30/06/2024	Council has officially been offered uncapped funding to carry out a cat desexing program in partnership with local vets and the Cat Protection Society of NSW, into the unforeseeable future. Council has also dedicated \$20,000 toward desexing of dogs within the Shire after research found no external funding providers were available for this type of program and the constant community pressure to carry it out, this program has just started with both local vets on board. In conjunction with desexing programs, Council officers are working with the Animal Welfare League (AWL) NSW vet truck to attend Narrabri for one week twice a year to carry out vaccination and microchipping for our community, this is proving challenging but may be available for a week in early May 2024.	60%	
2.1.3.3	Narrabri - New Animal Management Facility - Fit Out	30/06/2024	All internal fit out of the Companion Animal Facility has been completed including all relevant appliances, IT and security systems.	100%	
2.1.3.4	Review and update companion animal information and resources on Council's website in line with the relevant legislation	30/06/2024	This was completed during the creation of Council's new webpage and will continue to be monitored to ensure all legislative and procedural updates are conveyed on our website for consistency.	100%	
2.1.3.5	Undertake educational programs targeted at increasing responsible companion animal ownership	30/06/2024	Staff are developing educational material to accompany the two desexing programs for dogs and cats, to drive community interest on the importance of having their animals desexed. There will also be material created for social media, website and newspaper on how to contain your animals over the holiday period and during New Years Eve fireworks. Compliance team members have already attended one market day with pet leads and water bowls and talked about the importance of containing dogs and cats and also registration of animals. Council's compliance team also hosted an educational day for TAFE NSW Cert 3 Animal Care students to visit our impound facility and demonstrate how we care for the animals in addition to impound processes and legislation.	70%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.3.6	Conduct at least two educational programs targeted at biosecurity (as per the Department of Industries' requirements)	30/06/2024	Co-developed 'Wattle Day' with the Parks and Open spaces team to promote native species and the impacts Biosecurity matter has on native biodiversity. 'Wattle day' was used to engage the community on important information and answer any questions or concerns of community members. AgQuip stall was also run for 3 days to educate the wider community on issues effecting regional biosecurity. The biosecurity team have new merchandise that was utilised for pollination week events at the VIC, this merchanchise is also being used at the Saturday markets and Narrabri Carp Muster to further engage and educate our community on the risks and management of biosecurity matter. The staff also have planned a community barbeque night in Baan Baa to bring the community to action the growing concern for Harrissia Cactus that is impacting livestock	80%	
2.1.3.7	Continue to apply for funding to undertake programs related to biosecurity and land management	30/06/2024	The Biosecurity Team are collaborating with external stakeholders (including the mining sector) to obtain funding for partnership projects where opportunities arise. The Biosecurity team are also working with Council's Grants Team to explore other funding opportunities for land care and biosecurity control in line with available resourcing.	60%	
2.1.3.9	Write and release six (6) Media Releases targeted at biosecurity (as per the Department of Primary Industries' requirements)	30/06/2024	The discovery of Frogbit in Boggabri led to several media releases in the local newspaper, social media, NSW ABC news and throughout DPI channels. Media releases will also be carried out prior to annual inspection or for any key findings in biosecurity matter in the shire. The target focus of Harrissia Cactus in the Baan Baa area is currently the primary media release focus.	50%	
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	30/06/2024	The Compliance Team routinely respond to reports of derelict and dilapidated buildings and issues Orders in conjunction with Council's Building Surveyor utilising a risk-based approach.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.1.2.9	Run programs for Asbestos Awareness Month (November)	30/06/2024	Staff compiled communication collateral for display, advertising and social media during the month of November. The Compliance team also developed resources such as checklists and procedures for tradespeople and DIY trades to use when working with asbestos or needing to identify asbestos. These were available free of charge from the Council administration building.	100%	
4.1.2.21	Undertake educational programs targeted at increasing community awareness of responsibilities regarding food safety, health inspections, wastewater, and underground fuel storage	30/06/2024	The Compliance Team were unfortunately unsuccessful in obtaining one of six state seminars for our food retailers with the Food Authority. This was aiming to assist in bringing accurate and up to date information directly from the peak regulatory body for our local businesses. The Food Authority have also provided several resource packages which have been sent out on our retail food outlet emailing list to help engage business in their responsibilities in food safety. The team are planning to develop our own food business sessions to provide to the community. Up to date information on UPSS, wastewater and public health has been provided on Council's website.	50%	

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

Action: Key Performance Measures – Regulatory Compliance

Performance Measure	Annual Target	Actual (Year to Date)
Annual Inspections - Hairdressers	100%	0
Annual Inspections - Food Premises	100%	5%
Livestock Impounded	3	18
Burning Permits Issued	10	5
Number of Companion Animals Euthanised - Dogs	< 20	7
Penalty Infringement Notices Issued - Litter	10	2
Number of Companion Animals Impounded - Dogs	200	66
Number of Companion Animals Impounded - Cats	200	30
Number of Companion Animals Released to Owner - Cats	20	0
Penalty Infringement Notices Issued - Impounded Vehicles	10	2
Vehicles Impounded	3	3
Penalty Infringement Notices Issued - Companion Animals	50	18
Number of Companion Animals Euthanised - Cats	20	0
Number of Companion Animals Rehomed - Cats	> 50	9
Penalty Infringement Notices Issued - Illegal Dumping	10	2
Companion Animal Programs Run (e.g. discounted microchipping, desexing etc)	2	2
Penalty Infringement Notices Issued - Impounded Livestock	5	1
Companion Animals Registered by Council	200	49

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Performance Measure	Annual Target	Actual (Year to Date)
Number of Companion Animals Released to Owner - Dogs	20	21
Penalty Infringement Notices Issued - Parking	50	6
Penalty Infringement Notices Issued - Food Safety	2	0
Penalty Infringement Notices Issued - Land Contamination and Pollution	2	0
Companion Animals Microchipped by Council	200	23
Annual Inspections - Underground Petroleum Storage	100%	0%
Annual Inspections - Beauty Salons	100%	0%
Penalty Infringement Notices Issued - Public Health	2	0
Number of Companion Animals Rehomed - Dogs	50	50
Annual Inspections - Aerated Wastewater Treatment Systems	100%	123%
Penalty Infringement Notices Issued - Overgrown Premises	10	0

Action: Key Performance Measures - Biosecurity

Performance Measure	Annual Target	Actual (Year to Date)
Weeds monthly and quarterly reporting (performed in accordance with the Biosecurity Act 2015 (NSW) submitted on time to NSW Department of Primary Industries)	100%	100%
Number of individual properties inspected By Council weed officers	800	545
Number of weed management education programs delivered	5	7
Number of roadside hectares inspected for weeds	10,000 Ha	15,313 Ha

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Tourism and Cultural Services

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
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)	30/06/2024	Council is currently working with the Interagency Group with the view of identifying suitable collaboratively delivered programs and educational initiatives for the target audience. Council will also host a Crime Prevention Program in June 2024 which will include further educational programs.	50%	
1.1.1.3	Develop publicly available disability inclusion guides to assist community, cultural and sporting events	30/06/2024	Draft Disability Inclusion guides have been tabled at Council's Access and Inclusion meeting. These are programmed for completion by June 2024.	50%	
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	30/06/2024	The guides mentioned in Action 1.1.1.3 will raise awareness in the community. Council is currently working on a "Inclusive Brochure" aimed at sporting groups, outlining a variety of ways that people with Disability can be included in their sporting activities.	65%	
1.1.2.2	Review and update the Narrabri Shire Crime Prevention Plan	30/06/2024	Significant community consultation was undertaken by the UNE Centre for Rural Criminology, who are conducting the review of the Plan, and will provide a draft version of the Crime Prevention Plan by the end of January 2024.	90%	
1.2.1.1	Develop a Narrabri Shire Digital Communications Strategy	30/06/2024	Project has commenced and will ultimately align with the commensurate development of an organisational Communications Strategy. The Communications Team is progressively working with the Economic Development Team in achieving strategy objectives in improving digital connectivity and access to technology across the Shire.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.2.2.31	Investigate the demand and viability for youth spaces across the Shire	30/06/2024	Council is currently liaising with the Narrabri District Community Aid Service (NDCAS) in relation to their intention of developing an afternoon drop-in youth centre on a pilot basis. Council is also researching the possibility of securing a PCYC for the region.	50%	
1.2.4.4	Develop and implement the Narrabri Shire Public Art Strategy	30/06/2024	The Public Art Advisory Committee are currently working on the content of the Narrabri Shire Public Art Strategy.	50%	
1.2.4.5	Pedestrian accessibility improvements - Install Kerb Ramps (R4R Funded)	30/06/2024	A scoping and site visit was conducted with Council staff and Access and Inclusion Advisory Committee representatives on 06/9/2023 to identify potential sites for upgrades. A site visit report was completed and forwarded to the Infrastructure Delivery (ID) department for further assessment and associated recommendations.	50%	
1.3.1.8	Wee Waa - Investigate and implement more opportunities to portray agricultural heritage	30/06/2024	Council staff is currently liaising with representatives within the agricultural sector to identify opportunities to support and further build an Agritourism sector. This initiative is supported by the Kamilaroi Highway Tourism Group who have offered financial support to run a series of workshops.	50%	
1.3.1.9	Shire Wide - Complete the upgrade of Gateway Signage (Carryover 2020/2021)	30/06/2021	The Gateway Signs for the Walgett Shire (Burren Junction) and Moree Plains Shire Council boundaries have been manufactured and are now awaiting installation. Installation cannot occur until the completion of the NSW Government's Newell Highway Program Alliance project. This project may roll into 2024/2025 if the works along these sections of the Newell Highway are not completed in 2023/2024.	50%	
1.3.1.10	Shire Wide - Complete the upgrade of Town Signage (Year 2 of 2) (Carryover 2020/2021)	30/06/2023	Suitable town entry signage sites have been identified and designed. Quotes for manufacturing have been requested. Community consultations has commenced to identify the appropriate signage for each town and village. This project will probably roll over in to 2024/2025 due to timeline and the need to consult with all towns and villages.	25%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
1.3.2.1	Successfully organise and run National Volunteers Week	30/06/2024	National Volunteers Week is an annual Council event organised in May of each year. Preparations for this event have commenced. Nominations to open early March 2024.	50%	
1.3.2.2	Successfully organise and run the Lillian Hulbert Scholarship and award presentation	30/06/2024	The Lillian Hulbert Awards are an annual event subject to available funding from the NSW Trustee and Guardian under the Hulbert Trust. Nominations have been received and the recipient will be announced on the 24 February 2024.	70%	
1.3.2.3	Work with local response agencies and support organisations to build their volunteer base	30/06/2024	A social media campaign and volunteer expo is programmed to be undertaken during National Volunteers Week (May 2024), to encourage volunteering.	50%	
1.3.2.4	Review volunteering policy to ensure Council volunteering opportunities are accessible and inclusive	30/06/2024	A Volunteer Policy will be developed in early 2024.	0%	
1.3.3.1	Advocate for the introduction of 'neighbour helping neighbour' and 'phone a friend' programs	30/06/2024	Currently planning to organise a further social media campaign in 2024. This importance of this type of initiative has also been highlighted in ongoing consultations and review of the Narrabri Shire Crime Prevention Plan.	50%	
2.1.1.1	Boggabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	30/06/2024	Council staff are planning on consulting with Boggabri's local community about the potential development for of an Aboriginal Cultural Centre. This will be undertaken early in 2024.	50%	
2.1.1.2	In partnership with local Indigenous Community stakeholders, facilitate Reconciliation Week and NAIDOC Week	30/06/2024	Meeting to be scheduled in February 2024 with key stakeholders including the Local Aboriginal Land Councils and Aboriginal organisations to facilitate Reconciliation Week in June and NAIDOC in July 2024.	50%	

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Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
2.1.1.3	Narrabri - Investigate the development of an Aboriginal Cultural Centre and Meeting Place	30/06/2024	A feasibility plan has been recently completed by Wahgunyah (Housing) Aboriginal Corporation to investigate the development of an Aboriginal Cultural Centre and Meeting Place in Narrabri. Council staff will continue to support Wahgunyah Aboriginal Corporation in identifying grants for this initiative should the organisation elect to proceed with the project.	100%	
2.1.1.4	Review and update the Narrabri Shire Reconciliation Action Plan	30/06/2024	Council is waiting for feedback from the project consultants on Council's draft Reconciliation Action Plan template.	50%	
3.1.4.1	Investigate and implement Skills Training Programs targeted at all ages	30/06/2024	Council has completed a Skills Training Program (Youth Capacity Building) in collaboration with Wee Waa and Narrabri High School. The program was managed by Narrabri Industrial Network and was completed in December 2023.	100%	
3.1.4.2	Shire Wide - Investigate and support the implementation of youth development programs	30/06/2024	The Draft Narrabri Shire Youth Strategy has been adopted by Council and is currently on Public Exhibition. This document identifies youth development initiatives and programs.	50%	
3.1.4.3	Establish library programs to support and enhance early literacy in our community	30/06/2024	Early Literacy programs (Baby Rhyme Time and Storytimes) are delivered in all library branches. 250+ children in the Narrabri Shire LGA currently enrolled in The Dolly Parton's Imagination Library program. 1,000 Books Before School early literacy program continues with over 50 children registered.	50%	
3.1.4.4	Establish library programs to support seniors, youth, disability, Indigenous and CALD (culturally and linguistically diverse) groups in our community	30/06/2024	Council delivers Brain Training, Knitting, Device Advice, Book Clubs and Home Library Service (HLS) for seniors in Boggabri, Narrabri, Pilliga and Wee Waa. Weekly adult disability craft sessions are also held at Narrabri Library. No Culturally and Linguistically Diverse (CALD) programs have been implemented to date however these are being investigated. Application for a grant to fund the 'Write Time Write Place' for youth was successful.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.1.4.5	Facilitate Science, Technology, Engineering, Arts, and Mathematics (STEAM) programs in collaboration with community stakeholders	30/06/2024	Council delivers STEAM programs in Bellata, Gwabegar and Pilliga primary schools, and one Narrabri pre-school. After school Young Einstein's Science (YES) Club held at Narrabri Library and Wee Waa libraries and a Boggabri Out Of School Care. Council is now planning for an interactive science fair for Science Week 2024.	50%	
3.1.4.6	Increase cooperation between the Shire's Libraries and local schools	30/06/2024	Council routinely engages with primary schools within the Shire to hold Early Literacy and STEAM programs. Funding has been secured for a collaboration with Narrabri High School to run the 'Write Time Write Place' writing and illustration 2 day workshop for ages 12+.	50%	
3.1.4.7	Shire Wide - Develop library programs for the community	30/06/2024	Council delivers early childhood programs to Boggabri, Narrabri, and Wee Waa. STEAM programs to all library branches and to primary schools in Bellata, Gwabegar and Pilliga. Brain Training, Knitting, Device Advice, Book Clubs and Home Library Service (HLS) for seniors. Home Library Service has commenced in Pilliga, Gwabegar, and Bellata. Adult disability craft sessions at Narrabri Library.	50%	
3.2.2.2	Investigate opportunities to promote the Narrabri Shire's unique selling points (USPs)	30/06/2024	Oz Travel Television promotional campaign was aired in July 2023. A full Narrabri Region feature and associated advertisement was published in the Caravan World magazine (Winter Issue 2023). Council is currently working on a feature in Caravan Camping with Kids, Link Airways, and also the regional magazine, 'Found'.	50%	
3.2.2.3	Update the Narrabri Region Visitor Guide	30/06/2024	The new Narrabri Region Visitor Guide is completed and hardcopies are now available from the Narrabri Region Visitors Information Centre and tourism information stands across the Region.	100%	
3.2.2.4	Update the Narrabri Region App	30/06/2024	Narrabri Region is featured in Explore Australia Visitor Centre App and information is routinely updated. The Narrabri Region App is no longer functional.	100%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.3.1	Successfully organise and run Australia Day Events	30/06/2024	Australia Day Celebrations were held in Narrabri, Wee Waa, and Boggabri. They included Australia Day Awards, and family activities. The Australian Citizenship Ceremony was also held in Narrabri.	100%	
3.2.3.4	Monitor, update and implement the Destination Management Plan	30/06/2024	Council has commenced meetings with the smaller villages of the shire to address tourism signage, facilities, and community events.	50%	
3.2.3.5	Develop a Narrabri Shire Tourism Advisory Committee	30/06/2024	A Tourism Advisory Committee is in the early stages of investigation and is programmed for delivery in the reporting period.	50%	
3.2.3.6	Develop an AgriTourism Strategy for the Narrabri Shire	30/06/2024	Council participated in the Destination NSW Country and Outback Agri Forum in November 2023. The information obtained at the Forum will assist in the development of an AgriTourism Strategy.	50%	
3.2.3.9	Develop the Narrabri Shire Accessible Tourism Strategy	30/06/2024	The updated Narrabri Region Visitor Information Guide includes and "Accessible Tourism Guide" highlighting accessible tourism attractions across the Shire for those with additional needs. Council's Access and Inclusion Committee were consulted during the development of this Guide and have commenced preparation of an Accessible Tourism Strategy.	40%	
3.2.3.10	Encourage commercial, tourist and recreation activities that complement and promote a stronger agricultural sector and build the sector's adaptability	30/06/2024	Council attended an Agri Tourism workshop and has discussed related activities with the Kamilaroi Highway Group which is a tourism group that promotes tourism activities along the highway. The Kamilaroi Highway Group is now organising another Agri Tourism workshop for agricultural businesses across the region. Council's Tourism Team visited a local farm that has expressed their interest in this tourism sector to explore opportunities.	50%	
3.2.3.11	Advocate for expanded nature-based adventure and cultural tourism places	30/06/2024	Council is working with the Wee Waa Community Arts and Cultural Centre to expand their Arts and Cultural programs. Council is nearing completion of a storyboard of our National Parks for the Visitor Information Centre. This initiative highlights nature-based activities.	50%	

● Not Due to Commence
 ● Issues Encountered
 ● On Track
 ● Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
3.2.3.13	Investigate funding for Tourism Marketing Campaigns	30/06/2024	Council is continually investigating opportunities for financial collaboration with neighbouring Local Government Areas (LGAs). There are strong collaborative partnerships in place through Council's participation in tourism and marketing groups such as the Kamilaroi Highway Tourism Group and the Great Artesian Drive group. Grant funding opportunities are routinely explored with the assistance of Council's Grants Team.	50%	●
3.2.3.14	Investigate opportunities for annual events and develop a business case for the Narrabri Shire	30/06/2024	The Shire will be hosting Camper Trailer of the year in March 2024. Council is also collaborating with Golf NSW for a regional qualifying series to be held in March 2024.	50%	●
3.2.3.15	Investigate opportunities to promote the Narrabri Shire's unique Pink Slug	30/06/2024	Promotion of the Narrabri Shire unique Pink Slug is ongoing. Due to demand, a new order of the Sticky Pink Slug was completed. Council also undertook a social media campaign on viewing the Pink Slug during rainy/wet weather, the optimum time to view this unique species.	50%	●
3.2.3.18	Shire Wide - Investigate additional Council operated tours	30/06/2024	Council is actively exploring opportunities with local agencies (including the educational sector) that have bus assets to investigate if these are available for such tours.	50%	●
3.3.2.5	Identify alternative funding opportunities to implement innovative Library programs	30/06/2024	Council has secured funding for "Write Time, Write Place" youth program which will commence in April 2024.	50%	●
4.1.1.2	Develop the Narrabri Shire Youth Strategy	30/06/2024	The draft 2024/28 Youth Strategy has been endorsed by Council and is on Public Exhibition till the 1 February 2024. The draft Strategy will then be tabled to Council for adoption at the February 2024 Ordinary Council Meeting.	90%	●
4.1.1.11	Narrabri - Visitor Information Centre - Investigate Redevelopment	30/06/2024	The proposed redevelopment of the Visitor Information Centre is currently being assessed and will be reported on in 2023/2024.	50%	●

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.1.4	Undertake the Biennial Customer Satisfaction Survey	30/06/2024	Investigate for commencement in Quarter 3 2023/2024.	0%	
4.2.1.6	Support and liaise with community groups and local residents regarding traffic and alcohol free-zoning requirements	30/06/2024	Traffic and Alcohol free zoning requirements are addressed with all community event submissions. This is ongoing.	50%	
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.	30/06/2024	Members of the Access and Inclusion Advisory Committee have recently participated in a site visit at the GS Kidd Memorial School in Gunnedah to discuss how the school was established and the processes needed. A detailed report will be provided at the next Access and Inclusion Advisory Committee.	50%	
4.2.2.2	Advocate for the implementation of support programs and networks for young parents across the Shire	30/06/2024	Viability and need for support programs for young parents across the Shire is currently being investigated.	40%	
4.2.2.4	Narrabri - Investigate and advocate for a PCYC that operates outreach services across the Shire	30/06/2024	Currently PCYC programs are available in Wee Waa and in Narrabri. Council has contacted PCYC to discuss further options for Narrabri.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.2.2.5	Organise and run the Seniors Festival and Awards	30/06/2024	This is an annual event held in March 2024. Council has organised a lunch at the Narrabri RSL Club. The Senior of the Year will also be announced at this event. Nomination are currently open. An Aged Care Expo will also be part of the celebrations.	70%	
4.2.2.6	Successfully organise and run International Women's Day Events	30/06/2024	Council has been collaborating with The Exchange for the International Women's Day Event held in March 2024. The event will be a dinner on the 6 March 2024.	50%	
4.2.2.7	Successfully organise and run International Day of People with Disabilities Events	30/06/2024	In consult with Council's Access and Inclusion Committee activities, Council organised the International Day of People with Disabilities which was celebrated in December 2023. This was held at the Multipurpose Room on the 6 December 2023. It included a lunch, and art and craft activities.	100%	
4.2.2.8	Successfully organise and run Youth Week activities	30/06/2024	Council will collaborate with Narrabri District Community Aid Service (NDCAS) and the Youth Council to organise the annual Youth Week event which will be held in April 2024.	50%	
4.2.3.1	Develop Style Guides for Council's External Services	30/06/2024	Current document has been reviewed with feedback received from Governance and the new Communications Officer. Internal authorisations are currently being sought.	50%	
4.2.3.2	Develop the Council's Communications Strategy	30/06/2024	Initial analysis has been undertaken. Further progress on the project is pending commencement of the Marketing and Communications Coordinator.	10%	
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	30/06/2024	Council will organise a social media campaign to educate and raise awareness of potential adverse events and how to cope with them.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

CSP Link	Action	Due Date	Comments	Progress	Traffic Lights
4.3.1.9	Develop Policies to govern Council's Civic Collection acquisitions and disposals	30/06/2024	A draft Policy is currently under development.	25%	
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	30/06/2024	Inclusion of an accessibility map on the Council's Tourism website is currently being investigated as a Accessibility Tourism strategy is being researched. An Accessible page on the tourism website is also being researched.	50%	
4.3.3.2	Review and update Council's Website to modernise and incorporate 'self-service' opportunities increasing accessibility for community members	30/06/2024	Communications continually reviews any feedback received from website users and makes update accordingly, as each individual page has an option to leave feedback. Communications further implements content updates received from business units and subject matter experts. Communications Team undertake continual self-training through Council's website provider's Help Library to improve the look and use of the website for Council's Customers.	50%	

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Action: Key Performance Measures – Tourism

Performance Measure	Annual Target	Actual (Year to Date)
Average sales per walk in patron for the Narrabri Visitor Information Centre	< 6	6.70
Number of social posts via the Narrabri Region pages	> 125	175
Net cost for provision of visitor service per visitor (Narrabri Visitor Information Centre patrons)	< \$9	6.55
Number of Narrabri region guides distributed at trade shows	> 1,500	0
Overall visitor satisfaction (Google & TripAdvisor)	> 4 Stars	4.5
Number of e-newsletters ('What's on Weekly' and 'Tourism in Focus') distributed	> 50	30
Number of social media followers of the Narrabri Region pages	> 4,500	5,903
Number of visitors to the Narrabri Visitor Information Centre	> 20,000	9,917
Number of Narrabri region guides distributed at local providers and tourism network	> 8,000	2,891

Action: Key Performance Measures – Community Development

Performance Measure	Annual Target	Actual (Year to Date)
Percentage of Youth Council Meetings that comply with operating procedures as set out in the Terms of Reference (i.e. quorum is met and agenda prepared and distributed in time and adhered to)	100%	100%
Percentage of Access and Inclusion Committee Meetings that comply with operating procedures as set out in the Terms of Reference (i.e. quorum is met and agenda prepared and distributed in time and adhered to)	100%	100

Not Due to Commence
 Issues Encountered
 On Track
 Complete

Performance Measure	Annual Target	Actual (Year to Date)
Percentage of Crime Prevention Committee Meetings that comply with operating procedures as set out in the Terms of Reference (i.e. quorum is met and agenda prepared and distributed in time and adhered to)	100%	100%
Number of youth-based actions formulated through the Youth Council that are undertaken	5	2
Conduct a session to debrief post-event/program with stakeholders	100%	100%
Seek feedback (via feedback form) from Community regarding programs and events - this can include suggested changes and what was beneficial	10	1
Number of cultural events delivered	6	3
Attend Shire wide community group meetings	20	6
Manage and coordinate community events, programs, and projects	20	5
Co-ordinate and run Narrabri Shires Youth Council Meetings	9	1
Co-ordinate and run Narrabri Shires Access and Inclusion Advisory Committee	4	1
Co-ordinate and run Narrabri Shires Crime Prevention Advisory Committee	4	0
Number of community events submissions	12	5

Action: Key Performance Measures - Library Services

Performance Measure	Annual Target	Actual (Year to Date)
Utilisation rate of the Narrabri Library	> 720	126
Utilisation of technologies at the Wee Waa Library	> 2,600	1701
Utilisation of technologies at the Boggabri Library	> 400	64

 Not Due to Commence
  Issues Encountered
  On Track
  Complete

Performance Measure	Annual Target	Actual (Year to Date)
Utilisation of technologies at the Narrabri Library	> 8,800	3254
Utilisation rate of the Wee Waa Library	> 300	49
Number of e-resources (e-audio and e-book) downloaded by members of the Narrabri Shire Libraries via the CNRL website	> 8,000	2390
New members at the Narrabri Library	> 300	34
New members at the Wee Waa Library	> 120	7
New members at the Boggabri Library	> 20	4
Utilisation rate of the Boggabri Library	> 60	19
Number of Library and outreach programs for specific community groups - CALD Programs	> 4	0
Number of Library and outreach programs for specific community groups - Indigenous Programs	> 6	0
Number of Library and outreach programs for specific community groups - Disability Programs	> 400	38
Number of Library and outreach programs for specific community groups - Adult Programs	> 400	110
Number of Library and outreach programs for specific community groups - Children's and Youth Programs	> 440	74
Overall customer satisfaction (customer service levels, resources, opening hours and facilities)	> 95 %	0
Narrabri Library visitation rates	> 20,800	5102
Wee Waa Library visitation rates	> 7,000	2142

● Not Due to Commence
● Issues Encountered
● On Track
● Complete

Performance Measure	Annual Target	Actual (Year to Date)
Boggabri Library visitation rates	> 1,500	251
Number of participants attending programs, events and meetings at the Narrabri Library	> 6,000	1056
Number of participants attending programs, events and meetings at the Wee Waa Library	> 880	327
Number of participants attending programs, events and meetings at the Boggabri Library	> 400	156
Physical loans (including renewals) from the Narrabri Library	> 28,000	9459
Physical loans (including renewals) from the Wee Waa Library	> 6,000	2268
Physical loans (including renewals) from the Boggabri Library	> 3,000	910



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2022/2026

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DELIVERY PROGRAM HALF YEARLY PROGRESS REPORT As at 31 December 2024

NARRABRI SHIRE
DISCOVER THE POTENTIAL



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Vision for 2032

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."



Theme 1: SOCIETY

An empowered, inclusive, and connected community



Theme 2: ENVIRONMENT

A sustainable and compatible natural and built environment



Theme 3: ECONOMY

A strong, diverse, and sustainable economy



Theme 4: CIVIC LEADERSHIP

Council as strong leaders for the community

THE DELIVERY PROGRAM

The Strategies identified in the Community Strategic Plan flow down into the Delivery Program. The Delivery Program outlines how Council will deliver and resource these Strategies over the following four years. Council's Delivery Program measures the success of Council achieving its Strategies for the benefit of the community to which it serves.

