



ORDINARY MEETING

AGENDA

Thursday 29 June 2023

NOTICE OF MEETING

Notice is hereby given that an **Ordinary Meeting of Gwydir Shire Council** will be held in the Roxy Conference Room on **Thursday 29 June 2023**, commencing at **6:00 pm** to discuss the items listed in the Agenda.

Your attendance is respectfully requested.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Max Eastcott', is written over a light blue horizontal line.

Max Eastcott
General Manager

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ACKNOWLEDGMENT OF COUNTRY

The Gwydir Shire Council acknowledges that this meeting is being held on Aboriginal land and recognise the strength, resilience and capacity of Gomeroi people in this land.

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1 OFFICIAL OPENING AND WELCOME - MAYOR

2 APOLOGIES

Cr Galvin gave her apologies for the June Ordinary meeting at the June Committee meeting.

3 CONFIRMATION OF THE MINUTES

RECOMMENDATION

THAT the Minutes of the Ordinary Meeting held on 18 May 2023 as circulated be taken as read and CONFIRMED.

4 PRESENTATION

5 CALL FOR THE DECLARATIONS OF INTERESTS, GIFTS RECEIVED AND CONFLICTS OF INTEREST

6 ADDITIONAL/LATE ITEMS

7 MAYORAL MINUTE

8 OFFICERS' REPORTS

8.0 Committee Recommendation

File Reference: NA

Delivery Program

Goal: 5. Organisational management

Outcome: 5.1 Corporate management

Strategy: 5.1.3 Administrative and support functions

Author: General Manager

STAFF DISCLOSURE OF INTEREST Nil

IN BRIEF/SUMMARY RECOMMENDATION

This report recommends the adoption of the 8th June 2023 Committees' recommendations.

COMMITTEE RECOMMENDATIONS

THAT the following Committee recommendations as listed be adopted:

Public Infrastructure Committee

Technical Services Report

THAT the Monthly Technical Services Report for May 2023 be received.

Community Services & Planning Committee

May Executive Services Report

THAT the report be received.

May Organisation & Community Services

THAT the report be received.

FURTHER that the Naroo staff are sincerely thanked for their efforts during the recent covid outbreak under the leadership of Mrs. Sharon Baker.

Service Review Report

THAT the Parks and Gardens and the Visitor Information Centres services are reviewed in the 23/24 financial year.

May Confidential Organisation & Community Services

THAT the report be received.

The Voice Referendum

THAT the Prime Minister be requested to review the potential for any negative consequences following any successful Constitutional change to recognise an Indigenous Voice to the Federal Parliament, which could actually make the development of local government infrastructure projects more difficult.

FURTHER that the Council's recent difficulties in securing approval for the Warialda By-pass be outlined as an example of the potential problems that can be encountered.

ATTACHMENTS

Nil

8.1 Councillors Activity Report

File Reference: NA

Delivery Program

Goal: 5. Organisational management

Outcome: 5.1 Corporate management

Strategy: 5.1.3 Administrative and support functions

Author: Cherisse Amer, Elected Members Contact

STAFF DISCLOSURE OF INTEREST Nil

TABLED ITEMS Nil

COMMENT

May 2023		
Councillor	Event	Date
Cr John Coulton (Mayor)	Community Meeting – The Roxy Theatre Bingara	2 nd May
	Gwydir LEMC Meeting – The Roxy Conference Room	4 th May
	Community Meeting – Warialda Memorial Hall	4 th May
	Community Meeting – Gravesend Old RSL Club	9 th May
	NSW Reconstruction Authority - Warialda	11 th May
	Meeting with NSW SES – Warialda Council Chambers	11 th May
	Warialda Show	12-14 th May
	Catch up with Barnaby Joyce – Roxy Conference Room	16 th May
	Community Meeting – Upper Horton Sports Club	16 th May
	Regular NS2B briefing	17 th May
	Ordinary Council Meeting – Warialda Council Chambers	18 th May
	BROC Meeting via Teams	19 th May
	Radio interview – ABC New England	24 th May
	TV Interview	25 th May
Cr Catherine Egan (Deputy Mayor)	Birth Certificate Presentation - Warialda	30 th May
Cr David Coulton	Community Meeting – The Roxy Theatre Bingara	2 nd May
	Gwydir LEMC Meeting The Roxy Conference Room Bingara	4 th May
	Community Meeting – Warialda Memorial Hall	4 th May