Specific actions to be completed and the resources required for each financial year are explored further in Council's Operational Plan and Resourcing Strategy. The relationship between the Community Strategic Plan, Delivery Program and Operational Plan is demonstrated in the following figure.

Figure: Integrated Planning and Reporting Elements



Measuring and Monitoring our Success

Performance measures have been placed against the Strategies in the Delivery Program to enable the community and Council to monitor the achievement of critical success factors for each strategic priority area. Council will gather information on each performance measure and report to Council through bi-annual reviews on how Council and the community are tracking.

Council will continue to set measurable targets against its actions in the Operational Plan to allow Council to monitor its progress in achieving the plan.

1: Our Society

An empowered, inclusive and connected community

1.1: A safe and healthy community

Measure	Target (June 2026)	Actual	Notes
Hectares of Sports fields maintained by Council (source: Council Data)	> 14 Ha	14 Ha	Sports fields hectares have remained static with previous years.
Incidents of animal attacks in the Shire (source: Council Data)	<15	9	9 attacks were reported between 01/07/2022 and 31/12/2022.
Incidents of major road incidents and fatalities in the Shire (source: Australian Road Deaths Database and Transport for NSW Data)	<10 incidents	10	Transport for NSW crash data for year 2022 will be available in late 2023. The number of road deaths per 100,000 population in NSW has dropped over the past five decades, from 28.9 in 1970 to 4.4 in 2019 (provisional figure), with a low of 4.1 in 2014. The total number of incidents resulting in fatalities for the Narrabri LGA in 2021 was 3.
Length of dedicated walking trails and pathways (does not include fire trails that are also walkable) (source: Council Data and National Parks Data)	> 100 kilometres	83	Of these, 55.05 kilometres are maintained by National Parks and Wildlife and 27.87 kilometres are maintained by Council. Although there have not been any new trails developed within Narrabri Shire National parks, the already established trails are being improved following drought and bushfires. National Park and Wildlife Services have advised an increase in visitation to National Parks over the previous 12 months. Further the Barraba Track is now bookable online, which has assisted in more people having access to the track. Since 1 July 2022, Council has commenced work on the construction of approximately 1 kilometre of pathway.
Number of available aged care spaces across the Shire (source: Provider Data)	>5%	0%	Council made contact with all registered aged care facilities (permanent care) in the Shire and they are currently at full capacity in regard to beds. It is noted that this can change daily due to mortality rates. The Whiddon Group are about to commence the upgrade of the Jesse Hunt facility which will decrease their availability in the interim.
Number of available child care	>5%	0%	There are approximately 370 spaces in the Shire with some service providers saying they have spaces available.

Measure	Target (June 2026)	Actual	Notes
spaces across the Shire (source: Provider Data)			Although, supply currently exceeds demand this does not mean that there are not issues with securing places. This can be due to location, parents working hours or age of child.
Number of mental health services across the Shire (source: NSW Health Data)	>6 services	6	There are several Mental Health providers in the Narrabri Region - ranging from local practitioners and health agencies to National help lines.
Participation in sports and recreational activities (source: Community Satisfaction Survey)	>50%	57%	According to the 2021 Community Satisfaction Survey, 57% of residents participate in sports and recreational activities.
Pool utilisation rates (source: Council Data)	>30%	12%	The utilisation rate is 12 percent of the total capacity of the three pools.
Positive perception of lifestyle opportunities (source: Community Satisfaction Survey)	>85% community satisfaction	77%	According to the 2021 Community Satisfaction Survey, 77% of residents are satisfied with the recreation and lifestyle opportunities. This is a decrease of 4% of the previous community survey undertaken.
Reported criminal incidents in the Shire (source: Bureau of Crime Statistics and Research)	<740 incidents	1,313	<p>This figure is from January 2021 to December 2021. Most trends remain stable. There is an increase in fraud, theft, and domestic violence in the Shire.</p> <p>There is a common trend across NSW that fraud and theft have significantly increased but not Domestic Violence.</p>

1.2: A vibrant and connected community

Measure	Target (June 2026)	Actual	Notes
Library utilisation rates (source: Council Data)	>85%	91%	This is an estimate as the Library management system does not identify 'Inactive' members.

Measure	Target (June 2026)	Actual	Notes
Number of accessible public meeting spaces across the Shire (source: Council Data)	>3 spaces	6	There are 6 accessible public meeting spaces across the Shire which include 3 libraries, The Crossing Theatre, and the Wee Waa Arts and Cultural Centre.
Number of community bookings at The Crossing Theatre (source: Council Data)	>20 bookings	6	3 ADFAS lectures; Narrabri Schools Ministry Movie Fundraiser; Rotary Movie Fundraiser; and Narrabri Industrial Network Tradeshow.
Number of digital connectivity and Science, Technology, Engineering, Arts and Mathematics (STEAM) programs run by Council (source: Council Data)	>5 programs	7	The following STEM programs were delivered across the shire: National Science Week - August 2022 Monthly STEM in primary schools Young Einstein's Science Club School Holiday STEM - Egg carton hothouses and Earthquake Engineering workshop Device Advice Scams Awareness Week - November 2022
Participation in arts and cultural activities (source: Community Satisfaction Survey)	>40%	45%	According to the 2021 Community Satisfaction 45% of the Narrabri Shire Council area participated in Arts and Cultural Activities in the July to December 2021 period.
Percentage of households within the Narrabri Shire with access to the internet from the dwelling (source: Australian Bureau of Statistics)	>60%	70%	According to the 2016 Census, 69.9% of households in the Narrabri Shire LGA households had at least one person access the internet from the dwelling. This could have been through a desktop/laptop computer, mobile or smart phone, tablet, music or video player, gaming console, smart TV or any other device. More accurate data captured in the 2021 Census is not scheduled to be released until mid-2023.
Positive community perception of the accessibility of the Narrabri Shire (source: Community Satisfaction Survey)	>85%	92	2021 Community Satisfaction Survey revealed that 92% of those surveyed were satisfied with the accessibility of community facilities and services in their town or village. The Access and Inclusion Committee is also working on a project to increase accessibility by providing all retailers across the shire with a braille 'Call to Attention' sign outside of all retailers.

Measure	Target (June 2026)	Actual	Notes
Quantity of arts and cultural activities across the Shire (source: Community Satisfaction Survey)	45 activities	20	These activities include exhibitions, workshops, theatre productions, live music, film festivals and community events such as NAIDOC Week and Australia Day.
Range of community transport available locally (source: Council Data)	>4 vehicles	4	The following community transport is available locally: Taxi (Narrabri, Wee Waa) Rail (Moree to Sydney Line service Narrabri, Boggabri) Coach (School Buses - Narrabri, Wee Waa, Boggabri, Limited Town Bus Service - Narrabri) Air (Narrabri)

1.3: A resilient and strong community

Measure	Target (June 2026)	Actual	Notes
Council revitalisation and upgrade projects (source: Council Data)	4 projects	6	There were 6 revitalisation and beautification projects for the period between 1 July 2022 and 31 December 2022. These include: 1. Development of delivery of the Wee Waa Community Arts and Cultural Centre Programme; 2. Wee Waa Community and Business Hub; 3. Dangar Park Narrabri infrastructure upgrade - fencing, grandstand and amenities; 4. Narrabright 2022 - permanent light installations; 5. Narrabri Shire CBD shopping activation December 2022 programme; 6. Narrabri Community Wellness Garden Event - commenced and scheduled to be completed in 2023.
Funds granted through the community grants program (source: Council Data)	>\$20,000	\$14,400	A combined \$14,400 has been allocated to a range of community groups from Council for the period 1 July 2022 to 31 December 2022. An additional combined \$6,000 has been given in sponsorships to a range of community events in this period.
Number of community programs run by Council (source: Council Data)	>12 programs	6	The following community initiatives have been delivered by Council: -Disability event - celebrating inclusion -Lilian Hulbert memorial Prize - recognising high achievement for people between 15 and 18 years of age -Sporting wall of fame - recognising people who have won a national sporting title or represented Australia -Mental Health Podcast project - high school students being mentored through the process of producing a podcast and marketing it -Wheelchair Tour - to raise awareness of the difficulties

Measure	Target (June 2026)	Actual	Notes
			wheelchair bound people experience on a daily basis -Local Government Week - Council attended the local community markets to meet with residents and showcase the variety of facilities and services Council offers to the wider community.
Number of public toilets across the Shire (source: Council Data)	> 14 facilities	13	New toilet blocks are to be installed in Wee Waa cemetery and Tourist and cultural hub Narrabri this year.
Number of public toilets across the Shire that are compliant with the current Disability Discrimination Act (DDA) standards (source: Council Data)	> 10	8	This number is based on compliance with disability standards from 2008. The current Australian standard would see this number reduce.
Percentage of Shire who volunteer (source: Australian Bureau of Statistics)	>60%	54%	According to the Community Satisfaction Survey undertaken in 2021, 54% of the Shire volunteers. Council aims to run Volunteer Succession workshops and a Volunteer Event where community volunteer groups can showcase their service and engage more volunteers.
Satisfaction with the Shire's CBDs attractiveness (source: Community Satisfaction Survey)	>80%	72%	According to the Community Satisfaction Survey undertaken in 2021 72% of the community are satisfied with the work being undertaken to enhance town and village centres. Next Community Satisfaction Survey is scheduled to occur in late 2023.
Shire's Socio-Economic Index for Areas (SEIFA) (source: Australian Bureau of Statistics)	<956	954	The 2021 Socio-Economic Indexes for Areas (SEIFA) score is proposed to be released in mid 2023. SEIFA is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage.
Vacant shops in the Shire's CBDs (source: Council Data)	0 empty	11	There are currently 11 vacant shops in the 3 main blocks of Maitland Street, Narrabri,

2: Our Environment

A sustainable and compatible natural and built environment

2.1: A protected and enhanced natural environment

Measure	Target (June 2026)	Actual	Notes
Application of weeds management programs in the Shire (source: NSW Department of Primary Industries Data and Council Data)	> 10 programs	5	Council is currently focused on running eradication programs for the following biosecurity issues: <ul style="list-style-type: none"> - Mother of Millions; - African Boxthorn; - Parthenium; - Eve's pin; and - Harrisia cactus.
Educational programs regarding effective biosecurity management (source: Council Data)	> 10 programs	2	Council's Biosecurity Officers presented at a Landcare event in August 2022. Further public education was conducted at AgQuip in August 2022. The Biosecurity Officers are now preparing for community engagement activities at the local Narrabri Carp Muster and the Narrabri Show in the next quarter.
Educational programs regarding responsible companion animal ownership (source: Council Data)	> 10 programs	2	Council continues to conduct and support workshops, seminars and resources for the local community to raise awareness on companion animals management, however this is dependant on funding. Between 1 July 2022 and 31 December 2022, Council ran an educational media campaign for the following: <ul style="list-style-type: none"> - Pets are not Presents - Fireworks Awareness
Hectares of greenspaces maintained by Council (source: Council Data)	> 70 Ha	52 Ha	The greenspace areas maintained by Council include ovals and recreational parks.
Number of Aboriginal heritage listed sites across the Shire (source: Aboriginal Heritage Information Management System (AHIMS))	> 10 sites	1	1 site registered on State Heritage Register.

Measure	Target (June 2026)	Actual	Notes
Number of educational programs implemented (including the installation of information signage) (source: Council Data)	> 15 installations	0	Council will install interpretive signage in all cemeteries this year and the Kaputar Road parking bay will see additional signs added.
Number of Historic (non-Indigenous) heritage listed sites across the Shire (source: State Heritage Register)	> 50 sites	42	42 items registered in the Shire.
Percentage of Council's facilities run through renewable energy (source: Council Data)	> 20%	2	Total power consumption for the reporting period was 1,213,809kWh, with total solar generation of 19,317kWh.
Quantity of funds allocated to environmental initiatives (source: LLS North West Weeds Action Plan)	> \$250,000	\$280,000	Currently, for the 2022/2023 financial year, Council has not allocated any funds for environmental initiatives (in addition to biosecurity management programs already funded by the NSW Department of Primary Industries). Council will commence funding environmental initiatives in addition to these from 2023/2024.
Reduction of Council's fuel usage (source: Council Data)	< 400,000 L	149,982	Works in the shire have increased with flood damage work which is impacting the amount of fuel usage. the average monthly fuel is putting council on track to use approximately 600,000 litres. Council has had some issues with theft from assets left on site.
Trees planted by Council across the Shire (source: Council Data)	> 200 trees	60	Trees were planted along Narrabri creek after flooding to renew vehicle exclusion area.

2.2: An integrated and strategic built environment

Measure	Target (June 2026)	Actual	Notes
Air quality pollution	100%	100%	Air Quality measures are routinely measured and reviewed by NSW EPA via an air quality monitoring

Measure	Target (June 2026)	Actual	Notes
concentrations do not exceed National Environment Protection Measure Guidelines (source: NSW EPA)			network. Latest available report indicates full compliance with national environmental protection monitoring (NEPM) standards.
Community satisfaction with the Shire Roads Network (source: Community Satisfaction Survey)	<75%	58%	According to the Community Satisfaction Survey undertaken in 2021, 58% of the community is satisfied with the Shire Road Network.
Estimated rate of homelessness in the Shire (source: Australian Bureau of Statistics)	<1%		
Hectares of environmental zones, national parks, and nature reserves (source: Council Data)	> 170,000	170,195	Total hectares zoned (C1, C3, RE1, RE2) environmental, national parks and nature reserves.
Hectares of industrial and commercial zones (source: Council Data)	> 550 Ha	542 Ha	Total hectares zoned commercial and industrial across shire (IN1, IN2, B2 zonings)
Hectares of residential zones in the Shire (source: Council Data)	>4,900	4,702	Total hectares inclusive R1, R5 and RU5 zoned residential land.
Local Environmental Plan housekeeping reviews completed (source: Council Data)	100%	100%	Ongoing as required - Local Environmental plans updated with new employment zones, agritourism reforms and flooding clauses during the quarter.
Number of intermodal facilities in the Shire (source: Council Data)	>4	3	Narrabri has 3 existing intermodal facilities. The Northern NSW Inland Port (N2IP) development has the potential to provide further intermodal capabilities with direct access to Inland Rail infrastructure. Council has passed through Gate 4 of the EY driven Interface Improvement Programme. This

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Measure	Target (June 2026)	Actual	Notes
			looked at the viability of being able to access the Inland Rail infrastructure from the N2IP site. Council has been deemed a Special Activation Precinct (SAP) investigation area and is currently going through baseline reports in relation to this. This process was worked on throughout 2022 and will be into the first half of 2023.
Number of new residential developments approved in the Shire (source: Council Data)	> 10 developments	6	4 single dwellings and 1 dual occupancy approved between 1 July 2022 and 31 December 2022.
Quantity of income secured through Voluntary Planning Agreements (source: NSW DPE Regional Monitoring Data)	\$1,000,000	\$2,000,000	Council finalised and executed the Santos VPA in December 2022, with the first payment of 2 million dollars invoiced.
Regular Passenger Transport rates (source: Council Data)	>4,000	2,189	2,189 RPT passengers recorded through the Narrabri Terminal between 1 July 2022 and 31 December 2022.

2.3: A resilient and sustainable environment

Measure	Target (June 2026)	Actual	Notes
Average volume of household waste per 6 months (NSW average is 558kg per capita per annum) (source: Council Data)	<245 kilograms	288	During the period 1 July 2022 to 31 December 2022, an average of 48kg of household waste per month was produced, This is calculated off kerbside waste.
Average water consumption rate per household per year (source: Water NSW and Council Data)	300,000 litres	152,630 litres	Current consumption per house per year is less due to reduced average consumption from wet weather so far, this financial year.

Measure	Target (June 2026)	Actual	Notes
Income generated through the Section 7.12 Contributions Scheme (source: Council Data)	\$4 million	\$3.3 million	7.12 contributions paid on developments in the period 1 July 2022 to 31 December 2022. Of the 3.3 million dollars, 3.2 million dollars was obtained because of the Vickery Coal Mine Extension Development Application as per Council Resolution (269/2019).
Number of dwellings damaged by natural disasters (source: Resilience NSW and Local Emergency Services Data)	<0 dwellings	26	26 dwellings were damaged between 1 July 2022 and 31 December 2022. All were damaged in the October 2022 flood event.
Percentage of total water allocation for the Narrabri Shire consumed by Council (source: Council Data)	<15%	30%	Increase of 30% from 30 June 2022.
Percentage of waste diverted from landfill (source: Council Data)	>75%	37%	During the period 1 July 2022 to 31 December 2022, 710 tonnes of waste was diverted from landfill out of the total 1,950 tonnes.
Rate of Effluent Reuse (source: Council Data)	100%	0%	Ordinarily Council maintains a rate of 100% reuse of treated effluent via Federation Farms. However, recently Council has been discharging treated effluent into the Namoi river with Federation Farm's dams being full.
Value of projects funded through the Section 7.12 Contributions Scheme source: Council Data)	\$3 million	\$1 million	During the period 1 July 2022 to 31 December 2022 projects to the value of \$1,000,085 were funded through the Section 7.12 Contributions Scheme.
Volume of ground water extracted (source: Council Data)	<1 gigalitres	598 megalitres	Large number of leaks observed in the network has caused higher extraction rates this quarter.

Measure	Target (June 2026)	Actual	Notes
Volume of material reused (source: Council Data)	>3,000 tonnes	2,851 tonnes	During the period from 1 July 2022 to 31 December 2022, 2,851 tonnes of material was reused.

3: Our Economy

A strong, diverse and sustainable economy

3.1: A diverse economy

Measure	Target (June 2026)	Actual	Notes
Formal training opportunities available for youth (16-24 years) in the Shire (source: Australian Bureau of Statistics and Provider Data)	>300 places available	465	TAFE Certificated courses - 450 places available. Community College Certificated courses - 15 places available Therefore, total of 465 places available. There are 542 youth attending technical or further educational institutions, including TAFE and University. There are currently numerous courses that youth have access to via TAFE and the local RTA Community College, these courses are run face to face, online or as a hybrid of both. Courses are for a Certificate I, II, III, IV or above or provides license or other qualification.
Number of commercial developments completed in the Shire (source: Council Data)	>15	2	2 new commercial Occupation Certificates were issued between 1 July 2022 and 31 December 2022. Of these, 1 was issued by a private certifier external to Council.
Number of jobs within the Shire (source: Australian Bureau of Statistics)	>8,000	6,949	The job number of 6,949 comes from the 2021 Census and shows a sustainable increase from the 2016 census which had number of 6,553.
Number of programs targeted at local businesses and innovators (source: Council Data)	>10 programs	14	During the period from July to December 2022 a total of 14 programs have been delivered which included 51 events and activities, attracting 729 registered attendees/participants
Number of registered businesses in the Shire (source: REMPLAN)	>2,000	1,770	There are currently 1,770 operating businesses in Narrabri Shire which is an increase in businesses from 1,698 in June 2021.
Percentage of Shire's population	>20%	32%	32% of the Shire's population has a non-school qualification. This was sourced from REMPLAN

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Measure	Target (June 2026)	Actual	Notes
with non-school qualifications (source: REMPLAN)			Community Profile of the Narrabri Region. Of the 32%, 16% have a Bachelors qualification or higher.
Quantity of sales through the Why Leave Town Program (source: Why Leave Town Data)	>\$120,000	\$58,000	Separate to the value of sales achieved, a further \$100,000 was loaded onto cards from 1 July 2022 to 31 December 2022. There is a further \$239,000 loaded onto other cards that is still yet to be spent in the local businesses.
Shire's unemployment rate (source: REMPLAN)	<4%	5.4%	The unemployment rate in June 2022 was 5.4%. At the same period the NSW unemployment rate was 3.6%.

3.2: A regionally renowned economy

Measure	Target (June 2026)	Actual	Notes
Average spend per visitor to the Shire (source: REMPLAN)	>\$120	97	According to the latest available figures produced by Tourism Research Australia the average spend per visitor per trip is \$97.00. Please note this based on Domestic Day Trips.
Number of events, conferences and entertainment activities hosted in the Shire (source: Council Data)	>35	20	2 conferences at The Crossing Theatre and 18 entertainment activities which include theatre, annual celebration, live music, and exhibitions.
Number of State Significant Developments determined and approved in the Shire (source: NSW DPE Data)	>16 projects	14	14 State Significant Developments have been determined in Narrabri Shire. These include: - Narrabri Gas; - New Wee Waa High School; - Boggabri Coal Mine; - Silverleaf Solar Farm; - Narrabri Underground Mine Stage 3 Extension Project; - Maules Creek Coal Mine; - Wilga Park Power Station; - Vickery Mine Extension; - Narrabri Coal Mine - Stage 2; - Narrabri South Solar Farm; - Tarrawonga Coal Mine;

Measure	Target (June 2026)	Actual	Notes
			- Narrabri Gas Bibblewindi Exploration; - Vickery Coal Mine; and - Narrabri Gas Dewhurst Exploration.
Number of visitors to the Narrabri Region Visitor Information Centre (source: Council Data)	> 17,000 visitors	12,558	Based on the door count at the Narrabri Region Visitor Information Centre.
Population of the Shire (source: Australian Bureau of Statistics)	> 14,000	12,703	Sourced from the 2021 Census, this shows a decline in the population from that reporting in the 2016 Census, being 13,084.
Social Media Engagement (source: Council Data)	> 4,500 people	7,806	As per Facebook Professional Data. In the period 1 July 2022 to 31 December 2022, Narrabri Shire Council has had engagement on social media with 7,806 people.
Visitation to the Narrabri Shire (source: Destination NSW Data)	> 300,000	297,000	The latest available data produced by Tourism Research Australia in 2017 indicates 297,000 visitors to the Narrabri LGA per annum. Visitation statistics included are for holidays, business and visiting friends and relatives.

3.3: A resilient and sustainable economy

Measure	Target (June 2026)	Actual	Notes
Grant funding secured (source: Council Data)	> \$6 million	\$27.5 million	For the period, 1 July 2022 to 31 December 2022, Council applied for 38 grants. As at 31 December 2022, 31 applications worth \$29,778,493 were successful (less \$2,215,632 of Council's contributions).
Percentage of Council expenditure within the Shire (source: Council Data)	> 75%	26%	For the period of 1 July 2022 to 31 December 2022, 26% of Council's total expenditure went to local businesses and entities, with an address registered within the Narrabri Shire. This totalled \$5,394,588.
Quantity of Regional Exports (source: REMPLAN)	> \$3.3 billion	\$2.9 billion	Regional export number of \$2,977,000,000 is as of June 2021.

Measure	Target (June 2026)	Actual	Notes
Quantity of value added by industries within the Shire (source: REMPLAN)	>\$3 billion	\$2.1 billion	The last reported quantum of value-add report was \$2.172 Billion in June 2021. 63.7% of this is traced back to the Shire's mining sector.
Shire's Gross Regional Product (source: REMPLAN)	>\$3 billion	\$2.2 billion	Narrabri Shire's Gross Regional Product has increased from \$2.061 Billion in June 2021 to \$2.237 Billion in June 2022.
Successful grant applications (source: Council Data)	>75%	82%	For the period, 1 July 2022 to 31 December 2022, Council applied for 38 grants. As at 31 December 2022, 31 applications worth \$29,778,493 were successful (less \$2,215,632 of Council's contributions). Three applications were unsuccessful, and Council is awaiting the outcomes of the other four.

4: Our Civic Leadership

Council as a strong leader for the Community

4.1: A transparent and accountable Council

Measure	Target (June 2026)	Actual	Notes
All recordings of open council meetings are publicly available on Council's website (source: Council Data)	100%	100%	All public sessions of Council Meetings are placed on Council's website.
Community satisfaction with elected representatives (source: Community Satisfaction Survey)	>90%	65%	The 2021 Community Satisfaction Survey reported that 65% percent of those surveyed were satisfied with the Councillors at the time of being surveyed (being the 2016/2022 Council Term). The next Community Satisfaction Survey will be conducted in 2023.
Media content dedicated to raising awareness of Council's role in the community (source: Council Data)	60	105	For the period between 1 July 2022 to 31 December 2022, Narrabri Shire Council has produced media content raising awareness to the community 105 times.
Number of Code of Conduct breaches (source: Council Data)	0	1	Council received 1 Code of Conduct complaint between 1 July 2022 and 31 December 2022. All Code of Conduct complaints are investigated in accordance with Council's Adopted Code of Conduct, pursuant to the Local Government Act 1993.
Number of Public Interest disclosures received (source: Council Data)	0	2	Council received 2 Public Interest Disclosures between 1 July 2022 and 31 December 2022. All Public Interest Disclosures are investigated in accordance with Council's Adopted Public Interest Disclosures Policy, pursuant to the Public Interest Disclosure Act 1994.
Percentage of Operational Plan Actions completed (source: Council Data)	100%	9%	As at 31 December 2022, of Council's 421 Operational Plan Actions: - 39 Actions (9%) have been marked as 'Complete'; and - 324 Actions (77%) have been marked as 'On Track' for completion by 30 June 2023.

4.2: A strong Council that advocates for the Community

Measure	Target (June 2026)	Actual	Notes
Community satisfaction rate of Council's communications and provision of information (source: Community Satisfaction Survey)	>75%	65%	According to the Community Satisfaction Survey undertaken in 2021, 65% of those surveyed were satisfied with Council's communications and provision of information. Council continues to distribute information on Council-specific activities through Your Council, media releases, the Council website, fact sheets, social media and community radio sponsored announcements.
Community satisfaction rate of Council's operations (source: Community Satisfaction Survey)	>85%	60%	According to the Community Satisfaction Survey undertaken in 2021, 60% of residents were satisfied with Council's operation and responsiveness.
Number of submissions made to external parties on behalf of the community (source: Council Data)	>6 submissions	11	Multiple submissions were made to external agencies, including state and federal government, in relation to advocacy matters and issues of significant community interest. These include, but are not limited to major project reviews, telecommunications and legislative reform programs.
Percentage of calls resolved at first contact (source: Council Data)	>85%	77	On analysis of the snapshot of calls vs quick closes in CRM, Council's first call resolution percentage for the period 1 July 2022 to 31 December 2022 was determined to be 77%.
Visitation to Council's website (source: Google Analytics)	>12,000	39,000	Google Analytics was applied to the Narrabri Shire Council website from 1 July 2022 to 31 December 2022. This has provided accurate data on users accessing the Narrabri Shire Council homepage for the reporting period being 39,000.

4.3: A resilient and sustainable Council

Measure	Target (June 2026)	Actual	Notes
Asset renewal ratio (source: Council Data)	>100%	163%	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. This ratio approximates the extent to which assets managed by a local government are being replaced as these reach the end of their useful lives. It is calculated by measuring capital expenditure on renewal or replacement of assets, relative to depreciation expense. Expenditure on new or additional assets is excluded.