	Community Meeting – Gravesend Old RSL Club	9 th May
	Warialda Show	12 th – 14 th May
	Community Meeting – Upper Horton Sports Club	16 th May
	Ordinary Council Meeting – Warialda Council Chambers	18 th May
	Historical Society Meeting – Warialda Museum	18 th May
Cr Geoff Smith	Community Meeting – The Roxy Theatre Bingara	2 nd May
	Community Meeting – Warialda Memorial Hall	4 th May
	Community Meeting – Gravesend Old RSL Club	9 th May
	Community Meeting – Upper Horton Sports Club Sporting Club	16 th May
	Ordinary Council Meeting – Warialda Council Chambers	18 th May
	Neighbourhood Watch Program – Warialda CHSP Office	25 th May
Cr Lyndon Mulligan	Community Meeting – The Roxy Theatre Bingara	2 nd May
	Community Meeting – Warialda Memorial Hall	4 th May
	Community Meeting – Upper Horton Sports Club	16 th May
	Ordinary Council Meeting – Warialda Council Chambers	18 th May
Cr Marilyn Dixon (OAM)	Community Meeting The Roxy Theatre - Bingara	2 nd May
Cr Tiffany Galvin	Community Meeting The Roxy Theatre - Bingara	2 nd May
	Community Meeting – Warialda Memorial Hall	4 th May
	Community Meeting – Gravesend Old RSL Club	9 th May
	Library Full Zone Meeting – The Roxy Conference Room Bingara	11 th May
	Community Meeting – Upper Horton Sports Club	16 th May
	Country Education Fund – Presentation to Robyn Phillips of the Katie Walker Award for Outstanding Service	17 th May
	Ordinary Council Meeting – Warialda Council Chambers	18 th May
	Destination & Visitor Economy Conference Manly	28 th – 31 May
Cr Jim Moore	Community Meeting – The Roxy Theatre	2 nd May

	Bingara	
	Community Meeting – Warialda Memorial Hall	4 th May
	Community Meeting – Gravesend Old RSL Club	9 th May
	Community Meeting – Upper Horton Sports Club	16 th May
	Ordinary Council Meeting – Warialda Council Chambers	18 th May
Cr (Dr) Chris Matthews	Community Meeting – The Roxy Theatre Bingara	2 nd May
	Community Meeting – Warialda Memorial Hall	4 th May
	Community Meeting – Upper Horton Sports Club	16 th May
	Ordinary Council Meeting – Warialda Council Chambers	18 th May

OFFICER RECOMMENDATION

THAT the report be received.

ATTACHMENTS

Nil

8.2 2023-2024 Operational Plan**File Reference:** NA**Delivery Program****Goal:** 5. Organisational management**Outcome:** 5.1 Corporate management**Strategy:** 5.1.1 Financial Management and accountability systems**Author:****STAFF DISCLOSURE OF INTEREST Nil****IN BRIEF/SUMMARY RECOMMENDATION**

Each financial year Council delivers a detailed plan of the commitments and projects it strives to undertake in the following 12 months to meet the intentions outlined in the Integrated Planning and Reporting documents.

Council is required to set out the Operational Plan for adoption.

TABLED ITEMS Nil**BACKGROUND**

The Operational Plan is a one-year plan that spells out the detail of the Delivery Program, identifying the individual projects and activities that will be undertaken in a specific financial year to achieve the commitments made in the four-year Delivery Program.

The Delivery program is a four-year plan that turns the strategic goals found in the Community Strategic Plan into actions. It is the point where a council makes a commitment to the Community Strategic Plan and acts upon those issues that are within its area of responsibility and resources.

Gwydir Shire Council's 2023-2024 Operational Plan identifies priority projects and activities that will be delivered to the community. These activities will be reported on a quarterly basis over the next twelve-month period.