Measure	Target (June 2026)	Actual	Notes
Cash Expense Cover Ratio (source: Council Data)	<3 months	11.88	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. This ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow. Benchmark for this ratio is greater than 3 months.
Debt Service Cover Ratio (source: Council Data)	>2 times	18.51x	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. Councils have approximately twice as many financial assets as they do outstanding borrowings. The benchmark for this ratio is greater than 2.0.
Lost time injuries (source: Council Data)	<0	1,128 hours	<p>Council has seen improvement with the reporting culture amongst staff.</p> <p>Of the 1,128 hours lost between 1 July 2022 and 31 December 2022, only 353 hours were lost due to injuries that occurred (6 injuries in total) in 2022/2023, the remaining 775 hours were lost due to injuries that had occurred in previous financial years.</p> <p>Of these 6 lost time injuries that were incurred in 2022/2023, 4 are back to pre-injury duties and 2 are recovering at work.</p>
Number of health and wellbeing programs run by Council for staff (source: Council Data)	>4	2	Council participated in a muscular skeletal audit which has helped increase understanding of how to prevent such injuries. Council also arranged for a psychologist to deliver group mental health and wellbeing awareness training to staff and offer individual sessions with employees who wanted to attend.
Number of internal audits conducted (source: Council Data)	>12 audits	0	2 Internal Audits are currently in progress and scheduled to be completed before 30 June 2023. These audits are looking at Commercial Operations and Project and Contract Management. A third internal audit is scheduled to commence in 2023 and will examine Council's Payroll.
Operating Performance Ratio (source: Council Data)	>0%	5.86%	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. The operating performance ratio measures a council's achievement in containing operating expenditure within operating income. The benchmark for this ratio is 0% or greater.
Own Source Operating Revenue Ratio (source: Council Data)	>60%	60.91%	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. Own source revenue ratio measures financial flexibility. It indicates the degree of reliance on external funding sources such as grants, and contributions received by councils. A council has

Measure	Target (June 2026)	Actual	Notes
			improved financial flexibility with a higher level of own source revenue. Own source revenue includes rates, annual charges and user fees and charges.
Participation rate in the Staff Satisfaction Survey (source: Staff Satisfaction Survey)	>75%	45%	Based on the last Staff Engagement Survey undertaken in 2021, the participation rate was 45%.
Percentage of outstanding internal audit action items (source: Council Data)	<15%	61%	Of the 75 Action Items recommended through Council's Internal Audit Program, 29 have been completed.
Percentage of Policies reviewed annually (source: Council Data)	100%	100%	Between 1 July 2022 and 31 December 2022, Council undertook an extensive policy review and reviewed all its policies (consolidating where possible).
Rates and Annual Charges Outstanding Percentage (source: Council Data)	<10%	11.54%	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. This ratio assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of councils' debt recovery. Some councils may have agreements in place to assist ratepayers to reduce the debt owed to council. The benchmark for outstanding rates is <5% for city and coastal councils and <10% for regional and rural areas.
Staff Retention Rate (source: Council Data)	>80%	86%	For Quarter 1 and Quarter 2 2023 the retention rate of staff was 86%.
Unrestricted Current Ratio (source: Council Data)	<2 times	4.36x	This figure is sourced from Council's Unaudited Financial Statements for 2021/2022. The unrestricted current ratio (UCR) measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term. It does not include externally restricted activities such as water, sewer or specific grants and contributions.



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CCTV AS A CRIME PREVENTION TOOL

A Review and
Recommendations for
Narrabri Shire Council



Prepared by
The Centre for Rural Criminology
at the University of New England
November 2023

Executive Summary



This report examines the utility of Closed Circuit Television (CCTV) as a crime prevention tool in Narrabri Shire (NSW), with specific attention to Wee Waa. It evaluates CCTV's affectiveness and effectiveness based on criminological theories of rational choice and opportunity, which posit that potential offenders weigh the risks and rewards of their actions.

CCTV's symbolic value	CCTV meets a societal demand for surveillance and the psychological desire for safety. It acts as a symbolic measure, providing a sense of security and guardianship.
CCTV's deterrent effect	The perceived risk of detection by CCTV can deter crime. However, this effect is limited if offenders believe the risk of quick detection and detention is low.
General effectiveness	While CCTV has potential as a crime prevention tool, it is most effective when part of an integrated approach that includes active monitoring, community engagement, and other interventions.
Effectiveness in specific contexts	CCTV has demonstrated utility in preventing property crimes, especially in car parks, but is less effective in deterring violent crimes, particularly those linked to intoxication.
AI integration	Augmenting CCTV with AI can improve its monitoring capability by identifying unusual behaviours and aiding real-time law enforcement response.
Increased lighting	As a stand-alone or adjunct to CCTV, increased lighting has been shown to reduce crime rates by 20-30% and positively alter the image of neighbourhoods.

02

The utility of CCTV as a crime prevention intervention

CCTV is argued to be an effective crime prevention tool for a number of reasons: (i) it increases the risk of getting caught; (ii) it increases feelings of safety; (iii) it is a force multiplier in providing guardianship; and (iv) it displaces undesirable elements due to increased usage of an area (Matczak et al., 2021).

These assertions are based on rational choice- and opportunity-based criminological theories (Lim & Wilcox, 2016; Molepo et al., 2020; Ratcliffe & Groff, 2019). These theories posit that offenders engage in a cost-benefit analysis, considering the risk and effort involved against the potential reward of their actions (Sutton et al., 2021; Turanovic & Pratt, 2019; White et al., 2017). Sutton et al. (2021) suggest that the possibility of being caught and facing immediate consequences is a more potent deterrent than the severity of distant potential punishment.

Important aspects of any crime prevention intervention are both its affective and effective value. Affectively, it is evident that CCTV holds an emotional significance as it meets a societal desire for surveillance as a means of protection. Therefore CCTV represents a symbolic measure that addresses the psychological necessity to feel safeguarded, rather than offering actual security. As such, in some circumstances, CCTV can be counterproductive and even cause an increase in victimisation by providing a false sense of security.

Effectively, the evidence indicates that a standalone CCTV system has a limited and focused utility as a crime prevention tool. An integrated CCTV system with existing law enforcement through AI monitoring along with increased lighting may improve its utility for preventing crime.



Affectiveness of CCTV



The affective value of a crime prevention intervention is its symbolic value in meeting the expectations of both specific users and the community at large (Sutton et al., 2021). CCTV, it could be argued, meets this threshold simply because of the proliferation of public systems and the public demand for their installation (Ratcliffe & Groff, 2019).

Particularly, Piza et al. (2014) argues that people have an unquestioned belief in the power of technology to solve problems: that if there is a problem there must be a technological fix, which CCTV most certainly provides.

Ratcliffe and Groff (2019) argue that CCTV does provide a form of social control which can lead to voluntary self-enforcement: in essence, substituting the physical presence of a police officer walking the streets with an electronic guardian who is ever-present.

What is clear is that CCTV does have an affective value in that it fulfills a public need for the ever-present guardian to provide protection which can be achieved through the use of technology. In essence, Freiberg (2001) argues that this is a symbolic intervention which meets the psychological need to believe one is protected rather than actually providing such protection.

However, without an associated effective value, CCTV can have negative impacts and consequences. Particularly, Piza et al. (2014) argue that CCTV gives people a sense of security which is not necessarily negative; however, such a sense of security can be based upon the false premise that CCTV will provide a level of personal protection. When that level of protection is not forthcoming, though, it can lead to increased victimisation.

The other issue that researchers identify is that CCTV can lead to less vigilance from other guardians, both formal and informal, owing to the mistaken belief that this guardianship is being provided by the CCTV system creating 'the illusion of safety' (Webster, 2021). Furthermore, CCTV's impact on fear of crime has produced mixed results, with some studies showing a reduction in fear while others suggest minimal or no effect.

Effectiveness of CCTV

The effectiveness of a crime prevention tool is how well it achieves the goal of reducing crime (Sutton et al., 2021). This assessment of the effectiveness of CCTV is based on the assumption that it is a standalone system which is not integrated into wider crime prevention measures: that is, it is passively monitored and only accessed when an incident occurs or is run in the background in an office environment such as a police station. Ratcliffe and Groff (2019, p. 160) found from their research that:

“... it is clear that there was no significant return on investment for CCTV systems that are not actively monitored...”

In essence, this comes back to the theoretical underpinning of CCTV and rational choice. If offenders believe that their chances of being caught and quickly detained are low, they may assess that the immediate benefits of their actions outweigh the risks (Turanovic & Pratt, 2019). However, that is not to say that the systems cannot be effective as a crime prevention tool.

Although there is not a causal link in general for CCTV and reductions in crime, there are clear trends for the types of crimes and locations which it is an effective tool (Dąbrowski et al., 2018). What is clear is that CCTV is not effective for preventing violent crimes particularly those where intoxication is involved such as in the night time economy (Molepo et al., 2020; Ratcliffe & Groff, 2019).

Given that the theoretical basis for CCTV as a crime prevention tool is centred upon rational choice, and intoxication inhibits such choices, this finding should not be surprising (White et al., 2017). However, if CCTV is used to focus policing activity and direct responses during the night-time economy there can be a reduction in the overall harm (Lawson et al., 2018; Piza et al., 2014; Ratcliffe & Groff, 2019).

The important aspect here, though, is the ability to direct intervention resources (Lim & Wilcox, 2016; Welsh et al., 2019). In essence, those monitoring the CCTV system need to be able to direct resources, predominantly police, to the scene of an incident in real time so they can intervene.



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Effectiveness of CCTV

There are clear instances that CCTV is an effective crime prevention tool related to the theft of, or theft from, motor vehicles in a car park (Dąbrowski et al., 2018; Gill et al., 2005; Lawson et al., 2018; Lim & Wilcox, 2016; Molepo et al., 2020; Piza et al., 2014).

However, it is important to remember that although the initial installation of CCTV in these environments may act as a deterrent, such a deterrent value will be lost if offenders learn that the system is not monitored and hence there is no increased risk of detection (Piza et al., 2014).

For example, an innovative and successful approach to proactively inform potential offenders was taken at British Transport car parks where CCTV systems were fitted with speakers to enable operators to announce their presence to those acting suspiciously (Gill et al., 2005). (Gill et al., 2005).



CCTV system with AI monitoring

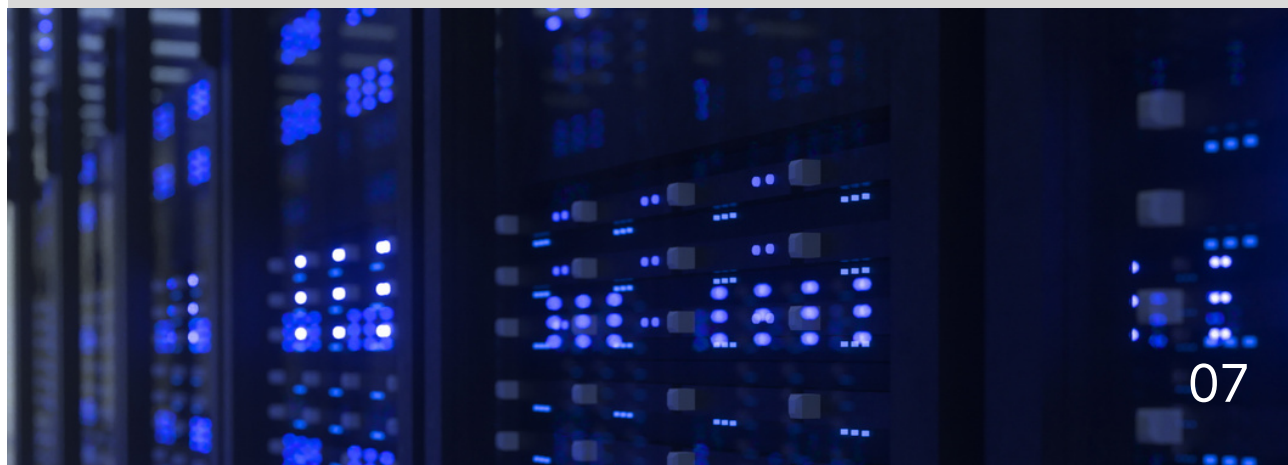
To be effective CCTV needs to be integrated into a holistic intervention which has active monitoring and response. Although CCTV is viewed as a force multiplier, allowing for more productive deployment of police resources, it does come with the added cost of monitoring (Welsh et al., 2019). This can be prohibitive since effective monitoring can be resource-intensive, particularly as networks of cameras are expanded (Kirichenko et al., 2022).

An emerging solution to this problem is the use of artificial intelligence (AI) technology to augment human monitors and send an alarm to the response capability (Usha Rani & Raviraj, 2023).

In this context, AI-enabled monitoring systems use a rule-based algorithm to detect unusual behaviour (Ansari et al., 2023; Kirichenko et al., 2022; Webster, 2021; Whittaker, 2021). The system learns what is (ab)normal behaviour by being exposed to particular interactions and scenarios. This feature helps in pre-emptively identifying potential security threats or emergencies. For instance, AI can detect unusual patterns such as someone loitering in a restricted area, a crowd forming suddenly, or an individual moving against the flow of traffic.

In addition to behavioural analysis, AI systems can analyse vast amounts of video data, much more efficiently than human operators. They can provide insights and reports based on this analysis, such as identifying high-traffic times and areas or tracking visitor trends in a retail or public space.

Notably, such a system also has the advantage of being able to network, via secured internet connections, to both public (e.g. council public space systems) and privately (e.g. from wall-mounted cameras to doorbells) owned systems. The consequence of this networking is that the systems can be monitored anywhere in the world.



CCTV system with AI monitoring

Apart from cost, there are a number of issues with an AI based monitoring system. First and foremost is privacy. CCTV has always attracted concerns regarding privacy; however, this is exacerbated with the use of AI and the potential of 'Minority Report' style tracking of people which these systems are capable of (Singh et al., 2023; Webster, 2021).

From a technological perspective, there is also the requirement to program the system and train it to detect what is 'normal' and 'abnormal' in the treated environment. This will require human resources in the initial rollout to concern or deny alerts of abnormal behaviour to the system on top of any interaction with response capabilities (Ansari et al., 2023; Nouri, 2020; Rehman et al., 2023; Zhu et al., 2023).

Furthermore, although the systems can be highly accurate in a controlled environment, such as in a retail establishment, such reliability decreases as the number of variables in an uncontrolled environment, such as a public space, increases (Ansari et al., 2023; Kirichenko et al., 2022).

Zhu et al. (2023) highlight that there is at times a trade-off to be made between what is required for monitoring by the AI system and later forensic examination leading to the identification of an offender. Whilst AI monitoring is focused on movement and so on of the overall person, often from a bird's eye view, forensic identification often requires a high-resolution image of a person's face.

The use of AI-enabled CCTV systems is showing promise in filling the monitoring gap in traditional CCTV and thereby allowing it to achieve its potential as a force multiplier and effective crime prevention tool. However, it also needs to be remembered that AI does not overcome the need to be integrated into a (dedicated) response capability to avoid providing the 'illusion of safety' rather than a protective guardian (Webster, 2021).



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Increased lighting

Increased lighting is an alternative, as well as an adjunct, to CCTV systems: with the added advantage that it does have a proven effectiveness rate to reduce crime from between 20 – 30% when first installed (Farrington & Welsh, 2006; Mitre-Becerril et al., 2022; Welsh & Farrington, 2008; Welsh et al., 2022).

Somewhat counter-intuitively, this reduction in crime has occurred not only at night, when the lighting is operational, but also during the day (Farrington & Welsh, 2006). It is argued by Welsh et al. (2022) that this is because increased lighting is very much grounded in the principles of situational crime prevention.

Particularly, it creates natural surveillance not only directly (through increased visibility) but also indirectly. Such an indirect impact is because it changes the nature of the overall environment, increasing the usage of public spaces, and particularly, producing a positive image of the neighbourhood (Mitre-Becerril et al., 2022; Welsh et al., 2022).

However, it is important to note that increased lighting has a greater effect on property rather than violent crime (Welsh et al., 2022). This is due to the often more spontaneous nature of most violent crimes and the lack of rationality when these offences occur (White et al., 2017).

The effective value of increased lighting goes beyond those of its small area of coverage, such as that of CCTV, to benefit the wider neighbourhood without the privacy issues of the latter (Farrington & Welsh, 2006).

It is important to note that, unlike CCTV, there is a substantive amount of evidence of its effectiveness which has been confirmed through systematic reviews (Welsh & Farrington, 2008; Welsh et al., 2022).

Furthermore, there is little evidence of displacement and, although it does plateau over time, the reduction in crime from increased lighting is sustained (Mitre-Becerril et al., 2022).

Increased lighting

An innovative approach to overcome issues of lighting pollution has seen the integration of AI which dims the brightness of lighting when no movement is detected and will then brighten the lights when usage is detected. Welsh et al. (2022) found that this does not alter the effectiveness of lighting as a crime prevention tool.



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Council Perspectives on B2B CCTV

As a part of this review on CCTV, we sought both council (N= 11) and Community Stakeholder (N= 7) perspectives on CCTV in Narrabri and the use of Back to Base (B2B) CCTV in Wee Waa specifically. Council participants included a range of individuals working for/representing Narrabri Shire Council. Community Stakeholders included representatives from key organisations in Narrabri Shire. Interviews with participants were transcribed and thematically analysed using NVivo Software.

Council representatives expressed mixed views regarding the efficacy of CCTV and B2B CCTV systems. The effectiveness of B2B CCTV was debated, with some supporting its implementation for reasons that others found to be drawbacks.

For instance, Participant 10 pointed out that while people may forget about the cameras and commit crimes, the fact that the cameras are not immediately obvious or signalled by light could reduce their deterrent effect. Yet, this same characteristic allows the CCTV to record offences undetected.

Another member (Participant 9) questioned the overall deterrence value of CCTV, noting that despite its presence, crimes continue to occur, particularly at night. They observed that offenders might view evading CCTV as a challenge, rendering the investment in the technology more costly than beneficial.

On the other hand, those who favoured CCTV highlighted its utility for law enforcement, particularly for deterring crime and providing immediate notifications of criminal activity. Participant 6 argued for the practicality of police having direct access to CCTV feeds to enable a swift crime response, rather than waiting days to review footage. Participant 1 was a strong proponent of B2B CCTV, suggesting that with technological advancements such as the National Broadband Network (NBN), police could potentially access real-time footage, enabling quicker responses to incidents.



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Council Perspectives on B2B CCTV

However, concerns were raised about the capacity to operate these systems effectively. Participant 8 mentioned safety issues related to CCTV feeds, especially in places like the Wee Waa Library where only one worker might be present. Participant 5 pointed out that the lack of 24-hour police staff could undermine the enforcement function of B2B CCTV, as there might not be personnel available to respond to incidents captured on camera.

Likewise, participant 9 criticised spending on B2B CCTV without adequate personnel to monitor the systems, suggesting that it could be a waste of funds without the proper infrastructure to support its intended purpose.

Some council representatives critiqued CCTV as being ineffective in crime prevention, merely displacing crime to areas not covered by cameras, as mentioned by Participant 4. They suggested that investing in CCTV might not address the underlying causes of crime and proposed that resources might be better allocated towards addressing these root issues.

This sentiment was echoed by Participant 3, who considered such technology more of a superficial fix than a solution to the deeper problems facing the community. Finally, Participant 2 recognised the potential benefits of having cameras that could feed directly to the police but also acknowledged that preventing crime is preferable to catching criminals after the fact.



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Community Stakeholder Perspectives on B2B CCTV

Opinions among the community stakeholders were split on the effectiveness of B2B CCTV as a crime prevention tool. Three participants (12, 13 and 14) were in favour, citing its enforcement benefits, whereas three others (15, 16 and 17) were not convinced of its deterrent effect or its overall usefulness, labelling it as punitive rather than preventative. Participant 18 remained undecided.

Participant 16 sceptically remarked that B2B CCTV might prevent crime only if it changed the behaviour of potential offenders, such as by inducing them to take extra measures to avoid identification, including wearing disguises like balaclavas. Participant 17 doubted the deterrent power of CCTV, suggesting that those committing thefts are not particularly concerned about being caught on camera and that for some the thrill of evading surveillance might even enhance the appeal of committing crimes.

Participant 15 argued that having community members actively involved in the day-to-day life of the town is a more effective approach to crime prevention than someone passively observing multiple screens, which they viewed as a poor use of funds.

Those who supported the use of B2B CCTV, like Participant 12, discussed its usefulness from a law enforcement viewpoint, mentioning that even if the system was not actively monitored, the recorded footage could be used reactively by police. For example, this participant recounted an instance at Tamworth Police Station where the B2B CCTV system enabled a quick police response to a break-in, with officers arresting the perpetrators on the scene.

Participant 14 also supported the B2B CCTV system, acknowledging its value in allowing police to review footage at a later time, which could be particularly beneficial for areas that do not have round-the-clock police presence.



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TOP 5 KEY TAKEAWAYS

1

Symbolic and practical value

CCTV holds symbolic value in fulfilling the public need for constant surveillance and protection, giving an impression of security. Practically, **its effectiveness is limited without integration into broader law enforcement strategies** and requires active monitoring to be a productive crime prevention tool.

2

Rational choice theory

The theoretical underpinning of CCTV's effectiveness is rooted in rational choice theory. Offenders are less likely to commit crimes if they perceive a high risk of detection. CCTV can increase the perceived risk of getting caught, but its deterrent effect is diminished if offenders believe they won't be detected and apprehended quickly.

3

AI monitoring integration

The integration of artificial intelligence (AI) with CCTV could enhance its effectiveness by analysing behaviour patterns and efficiently monitoring large volumes of video data. AI enables proactive detection of potential threats and can direct law enforcement in real time, addressing the limitation of passive monitoring.

4

Privacy concerns and AI limitations

While AI-enhanced CCTV systems promise better monitoring, they raise privacy concerns and require careful programming to distinguish between normal and abnormal behaviour. Their reliability can be compromised by the complexities of uncontrolled environments, like public spaces.

5

Increased lighting as a complementary measure

Increased lighting has been proven to reduce crime and can be a complementary measure to CCTV. It is effective because it enhances natural surveillance and improves the overall image of a neighbourhood, leading to increased public space usage.

Recommendations

1. Audit current CCTV system and infrastructure

Conduct a comprehensive audit of the existing CCTV infrastructure to assess its current capabilities, coverage and effectiveness. This should include a review of camera locations, quality of footage, system maintenance, and the procedures for data storage and (police) access. The audit should also evaluate potential integration with AI technology and the capability for real-time monitoring. The findings would provide a baseline for improvements and guide the strategic expansion or upgrading of the system to meet current and future security needs.

2. Audit and enhance public area lighting

Perform an audit of the current lighting situation in public areas. This audit should evaluate the intensity, coverage and operational status of existing lighting, and identify areas where lighting is insufficient. Based on the audit results, enhanced lighting in public areas would improve visibility and safety. Well-lit environments not only deter crime but also work synergistically with CCTV systems to enhance surveillance capabilities. Council could also consider the implementation of smart lighting solutions that can adjust brightness based on movement, which can be integrated with the AI-enhanced CCTV system to optimise the crime prevention strategy.

3. Explore feasibility of B2B CCTV and integrate with active monitoring and response

Before the implementation of a B2B CCTV system, Council should conduct a thorough feasibility study to assess the practicality and potential impact of such a system in Wee Waa. This study should take into account the unique needs of the community, existing infrastructure, budget constraints and privacy concerns. If deemed feasible, the wider B2B CCTV system should be designed to be actively monitored, potentially by integrating AI technology to enhance the capabilities of human operators. The system should be proficient in detecting unusual behaviour and facilitating real-time alerts to law enforcement, ensuring that the surveillance is not just passive but a proactive tool in crime prevention and community safety.

Recommendations

4. Engage the community

Active community involvement is crucial in the deployment of CCTV systems. Council should facilitate open dialogues through workshops, public forums and/or surveys to gather input, and address concerns about CCTV deployment. Educational initiatives can demystify the technology, highlighting both its benefits and limitations, to set accurate community expectations. This communication may also have positive affective benefits as the community may *feel* safer while understanding the limitations of CCTV in providing security.

5. Evaluate and adapt the approach

Council should regularly assess the effectiveness of the existing CCTV system and be prepared to adapt the strategy based on empirical evidence and community feedback. This could include adjusting camera placement, improving AI algorithms, or integrating additional tools such as emergency call points. Regular reporting to the community on the system's performance and any adjustments will be essential for maintaining public trust and support.



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Narrabri Shire Crime Prevention Plan 2024 – 2028



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Photos by Abs-Al-oot Horizons Photography

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**Narrabri Shire Crime
Prevention Plan:**
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Introduction

In 2023, the Narrabri Shire Council engaged the Centre for Rural Criminology at the University of New England to develop an evidence-based crime prevention plan.

The Narrabri Shire Crime Prevention Plan 2024-2028 is the product of extensive research on crime and crime prevention in the Shire, drawing on varied research methodologies.

This Plan was created in consultation with the Oxley Police District, the Narrabri Shire Crime Prevention Committee and key community agencies, organisations and service providers. Most importantly, the Plan is the product of extensive community consultation and input.

Drawing on this engagement, along with the data and evidence collected through the research process, the Plan provides the Shire with an in-depth understanding of crime and crime prevention and an evidence-informed Action Plan to address crime within the Narrabri Shire Local government area.

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Methodology

The following is a brief description of the multiple methodologies used to understand crime in the Shire and identify local concerns and opportunities for improved community safety. The evidence gathered throughout this research process has been used to inform the Narrabri Shire Crime Prevention Plan 2024-2028.

Literature review

Exploration and analysis of the leading crime prevention literature nationally/internationally to identify best practice and evidence based interventions.

Statistical analysis

Analysis of secondary crime statistics (i.e. ABS; BOCSAR) to develop a community and crime profile of the Shire.

Semi-structured interviews

Interviews to understand the roles and views of key stakeholders involved in crime prevention in the Shire:

- One-on-one semi-structured interviews with external stakeholders (e.g. community leaders; key organisations etc.)
- One-on-one semi-structured interviews with internal stakeholders (i.e. Council staff; Counsellors etc.)
- Group interview with Narrabri Shire Council and Community representatives
- Group interview with Narrabri Shire Crime Prevention Committee

Focus groups

Two community focus groups to understand community sentiment toward relevant crime and crime prevention issues across the Shire.

Community survey

Community attitude survey to measure community sentiment toward key relevant issues across the Shire, including victimisation and community involvement.

Social media analysis

A 'netnography' of Facebook groups and other forums examining public opinion and community perspectives around crime in the Shire.





Crime Prevention: From global to local

The following legislation, policy and regulatory documents provide the Narrabri Shire Crime Prevention Plan with context and guidance and help us to situate the Plan within the broader context of crime prevention, which is a shared responsibility.

International

United Nations (UN) 2030 Agenda for Sustainable Development

The [UN 2030 Agenda for Sustainable Development](#) is a global framework aimed at ending poverty, protecting the planet and ensuring prosperity and peace. [According to the UN](#):

“The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by

all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.”

Central to the agenda are the 17 Sustainable Development Goals (SDGs) which address key global challenges like health, education, inequality, economic growth, climate change, peace and justice.

Relevant Strategies / Actions / Information

The [United Nations Office on Drugs and Crime \(UNODC\)](#) has linked the majority of the 17 Sustainable Development Goals to crime prevention and criminal justice:

Goal 1: End poverty in all its forms everywhere

- Corruption and poverty
- Violence and poverty

Goal 3: Ensure healthy lives and promote well-being for all at all ages

- Access to health care in prisons

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- Access to education in prisons

Goal 5: Achieve gender equality and empower all women and girls

- Corruption and gender
- Gender and the criminal justice system
- Measures to prevent violence against women
- Human rights and counter-terrorism
- The rights of smuggled migrants and victims of human trafficking
- The question of cyberbullying

Goal 6: Ensure availability and sustainable management of water and sanitation for all

- Impact of corruption on human rights

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- Corruption and sustainable development
- The impact of corruption on human rights
- Rehabilitation of prisoners

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

- The role of the media in the fight against corruption

Goal 10: Reduce inequality within and among countries

- The impact of corruption on human rights
- Human rights and counter-terrorism

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable

- Protection of nuclear materials
- Trafficking in cultural property
- Wildlife and forestry crime
- Money-laundering and organized crime
- Armed conflict and small arms proliferation
- Armed violence and security
- Arms embargoes
- Corruption and firearms flows
- The role of the media in the fight against corruption
- Diversion of arms
- Civil society participation and oversight of firearms control
- Destruction of confiscated and seized firearms
- Investigation and prosecution of firearms-related crimes
- The rights of smuggled migrants and victims of human trafficking
- Violence against smuggled migrants
- Measures to criminalize smuggling of migrants and trafficking in persons
- The role of organized criminal groups in the smuggling of migrants
- Online sexual exploitation of children
- The use of the Internet for terrorist purposes

- Prevention of cybercrime and other illicit uses of the Internet
- The question of cyberbullying
- Cyber-enabled financial crimes
- Hacking and national security
- Hate speech and terrorism
- Human rights and counter-terrorism
- Protection of nuclear materials
- Online recruitment of foreign terrorist fighters
- Countering violent extremism
- The right to privacy and counter-terrorism
- Financing of terrorism
- Protection of victims of terrorism
- Prosecution of terrorism-related cases
- Investigation and prosecution of firearms-related crimes
- The rights of smuggled migrants and victims of human trafficking
- Violence against smuggled migrants
- Measures to criminalize smuggling of migrants and trafficking in persons

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

- Protection of nuclear materials

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss

- Wildlife and forestry crime
- Protection of nuclear materials

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

- Bribery in law enforcement agencies
- The role of civil society (or the participation of society) in countering corruption
- Corruption and sustainable development
- The impact of corruption on human rights



- | | |
|--|--|
| <ul style="list-style-type: none"> • Corruption in sporting events • Protection of whistle-blowers • Access to information and corruption • Corruption in the private sector • Corruption and gender • Corruption and poverty • Violence against children • Violence and poverty • Discrimination in the criminal justice system • Relations between police and young people • Access to health care in prisons • Access to education in prisons • Rehabilitation of prisoners • Alternatives to imprisonment • Gender and the criminal justice system • Measures to prevent violence against women • Access to legal aid and pretrial detention • New and emerging forms of organized crime • Assistance to victims and protection of witnesses of organized crime • Organized crime and terrorism • International cooperation in the fight against organized crime • Trafficking in cultural property • Wildlife and forestry crime • Money-laundering and organized crime • Armed conflict and small arms proliferation • Armed violence and security • Arms embargoes • Corruption and firearms flows • The role of the media in the fight against corruption • Diversion of arms • Civil society participation and oversight of firearms control • Destruction of confiscated and seized firearms • Investigation and prosecution of firearms-related crimes • The rights of smuggled migrants and victims of human trafficking • Violence against smuggled migrants • Measures to criminalize smuggling of migrants and trafficking in persons | <ul style="list-style-type: none"> • The role of organized criminal groups in the smuggling of migrants • Online sexual exploitation of children • The use of the Internet for terrorist purposes • Prevention of cybercrime and other illicit uses of the Internet • The question of cyberbullying • Cyber-enabled financial crimes • Hacking and national security • Hate speech and terrorism • Human rights and counter-terrorism • Protection of nuclear materials • Online recruitment of foreign terrorist fighters • Countering violent extremism • The right to privacy and counter-terrorism • Financing of terrorism • Protection of victims of terrorism • Prosecution of terrorism-related cases • Investigation and prosecution of firearms-related crimes • The rights of smuggled migrants and victims of human trafficking • Violence against smuggled migrants • Measures to criminalize smuggling of migrants and trafficking in persons • The role of organized criminal groups in the smuggling of migrants • Online sexual exploitation of children • The use of the Internet for terrorist purposes • Prevention of cybercrime and other illicit uses of the Internet • The question of cyberbullying • Cyber-enabled financial crimes • Hacking and national security • Hate speech and terrorism • Human rights and counter-terrorism • Protection of nuclear materials • Online recruitment of foreign terrorist fighters • Countering violent extremism • The right to privacy and counter-terrorism • Financing of terrorism • Protection of victims of terrorism • Prosecution of terrorism-related cases |
|--|--|

Source: [UNODC. \(2023, November 12\). Crime prevention, criminal justice, the rule of law and the Sustainable Development Goals.](#)

International

United Nations (UN) Guidelines for the Prevention of Crime

The UN outlines standards for crime prevention and criminal justice strategies. According to the [United Nations Office on Drugs and Crime](#):

“The UN standards and norms on crime prevention and criminal justice are authoritative normative instruments. While lacking direct legal binding force, these normative instruments reflect important political commitments made by States. This means that

States are bound in a common aspiration to uphold minimum standards and enact certain safeguards. The consequence for breaches of these standards is a loss of standing and reputation at the international level.”

In Australia, all levels of government develop crime prevention frameworks guided by the UN Guidelines for the Prevention of Crime.

Relevant Strategies / Actions / Information

The 2002 UN Guidelines for the Prevention of Crime outline eight principles on which prevention should be based:

- Government leadership: at all levels to create and maintain an institutional framework for effective crime prevention
- Socio-economic development and inclusion: integration of crime prevention into relevant social and economic policies, focus on integration of at-risk communities, children, families and youth
- Cooperation and partnerships: between government organisations, civil society, business sector

- Sustainability and accountability: adequate funding to establish and sustain programs and evaluation and clear accountability for funding
- Use of a knowledge base: using evidence of proven practices as the basis for policies and programs
- Human rights/rule of law/culture of lawfulness: respect for human rights and promotion of a culture of lawfulness.
- Interdependency: take account of links between local crime problems and international organised crime
- Differentiation: respecting different needs of men and women and vulnerable members of society

Source: [UN Economic and Social Council \(ECOSOC\)](#), [UN Economic and Social Council Resolution 2002/13: Action to Promote Effective Crime Prevention](#), 24 July 2002, E/RES/2002/13.



Federal

National Crime Prevention Framework

The Australian Institute of Criminology prepared the National Crime Prevention Framework on behalf of the Australian and New Zealand Crime Prevention Senior Officers' Group (ANSCP SOG)

As stated in the [National Crime Prevention Framework](#):

"The Australian and New Zealand Crime Prevention Senior Officers' Group (ANZCP SOG) provides a national forum for senior crime prevention staff from each State and Territory as well as Commonwealth and New Zealand government to exchange and share information about crime prevention practices.

The ANZCP SOG aims to:

- Support strategic thinking and policy development on crime prevention issues;
- Promote inter-jurisdictional collaboration;
- Promote and encourage strategic research in crime prevention; and
- Share information on matters to be discussed at relevant ministerial and senior officer forums.

The Australian Institute of Criminology is Australia's national research and knowledge centre on crime and justice. It seeks to promote justice and reduce crime by undertaking and communicating evidence-based research to inform policy and practice."

Relevant Strategies / Actions / Information

The National Crime Prevention Framework is guided by the principles for crime prevention outlined by the UN, while making important extensions and adaptations to ensure that crime prevention strategies are appropriate for the Australian context.

The National Crime Prevention Framework outlines the requirements for effective crime prevention:

"Promising programs are those that adhere to principles of good practice, are based on sound crime prevention theory and are targeted at the causes of crime. They may have already shown some evidence of success

but are not yet evaluated or, where they have been evaluated, the evidence regarding their effectiveness is not yet clear.

Effective crime prevention requires careful consideration of the evidence base with regard to identifying possible interventions, the circumstances in which these interventions will be delivered and how they will be adapted to suit local conditions. It also requires an understanding of what needs to be done and the factors that are integral to successful implementation. Initiatives should be supported on the basis that they are shown to target factors known to influence crime, are consistent with proven or promising practice and adhere to best practice in implementation."

Source: [Australian Government. 2012. National Crime Prevention Framework. Special reports. Canberra: Australian Institute of Criminology.](#)

State

NSW Government Crime Prevention Plan 2021

The [NSW Government's Department of Communities and Justice](#) provides evidence-based strategies for the prevention of crime for businesses, community leaders, individuals, government agencies and local Councils.

"[Crime Prevention Programs \(CPP\)](#), Department of Communities and Justice, leads

the development of evidence-based policies and programs to prevent crime and reduce re-offending in NSW. CPP works in close collaboration with communities, government agencies, business and other service providers. CPP's programs are implemented through targeted measures, with an emphasis on the criminal justice system."

Relevant Strategies / Actions / Information

In the [NSW 2021: a Plan to make NSW number one](#), the NSW Government makes a commitment to maintain a strong focus on frontline policing and target crime hotspots and repeat offenders to reduce the level of crime in NSW. It was also a focus to provide communities with more ways to be

involved in local crime prevention activities to improve safety and security in the neighbourhoods.

- Prevent and reduce the level of crime
- Prevent and reduce the level of re-offending
- Improve community confidence in the justice system

Sources: [NSW Government. \(2023, November 13\). Crime Prevention Programs \(CPP\)](#), [NSW Government. 2011. NSW 2021 A Plan to Make NSW Number One. Department of Premier and Cabinet.](#)





State

NSW Police Force Crime Prevention Strategy 2015 – 2017

The mission of the NSW Police Force, as set out in the [Police Act 1990](#), is to work with the community to reduce violence, crime and fear.

The NSW Police Force aims to protect the community and property by:

- preventing, detecting and investigating crime
- monitoring and promoting road safety
- maintaining social order
- performing and coordinating emergency and rescue operations

Relevant Strategies / Actions / Information

[The NSW Police Force Crime Prevention Strategy](#) states the following:

Crime prevention requires understanding and responding to both cause and the crime. Crime prevention is achieved when:

- Police respond to a crime issue before it becomes a significant crime problem and reduce the need to repeatedly respond to similar incidents

- Police and communities work together with other partners to understand the problem and implement local solutions
- Intervention occurs which prevents or reduces crime that may have occurred if that intervention did not take place

Source: [NSW Police Force. \(2017\). NSW Police Force Crime Prevention Strategy 2015-2017.](#)

State

The Children (Protection and Parental Responsibility) Act 1997 (the Act)

The [Children \(Protection and Parental Responsibility\) Act 1997](#) safeguards children from abuse and neglect. It outlines the duties of parents and guardians in ensuring the well-

being of their children, facilitates collaboration between various agencies and provides a framework for government intervention in cases where child safety is at risk.

Relevant Strategies / Actions / Information

Part 4 of the Act provides the Attorney General opportunities to support Local Government

in the development of local crime prevention plans in conjunction with the community.

Regional and Local

New England North West Regional Plan 2036 & New England North West Regional Plan 2041 (developed by the NSW Department of Planning)

According to [the NSW Department of Planning](#):

“The Regional Plan provides an overarching framework to guide subsequent and more

detailed land use plans, development proposals and infrastructure funding decisions. Priorities for each Council are set out in Local Government Narratives, which will guide further investigations and implementation.”

Relevant Strategies / Actions / Information

The [Regional Plan 2036](#) outlines its vision for preventing the occurrence of crime in Direction 19:

- Support healthy, safe, socially engaged and well-connected communities. Crime prevention through environmental design principles can reduce the potential for crime through design and place management, helping people to feel safe and more comfortable. Safe, active and lively

community space are often supported by events and promotion. This fosters healthy living through physical activity, social interaction and community pride

The [Regional Plan 2041](#) extends upon the above Direction with Strategy 7.1:

- Use local plans to enhance the amenity, vibrancy and safety of centres and township precincts

Sources: NSW Government. 2017. [New England North West Regional Plan 2036](#), NSW Government 2022. [New England North West Regional Plan 2041](#).

Regional and Local

Narrabri Shire Council Community Strategic Plan 2017-2027

The [Community Strategic Plan](#) presents the community endorsed vision and strategic plan for Narrabri Shire. Informed through extensive community engagement, the plan captures the

voice of the local community and expresses key priorities and strategic directions for the Narrabri Shire Local Government Area

Relevant Strategies / Actions / Information

The Narrabri Shire Council outlines several strategies to ensure the safety and wellbeing of the community. Regarding the prevention of crime, Strategy 1.1.2 aims to:

- Maximise community safety through the implementation of crime prevention and risk management actions

Source: [Narrabri Shire Council. Narrabri Shire Council Community Strategic Plan 2017-2027: Your Voice, Our Future.](#)



Narrabri Community Profile

At a Glance

Location and Historical Note:	<ul style="list-style-type: none"> Narrabri is located between Sydney and Brisbane and has over 12,000 residents. It was named “Australia’s Sportiest Town” in 2001
Demographics and Population Trends:	<ul style="list-style-type: none"> The population was 12,703 in 2021, a decrease of 5.1% from 2016 The median age is 40, similar to New South Wales but lower than Outer Regional Australia. 45.5% of the community moved to Narrabri in the past five years
Family Structure and Cultural Diversity:	<ul style="list-style-type: none"> There is a higher proportion of couples without children compared to the state and national average 84% of the community was born in Australia, higher than the state and national average
Language and Indigenous Population:	<ul style="list-style-type: none"> English is the most common language spoken at home 14.2% of the population identifies as Aboriginal and/or Torres Strait Islander
Education and Income:	<ul style="list-style-type: none"> 11.8% of the population are attending tertiary or technical institutions Median weekly household income is \$1,498, higher than the median for Outer Regional Australia
Housing and Employment:	<ul style="list-style-type: none"> Median weekly rent is \$250, lower than the state and national average 56.9% of the community participates in the labour force, with a high proportion working full-time
Industries of Employment:	<ul style="list-style-type: none"> Top industries include Agriculture, Health Care, Mining, Retail Trade and Education

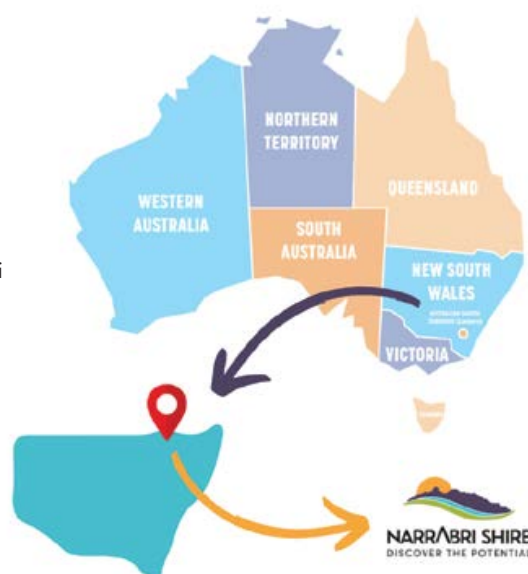
Unless otherwise stated, the 2021 Australian Bureau of Statistics (ABS) Census data has been used to create this community profile for Narrabri Shire Local Government Area (LGA), which sits within the Australian Bureau of Statistics’ Outer Regional Australia (NSW) classification.

Narrabri Shire Council Local Government Area

Narrabri is a Local Government Area located between Sydney and Brisbane and is home to over 12,000 residents.

In 2001, Narrabri was named "Australia's Sportiest Town". To date, Narrabri locals have represented Australia as National Representatives in over 30 different sports, including archery, boxing, cricket, golf, rugby league and rugby union, soccer, waterskiing and wheelchair rugby. In 2011, Narrabri constructed the Sporting Wall of Fame to honour the achievements of these athletes.

In 2024, the Narrabri Local Government Area sits within the Federal Electorate of Parkes which is held by Mr. Mark Coulton (National Party) and sits within the State Electorate of Barwon which is held by Mr. Roy Butler (Independent).



Population, Movement and Median Age

Narrabri has a population of 12,703. This is a 5.1% decrease from 2016 (ABS, 2016). The median age in Narrabri is 40, nearly identical to New South Wales' median age of 39 and slightly lower than Outer Regional Australia's (NSW) median age of 45.

As of 2021, 39.6% of the community had moved to Narrabri within the past 5 years. Of Narrabri's community, 3,395 (26.7%) moved from elsewhere in Australia, 141 (1.1%) had moved from overseas and 2,246 (17.8%) did not specify. This is lower than the internal movement patterns from throughout NSW, where an average of 50% of the population moved to their place of residence within the past 5 years according to the 2021 Census.

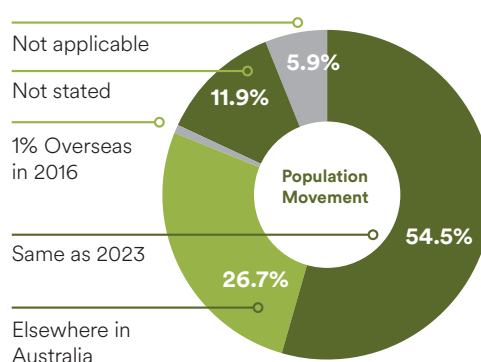


Figure 1: Narrabri Residential Mobility between 2016 Census and 2021 Census

Family Structure

Compared to NSW and Australia, Narrabri has a slightly higher proportion of couples without children compared to those with children.

Among one-parent families, 78.1% of one-parent families in Narrabri have a female parent with 21.6% of one-parent families having a male parent.

Family composition	Narrabri	%	Outer Regional Australia (NSW)	%	NSW	%	Australia	%
Couple family without children	1,391	43.5	46,270	47.3	809,586	37.9	2,608,834	38.8
Couple family with children	1,233	38.6	34,988	35.8	954,588	44.7	2,944,140	43.7
One parent family	524	16.4	15,242	15.6	337,729	15.8	1,068,268	15.9
Other family	45	1.4	1,366	1.4	34,061	1.6	108,941	1.6

Table 1: Family Composition Narrabri, NSW and Australia in 2021

Cultural Diversity

In Narrabri, 84% of the community were born in Australia. This is similar to Outer Regional Australia (NSW) (81.4%) and higher than NSW (65.4%) and Australia (66.9%) by nearly 20%. Similarly, 78.3% of the Narrabri community report both parents were born in Australia, compared to 6% in NSW and 5.9% in Australia.

The most common language spoken at home in Narrabri is English, with 86.9% of the community reporting that English is the only language used at home. This is very similar to Outer Regional Australia (NSW) which reports 85.8% of households use English only at home.

Top responses of languages other than English*	Narrabri	%	NSW	%	Australia	%
Mandarin	29	0.2	270,685	3.4	685,274	2.7
Tagalog	25	0.2	51,616	0.6	31,195	0.5
Nepali	21	0.2	68,148	0.8	133,068	0.5
Sinhalese	20	0.2	13,570	0.2	85,869	0.3
Filipino	20	0.2	30,853	0.4	90,853	0.4
English only used at home	11,039	86.9	5,457,982	67.6	18,303,662	72
Households where a non-English language is used	166	3.6	856,911	29.5	2,295,688	24.8

Table 2: Languages Spoken at Home Narrabri, NSW and Australia in 2021 *All People.

Aboriginal and Torres Strait Islander

In Narrabri, 14.2% of the population identify as Aboriginal and/or Torres Strait Islander compared to 9% of Outer Regional Australia (NSW), 3.4% of NSW and 3.2% of Australia.

Narrabri Community Education

11.8% of the Narrabri community is attending a tertiary or technical institution. Although this is lower than NSW (23.8%) and Australia (23.3%), this is an increase of 3.6% for the Narrabri community compared to 2016 (ABS, 2016) and is almost identical to the 12.0% of people living in Outer Regional Australia (NSW).

Household Income



In Narrabri, the median weekly household income is \$1,498, an increase of 20.6% from 2016 (ABS, 2016). This is also higher than the median weekly household income for Outer Regional Australia (NSW) which is \$1,278.

The median weekly rent payment is \$250, an increase of 25.0% from 2016. This is the same as Outer Regional Australia (NSW) and lower than the median weekly rent payment for NSW, which is \$420 and Australia which is \$375.



For homeowners in Narrabri, the median monthly mortgage repayment is \$1,343, a 3.8% decrease from \$1395 in 2016 (ABS, 2016). The current median monthly mortgage repayment for Narrabri is similar to Outer Regional Australia

(NSW) median monthly mortgage repayment, which is \$1,300 and is lower than NSW median monthly mortgage repayment by \$824 and lower than the Australian median monthly mortgage repayment by \$520.

Labour & Employment



The ABS (2021) defines an area's labour force as those individuals who are aged 15 years and over. In Narrabri, 56.9% of the community is in the labour force with 63.5% of those in the labour force working full-time.

This is an increase of 2.9% of full-time workers in Narrabri's labour force from 2016. **The proportion of people working full-time in Narrabri's labour force is higher than Outer Regional Australia (NSW), NSW and Australia by 5.2%, 8.3% and 7.6%, respectively.**



Compared to Narrabri, the labour force in Outer Regional Australia (NSW), NSW and Australia each have higher proportions of individuals who are working part-time and who are

away from work. **4.1% of Narrabri's labour force is unemployed, while 4.9% of NSW's and 5.1% of Australia's labour force are unemployed.**



In addition, **the Narrabri community tend to work longer hours per week compared to those in NSW and Australia**, with 30.4% of people in the labour force reporting working

45 hours or more in the week of the 2021 Census. This is nearly double the proportion of people working 45 hours or more in NSW (16.8%) and Australia (17.9%).

		Narrabri	Outer Regional Australia (NSW)	NSW	Australia
Education	Attending a tertiary or technical institution	11.8%	12.0%	23.8%	23.3%
Household income	Median weekly household income	\$1,498	\$1,278	\$1,829	\$1,746
	Median weekly rent payment	\$250	\$250	\$420	\$375
	Median monthly mortgage repayment	\$1,343	\$1,300	\$824	\$520
Employment	Employed working full-time	63.5%	58.3%	55.2%	55.9%
	Employed working part-time	26.4%	31.2%	29.7%	31.2%
	Away from work at the time of the Census	6.0%	6.4%	10.2%	7.8%
	Unemployed	4.1%	4.1%	4.9%	5.1%

Table 3: Education/Income/Employment Narrabri, NSW and Australia in 2021

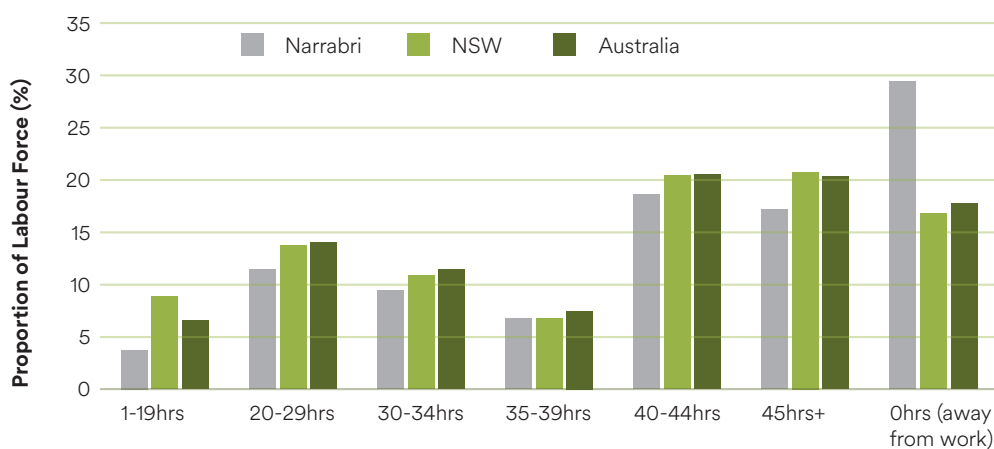


Figure 2: Hours Worked in a Week Among Labour Force

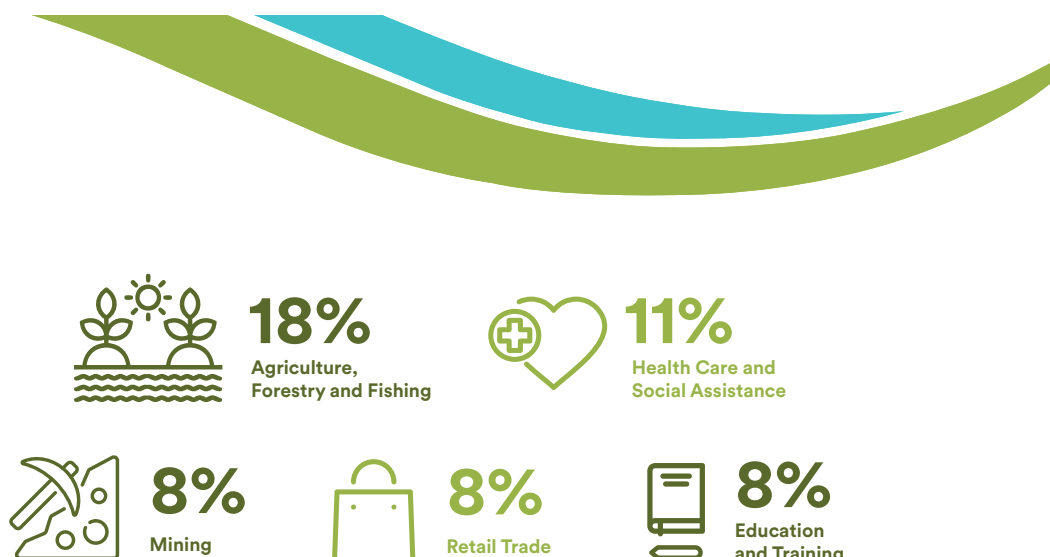
Industries of Employment

The data presented below are drawn from the Australian Bureau of Statistics' (2021) General Community Profile for Narrabri. This dataset is

based on the people whose usual place of residence is Narrabri (i.e., those who live in Narrabri).

Most Common Industries of Employment (% age of labour force)		
Narrabri	Outer Regional Australia (NSW)	NSW
Agriculture, Forestry and Fishing (18.4%)	Agriculture, Forestry and Fishing (18.1%)	Health Care and Social Assistance (14.4%)
Health Care and Social Assistance (11.1%)	Health Care and Social Assistance (11.9%)	Retail Trade (9.0%)
Mining (8.0%)	Education and Training (8.8%)	Professional, Scientific and Technical Services (8.9%)
Retail Trade (7.8%)	Retail Trade (8.2%)	Education and Training (8.7%)
Education and Training (7.7%)	Construction (7.3%)	Construction (8.6%)

Table 4: Most common industries of employment in Narrabri, NSW and Australia in 2021



Narrabri's Labour Force, Including Transient Individuals

When looking at the industry of employment for community members who live in Narrabri, the most common industry of employment is Agriculture, Forestry and Fishing (18.4% of the labour force), followed by Health Care and Social Assistance (11.1%), and Mining (8.0%).

Compared to Outer Regional Australia (NSW), Narrabri's community has a stronger focus on mining instead of Construction. Compared to NSW, Narrabri's community has a larger focus on Agriculture, Forestry and Fishing and Mining.

The Australian Bureau of Statistics (2021) also compiles data for Working Population Profiles. Unlike General Community Profiles, Working Population Profiles are based on the people's place of work on the night of the census. This means that the Working Population Profile provides a snapshot of the workforce which includes people who travel for work.

When looking at Narrabri's Working Population Profile from the 2021 Census, the most common industry of employment changes to Mining (20% of the labour force), followed by Agriculture, Forestry and Fishing (15%), and Health Care and Social Assistance (10%).

According to data from the 2021 Census for Narrabri, there were a total of 1,398 individuals recorded working in the Mining industry of employment, with 934 (66.76%) of these individuals travelling to Narrabri for work (i.e., they were recorded as not living in Narrabri as their usual place of residence in the 2021 Census). This indicates that Narrabri's mining workforce is supported by people who travel to Narrabri for work.

Volunteer Work

17.4% of the Narrabri community undertook voluntary work through an organisation or group between 2020 and 2021.

This is 4.4% higher than NSW and 3.3% higher than Australia.

Sources: [Australian Bureau of Statistics \(2021\). Narrabri 2021 Census All Persons QuickStats](#), [Australian Bureau of Statistics \(2016\). Narrabri 2016 Census All Persons QuickStats](#).





Crime Data

At a Glance

General Crime Trends:	<ul style="list-style-type: none"> Most of the 66 specific offence types recorded by BOCSAR (Bureau of Crime Statistics and Research) had fewer than 20 incidents annually between 2019 and 2023 There were 13 offence types with stable trends, while only 6 offence types showed an increasing trend. No offence types exhibited a downward trend
Stable and Increasing Crime Types:	<ul style="list-style-type: none"> Stable: Includes Non-Domestic Assault, Break & Enter (Dwelling), Steal from Motor Vehicle and Malicious Damage to Property Increasing: Notable increases in Motor Vehicle Theft, Fraud, Breach of Apprehended Violence Order (AVO), Intimidation/Stalking/Harassment, Domestic Assault and Breach of Bail Conditions
Theft Offences:	<ul style="list-style-type: none"> Break and Enter (Dwelling) offences are stable with a recent peak in 2023 Significant rise in Motor Vehicle Thefts, predominantly occurring in residential areas during night time
Domestic Violence-Related Offences:	<ul style="list-style-type: none"> High proportion of Assault, Intimidation/Stalking/Harassment, Sexual Offences and Malicious Damage to Property incidents are related to domestic violence Majority of domestic violence offenders are male
Rural/Farm Crime:	<ul style="list-style-type: none"> Increasing incidents of trespass and illegal hunting/shooting Low reporting rates of these crimes to police

Crime Profile

The information included in this crime profile has been sourced from the NSW Government Bureau of Crime Statistics and Research (BOCSAR, 2023a).

BOCSAR collects data about incidents of offences recorded by the NSW Police Force. The data are anonymised and randomised to prevent re-identification of incidents, offenders and victims.

BOCSAR also reports the results of a trend test. BOCSAR's trend test is performed using Kendall's Tau-b (BOCSAR, 2023b). When the trend is statistically significant ($p < .05$), this means the change per year is unlikely to be a result of seasonal variation. When the trend is stable, this suggests that the changes in offence rate per 100,000 people are not statistically significant ($p > .05$) and may be a result of seasonal variation.

It is important to note that a trend upwards or downwards may not always be a direct result of changes in the prevalence of crime. Changes in recorded incidents may be impacted by changes in reporting practices of victims and police.

In NSW there are four ways to report a crime

1. Triple Zero (000) for emergency services
2. Police Assistance Line (131 444) for non-emergency services
3. CrimeStoppers (1800 333 000) for anonymous reporting of non-emergency crimes
4. To report a crime in person, community members can visit their local police station

Additionally, BOCSAR reports crimes as individual incidents. For privacy, BOCSAR does not identify crimes committed by the same offender. This means that crime rates may reflect repeat offenders or offences which occurred simultaneously rather than each crime incident representing a unique offender.

Finally, the NSW Police Force are able to add domestic violence (DV) related and alcohol-related flags to certain offences (BOCSAR, 2023b). While these flags offer important insight into how certain crimes have unfolded in the 2019-2023 period, police may encounter practical challenges when assessing whether or not a crime is related to domestic violence or involved alcohol. For example, police may record offences after the incident has occurred, meaning no assessment about the involvement of alcohol can be made. In some instances, over 30% of incidents do not specify a DV-related or alcohol-related flag. Therefore, caution should be exercised when interpreting these estimates.



Overview

In general, the incidents of recorded offences in Narrabri are not high enough for a 5-year trend to be calculated by BOCSAR. This means that among the 66 specific offence types recorded by BOCSAR, the majority (47 of them) had fewer than 20 recorded incidents in at least one year between

2019 and 2023. **There are 13 offence types which have a stable trend, while only 6 offence types are trending up per year.** No offence types have a downward trend as calculated by BOCSAR.

Stable and increasing crime types

Stable	Increasing
<ul style="list-style-type: none"> • Assault (Non-Domestic) • Break & Enter (Dwelling) • Steal From Motor Vehicle • Steal from Dwelling • Other Theft (e.g. stealing occurring somewhere other than a residential dwelling) • Malicious Damage to Property • Trespass • Use/Possess Cannabis • Prohibited & Regulated Weapons Offences 	<ul style="list-style-type: none"> • Motor vehicle theft is up an average of 17.9% per year over the past 5 years • Fraud is up an average of 10.4% per year over the past 5 years • Breach of Apprehended Violence Order (AVO) is up an average of 9.9% per year over the past 5 years • Intimidation, Stalking & Harassment is up an average of 6.9% per year over the past 5 years • Assault (Domestic) is up an average of 6.4% per year over the past 5 years • Breach of bail conditions is up an average of 4.9% per year over the past 5 years

Table 5: Stable and increasing crime types in Narrabri Shire

Assault (All)

Offence Type	5 Year Trend	2019	2020	2021	2022	2023
Assault (All)	Stable	152	158	188	181	177
• Assault (Domestic)	Up 6.4% per year	81	94	107	120	101
• Assault (Non-Domestic)	Stable	69	62	71	60	71
• Assault (Police)	Not calculated	2	2	10	1	5
Homicide	Not calculated	0	0	0	0	0
• Murder	Not calculated	0	0	0	0	0
• Attempted Murder	Not calculated	0	0	0	0	0
• "Murder Accessory, Conspiracy"	Not calculated	0	0	0	0	0
• Manslaughter	Not calculated	0	0	0	0	0
Robbery (All)	Not calculated	1	2	4	0	3
• Robbery (Without a Weapon)	Not calculated	0	1	3	0	0
• Robbery (With a Firearm)	Not calculated	0	0	0	0	1
• Robbery (With a Weapon Not Firearm)	Not calculated	1	1	1	0	2
Sexual Offences (All)	Not calculated	1	2	4	0	3
• Sexual Assault	Not calculated	21	17	22	13	17
• Sexual Touching, Sexual Act & Other	Not calculated	20	13	11	10	12

Table 6: Recorded Offences Against The Person in Narrabri from July 2018 to June 2023

Break and Enter (Dwelling)

The rates of recorded Break and Enter (Dwelling) offences during the 2019-2023 period have remained stable, with 2023 recording the highest number of offences (128 occurrences) out of the 5-year period.

Although these offences were slightly more likely to be recorded as occurring at night and on weekdays, there were no substantial temporal patterns for Break and Enter (Dwelling) during the 2019-2023 period.



Temporal Pattern	2019	2020	2021	2022	2023	5 Year Total	5 Year Total (%)
Time of Day							
· Day	46	38	28	38	50	200	43.2
· Night	60	42	40	43	78	263	56.8
Day of week							
· Weekday	64	56	39	46	69	274	59.2
· Weekend	42	24	29	35	59	189	40.8
Day of the Week by Time of Day							
· Weekday, Day	29	32	19	27	37	144	31.1
· Weekday, Night	35	24	20	19	32	130	28.1
· Weekend, Day	17	6	9	11	13	56	12.1
· Weekend, Night	25	18	20	24	46	133	28.7
Total	106	80	68	81	128	463	100.0

Table 7: Temporal Patterns of Break and Enter (Dwelling) Offences from July 2018 to June 2023

Theft (All)

Offence Type	5 Year Trend	2019	2020	2021	2022	2023
Theft (All)	Stable	450	384	311	387	485
· Break & Enter (Dwelling)	Stable	106	80	68	81	128
· Break & Enter (Non-Dwelling)	Not calculated	38	42	12	19	19
· Receiving/Handling Stolen Goods	Not calculated	17	13	4	8	9
· Motor Vehicle Theft	Up 17.9% per year	25	29	27	45	47
· Steal From Motor Vehicle	Stable	75	52	64	62	95
· Steal From Retail Store	Not calculated	33	27	9	15	34
· Steal From Dwelling	Stable	53	46	41	48	31
· Steal From Person	Not calculated	2	1	1	0	3
· Stock Theft	Not calculated	6	2	7	1	2
· Fraud	Up 10.4% per year	47	60	46	72	68
· Other Theft	Stable	48	32	32	36	49

Table 8: Recorded Theft Offences in Narrabri from July 2018 to June 2023

Motor Vehicle-Related Offences



Motor vehicle theft increased by an average of 17.9% per year over the 2019-2023 period, while recorded incidents of steal from motor vehicle rates remained stable.



During the 2019-2023 period, motor vehicle theft most commonly occurred in a residential setting. **Residential motor vehicle theft comprised 75.7% of all motor vehicle theft in Narrabri between 2019 and 2023. Most motor vehicle thefts (61.8%) occurred during the night.**

Similarly, during the 2019-2023 period, 62.6% of theft from motor vehicle incidents occurred in a residential setting. Additionally, similar to motor vehicle theft, 60% of theft from motor vehicle incidents occurred during the night.





Against Justice Procedures

Offence Type	5 Year Trend	2019	2020	2021	2022	2023
Against Justice Procedures	Up 8.5% per year	164	179	184	227	221
• Escape Custody	Not calculated	1	1	0	0	1
• Breach AVO	Up 9.9% per year	57	78	56	96	81
• Breach Bail Conditions	Up 4.9% per year	95	73	113	119	112
• Fail to Appear	Not calculated	0	1	0	1	10
• Resist/Hinder Officer	Not calculated	10	20	13	6	9
• Other Offences Against Justice Procedures	Not calculated	1	6	2	5	8

Table 9: Recorded Offences Against Justice Procedures in Narrabri from July 2018 to June 2023

Malicious Damage to Property (Includes Graffiti)

Offence Type	5 Year Trend	2019	2020	2021	2022	2023
Malicious Damage to Property (Includes Graffiti)	Stable	119	114	125	130	124
Disorderly Conduct	Stable	77	54	55	37	65
• Trespass	Stable	50	33	25	26	42
• Offensive Conduct	Not calculated	12	6	15	5	12
• Offensive Language	Not calculated	7	4	6	1	2
• Criminal Intent	Not calculated	8	11	9	5	9

Table 10: Recorded Malicious Damage and Disorderly Conduct Offences in Narrabri from July 2018 to June 2023

Drug Offences (All)

Offence Type	5 Year Trend	2019	2020	2021	2022	2023
Drug Offences (All)	Stable	66	73	46	80	66
• Use/Possess Cocaine	Not calculated	0	1	1	0	2
• Use/Posses Narcotics	Not calculated	2	2	0	3	0
• Use/Possess Cannabis	Stable	35	36	32	34	35
• Use/Posses Amphetamines	Not calculated	8	11	7	8	5
• Use/Posses Ecstasy	Not calculated	0	1	1	2	0
• Use/Possess Other Drugs	Not calculated	1	5	1	11	4
• Deal/Traffic Cocaine	Not calculated	0	0	0	0	0
• Deal/Traffic Narcotics	Not calculated	0	0	0	0	0
• Deal/Traffic Cannabis	Not calculated	4	3	1	7	0
• Deal/Traffic Amphetamines	Not calculated	2	3	0	3	10
• Deal/Traffic Ecstasy	Not calculated	0	0	0	0	0
• Cultivating Cannabis	Not calculated	6	3	1	6	5
• Manufacture Drug	Not calculated	0	0	0	0	0
• Importing Drugs	Not calculated	0	0	0	0	0
• Other Drug Offences	Not calculated	6	8	2	6	5

Table 11: Recorded Drug Offences in Narrabri from July 2018 to June 2023



Uncategorised Offences

Offence Type	5 Year Trend	2019	2020	2021	2022	2023
Uncategorised Offences	Stable	66	73	46	80	66
· Abduction & Kidnapping	Not calculated	0	0	1	0	1
· Arson	Not calculated	12	6	8	15	17
· Betting & Gaming Offences	Not calculated	0	0	0	1	0
· Blackmail & Extortion	Not calculated	0	0	0	0	5
· Intimidation, Stalking & Harassment	Up 6.9% per year	81	88	98	108	103
· Liquor Offences	Not calculated	3	18	15	8	15
· Other Offences Against the Person	Not calculated	3	2	0	2	1
· Pornography Offences	Not calculated	0	3	0	3	1
· Prohibited & Regulated Weapons Offences	Stable	71	56	43	41	40
· Prostitution Offences	Not calculated	0	0	0	0	0

Table 12: Recorded Uncategorised Offences in Narrabri from July 2018 to June 2023

Domestic Violence-Related Offences

When certain crimes are recorded, the NSW Police Force can choose to flag the offence as domestic violence-related. Eligible offence types include assault, murder, attempted murder, manslaughter, murder accessory/conspiracy, sexual offences, intimidation, stalking & and harassment, abduction/kidnapping and malicious damage to property (BOCSAR, 2023b).

In Narrabri, there were no homicide-related offences recorded during the 2019-2023 period and only 1 abduction/kidnapping offence which was not DV-related. During the 2019-2023 period in Narrabri, there were five offence types which had at least one DV-related incident: Assault (All), Malicious Damage to Property, Breach of AVO, Sexual Offences (All) and Intimidation, Stalking & Harassment. **Across these offence types, 1229 (56.1%) incidents were flagged as DV-related and 961 (43.9%) incidents were not flagged as DV-related.** These statistics are summarised below.

Offence Categories with DV-Related Flag	2019	2020	2021	2022	2023	5 Year Total	5 Year Total (%)
Assault (All)							
• DV-Related	81	94	107	120	101	503	58.8
• Not DV-Related	71	64	81	61	76	353	41.2
• Total	152	158	188	181	177	856	100.0
Breach of AVO							
• DV-Related	49	65	39	83	74	310	98.1
• Not DV-Related	2	0	1	0	3	6	1.9
• Total	51	65	40	83	77	316	100.0
Intimidation, Stalking & Harassment							
• DV-Related	19	32	31	37	43	162	64.8
• Not DV-Related	19	9	13	30	17	88	35.2
• Total	38	41	44	67	60	250	100.0
Sexual Offences (All)							
• DV-Related	14	20	22	10	13	79	45.9
• Not DV-Related	30	21	14	13	15	93	54.1
• Total	44	41	36	23	28	172	100.0
Malicious Damage to Property							
• DV-Related	34	41	43	40	31	189	30.9
• Not DV-Related	85	73	82	90	93	423	69.1
• Total	119	114	125	130	124	612	100.0

Table 13: Offence Categories with DV-Related Flag during 2019-2023



Domestic Violence-Related Offences

Assault (Domestic)	<ul style="list-style-type: none"> • 58.8% of Assault offences in Narrabri during the 2019-2023 period were related to domestic violence. Among these incidents, 52.9% were perpetrated by a male offender, 15.1% were perpetrated by a female offender and 32% did not record the gender of the offender • Alcohol was involved in 28.6% of DV-related assaults recorded during 2019-2023, with 39.4% recorded as not involving alcohol and 32% of incidents with no record of whether or not alcohol was involved
Intimidation, Stalking & Harassment	<ul style="list-style-type: none"> • 64.8% of Intimidation, Stalking & Harassment offences recorded in Narrabri during the 2019-2023 period were related to domestic violence. 82.7% of these incidents were perpetrated by a male offender, with 17.3% perpetrated by a female offender • Alcohol was involved in 24.7% of Intimidation, Stalking & Harassment offences, with the remaining 75.3% not involving alcohol
Sexual Offences (All)	<ul style="list-style-type: none"> • 45.9% of Sexual Offences were related to domestic violence during the 2019-2023 period. In 78.5% of these cases, women were recorded as the victims, with 21.5% of incidents recorded as involving male victims. This is consistent with the broader patterns of Sexual Offences (All) during this period, where 73.8% of incidents involved a female victim and 26.2% of incidents involved male victims, regardless of whether they were related to domestic violence
Malicious Damage to Property (Includes Graffiti)	<ul style="list-style-type: none"> • 30.9% of Malicious Damage to Property (Including Graffiti) was related to domestic violence during the 2019-2023 period. Among these incidents, male offenders were involved in 60.3% of occurrences, female offenders were involved in 15.6% of occurrences and 24.1% of occurrences involved offenders whose gender was not recorded

Rural / Farm Crime

Data related to rural/farm crime for Narrabri is not readily available through BOCSAR. Instead, data from the [NSW Farm Crime Survey \(2021\)](#) and NSW responses from the [Australian Farm Crime Survey \(2023\)](#), conducted by the Centre for Rural Criminology (UNE), have been presented to estimate the prevalence of rural/farm crime in Outer Regional NSW. The farm crime surveys are victimisation surveys responded to by farmers. Therefore, unlike BOCSAR data, the farm crime surveys may reflect a number of incidents which are not reported to police.

In the 2021 NSW Farm Crime Survey, there were 456 farmers who completed the survey. **81% of respondents reported experiencing at least one crime on their farm in their lifetime.**

Repeat lifetime victimisation was common among farmers. **9 out of 10 farmers reported victimisation on two or more occasions, while nearly 2 out of 5 farmers had experienced farm crime seven or more times.**

The 2023 Australian Farm Crime Survey is ongoing. To date, there have been 326 responses from farmers living in NSW. Slightly higher rates of lifetime victimisation have been reported among NSW participants in the 2023 Australian Farm Crime Survey, with **92.6% of participants reporting at least one experience of victimisation on their farm. Repeat lifetime victimisation was also common, with 81.2% of participants experiencing crime on their farm on more than one occasion.**

Trespassing

In the 2021 NSW Farm Crime Survey, **50% of respondents had experienced trespassing at least once within their lifetime, with 19% of all respondents indicating that they had experienced trespass within the past 2 years.** Among the respondents who had experienced trespassing, just under half of the respondents said they had reported the incident on one or more occasions.

In the 2023 Australian Farm Crime Survey, 43.6% of NSW respondents indicated that they had experienced trespassing within the past 2 years. **This makes trespassing the most commonly experienced rural/farm crime within the past 2 years by NSW respondents to the National Australian Farm Crime Survey** and represents a 24.6% increase from the 2021 NSW Farm Crime Survey. In terms of reporting to police, only 32.8% of NSW participants in the Australian Farm Crime Survey who experienced trespassing reported their experience on the most recent occasion.

Illegal Hunting/Shooting

In the 2021 NSW Farm Crime Survey, **41% of respondents said they had experienced illegal hunting/shooting on their farm, with 15% of all respondents having experienced illegal hunting/shooting on their farm within the past 2 years.**

In the 2023 Australian Farm Crime Survey, **29% of NSW participants reported experiencing illegal hunting/shooting in the past 2 years. This is an increase of 14% from the 2021 NSW Farm Crime Survey.**

Similar to trespassing, only 38.9% of NSW farmers in the 2023 Australian Farm Crime Survey who experienced illegal hunting/shooting on their property reported the incident on the most recent occasion it occurred.

Reporting

As noted above, NSW respondents to the Australian Farm Crime Survey generally did not report trespassing or illegal hunting/shooting to the police on the most recent occasion.

There are many reasons why farmers may not report their experiences to the police. Table 14 below summarises potential reasons for reluctant reporting.

Response	No. of Respondents	% of Respondents
The police could do nothing about it	155	47.5
There is a lack of proof/evidence	147	45.1
I discovered the crime too late	99	30.4
It may be difficult to tell if a crime has occurred	99	30.4
The crime is not serious enough to report	99	30.4
I worry about revenge or retaliation by the offender	73	22.4
The police lack knowledge/expertise	73	22.4
The perpetrator is known to me	41	12.6
The cost of loss is less than the insurance excess	36	11.0
I'm uncertain whether a crime has actually occurred	23	7.1
I will resolve the issue without police	22	6.7
I'd like to avoid the hassle of the legal process	19	5.8
I'm worried the media will get a hold of the story	10	3.1
I do not hold insurance	8	2.5

Table 14: Reasons offered by farmers for not reporting farm crime victimisation



Community and Crime Analysis

Generally, Narrabri exhibits similar characteristics to other towns within the Outer Regional Australia (NSW) area. Narrabri's community comprises high proportions of individuals born in Australia and whose parents were born in Australia (see Community Crime Profile), suggesting limited ethnic heterogeneity. The primary occupation in Narrabri is classified under the Australian Bureau of Statistics' (2021) agriculture, forestry and fishing category. These features of Narrabri may have varying impacts on the types of crime within the community, including domestic and family violence (DFV) and farm crime.

While the community survey, undertaken by the research team and outlined below, indicated that residents of Narrabri generally knew their neighbours and considered them friends, these relationships did not translate into action on behalf of shared interests. Narrabri residents can utilise their social cohesion to connect about issues that matter to them, including crime and safety. This could include creating community-led safety panels that connect and strategise regarding safety issues in Narrabri and surrounding areas.

Crime in Narrabri

Generally, most crimes in Narrabri occur infrequently, at a rate of less than 20 incidents per year. The infrequent rates of crime in Narrabri may be associated with its small population, limiting the ability to calculate trends within these offence types. Nevertheless, for 47 out of 66 specific offence types recorded by BOCSAR, there were fewer than 20 incidents in at least one year between 2019 and 2023 in Narrabri.

Among those crimes which occur with sufficient frequency to estimate a trend, most offences are estimated to have remained stable over the preceding 5 years in Narrabri. These offences are primarily property offences, including theft and malicious damage to property.

The statistical picture provided by BOCSAR data suggests nuances and patterns of crime that are important for community crime prevention. There is an increase in certain types of offences, particularly motor vehicle theft, fraud and domestic violence-related offences.

According to available statistical evidence, a primary crime concern in Narrabri is domestic violence (DV) and domestic violence-related crimes, such as intimidation, stalking and harassment and breaches of apprehended violence orders (AVO).

As outlined in the Crime Profile, several DV-related offences have trended upward over the past 5 years in Narrabri. There are several factors which may contribute to these trends, including changes in reporting behaviours among victim-survivors of DV, repeat offenders contributing higher rates of recorded offences and the absence of services for addressing DV in rural areas.

The rise in DV-related offences underscores the wider socio-cultural dimensions of crime which require policing efforts coupled with community-wide interventions focusing on awareness, education and support systems.



The average annual increase of 17.9% in motor vehicle theft incidents, predominantly in residential areas, highlights another area of concern. Such increases reflect wider crime patterns across NSW and Australia more broadly.



Similarly, the average annual 10.4% rise in fraud offences aligns with national and global trends. It suggests an evolving crime landscape in which digital, cyber and financial crimes may be occurring with increasing prevalence, requiring focused crime prevention measures and public awareness campaigns.



Victimisation surveys also suggest farm crime to be a significant issue in NSW. Given the geographic location of Narrabri, along with the fact that Agriculture, Forestry and Fishing (18.4%) are the top employment industries, these crime issues likely impact Narrabri Shire more specifically.



While some crime types show stability, their persistence is also noteworthy. For example, non-domestic assaults and property crimes continue to challenge community safety and security.

Sources: [Bureau of Crime Statistics and Research \(2023a\). NSW Crime Tool. New South Wales Bureau of Crime Statistics and Research](#), [Bureau of Crime Statistics and Research \(2023b\). Glossary for the NSW Crime Tool. New South Wales Bureau of Crime Statistics and Research](#), [Mulrooney, K.J.D. \(2021\). The NSW Farm Crime Survey. The Centre for Rural Criminology, University of New England.](#)





Narrabri Community and Crime Analysis

What YOU said about living in Narrabri

Overall, the atmosphere in Narrabri Shire was described positively. Participants described a strong sense of community and guardianship among community members.

“

“I love it [Narrabri Shire] because this is a great, caring community full of people that really like what we’ve got and are deeply invested in preserving the greatness of this area. Genuinely.”

High levels of social contact and support within the town were described positively.

“

“It’s that support network and you know your neighbours, they’re not strangers.”

Many said the sense of community is one of the reasons Narrabri Shire is a great place to live.

“

“There’s a lot of extended connections and whatever else amongst generations of people and the surrounding area, most of these people knew my grandparents or know my grandparents or great-grandparents or my mum and dad or some of the guys that I’ve grown up with and that kind of stuff. There’s a bit of a, I suppose, safety and familiarity, a bit of comfort in that kind of stuff as well...”

The diversity of industry and growth in the region was noted as a key reason why Narrabri Shire is a great place to live.

“

“We’ve got really exciting projects like Inland Rail, solar farms, the mines are developing, there’s so much industry and there’s a lot of jobs coming here that kind of made me think we are growing.”

Community Experiences of Crime

General Victimisation

- 28.6% of survey respondents reported being victims of crime in the past two years (**most of these incidents were related to property crime**)
- Among those victimised, the average number of times victimised was 4.4
- 20.6% reported these incidents to the police

Break and Enter Victimisation

- 15.1% experienced break-ins at their homes in the past two years
- Among those who experienced break-ins, the average was 1.6
- 11.3% reported these incidents to the police

Violent Victimisation

- 8.0% were victims of violence (e.g. being hit, shoved) in the last two years
- Those victimised by violence averaged 4.8 incidents
- 3.4% reported these incidents to the police



Figure 2: Victim of crime in the last two years

Theft Victimisation

- 26.5% reported theft from their property in the past two years
- The average number of thefts experienced was 2.6
- 10.9% reported these incidents to the police

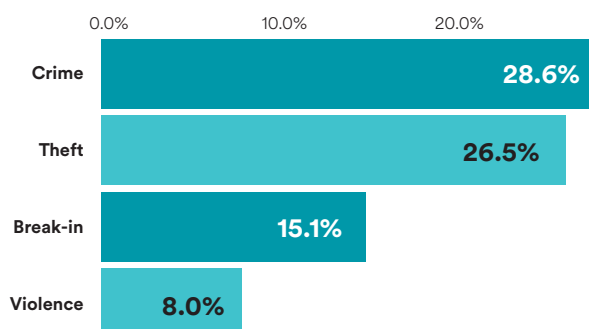


Figure 3: Victim of crime in the last two years by crime type

Victimisation surveys are an important way to identify crimes that go unreported. A low but notable number of residents experience crime victimisation, with varied frequency. Many choose not to report this to the police, often due to concerns about police effectiveness or the offence itself being perceived as unimportant. Violent crimes are rare but occur more frequently for those affected. Theft most often involves outdoor items.



Community Perceptions of Crime and Safety

General Safety Perception

- Participants generally feel very safe in their neighbourhood. However, concerns are more pronounced regarding break-ins and vandalism
- Most participants feel safe during the day, but only about half feel safe at night.
- More than half of the participants feel that their neighbourhood is becoming more dangerous

“

“Crime has been increasing steadily. Break-ins and cars being taken. For Narrabri it’s quite bad.”

Social Disorder

- Most participants did not report common indicators of social disorder as a frequent occurrence
- Where such disorder was noted, issues such as erratic driving, youth causing trouble and dogs creating a mess were noted to some extent

“

“I feel safe in Narrabri, day or night. I haven’t had any reason to feel afraid.”

Physical Disorder

- Most participants indicated no significant issues with graffiti, broken windows, or abandoned buildings
- A notable concern was the need for better lighting in several areas

“

“You definitely wouldn’t go through the parks or go down the streets that were further away from the main street where there’s less people, less lights.”

Other Safety Issues

- Participants expressed diverse concerns about crime issues impacting the community, including street safety, theft of and from motor vehicles, home invasion, drug-related activity and domestic violence
- Youth crime was a significant focus of concern for the community
- The perceived nature of some property crimes led people to feel unsafe. For example, theft from homes when the residents were present

“

“I’m talking twelve-year-old to fifteen-year-olds stealing cars, wandering the streets.”

Causes of Crime

- Participants highlighted a number of factors they believe caused crime:
 - Inadequate job, education and entertainment options or young people in the area
 - Poor parental supervision or an unsafe home environment
 - A lack of personal responsibility and a sense of accountability by the offenders themselves
 - Access to drugs and social media
- Addressing these factors was seen as the best way to prevent crime:
 - Some called for stronger punitive responses to deter crime, though there was a dominant focus on ‘social interventions’ such as the provision of services, support and opportunities for young people

“

“Disengaged, disenfranchised youth are definitely an issue but I also think it’s down to a lot of poor parenting for these kids. They’re not being encouraged to go to school, they’re not being supported.”

Despite perceptions that certain crimes are increasing and community concerns about specific crime types (e.g. youth crime), overall Narrabri Shire was described as a safe place to live.



Community Involvement and Social Integration

Neighbourhood Integration

- Over 60% of respondents agreed that people in their neighbourhood get along well
- Approximately 55% agreed that their neighbourhood is close-knit
- More than 9 in 10 agreed with the statement that people in their neighbourhood are generally friendly

Personal Connections

- 65% of respondents knew some of their neighbours by name
- On average, participants considered approximately 10 neighbours as friends
- Most participants spent time helping, visiting and chatting with neighbours

Willingness to Intervene

- Neighbours were most likely to intervene if someone was trying to break into a house, followed by intervening in “car shopping” (people trying car doors) and suspicious persons in the area
- The least likely interventions were in situations of illegal parking, loud music, or underage drinking

Neighbourhood Involvement

- Neighbourhood involvement was generally low, with less than 20% active involvement
- The most common involvement was speaking to a person causing problems. The least common was talking to religious or community leaders about improving the neighbourhood

Community involvement and social cohesion are key protective factors against crime. The community displays a moderate level of social integration, with a friendly atmosphere and a willingness to intervene in certain situations. Active involvement in neighbourhood issues is low, yet there is a sense of readiness to address more practical local problems. Personal relationships among neighbours are common, but deeper social connections vary.

Community Perspectives of Police and Courts

Procedural Justice

- There is a strong adherence to the principles of law and procedural justice among the community

“

“I’ve had no complaints about the way the police have acted. The only thing I’ve had to report was a car that was stolen from our property. They came and dealt with it and they were polite and prompt.”

Police Legitimacy

- Over 50% disagreed with the statements that police officers treat people with respect and fairly
- Participants believed the police were most effective in controlling drug activity

“

“I can’t fault the cops from any interaction I’ve heard of around here.”

Police Presence and Complaints

- The majority of respondents never saw police walking around their neighbourhood
- On average, respondents saw 2.5 police cars per day driving around their neighborhood
- Filing complaints against the police is not common among the respondents.

“

“They’re dealing with stuff I couldn’t fathom... hats off to them”

Police Effectiveness

- The majority of respondents held positive views of the police and felt they were doing a good job in combating crime in the community
- They also recognised several challenges faced by law enforcement, such as limited resources, inconsistent policing and prevalent youth and property crime issues

“

“I think they’re short in a lot of places... in the towns when something happens there’s no one there.”



The Courts

- Overall courts were seen to be doing their job too. However, some residents felt that the courts didn't support police efforts by being too 'soft' on offenders



"Police are very short staffed but I also think when police have tried and tried the court system lets them down as well."

"Police can arrest them, then go to court and get a slap on the hand and that's it."

Generally, participants indicated that the police were doing a good job of keeping the community safe but acknowledged a number of challenges faced by the police. These included a lack of resources, a lack of consistent police coverage and numerous issues with youth. Poor perceptions of police and the criminal justice system are often correlated with fear of crime and resident's willingness to report crimes to the police.





Narrabri Shire Crime Prevention Action Plan 2024-2028

Focus: Delivering on the Narrabri Shire Crime Prevention Plan 2024-2028

This section acts as an umbrella for the Crime Prevention Plan in Narrabri Shire. Here we identify some of the key action items that will support and leverage other, more targeted, crime prevention action items and strategies. Key action items are numbered below. Rationales offer an explanation for the purpose of the action item as it relates to crime prevention. Strategies represent possible ways of achieving the action item. Measures of success are a means to evaluate the implementation and progress of the action item.

1. Adopt the new Narrabri Shire Crime Prevention Plan 2024-2028; and embed into relevant Council strategies and plans

Strategies	<ul style="list-style-type: none"> Develop an implementation timeline for the Plan Determine responsibility areas for actions items, strategies and measures of success Responsible areas/individuals should develop specific, measurable, achievable, 	<ul style="list-style-type: none"> relevant and time-bound goals to ensure delivery of the Plan (see SMART goals) Monitor and review the progress of the Plan through the facilitation of quarterly Narrabri Crime Prevention Committee meetings
Measure of Success	<ul style="list-style-type: none"> Total number of action items met Total number of strategies implemented 	<ul style="list-style-type: none"> Outcomes of measures of success

2. Review the terms of reference and membership of the Narrabri Crime Prevention Committee

Rationale	<p><i>The Narrabri Crime Prevention Committee is a key driver of crime prevention in the Shire. As such, it is important that its terms of reference are relevant to current crime trends and needs and allow the Committee to act and respond accordingly.</i></p> <p><i>Reviewing membership can help identify gaps in stakeholder engagement, ensuring that membership includes active members and represents the needs of various segments of the community.</i></p>	
Strategies	<ul style="list-style-type: none"> Evaluate the current terms of reference to ensure they align with the latest crime trends and community needs, using the Narrabri Crime Prevention Plan 2024-2028 and supporting documentation as the basis for decision-making 	<ul style="list-style-type: none"> Review the current terms of reference to ensure they empower the Committee with the necessary authority and resources to address matters of crime prevention in the Shire

Strategies (contin.)	<ul style="list-style-type: none"> • Review the current terms of reference to ensure the decision-making process is efficient, transparent and inclusive • Establish specific, measurable, achievable, relevant and time-bound goals for the Committee (SMART) • Modify objectives where necessary to reflect current priorities and challenges in crime prevention • Define clear metrics to assess the effectiveness of the Committee's initiatives • Review the current terms of reference to ensure clear definitions of roles, responsibilities and expectations for Committee members • Review the membership of the Committee and determine if there are stakeholders or community segments not currently represented but who 	<p>could provide valuable insights. If so, review the current terms of reference and revise accordingly</p> <ul style="list-style-type: none"> • Develop partnerships with local businesses, non-government organisations (NGOs), schools and other organisations that can support the Committee's initiatives • Create opportunities for Committee members to network with external experts and other crime prevention bodies • Consider offering formal training in Crime Prevention and Community Safety to Committee members (e.g. Crime Prevention Through Environmental Design, CPTED) • Increase public awareness of the Committee's role and achievements through regular updates via traditional media, social media and community events
Measure of Success	<ul style="list-style-type: none"> • Updated terms of reference • Total number of goals and objectives met as set out by the Committee • Creation of specific performance metrics for the Committee's activities • Representation of different community groups, professions and demographics within the Committee • Total networking opportunities created • Completion of formal training in crime prevention 	<ul style="list-style-type: none"> • Total number of new partnerships developed with key stakeholders • Total number of Committee meetings held per year • Regular attendance (more than 70% present) by members at Committee meetings • Tracking and evaluation of public perspectives/commentary on communications/public contact (i.e. emails/phone calls) regarding the Committee's activities
3. Publicly disseminate the 2024-2028 Narrabri Crime Prevention Plan to increase awareness of the actuality of crime in the Shire, the public perception of crime and Council's crime prevention strategy		
Rationale	<p><i>In order to build community engagement, residents need to know about crime in their local area and about the local strategies and plans to address it. By disseminating information about crime in the Shire and the Plan's approach to addressing the issue, Council can improve community buy-in.</i></p>	



Strategies	<ul style="list-style-type: none"> Promote the Plan via traditional and social media channels Promote the plan at municipal libraries and other community-centered spaces Prepare and disseminate fliers and posters for public display advising how to obtain a hard copy of the Plan or access online 	<ul style="list-style-type: none"> Create infographic mailout with fridge magnets/other items with key contact details (Council, emergency services and so on) in partnership with Crime Stoppers or NSW Police and post out with rates notices or other similar municipal mailout
Strategies Suggestion	Implement these strategies separately and over time so that effectiveness of each strategy can be measured more meaningfully	
Measure of Success	<ul style="list-style-type: none"> Measure traffic to Council website (specifically the Crime Prevention Plan) pre/post marketing strategies to determine which methods are most effective Monitor any changes in crime and crime rates following the dissemination of the Plan to understand its effectiveness in 	<p>crime prevention. Note: this needs to be interpreted with caution (i.e. a higher rate of crime could indicate increased reporting)</p> <ul style="list-style-type: none"> Use perceptions of safety questions from baseline survey conducted in October 2023 again in 2026 to determine if there are improved feelings of safety
4. Identify opportunities for the funding of crime prevention initiatives and apply for these where they may advance the Narrabri Crime Prevention Plan 2024-2028 and crime prevention in the Shire more broadly		
Rationale	<p><i>Council led crime prevention efforts often receive little state and federal funding. With the other budgetary pressures facing Councils, it can be difficult to allocate funding to crime prevention initiatives. By seeking external funding, this can provide much needed supports and resources that may not be otherwise possible. Such funding will significantly aid in Councils ability to achieve the action items set out in this Plan.</i></p>	
Strategies	<ul style="list-style-type: none"> Have a grants officer or person responsible seek out and identify grants specific to crime prevention Consider important elements of crime prevention such as grants which may facilitate community events and social 	<p>cohesion through to those which fund lighting or the implementation of other CPTED tools and techniques</p> <ul style="list-style-type: none"> Focus efforts on funding areas which will aid in implementing the Narrabri Crime Prevention Plan 2024-2028
Measure of Success	<ul style="list-style-type: none"> Total number of grants identified 	<ul style="list-style-type: none"> Total number of grants applied to

5. Participate in relevant conferences and workshops and consider taking a leading role in crime prevention efforts by organising a conference dedicated to the prevention of crime in regional and rural areas.

Rationale	<i>Attending and participating in conferences/workshops facilitates the exchange of knowledge and best practices in crime prevention, while also building valuable networks, enhancing collaboration and the sharing of resources. By taking a leading role, Council can proactively address crime issues and learn from others in the Region experiencing similar problems. Hosting a conference is also a good way to empower local community residents and stakeholders and demonstrate a public commitment to community safety.</i>	
Strategies	<ul style="list-style-type: none"> Identify conferences or workshops that will aid the council in the implementation of the Narrabri Shire Crime Prevention Plan 2024-2028. For the proposed conference organised by Narrabri Shire Council, consider the following: <ul style="list-style-type: none"> Focus on the most pressing crime issues in regional and rural areas, such as property crime, drug-related issues, domestic violence, motor vehicle theft, fraud, rural crime and so on Emphasise the important role that local governments play in crime prevention and consider how local policies, initiatives and community partnerships can effectively reduce crime Ensure the event is outcome-focused, defining clear, achievable objectives at the outset. The content, discussions, presentations and 	<p>activities at the event should be deliberately planned to steer towards achieving the set objectives</p> <ul style="list-style-type: none"> Involve local law enforcement, community leaders, policymakers, academic experts and NGOs in the planning process: this collaboration ensures buy-in and a comprehensive approach to crime prevention Invite experts in various fields related to crime prevention, including law enforcement officials, criminologists, social workers and representatives from successful crime prevention programs Seek sponsors to support the event financially, especially from local businesses or organisations interested in crime prevention Follow a similar model to the Crime Prevention & Community Safety Conference 23 - 24 Nov 2023 - Gunnedah
Measure of Success	<ul style="list-style-type: none"> Number of conferences or workshops attended Stakeholders, participants and contributors identified Funding for conference sourced Conference developed and delivered Total number of attendees Monitor the depth and relevance of discussions and presentations. Feedback from session moderators and 	<p>participants can provide insights for the Shire's approach to crime prevention.</p> <ul style="list-style-type: none"> Prepare a report on the workshop/conference attended and/or conference hosted that is outcome focussed and includes a number of action items based on the proceedings. Ideally, these action items should be specific and applied to the Narrabri Shire Crime Prevention Plan 2024-2028



Focus: Community Engagement

This Action Area emphasises the importance of public awareness and involvement in crime prevention in Narrabri Shire. Strategies are outlined that aim to raise awareness and foster active participation from community members. A key focus is on creating a collaborative environment where citizens are informed and empowered to contribute to safety and security in their communities.

Innovative outreach methods, public education campaigns and community events are proposed to enhance engagement and build a shared responsibility towards preventing crime. This Action Area serves as the foundation for establishing a strong and cooperative relationship between the community, Council, law enforcement agencies and other key stakeholders.

6. Develop and disseminate public information and education strategies focused on the specific crime problems areas of: Domestic Violence; Motor Vehicle Theft; Fraud/Cybercrime

Rationale *There is an increase in certain types of offences, particularly motor vehicle theft, fraud and domestic violence-related offences. A public awareness and information strategy to encourage residents to reduce their risks is recommended.*

Strategies	<ul style="list-style-type: none"> • Create tailored messages for each crime type: <ul style="list-style-type: none"> • Example: for domestic violence, focus on recognising signs and offering support • Example: for motor vehicle theft, emphasise target hardening preventive measures (e.g. 'how safe is your plate days') • Example: for fraud, educate on common scams, cybercrime and protective strategies including e-safety and security • To aid in community engagement and reduce cost/workload, utilise campaigns, information and materials 	<p>developed by the NSW Police Force and Crime Stoppers NSW</p> <ul style="list-style-type: none"> • Distribute informative brochures and flyers in community centres, libraries, police stations, schools and other public places • Develop a dedicated webpage specific to these strategies with comprehensive resources, tips and contacts • Work with local stakeholders (e.g. car dealerships; financial institutions; libraries) to help co-fund and support these initiatives • Use various media platforms –TV, radio, social media, newspapers – to reach a broader audience
Strategies	<ul style="list-style-type: none"> • Creation and dissemination of public information and education strategy for domestic violence • Creation and dissemination of public 	<p>information and education strategy for motor vehicle theft</p> <ul style="list-style-type: none"> • Creation and dissemination of public information and education strategy for fraud/cybercrime

Measure of Success (contin.)	<ul style="list-style-type: none"> Track the number of community members participating in crime prevention programs or initiatives following the knowledge translation efforts After disseminating crime prevention information, conduct surveys to assess the community's understanding and perception of the strategies 	<ul style="list-style-type: none"> Analyse the reach, engagement and feedback on traditional and social media related to the crime prevention strategies Engage/monitor media coverage of crime prevention initiatives and strategies
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7. Facilitate knowledge translation of additional crime prevention strategies with the community

Rationale	<i>An informed community is often a safer community. Providing information about how to protect oneself and one's property can help reduce victimisation and improve community safety.</i>
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Strategies	<ul style="list-style-type: none"> Develop and disseminate crime prevention toolkits, such as those available through external agencies (e.g. NSW Police Force; Crime Stoppers NSW) – leverage current materials that have already been created (e.g. farm crime). Continue facilitating Crime Prevention Week once yearly Distribute crime prevention awareness material quarterly focusing on specific topics (e.g. domestic violence; motor vehicle theft; property crime; online e-safety and so on) 	<ul style="list-style-type: none"> Promote crime prevention awareness material via traditional and social media channels Review and revise the dedicated crime prevention tab on the Council website, including providing links to existing resources such as those provided by Crime Stoppers, NSW Police, Government departments, Neighbourhood Watch and other public agencies / non-government organisations
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Measure of Success	<ul style="list-style-type: none"> Creation and/or delivery of crime prevention toolkits The facilitation of Crime Prevention Week The total distribution of crime prevention awareness material Revisions completed on crime prevention section/tab of Narrabri Shire Council website Track the number of community members participating in crime prevention programs or initiatives 	<ul style="list-style-type: none"> following the knowledge translation efforts After disseminating crime prevention information, conduct surveys to assess the community's understanding and perception of the strategies Analyse the reach, engagement and feedback on traditional and social media related to the crime prevention strategies Engage/monitor media coverage of crime prevention initiatives and strategies
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8. Consider developing a 'Coffee with Council and Cops' program of regular events

Rationale	<i>Narrabri Shire Council and the NSW Police Force have a strong relationship. This can be leveraged to improve public awareness and engagement with local efforts in crime prevention. Coffee with Council and Cops is a similar approach to Coffee with a Cop that is designed to encourage improved relationships with police, improve reporting of crime and disorder and overall community reassurance.</i>	
Strategies	<ul style="list-style-type: none"> Hold events annually, alternating between the three main population centres of Narrabri, Wee Waa and Boggabri so that each location is evenly serviced by such outreach Events attended by a police officer, Council officer and possibly a Councillor (ideally those associated with the Narrabri Shire Crime Prevention Committee) These events could be held for two hours on a Saturday (for example 	<ul style="list-style-type: none"> between 11am and 1pm) when people are likely to be active in the commercial areas of their local communities and pre-post Saturday sporting and other commitments These events may also be used to disseminate crime prevention material Source funding internally for refreshments to provide at each event
Measure of Success	<ul style="list-style-type: none"> Track the number of attendees at each event Use police legitimacy and crime reporting questions from baseline survey conducted in October 2023 again in 2026 to determine if there has been an increase in perception of police and in 	<ul style="list-style-type: none"> reporting to the police Add additional questions specific to engagement and perceptions of 'Coffee with Council and Cops' to understand the impact of this particular program

9. Support the Narrabri Shire Youth Council in addressing crime issues which impact youth

Rationale	<i>Enable youth input and develop ownership of crime problems.</i>	
Strategies	<ul style="list-style-type: none"> Engage the Narrabri Shire Youth Council to develop strategies to address crime and crime related problems faced by young people in the Shire 	<ul style="list-style-type: none"> Report to the Narrabri Crime Prevention Committee
Measure of Success	<ul style="list-style-type: none"> Total number and type of strategies developed Crime Prevention Committee meeting minutes reflecting consideration and engagement with Narrabri Shire Youth Council proposals 	<ul style="list-style-type: none"> Delivery of strategies to address crime and crime related problems faced by young people in the Shire

10. Establish new and/or maintain existing relationships with key stakeholders in community crime prevention, including the NSW Police Force, community representatives, organisation and groups

Rationale	<i>Better collaboration between community safety stakeholders can lead to improved community safety outcomes</i>	
Strategies	<ul style="list-style-type: none"> • Work collaboratively with government and local agencies to promote and support programs, including but not limited to: domestic violence (e.g. NDCAS); harm minimisation and the reduction of alcohol and other drug related problems (e.g. Vinnies, Sober in the Country); farm crime (e.g. NSWPF Rural Crime Investigator) etc. • For example; Develop and maintain an ongoing association and collaboration with the local member of the New 	<p>South Wales Police Force Rural Crime Prevention Team (RCPT) (located in Gunnedah and Tamworth)</p> <ul style="list-style-type: none"> • Establish a hub and spoke model for sharing information pertinent to community safety that may not have been otherwise shared • Collectively identify needs, goals or targets for community safety that are clear and measurable • Report to the Narrabri Crime Prevention Committee
Measure of Success	<ul style="list-style-type: none"> • Number of new collaborations between community safety stakeholders • Establishment of hub and spoke model and identification of key stakeholders included 	<ul style="list-style-type: none"> • Identify needs and issues of key stakeholders related to crime prevention (e.g. alcohol and other drugs) • Crime Prevention Committee meeting minutes reflecting consideration and engagement with stakeholder input



Focus: Community Connectedness

This Action Area focuses on strategies aimed at building, strengthening and then maintaining community connections throughout the Shire. Collective efficacy – the community's ability to act on behalf of their shared values and concerns – comprises high levels of trust and solidarity among residents and their willingness to provide informal social control. Communities with high levels of collective efficacy generally have correspondingly lower fear of crime and lower crime rates.

As such, levels of collective efficacy are considered to be the mediating factor between a neighbourhood's structural characteristics and crime. This Action Area emphasises that networks of belonging of belonging that facilitate the creation of social cohesion are a necessary precondition for communities being able to form high levels of trust and social solidarity and a willingness to act in response to perceived social problems.

11. Promote community engagement in matters of crime prevention through events focused on social cohesion

Rationale

[Social cohesion](#) building events are an important protective factor against crime and disorder in communities. They can make public education more interesting, fun and engaging, with the added benefit of building social cohesion.

Strategies

- Organise and deliver social cohesion events to build local culture and community connection
- Example: Establish participation in '[Neighbour Day](#)' across the Shire as a whole or individually in the three main population centres of the Shire
- Example: Support local [block parties](#) with small funding grants to encourage cohesion building and information sharing
- Example: At community events, include "gratitude boards" where residents can use [post-it notes](#) to answer the statement "what I love most about my community is..."
- Example: Support the formation of a "[Town Team](#)" to improve a particular area or place within the Shire either through the establishment of a new group of people; an existing group/sub-group within the Shire; or formed via representation of existing community organisations (it is suggested that Wee Waa be the specific initial focus of a Town Team)
- Example: Consider [livability academies](#) that create engaged citizens through skills development related to safety, social cohesion and relationship building
- Provide encouragement and support for the delivery of alcohol and drug-free family/community events within Narrabri Shire
- Embed crime prevention education and messaging into 'general' community events; while not the focus, use these events to communicate evidenced based information of crime and public safety in Narrabri Shire in a positive social environment

Measure of Success

- Total events hosted and crime prevention material shared
- Total attendance at events hosted
- Measure new/improved social

Measure of Success (cont.)

connections (e.g. Ask participants at exit of events – did they meet anyone new, have they made any plans for the community together, have they connected with any local community leaders or service providers)

- Use community involvement and social integration questions from baseline survey conducted in October 2023 again in 2026 to determine if there are improvements in measures of social cohesion

12. Consider establishing a [community reference](#) group constituted of up to nine local residents to assist Council with provision of grass-roots crime prevention strategies and Crime Prevention Through Environmental Design (CPTED) audits

Rationale

Local community reference groups can add an important layer of engagement and ownership over community safety. They also add valuable contextual knowledge and expertise that may not otherwise be known.

Note: It is important that the community reference group be an external committee which is self-standing and embedded in the community, from which council may seek community input and engagement on matters of crime prevention.

Once the group has been established, it should determine its own agenda, actions and organisation. Council should not only engage with the ideas and strategies developed by this group, via the Crime Prevention Committee, but also utilise it as an important external body to aid in the delivery of the Narrabri Shire Crime Prevention Plan (2024-2028) and other matters of crime prevention ([CPTED](#) audits).

Strategies

- Use community engagement events to recruit potential local leaders and stakeholders, giving consideration to ensuring representation from across the Shire
- Once set up this committee should consider training in crime prevention principles conducted by a tertiary institution or private consultancy. This can then translate into a train-the-trainer program, ensuring the community reference group is self-standing and able to self-organise.
- This group should meet quarterly but can be called upon to support particular initiatives (e.g. CPTED audits)
- Appoint a Council officer to facilitate the sharing of information from this group back to the Narrabri Crime Prevention Committee
- Work with group of nine to establish a vision for the community over the next 5-years and create an action plan to leverage local resources and services to develop safety strategies related to the Narrabri Shire Crime Prevention Plan 2024-2028
- Have the community reference group identify and source funding for events/ programs which support community connection and/or crime prevention (e.g. [Foundation for Rural Regional Renewal](#))

Measure of Success

- Establishment of a group of nine that is representative of the community (various age ranges, ethnicities, genders and work/life experience)
- Total number of meetings
- Training in crime prevention completed
- Co-creation of an action plan to leverage local resources and services to develop safety strategies
- Total number of crime prevention initiatives supported
- Total number of grants identified and applied for
- Crime Prevention Committee meeting minutes reflecting consideration and engagement with the community reference group



Focus: Planning, Infrastructure and Resourcing

This Action Area focuses on leveraging environmental design and infrastructure planning as tools for crime prevention in Narrabri Shire. It emphasises the role crime prevention through environmental design (CPTED) in reducing crime opportunities and enhancing public safety and security. Strategies include improving street lighting, enhancing

visibility in public spaces, maintaining proper access control, improving image and maintenance and designing buildings and landscapes to deter criminal activities. By incorporating crime prevention principles into design of the community, this Action Area will create communities that are designed to be safer and less conducive to criminal behaviour.

13. Ensure Council related planning and developments consider crime prevention principles and practices (e.g. proper lighting)

Rationale

Environmental design can have a significant impact on the kinds of crime opportunities that are available to offenders. Using Crime Prevention through Environmental Design principles can help reduce these opportunities. By building crime prevention principles into planning and development, Council can reduce the need to retrofit these measures (and the associated costs and social harm). A key aim is to provide spaces which encourage prosocial activities.

Strategies

- Consider creating an internal [CPTED review Committee](#), that reviews all potential development plans for crime issues related to design and planning
- Work with community reference group to reduce workload and ensure community input/engagement
- Review and audit public spaces in Narrabri Shire (specifically parks) to ensure they encourage public use and use crime prevention design where possible (such as lighting). Consider:
 - Infrastructure: e.g. play equipment, BBQs, playing courts etc
 - Repairs required to existing infrastructure
- Past infrastructure on the site
- Identify any potential opportunities to improve design (ex. better lighting, clearer sightlines, improved signage, etc.) and create a plan for implementation
- The audit should be published on the Council website in a dynamic nature indicating the status of each park.
- Use [CPTED](#) principles and [safety audits](#) to annually review public areas
- Connect with [CPTED community](#) for additional guidance and training in [CPTED](#) principles

Measure of Success

- Improved image and maintenance of public spaces measured through pre/post audits of specific sites
- Reduced crime-related incidents in these locations
- Use perceptions of safety questions from baseline survey conducted in October 2023 again in 2026 to determine if there are improved feelings of safety

Focus: Youth Crime

This Action Area addresses the critical issue of youth crime in Narrabri Shire. It outlines a proactive approach to preventing youth crime by focusing on education and opportunities for pro-social engagement and expression. The strategies include developing youth-centric programs that offer education, mentorship and recreational activities.

By targeting the root causes of youth crime, such as lack of opportunities and positive modelling, this Action Area aims to provide constructive alternatives and support to young people, helping them make positive life choices and strengthen their ties to the community.

14. Investigate starting a Police Citizen Youth Club (PCYC) in Narrabri Shire.

Rationale	<i>There is clearly a desire for a PCYC in Narrabri Shire and a need to support youth activities in healthy and pro-social ways. Research has shown that pro-social activities, including sport and club involvement, can help keep youth out of trouble and acts as a protective factor against issues in the home or at school.</i>	
Strategies	<ul style="list-style-type: none"> Identify potential community sites for a PCYC to be located Identify funding opportunities and apply for funding for the creation of a PCYC– a co-sponsorship of this between Council and a commercial enterprise/service club could be investigated; alternatively, government 	<ul style="list-style-type: none"> or philanthropic grants can be identified and applied for Interim strategy: identify current infrastructure and create initial pilot of PCYC programming to determine level of interest and desired programming in the community
Measure of Success	<ul style="list-style-type: none"> Location for potential PCYC identified Business case for PCYC developed Funding application for PCYC submitted 	<ul style="list-style-type: none"> Initial pilot programming started (identify participant numbers at start and over time). Creation of implementation plan PCYC established in Narrabri Shire

15. Investigate funding opportunities to join programs such as [BackTrack](#) to service Narrabri and surrounding areas.

Rationale	<i>BackTrack is a recognised national leader and advocate for disengaged and at-risk young people. This unique program has also shown significant success in other rural communities. As noted above, youth-centric programs that offer education, mentorship and recreational activities can help keep youth out of trouble and act as a protective factor against engagement in criminal behaviour</i>	
Strategies	<ul style="list-style-type: none"> Identify interest in establishing a BackTrack program locally, including potential leaders (local champion) and volunteers and sources of funding. Contact the BackTrack organisation 	<ul style="list-style-type: none"> for details on funding and necessary requirements (e.g. resources) Create a business case and plan for support and implementation

**Measure of Success**

- Contact made with BackTrack
- Results of survey of community need/interest
- Creation of business case
- Identification of community champions/volunteers
- Sources of funding identified and secured
- Creation of implementation plan

16. Investigate and create local programs for youth.**Rationale**

A lack of activities for youth was identified as one of the major issues correlating with youth crime. This is consistent with research that demonstrates when youth do not have access to pro-social activities, they are more likely to engage in problematic behaviours. A reliable adult or mentor is one of the best protective factors for at-risk youth and adolescents.

Strategies

- Example: Collaborate with schools to implement updated educational programs, such as [Youth Frontiers](#), focused on pro-social engagement
- Example: Consider a parental support program based upon the [Triple P Positive Parenting Program](#)
- Example: Investigate other youth programs including the [Big Brothers and Big Sisters Program](#) or an Adopt a Grandparent program
- Example: Another potential is [Fourth R](#) which focuses on healthy relationships and self-management
- Identify potential avenues for a [youth hub](#), or mobile youth activities, across the municipality, that will allow all youth to be involved (regardless of distance): as an alternative to a bricks and mortar location, a mobile 'youth resource centre' in the form of branded minibus or towable caravan which can be driven to existing buildings with other uses to be set up
- Identify avenues for funding to support and sustain these activities
- Identify potential volunteers and employees for these programs

Measure of Success

- Funding for youth programs and activities secured
- Volunteers for youth programs and activities mobilised
- Connections developed with key stakeholders to support program development and delivery
- Creation and delivery of specific youth mentoring/education program or school program

Focus: Domestic and Family Violence

This Action Area tackles the critical issue of domestic and family violence. It proposes a comprehensive and holistic approach to prevent and respond to such incidents within the community. The strategies include increasing public awareness, providing support services to victims and fostering a broader culture of non-

tolerance towards domestic violence. This Action Area also emphasises the importance of collaboration with local organisations and law enforcement to effectively address and reduce the incidence of domestic and family violence, ensuring a safer environment for all community members.

17. Allocate resources to enrol Council officers in DV [training programs](#)

Rationale *Domestic violence is a significant issue that is often misunderstood. Training is, therefore, necessary for Council members to effectively partner with community providers and support local strategies for domestic violence prevention.*

Strategies

- Enrol two Council officers in DV training program during the next offering 2024-26
- Consult the [NSW Legal Assistance Forum \(NLAFF\)](#) for list of members and programs on offer

Measure of Success

- Completion of program by two Council officers

18. Following the previous recommendation, support local domestic/family violence strategies for the Shire, that consider the rural geography of Narrabri Shire and the needs of the community.

Rationale *While Council will not necessarily be able to impact directly the root causes of domestic and family violence, new knowledge can improve Council's ability to facilitate and support local strategies for the treatment and protection of victims.*

Strategies

- Identify opportunities for addressing domestic and family violence at the local level
- Identify specific needs in Narrabri (shelters, offender treatment, police training, social work supports, safety planning)
- Discuss strategies with local service providers including social workers and case managers
- Collaborate with local organisations (e.g. [NDCAS](#)) to promote existing domestic violence support services
- Support activities that raise general public awareness through participation in and promotion of community events (such as [White Ribbon Day](#) etc)



Measure of Success

- The development of a local domestic/family violence strategy
 - After developing and disseminating the domestic/family violence strategy, conduct surveys to assess the community's understanding and perception of this strategy
 - Analyse the reach, engagement and feedback on traditional and social media related to the crime prevention strategies
 - Engage/monitor media coverage of crime prevention initiatives and strategies
 - Monitor the usage rates of local shelters, social work supports and domestic violence support services. NOTE: an increase in the use of these services can indicate higher community engagement and awareness.
 - Monitor and evaluate the reach and impact of public awareness campaigns (e.g. White Ribbon Day), website traffic to domestic violence resource pages and the distribution of educational materials
-

**Narrabri Shire
Crime Prevention Plan
2024 – 2028**

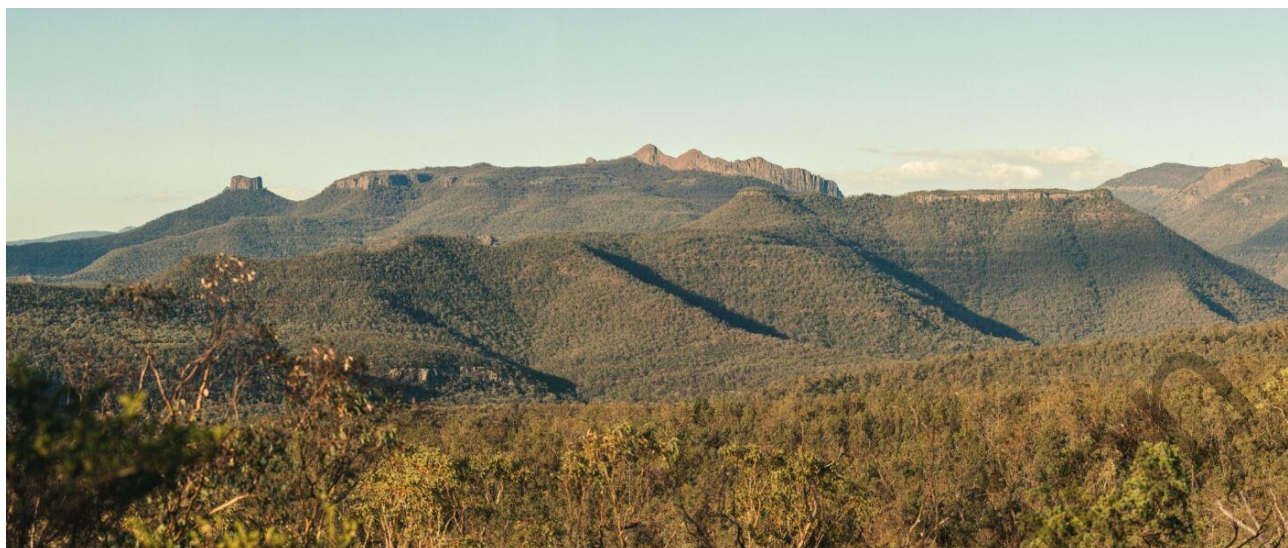


**Centre for Rural
Criminology**

Endorsed for Public Exhibition - 19 December 2023 (MINUTE 346/2023)

NARRABRI SHIRE
Youth
STRATEGY
2022/2026





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/Gomeri/Kamilaroi Nation, and pay respect to their Elders past, present, and emerging.

Narrabri Shire Council acknowledges the various spellings of 'Gamilaraay, Gamilaroi, Gomeri, and Kamilaroi' 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."

THANK YOU

Thank you to the young people who contributed to developing this strategy, including the 2021/2022 Narrabri Shire Youth Council. Thank you for generously lending Council your time to contribute to the development of this Strategy. You elevated your voices during the hardest years in our recent history, which took a significant toll on young people across the Shire. We are so grateful for your commitment to ensuring this Strategy reflects your voices and makes a difference to the lives of young people across our Shire.

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Narrabri Shire Council – 2022/2026 Youth Strategy



I am honored to introduce the 2022/2026 Youth Strategy, a document which represents Council's unwavering commitment to the boundless potential of our incredible young residents. As Narrabri Shire Council's General Manager it is both a privilege and a responsibility to champion the needs and aspirations of our community.

Council recognises the invaluable contributions that young people make to the tapestry of our community. They are not just the future; they are an integral part of our present. This Youth Strategy is a testament to our dedication to providing a supportive environment that nurtures their growth, empowers their voices, and celebrates their unique talents.

In crafting this strategy, we have listened to the concerns, dreams, and ideas of our youth. We understand the challenges they face in a rural setting, and we are committed to overcoming these hurdles together. The Youth Strategy encompasses a range of initiatives designed to foster education, skill development, and civic engagement, ensuring that our young residents have the tools they need to thrive.

Through collaborative efforts with all levels of government, local organisations, educational institutions, and community leaders, we aim to create a dynamic ecosystem that encourages innovation, creativity, and a sense of belonging. We believe that investing in our youth is an investment in the resilience and prosperity of our entire community.

I invite every member of our community to actively participate in the implementation of the Youth Strategy. By working together, we can build a community where young people feel heard, valued, and inspired to contribute to the collective success of our home.

Thank you for joining us on this journey towards a brighter, more inclusive future for the Narrabri Shire.

Sincerely,

Rob Williams
General Manager



As the outgoing Youth Mayor, I am pleased to present the 2022/2026 Youth Strategy, a fantastic initiative aimed at cultivating a more vibrant and inclusive community. The Youth Strategy was an initiative of the Narrabri Shire Youth Council and as the Narrabri Shire Youth Mayor for 2023, I am thrilled to see this Strategy come to life and the prospects it holds for our young residents.

I have been delighted and honoured to have been elected as the Narrabri Shire Youth Council's Mayor for the past 12 months and the Deputy Mayor for 6 months prior to that. With thanks to Council's Community Development Coordinator Elodie Labonte, who has given up numerous hours of her time and the rest of the Youth Council, we have been able to achieve many great things over the past two years for the promotion of youth engagement in the Narrabri Shire. I am very proud of our progress as a youth support team, especially in our activities such as our Family Fun Day, multiple movie nights and council promotion at our local markets and most importantly being a voice for the youth in our Shire.

Now, we need YOU in the spotlight. Your ideas, your energy, your passion. Let's create a community where people of all ages enjoy living and can thrive. Education, skill development, and active participation are the foundations of the Youth Council. Our goal is to create an environment that provides the necessary resources for our young residents to not only dream ambitiously but also to translate those aspirations into tangible achievements.

I encourage active participation from the community as a whole as we embark on the implementation of this Strategy. Your insights, ideas, and collaboration are integral to the success of this initiative. Together, let us build a community that nurtures the potential of our youth and ensures they play a central role in shaping the trajectory of the Shire.

Thank you for your support and commitment to our future.

Mackenzie Jones
Youth Mayor

INTRODUCTION

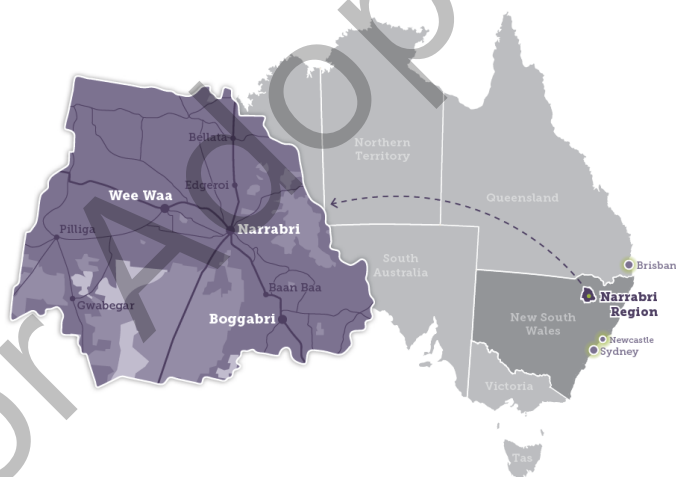
The 2022/2026 Youth Strategy (**the Strategy**) is a four-year strategic plan developed to provide strategic direction for the delivery of support, programs, activities, and events that meet the needs of our diverse population of young people. The Youth Strategy guides and focuses the way we work with our community to support and empower the Shire's youth. Council has completed an all-embracing community engagement process across the Shire.

The Strategy aims to address the unique needs and aspirations of our young people. The Strategy focuses on fostering youth empowerment, and development. It seeks to identify opportunities for skill-building, education, support, and ensuring that young people have a voice in local decision-making processes. By addressing the specific challenges faced by the Shire's youth and youth in a rural setting, the Strategy aims to create a supportive environment that encourages their active participation in community life and contributes to the overall well-being and vitality of the Shire.

ABOUT THE SHIRE

The Narrabri Shire Local Government Area covers 13,031 square kilometres in North West New South Wales and is home to over 12,000 residents.¹ Located halfway between Sydney and Brisbane, the Shire is an exciting and diverse region of NSW and is home to a vast array of National Parks, Aboriginal Cultural Areas, Conservation Areas, and Nature Reserves.

The Shire sits within the Federal Government electorate of Parkes and the State Government seat of Barwon and is known as 'Australia's Sportiest Shire'.²



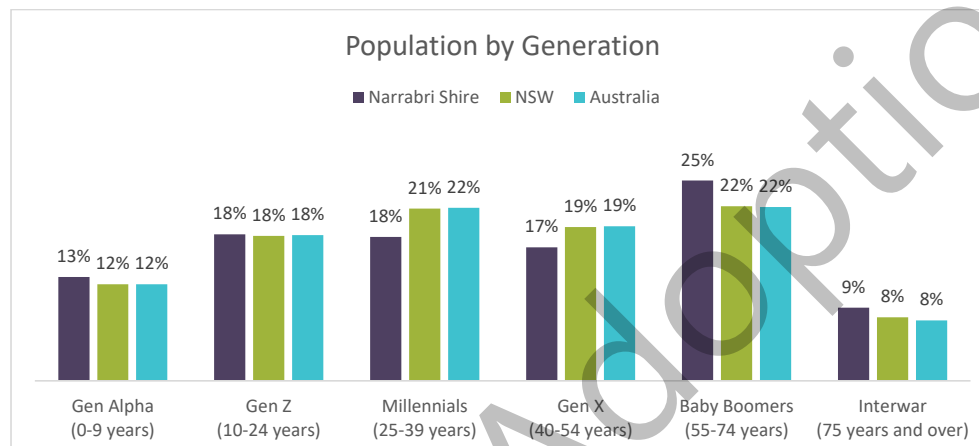
¹ Australian Bureau of Statistics: 2021 Census.

² In 2001 Narrabri was identified as Australia's Sportiest town by Cannel Nine's Today Show, based on the sports persons from the town and district. Over one hundred and ten Australian representatives and champions showcasing forty-four sports were either born or started their sporting career in the Narrabri Shire.

ABOUT THE SHIRE'S YOUTH

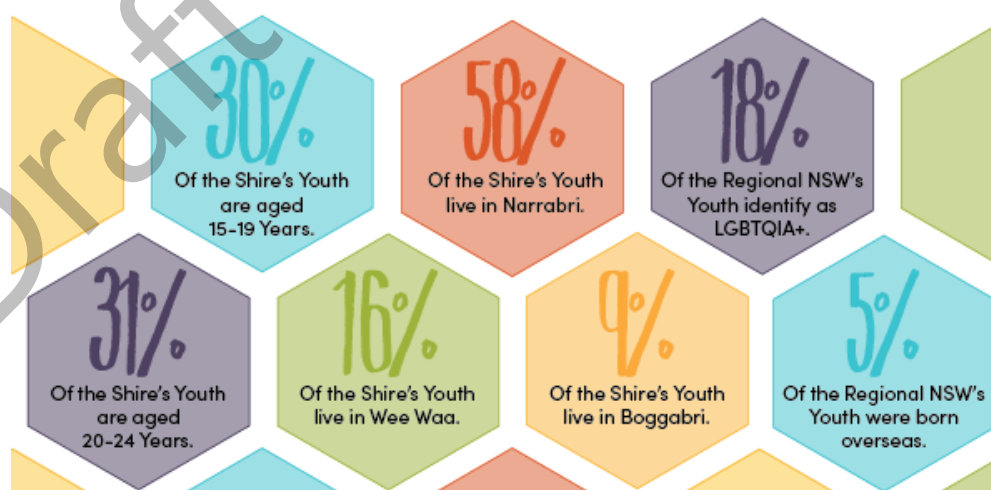
According to the most recent Australian Bureau of Statistics Census (2021) Narrabri Shire LGA (the Shire) population is approximately 12,703 with 2,372 young people living in the Narrabri Shire aged between 10 – 24 years making up 18% of the total population.

For the purpose of the Strategy, 'Youth' is defined as a person aged between 10 to 24 years of age. This group is more commonly referred to as Generation Z.



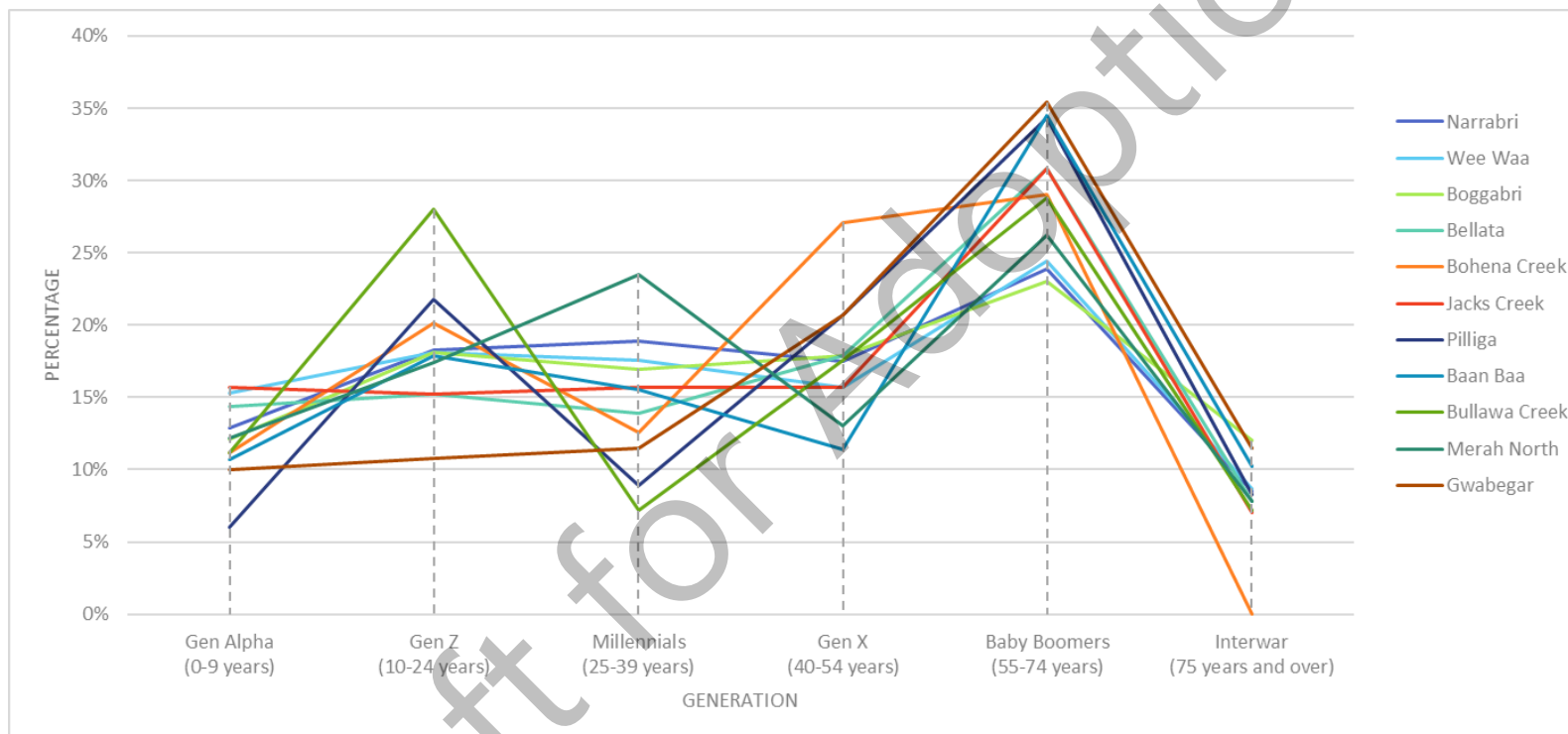
The Shire is enriched by the contributions of its youth, who possess a clear vision for the future and a passionate drive to instigate positive change. In recent times, we've witnessed young individuals actively contributing to making our community and the nation a more equitable and just place. Their energy and aspirations are instrumental in shaping a better tomorrow.

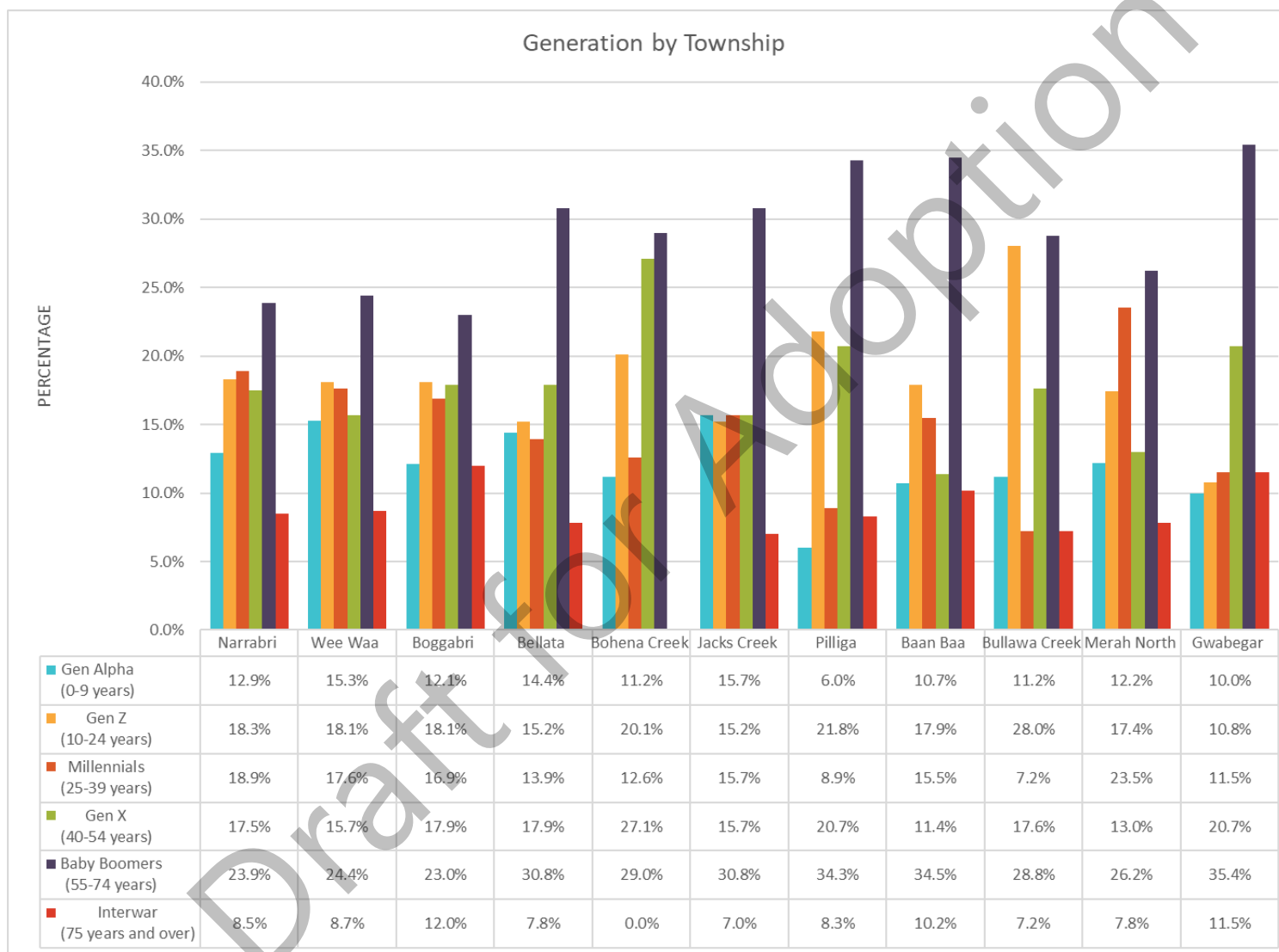
This era of youth resides in an ever-evolving world marked by unprecedented times, emerging technologies and transformations in industries and the job market. Continuously adapting, they explore innovative methods of communication, engaging with friends, peers, families, and the broader community.



Whilst the distribution of generations across the Shire appears to be consistent, for the most part, with that of the overall Shire, there remain some noticeable outliers:

- Bullawa Creek has a far higher proportion of Youth to that of the other townships; and
- Gwabegar has a far lower proportion of Youth to that of the other townships.





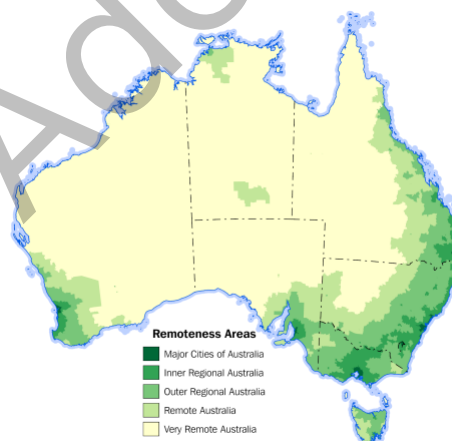
EDUCATION IN THE SHIRE³

The Shire is home to 13 schools, each playing a crucial role in shaping the educational landscape of the area's young people. Of these 13 schools, two (2) are Secondary institutions, with one (1) Primary School expanding into Year 7 enrolments. Schools play a crucial role in fostering the holistic development of young individuals. Therefore, it is important to ensure they receive the necessary resources to establish a safe and conducive learning environment for all enrolled.

Township	Classification	No. of Schools	No. of Students Enrolled Across All Schools	Ave. of Students who Identify as Aboriginal or Torres Strait Islanders	Ave. of Linguistically Diverse Students
Bellata	Outer Regional	1	15	40%	13%
Boggabri	Outer Regional	2	126	24%	3%
Gwabegar	Remote	1	9	67%	0%
Narrabri	Outer Regional	4 ⁴	1,348	28%	4%
Pilliga	Remote	1	11	55%	0%
Wee Waa	Outer Regional	4 ⁵	419	38%	1%

Within the Shire, 11 schools are classified as being Outer Regional, with the remaining 2 in Pilliga and Gwabegar being classified as Remote. These classifications are based on the Australian Statistical Geography Standard (ASGS) Remoteness Structure, as shown below.⁶ Remoteness is derived by measuring road distance from various populated locations and services.

The Shire also has access to higher education and vocational training opportunities. The presence of TAFE, the Community College and the Country University Centre, as well as several training providers ensures that residents have access to quality learning experiences. Whether pursuing higher education degrees or vocational skills, the community benefits from a range of programs that align with both local and broader industry needs. However, despite the diverse opportunities available, the geographical remoteness of the region necessitates significant efforts and resources for individuals seeking educational advancement. Addressing this challenge requires innovative solutions to enhance accessibility and bridge the gap, ensuring that all residents have equitable access to higher education and vocational training opportunities without facing the constraints of extensive travel.



³ Australian Curriculum Assessment and Reporting Authority (2022): Enrolment Data.

⁴ 1 of which is wholly a Secondary School.

⁵ 1 of which is wholly Secondary School.

⁶ Australian Bureau of Statistics: Australian Statistical Geography Standard (ASGS) Edition 3.

ENGAGING WITH THE SHIRE'S YOUTH

Between 2021 and 2023, Narrabri Shire Council endeavored to engage with the Shire's young people, in accordance with Council's adopted to better understand their needs, wants and desires for themselves and the community. Council had set the goal to engage with 10% of the youth proportionally across the Shire. Council captured only 5% of the Shire's youth population through this engagement process and have identified the following potential barriers:

- **Promotion and communication** – Whilst youth use social media, online advertising is not the best way to reach them, and face to face meetings are better as you have their attention and can help with their queries and concerns immediately.
- **Lack of confidence** – The youth feel overwhelmed to participate in community decision-making, as they lack the tools to communicate with adults and believe their ideas and concerns will not be actioned. They are also afraid that if they do speak, they will get shut down therefore, will not speak again.
- **Reaching diverse youth** – The Shire youth have a variety of backgrounds, skills, interests, and experiences. It is important to remember that not everyone has the means to access to technology, to discover and undertake the survey information.

Although Council did identify potential barriers there were also some positive engagement results with 30% of the participants identifying as Aboriginal. Further, every age category was captured during engagement.

INSIGHTS FROM ENGAGEMENT

Top 3 Concerns:

1. Mental health⁷
2. Alcohol, drugs, and vaping⁸
3. Crime and community safety⁹

Top 3 Challenges:

1. School stress
2. Bullying
3. Money

Top 3 Aspirations:

1. University
2. Travel
3. Employment

- **INFORMATION:** When asked where the Youth surveyed get their information from, School (55%), Facebook (49%) and Email (42%) ranked the highest.
- **INTERESTS:** Majority of Youth surveyed are interested in participating in sport (52%), with agriculture and STEM (42%), food preparation (39%), and music, art and dance (39%) following close behind. When asked what events the Youth surveyed would like to see more of in the Shire, Youth Spaces (47%), Skills Programs (43%) and large sporting events (41%) ranked the highest.
- **ASPIRATIONS AND GOALS:** When asked where the Youth's future aspirations were, majority of those surveyed answered to study at university (52%).
- **SAFE SPACES:** When asked where the Youth surveyed like to spend their time, parks and playgrounds and sporting fields were the highest-ranking answers (with cafes and the cinema following closely behind). Respondents who identified as Aboriginal or Torres Strait Islander were more likely to spend their free time at parks and playgrounds, the cinema, and pools than those who did not. When asked where the Youth surveyed would seek assistance for personal problems, friends (40%) and parents (37%) were the highest-ranking answers.
- **ADDITIONAL FACILITIES AND SERVICES:** Majority of Youth surveyed want an indoor sport and recreational facility (63%) and a waterslide (51%). 42% of Youth surveyed felt that is insufficient public transport in their area. Majority of Youth surveyed felt that increased work experience opportunities (64%) would help them achieve their goals, followed by better access to TAFE (41%). 51.73% of those surveyed did not have a connection to reliable internet and this was impacting their ability to achieve their goals.
- **HEALTH AND WELLBEING:** A vast majority of Youth surveyed are concerned about mental health (75%), followed by alcohol, vaping, and illegal drugs (58%). Those respondents who identified as Aboriginal or Torres Strait Islander were more concerned about bullying (42%), and eating healthy and body image (33%).
- **STRESSES:** Majority of Youth surveyed are concerned with school (61%). Money was the second highest concern of Youth Surveyed (42%).
- **ENVIRONMENT:** Whilst **62%** of Youth surveyed are interested in the preservation of the environment, only **55%** said they were likely to change their lifestyle to better suit the environment. Those respondents who identified as Aboriginal or Torres Strait Islander were more likely to change their lifestyle to better suit the environment than those who did not.

⁷ With those aged 13-16 years the most concerned.

⁸ With those aged 13-16 years the most concerned.

⁹ With those aged 13-18 years the most concerned.

STRATEGIC ALIGNMENT

The development of the Youth Strategy originated from a Narrabri Shire Youth Council initiative which was adopted into Narrabri Shire Council's [2022/2026 Delivery Program](#) (Action 4.1.1.2) in June 2022.

The development of the Strategy aligns with the Narrabri Shire [2022/2032 Community Strategic Plan \(CSP\)](#), and aims to enhance the overall well-being and dynamism of the Shire:

- In prioritising the safety and health of the Shire's young residents, the strategy integrates mental health initiatives and community safety programs.
- By fostering a vibrant and connected community, it actively engages youth in cultural and recreational activities, promoting a sense of belonging.
- The Strategy aims to equip the Shire's youth with essential skills and leadership development opportunities, contributing to the overall strength of the Shire's community.
- Furthermore, in line with the Shire's commitment to a diverse economy, the Strategy focuses on job training, entrepreneurship support, and industry partnerships, ensuring the Shire's youth actively participate in and contribute to the economic diversity and growth of the local area.

The Youth Strategy, therefore, stands as a cornerstone for achieving the overarching priorities of creating a safe, healthy, vibrant, resilient, and economically diverse community.

Further, the Strategy was designed to align with the NSW Government's Regional NSW Youth Framework and the Office of the Advocate for Children and Young People's Strategic Plan for Children and Young People 2022-2024:

KEY PRIORITIES

The Strategy's six (6) core priorities were developed in response to what Youth told Council was important to them, and these priorities will help to direct Council's efforts to better support and respond to the needs of the Shire's Youth.



Health and Wellbeing



Community Engagement and Leadership



Education and Skill Development



Entrepreneurship and Employment



Cultural Enrichment



Infrastructure and Environment

IMPLEMENTATION & MONITORING

Many of the Objectives outlined in the Strategy will need to be pursued over the four-year period. Because the Strategy captures long-term Objectives of the Shire's Youth, it is integral that Council monitors and measure our progress against each Action.

Reporting on performance is an important part of the integrated planning process to ensure Council is transparent and accountable in its journey to deliver on our commitments to the community.

- Each financial quarter, Council presents Operational and Service Plan Quarterly Progress Reports and Quarterly Budget Reviews to demonstrate how Council is progressing with completing all Actions established in the Operational Plan;
- Every six months, Council presents Half Yearly Delivery Program Progress Reports to demonstrate how the work Council, the community and key stakeholders is impacting the broader Narrabri Shire and if this work is having a positive effect in achieving the Objectives outlines in the Community Strategic Plan;
- Each financial year, Council presents an Annual Report, which included detailed financial and statutory information and outlines what Council did and did not achieve against the Actions established in the Operational Plan;
- Each Council Term (four years), Council presents a State of the Shire Report (previously known as an End of Term Report), to outline Council's overall progress in delivering it's overall Delivery Program and how this has made a positive impact towards achieving the Objectives established by the Community Strategic Plan

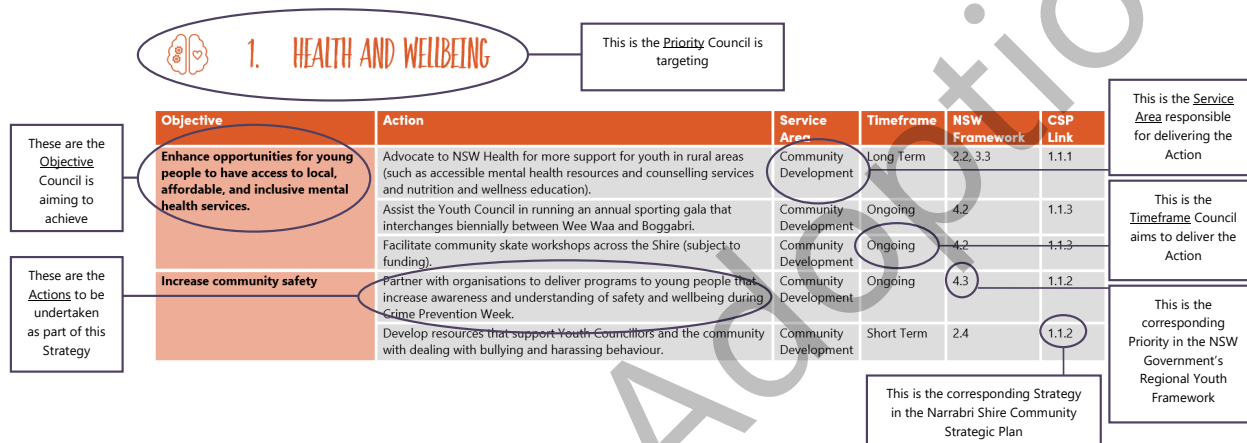
Timeframe	Proposed Implementation
Ongoing	These actions will be established as ongoing Council operations and may carry on after the four-year period.
Short Term	These actions will be established as annual deliverables.
Medium Term	These actions will be established as multi-year deliverables that are likely be delivered by the conclusion of the four-year period.
Long Term	These actions will be established as multi-year deliverables and may carry on after the four-year period.

INTEGRATION WITH OUR COMMUNITY STRATEGIC PLAN

The 2022/2032 Community Strategic Plan belongs to all members of the Narrabri Shire community and relies on Council, community and key stakeholders working together to achieve the Objectives.

It is important to understand that all Council's actions established in the Strategy are linked to the Community Strategic Plan.

The Strategy details the Actions which will be incorporated into Council's future Operational Plans. Each Action is linked to one of the Strategies of the 2022/2032 Community Strategic Plan and one of the Priorities in the NSW Government's NSW Regional Youth Framework and Action Plan (2020).









NARRABRI SHIRE 2022/2032 COMMUNITY STRATEGIC PLAN – SNAPSHOT

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

REGIONAL NSW YOUTH FRAMEWORK 2020 – SNAPSHOT

Key pillars	1. Work ready Prepared for regional jobs of the future	2. Wellbeing Mentally and physically healthy	3. Connectivity Able to access services and opportunities easily	4. Community Connected and valued by their community
	<p>Priorities</p> <p>1.1 Young people have better access to great education and training opportunities</p> <p>1.2 Young people have improved skills and knowledge to navigate the pathways into careers</p> <p>1.3 Young people have clearer options to take them from school to training, work and further education opportunities</p> <p>1.4 Disadvantaged or at-risk young people are better supported to learn and achieve</p> <p>1.5 Young people have increased understanding of the workforce</p>	<p>Priorities</p> <p>2.1 Young people and their families are supported to improve wellbeing</p> <p>2.2 Increasing young people's understanding of their health needs and navigate the health system</p> <p>2.3 Young people have access to culturally and youth-appropriate services</p> <p>2.4 Increasing the number of young people who can get help, wherever and however they choose to seek it</p>	<p>Priorities</p> <p>3.1 Young people have increased access to safe private transport</p> <p>3.2 Young people have increased access to safe public transport to the places they need to go</p> <p>3.3 Young people are able to access services without traveling long distances</p> <p>3.4 Young people have the skills to navigate and use information and systems</p>	<p>Priorities</p> <p>4.1 Young people are provided the opportunity to shape their communities</p> <p>4.2 Young people have increased access to a variety of youth-appropriate activities</p> <p>4.3 Young people feel safe in, connected to, and valued by their communities and connected to their culture.</p>

THE STRATEGY AT GLANCE

	 Health and Wellbeing	 Community Engagement and Leadership	 Education and Skill Development	 Entrepreneurship and Employment	 Cultural Enrichment	 Infrastructure and Environment
Council will support the community to...	<ul style="list-style-type: none">Advocate for accessible and inclusive health services tailored to the Youth's needs.Prioritise mental health awareness and de-stigmatisation.Promote holistic well-being through initiatives that address physical, emotional, and social health.	<ul style="list-style-type: none">Foster active participation in local decision-making processes.Cultivate leadership skills through mentorship and training programs.Facilitate opportunities for youth-led community projects and initiatives.	<ul style="list-style-type: none">Advocate for diverse and inclusive educational opportunities.Promote practical skill development aligned with current and future job markets.Enhance access to vocational training and apprenticeship programs.	<ul style="list-style-type: none">Support initiatives that encourage youth entrepreneurship.Enhance access to resources and networks for job placement and career advancement.Advocate for policies promoting equal employment opportunities.	<ul style="list-style-type: none">Promote cultural exchange programs within the community.Support initiatives that celebrate diversity and multiculturalism.Advocate for inclusive cultural education in schools and communities.	<ul style="list-style-type: none">Advocate for sustainable practices in community development.Promote green infrastructure and eco-friendly initiatives.Engage in environmental conservation projects to safeguard the community's natural resources for future generations to come.
Council will support Youth to...	<ul style="list-style-type: none">Raise awareness about mental health among peers through open conversations and initiatives.Advocate for youth-friendly health services that cater to Youth's unique needs.Organise events promoting a healthy lifestyle that blends physical, mental, and social well-being.	<ul style="list-style-type: none">Amplify Youth's voices by actively participating in decision-making at the local level.Cultivate leadership skills through interactive workshops and mentorship opportunities.Launch youth-led projects that address community needs and showcase our leadership potential.	<ul style="list-style-type: none">Rally for diverse educational experiences that resonate with the Shire's youth's interests and aspirations.Champion practical skill-building opportunities that align with current job trends.Advocate to make vocational training and apprenticeships more accessible and appealing to youth.	<ul style="list-style-type: none">Encourage mentorship programs to empower young entrepreneurs.Advocate for fair employment policies that consider the Shire's youth's unique challenges.Create networks connecting youth with job opportunities and professional growth.	<ul style="list-style-type: none">Celebrate diversity.Advocate for inclusive cultural education.Support youth-driven projects that celebrate and showcase the diversity within our community.Facilitate and encourage youth's creative endeavours.	<ul style="list-style-type: none">Lead the charge for sustainable community development practices.Promote eco-friendly projects that align with our commitment to environmental stewardship.Engage in hands-on conservation efforts to preserve the natural beauty of our community for future generations.
Council will advocate for initiatives to treat...	<ul style="list-style-type: none">Stress and anxiety related to school or study.Bullying and cyberbullying.Domestic and family violence.Concerns regarding respectful relationships.Suicide and self-injury.Lack of informal mental health supports and long waiting times for professional mental health supports.Lack of support for young people experiencing addiction or problematic use of alcohol and other drugs.	<ul style="list-style-type: none">Lack of a sense of belonging.Lack of safe, youth friendly and accessible spaces.Lack of mentorship programs.Negative stereotypes regarding naivety of youth in leadership roles.	<ul style="list-style-type: none">Lack of practical life skills resources for young people.Disengagement from education from early childhood to high school.Cost of living preventing access to education and training opportunities.	<ul style="list-style-type: none">Lack of awareness of employment opportunities for young people.Lack of resources and support networks to assist youth in getting to employment opportunities.Negative biases towards youth in the workplace.	<ul style="list-style-type: none">Racism and discrimination related to age, disability, religion, gender or sexuality.Overrepresentation of Aboriginal children and young people in the Youth Justice and Out-of-home care (OOHC) systems.Lack of access to cultural education and enrichment opportunities.	<ul style="list-style-type: none">Disadvantage due to geographical isolation.Lack of transport in regional areas.Lack of access to digital infrastructure and reliable telecommunications networks.Perceived powerlessness.

CURRENT POSITION

Council has demonstrated a strong commitment to enhancing the lives of the area's young people through a series of initiatives. Council has invested in creating vibrant community spaces and recreational facilities tailored to the interests of youth, fostering a sense of belonging and well-being. Additionally, proactive engagement programs, such as the Narrabri Shire Youth Council and leadership development opportunities, have empowered young individuals to actively participate in shaping the future of the Shire. Collaborative efforts with local schools and organisations reflect the council's dedication to supporting education and skill development among youth. As at July 2023, Council has undertaken the following projects and program in order to support and empower youth in the Shire:

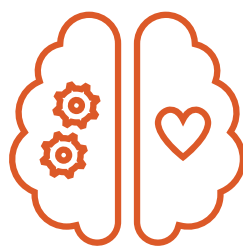
Program/Project	Timeline	Overview
Youth Week	Annual event held in April	Organisation of various activities including free movie screening for the Youth of the Shire. It is run in collaboration with local organisations such as NDCAS and the schools.
Local Government Week	Annual event held in August	Members of the Narrabri Shire Youth Council attend the stall at the Local Narrabri Market to showcase what they do as a Youth Council and the various projects they have initiated for example: Good Talk, Great Mate (Youth Mental Health Podcast Project launched in 2023)
Crime Prevention Week	Annual event held in June	Council in collaboration with key stakeholders run a series of information sessions across the Shire targeting students in both primary and secondary schools with topics such as harm minimisation, bullying, cyber safety and drug and alcohol minimisation amongst others.
Early Literacy Programs	Ongoing	Council runs early literacy programs from the Narrabri (weekly), Wee Waa (monthly), and Boggabri (monthly) libraries for children aged 0-5 years; treating literacy issues in this age bracket directly impacts their readiness for school and therefore their future education prospects. Sub-projects include: <ul style="list-style-type: none"> • Dolly Parton Imagination Library • Baby Rhyme Time and Storytime in all shire branches and the region's preschools • 1000 Books Before School program
Literacy/Science Programs	Narrabri (weekly), outer towns and villages (monthly).	Council runs literacy and STEAM programs for those aged 8 to 14 across the Shire: <ul style="list-style-type: none"> • Narrabri Shire Mobile Library hold monthly STEAM and Storytime programs to the smaller communities across the Shire for those aged 6-12; and • Young Einstein's Science (YES) Club for those aged 8-14 years.

Program/Project	Timeline	Overview
Youth Aboriginal Astronomy and Night Star Gazing in the Park	May 2023	Council secured funding in 2022 from the NSW Government's Children and Young People Wellbeing Recovery Scheme to deliver Aboriginal Astronomy presentations and get hands on experience with sophisticated telescopes in the parks of Narrabri, Wee Waa and Boggabri. Kamilaroi man, Len Waters, also visited Gwabegar and Pilliga schools to deliver Aboriginal Astronomy presentations.
Youth Employment Capacity Building	From 2021	Council secured funding in 2021 and worked collaboratively with the schools to deliver Youth Employment Capacity Building sessions to students at Narrabri and Wee Waa High Schools in Year 9, 10, 11 and 12. In 2023, selected students undertook accredited training to gain employment skills in White Card, Responsible Service of Alcohol, Responsible conduct of gambling and Food Handling.
Youth Mental Health project	Launched April 2023	Council obtained funding from the NSW Department of Communities & Justice to facilitate the Youth Mental Health Podcast Project. Nine youths from across the Narrabri Shire took part in a mental health first-aid training course before embarking on the production of their podcast series. Learning new skills from recording, scripting, and researching to the editing and designing techniques required to create the podcast. 'The Good Talk, Great Mate' podcast has been created by young people for young people, encouraging people to take a mental health break by tuning into their inspiring interview chats by the banks of the Namoi River.
Shaded Youth Spaces	2018-2023	Council has delivered the following projects in the past five years to increase the amount of shaded youth spaces across the Shire: <ul style="list-style-type: none"> • Shade sails over the skate park at Vickery Park Boggabri (\$36,000); • Developed the Green Space at the corner of Rose and George Street in Wee Waa (\$124,000); and • Shade sails at the Narrabri Aquatic Centre (\$30,000).

Council is also aware of several community-led initiatives that focus on supporting youth:

Program/Project	Timeline	Overview
Rotaract Mentorship Program	Weekly	The Rotaract Mentorship program is a transformative initiative aimed at preparing students from Year 10, 11 and 12 for the challenges and opportunities they will encounter after completing their education. With a focus on fostering essential skills and traits for success, this program provides students with a well-rounded education that extends beyond the classroom. One of the key strengths of the program lies in its collaboration with local businesses. By partnering with community organisations and professionals, students are exposed to real world scenarios and gain valuable insights into various industries. Through internships, workshops, and mentorship opportunities, they acquire practical skills, industry knowledge, and a deeper understanding of potential career paths. Moreover, the program goes beyond skill-building to nurture personal growth and character development. Students are encouraged to develop traits such as leadership, resilience, teamwork, and adaptability. These attributes are crucial in today's dynamic and rapidly evolving job market, and they empower students to face challenges head-on and thrive in any professional environment.
Future EDU	Fortnightly	Future EDU Inc. is a Narrabri local not-for-profit community group whose vision is to support the creation of a region of future ready citizens to have confidence and competence in STEM areas and are ready to work with and for local organisations. Meetings are held the second Wednesday of every month and encourage students to become involved. Future EDU support the youth of the Shire by holding STEM awards every year and encourage all schools within the Shire to enter.
Country Education Fund	Ongoing	The Country Education Foundation of the Namoi provide much needed financial assistance and support to local youth to help them achieve their post high school education, training, and vocation aspirations. Country Education Foundation believes in vibrant and thriving rural and regional communities where school-leavers of any background or ability can access the services and resources they need in order to fulfil their personal potential and contribute fully to the communities in which they live and broader Australian Society. Country Education Foundation support a diverse range of education and career pursuits including apprenticeships, traineeships, cadetships, degrees, diplomas and certificate level studies or entry careers.
Namoi Jobs and Trade Show (NJATS)	Annually (July)	The Namoi Jobs and Trades Show (NJATS) is a collaborative event organised by NIN and Future EDU aimed at promoting positive engagement, local employment and future growth in the Narrabri Shire. Council provides in-kind support for this event and provided transport funding for High School students to attend.





1. HEALTH AND WELLBEING

Desired Outcome: Youth are provided with the necessary support and encouragement to nurture and promote their mental, physical, and emotional health, fostering an environment where they can flourish.

Rationale: Prioritising health and wellbeing is paramount due to its immense impact on the overall development and success of Youth. Good mental, physical, and emotional health are the foundation of positive life experiences, contributing to a young person's ability to navigate the complexities of life efficiently. With suicide being the leading cause of death for young people in Australia,¹⁰ it is more important than ever to ensure Council is advocating for accessible and suitable resources in the Shire that will have a positive outcome on both Youth and the community.

OBJECTIVES

Mental Health and Wellbeing

Majority of Youth consider mental health and wellbeing to be significant issue in the Shire. Youth informed Council that mental health and wellbeing should be Council's top priority for supporting the youth moving forward. Further, Youth living in rural areas are more likely to face barriers accessing health care, than their metropolitan counterparts.

Crime and Community Safety

Feeling unsafe at school and in their home with the elevated crime levels is making them stressed. Young people would like to see stronger discipline at school and more visible police at night. Exposure to crime and violence can have a damaging impact on health, education, social, emotional, and behavioural outcomes. Further, illegal substance usage was considered a significant issue with our youth. vaping is the main issue concerning them.

¹⁰ Australian Institute of Health and Welfare.



1. HEALTH AND WELLBEING

Objective	Action	Service Area	Timeframe	NSW Framework	CSP Link
Enhance opportunities for young people to have access to local, affordable, and inclusive mental health services.	Advocate to NSW Health for more support for youth in rural areas (such as accessible mental health resources and counselling services and nutrition and wellness education).	Community Development	Long Term	2.2, 3.3	1.1.1
	Assist the Youth Council in running an annual sporting gala that interchanges biennially between Wee Waa and Boggabri.	Community Development	Ongoing	4.2	1.1.3
	Facilitate community skate workshops across the Shire (subject to funding).	Community Development	Ongoing	4.2	1.1.3
Increase community safety	Partner with organisations to deliver programs to young people that increase awareness and understanding of safety and wellbeing during Crime Prevention Week.	Community Development	Ongoing	4.3	1.1.2
	Develop resources that support Youth Councillors and the community with dealing with bullying and harassing behaviour.	Community Development	Short Term	2.4	1.1.2
	Investigate and advocate for a PCYC that operates outreach services across the Shire	Community Development	Long Term	4.2	4.2.2



2. COMMUNITY ENGAGEMENT AND LEADERSHIP

Desired Outcome: Youth are empowered to engage with all levels of government and become leaders and are provided with continuous opportunities for meaningful participation in decision-making processes, community projects, and initiatives that shape the collective future

Rationale: Participation in community engagement and leadership is essential for fostering a sense of belonging, empowerment, and active participation among Youth. Council aims to encourage a community where Youth feel safe to contribute to decision-making processes, community projects, and the overall development of their township. Encouraging leadership skills ensures that the next generation is equipped to take on roles of responsibility and influence, contributing to the positive growth of the community.

OBJECTIVES

Leadership Opportunities

The Shire's Youth want increased access to leadership training and mentorship programs specifically designed for emerging leaders, to provide them with the skills, knowledge, and support needed to take on leadership roles in community projects. It is important to nurture a new generation of leaders who are equipped to drive positive change and actively contribute to the growth and resilience of the rural community.

Empowerment

Recognising young people's perspectives and innovative ideas as catalysts for positive change. Youth want more opportunities to be involved in government decision making, to cultivate a generation of proactive and engaged young leaders who actively contribute to the betterment of our community.



2. COMMUNITY ENGAGEMENT AND LEADERSHIP

Objective	Action	Service Area	Timeframe	NSW Framework	CSP Link
Facilitate Youth-led community projects and initiatives	Encourage community groups to provide opportunities for social inclusion and connection through leadership programs.	Community Development	Short Term	1.2	3.1.2
	Continue to support the Youth Council to provide input on local decision-making.	Community Engagement	Ongoing	4.1	4.2.1
Empower Youth to engage with the community, all levels of government and the private sector	Facilitate and run leadership workshops for the Shire's youth (subject to funding).	Community Development	Medium Term	1.2	3.1.2
	Investigate opportunities for Council to host youth volunteers to assist with community programs as part of their school's Community Hours.	Library Services	Medium Term	1.2, 1.5	3.1.4
	Embed youth inclusion methods across Council to create youth-friendly and inclusive opportunities at Council events, engagement activities and programs.	Community Engagement	Long Term	4.1	4.2.1



3. EDUCATION AND SKILL DEVELOPMENT

Desired Outcome: Youth have access to education and development that nurtures their passions, encourages critical thinking, and equips them with both academic and practical skills, ensuring they are well-prepared for a future of limitless possibilities.

Rationale: Emphasising the importance of education ensures Youth have access to quality learning experiences to enhance numeracy and literacy, critical thinking and creativity. Equitable access to education and skill development will assist Youth seeking employment in an ever-evolving job market equipping youth with practical and adaptable competencies. Focusing on enhancing the Shire's access to education and development aims to empower Youth to pursue their passions and position them as valuable contributors to the Shire.

OBJECTIVES

Education

The Shire's Youth informed Council that there they often do not feel safe at school, with some also experiencing a lack of support at home and school. Along with lack of support and direction with work experience and placement for students who will not be going to university.

Skilled Program

Youth are struggling with direction on finding affordable upskilling programs that are easily accessible in their local township. Quite often, TAFE students are required to travel over 500 kilometres, at their own expense, to metropolitan areas in order to complete their apprenticeships and certifications. Many struggle to afford this travel due to the lower wages of apprentices and the increased costs of living, which further contributes to the stress of the Shire's Youth.



3. EDUCATION AND SKILL DEVELOPMENT

Objective	Action	Service Area	Timeframe	NSW Framework	CSP Link
Enhance access to academic support	Ensure Council run public facilities (libraries and community spaces) have access to reliable internet to support youth's academic endeavours.	Library Services	Ongoing	1.1, 3.4	1.2.1
	Continue to support the Country University Centre's presence in the Shire.	Commercial Services	Ongoing	1.1, 1.3	3.1.4
Increase opportunities for practical skills development	Empower the Youth Council to advocate to NSW Department of Education for an enhanced curriculum with real-world applications.	Community Development	Ongoing	1.1, 4.1	3.1.4
	Continue to provide access to digital literacy training through the Shire's Libraries.	Library Services	Ongoing	1.2, 3.4	1.2.1
	Facilitate access to information and resources to increase financial literacy for the Shire's youth.	Library Services	Medium Term	1.2, 3.4	3.1.2



4. ENTREPRENEURSHIP AND EMPLOYMENT

Desired Outcome: Youth have access to resources, mentorship, and collaborative platforms, leading to a society where entrepreneurship flourishes, and meaningful employment opportunities abound.

Rationale: Access to entrepreneurship and employment opportunities is imperative to unlock the potential for innovation, economic growth, and self-sufficiency among Youth. It is important to cultivate a culture of creativity, risk-taking, and initiative, empowering youth to become not just job seekers but entrepreneurs and contributors to the local economy. Focusing on entrepreneurship encourages a mindset of innovation and problem-solving, fostering a community that thrives on diversity and resilience. Simultaneously, addressing employment opportunities ensures that youth have access to meaningful and sustainable work, contributing to the economic vibrancy of the Shire.

OBJECTIVES

Startup Incubation

The Shire's Youth want to be able to start their own businesses and make their innovative ideas come to life. Establishing initiatives, providing resources, mentorship, and networking opportunities will foster a culture of entrepreneurship, encouraging young individuals to innovate, create businesses, and contribute to the economic diversity of the rural community.

Access to Employment

With many youths coming from a low socio-economic family, youth are struggling with meeting the expenses of every day-to-day essentials and are therefore seeking more opportunities for casual and stable employment to balance with their studies.



4. ENTREPRENEURSHIP AND EMPLOYMENT

Objective	Action	Service Area	Timeframe	NSW Framework	CSP Link
Encourage entrepreneurship and development of Youth led small businesses	Assist youth in applying for grants for youth-led startup projects.	Grants	Ongoing	1.2	3.1.2
	Support mentorship programs pairing local youth with community leaders.	Economic Development	Long Term	1.2	3.1.1
Increase vocational learning opportunities to connect young people to meaningful pathways to employment	Facilitate and support workshops on business planning, and financial management.	Economic Development	Long Term	1.1, 1.5	3.1.2
	Advocate for more local businesses to provide internship and apprenticeship opportunities for Youth.	Economic Development	Long Term	1.2	3.1.1
	Continue to support pathways to engage, train and retain young people in the workforce, such as Council's School Based Traineeships.	People and Values	Ongoing	1.2	3.1.1



5. CULTURAL ENRICHMENT

Desired Outcome: Youth have pride in their culture, embrace diversity and are fostered by an environment free from discrimination, racism, and structural violence, ensuring that every young person feels valued and respected.

Rationale: embracing all aspects of culture (including diversity and the arts) is fundamental for fostering creativity, understanding, and a rich sense of identity among Youth. Exposure to various artistic forms, coupled with a celebration of diversity, nurtures an environment where

Youth are not only inspired to express themselves creatively but also gain a profound appreciation for different cultural perspectives. The Strategy aims to develop a community that thrives on the unique blend of cultures and artistic expressions.

OBJECTIVES

Connection to Culture

Youth want to better understand their own culture and embrace diversity amongst the community. Implementing cultural education initiatives and exchange programs that celebrate the diversity will foster a sense of unity and understanding. Further, supporting community arts and heritage projects that empower Youth to express their identity through artistic mediums will contribute to the enhancement of social health and wellbeing.

Events

The Shire's Youth are also seeking more opportunities to access large events locally, such as when professional sports teams come to play in the area. Organising cultural events provides an opportunity for positive youth engagement.



5. CULTURAL ENRICHMENT

Objective	Action	Service Area	Timeframe	NSW Framework	CSP Link
Promote diversity and understanding	Facilitate cultural festivals and fairs organised by and for youth (subject to funding).	Community Development	Long Term	4.2, 4.3	1.2.4
	Facilitate opportunities to promote the diversity of the Shire with specific focus on Aboriginal cultural heritage.	Library Services	Ongoing	2.3, 4.3	2.1.1
Encourage and enhance opportunities for creative expression	Facilitate cultural expression through music, writing and illustration workshops for youth.	Library Services	Ongoing	4.2, 4.3	1.2.4
	Support arts and creative expression workshops (including music, dancing, painting, bush tucker).	Cultural Services	Long Term	1.2, 4.3	1.2.4



6. INFRASTRUCTURE AND ENVIRONMENT

Desired Outcome: Sustainable practices are seamlessly integrated into every aspect of community life and youth are able to participate in innovative initiatives to ensure a the balance between nature and human development is maintained for generations to come.

Rationale: Prioritising sustainable development and resilience is essential to ensure that the environment we enjoy today is here for the Youth of tomorrow. Well-planned and sustainable infrastructure, coupled with environmental stewardship, creates a foundation for community ownership and accountability of their area. Council aims to provide youth with access to modern amenities, digital resources, and well-maintained public spaces, and instil a sense of responsibility and connection to both the natural and built environment.

OBJECTIVES

Youth Spaces

Youth are mainly spending their time at home or friends' houses and are looking for a safe space. The creation of dedicated youth spaces fosters social inclusion. Further, due to the Shire's geographical isolation, reliable and fast internet connection can be hard to find. The Shire's Youth want spaces where they can access secure internet connection, digital resources, fostering educational and skill development opportunities to better help them achieve their goals.

Environmental Initiatives

Youth are interested in the preservation of the environment but often feel engaging in sustainable practices is challenging. Increasing opportunities for youth to actively participate in environmental conservation projects will promote a sense of responsibility and connection to the local environment.



6. INFRASTRUCTURE AND ENVIRONMENT

Objective	Action	Service Area	Timeframe	NSW Framework	CSP Link
Provide safe and welcoming environments for young people	Identify and activate welcoming places, such as parks and precincts, for young people in the Shire.	Parks and Open Spaces	Long Term	4.3	1.2.2
	Identify suitable funding opportunities for improved community infrastructure and open spaces.	Grants	Ongoing	4.3	1.2.2
Encourage environmental responsibility to ensure a sustainable future	Facilitate and encourage sustainable practices and waste education.	Waste Services	Ongoing	4.1	2.1.4
	Encourage Youth involvement in local environmental conservation projects.	Parks and Open Spaces	Long Term	4.1	2.1.2

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