The operational activities included in this plan are aimed at progressing the implementation of the 2022–2026 Delivery Program and more broadly the 2017-2027 Community Strategic Plan - reviewed in 2022.

Each financial year, Council is required to make the rate for the following year in relation to Rates, Water Supply, Sewerage Services, Waste Management, Storm Water Management, and Interest on Overdue rates.

To date no submissions from the public have been received and any that are submitted prior will be tabled at the Council Meeting.

The Council's insurances for the next Financial Year have only just been advised and will result in an additional \$104,408.64 being payable. The adjustments required to meet this additional cost will be accommodated in the next quarterly review together with offsetting savings.

OFFICER RECOMMENDATION

THAT the 2023-2024 Operational Plan, as advertised, be adopted by Council, including:

- The Community Strategic Plan;
- The Delivery Program;
- The Operational Plan;
- The Fees and Charges (See also Item 9.5);
- The Donations List; and;
- The Budget details.

FURTHER that in relation to ordinary rates; Council adopt the 4.1% annual maximum rate peg, as approved by the Independent Pricing and Regulatory Tribunal, and in accordance with Section 494 of the Local Government Act 1993, Council make and levy the ordinary rates for the year 1 July 2023 to 30 June 2024, as below.

Diff	Category	Sub-Category	# Prop	Ad Valorem	Cents In \$	Base Amount	Percentage of Revenue raised form Base Levy	Estimated Total Yield
10	Famland	Intensive	2	0.0037364	0.37364	\$ 750	3.82%	\$39,267.16
1	Famland	Ordinary	1160	0.0022837	0.22837	\$ 300	4.95%	\$7,030,303.03
4	Business	Ordinary	76	0.0374495	3.74495	\$ 300	15.46%	\$147,477.36
8	Business	Business Bingara Urban	53	0.0317568	3.17568	\$ 300	14.33%	\$110,956.04
3	Business	Business Warialda Urban	69	0.0368759	3.68759	\$ 300	21.79%	\$94,997.71
6	Residential	Rural Residential S/H	198	0.0084639	0.84639	\$ 225	22.75%	\$195,824.18
5	Residential	Residential Village	259	0.0614254	6.124254	\$ 150	32.83%	\$118,336.89
9	Residential	Ordinary-Rural Res	53	0.0161983	1.61983	\$ 150	30.61%	\$25,971.90
7	Residential	Bingara Residential Urban	695	0.0125531	1.25531	\$ 225	23.35%	\$669,700.21
2	Residential	Warialda Residential Urban	553	0.0188735	1.88735	\$ 225	30.83%	\$403,584.17
			3,118					\$8,836,418.651

FURTHER that in relation to water supply charges; in accordance with Section 501 and Section 502 of the Local Government Act 1993, Council make and levy

the charges for Water Supply Services in 2023/2024 as stated in the 2023/2024 Operational Plan.

FURTHER that in relation to sewerage services charges; in accordance with Section 501 and Section 502 of the Local Government Act 1993, Council make and levy the charges for Sewerage Services in 2023/2024 as stated in the 2023/2024 Operational Plan.

FURTHER that in relation to waste management charges; in accordance with Section 496 and Section 501 and Section 502 of the Local Government Act 1993, Council make and levy the annual charges for Waste Management Services in 2023/2024 as stated in the 2023/2024 Operational Plan.

FURTHER that in relation to storm water management services charges; in accordance with Section 496A of the Local Government Act 1993, Council make and impose the charges for Stormwater Management Services in 2023/2024 as stated in the 2023/2024 Operational Plan.

FURTHER that in relation to interest on overdue rates and charges, Council make and impose the following maximum charge for interest from 1 July 2023 to 30 June 2024 being 9 % as determined by the Minister for Local Government, in accordance with Section 566 (3) of the Local Government Act 1993.

ATTACHMENTS

1. 2023-2024 Operational Plan [8.2.1 - 75 pages]



GWYDIR SHIRE COUNCIL
OPERATIONAL PLAN

2023/2024





OUR ELECTED COUNCIL

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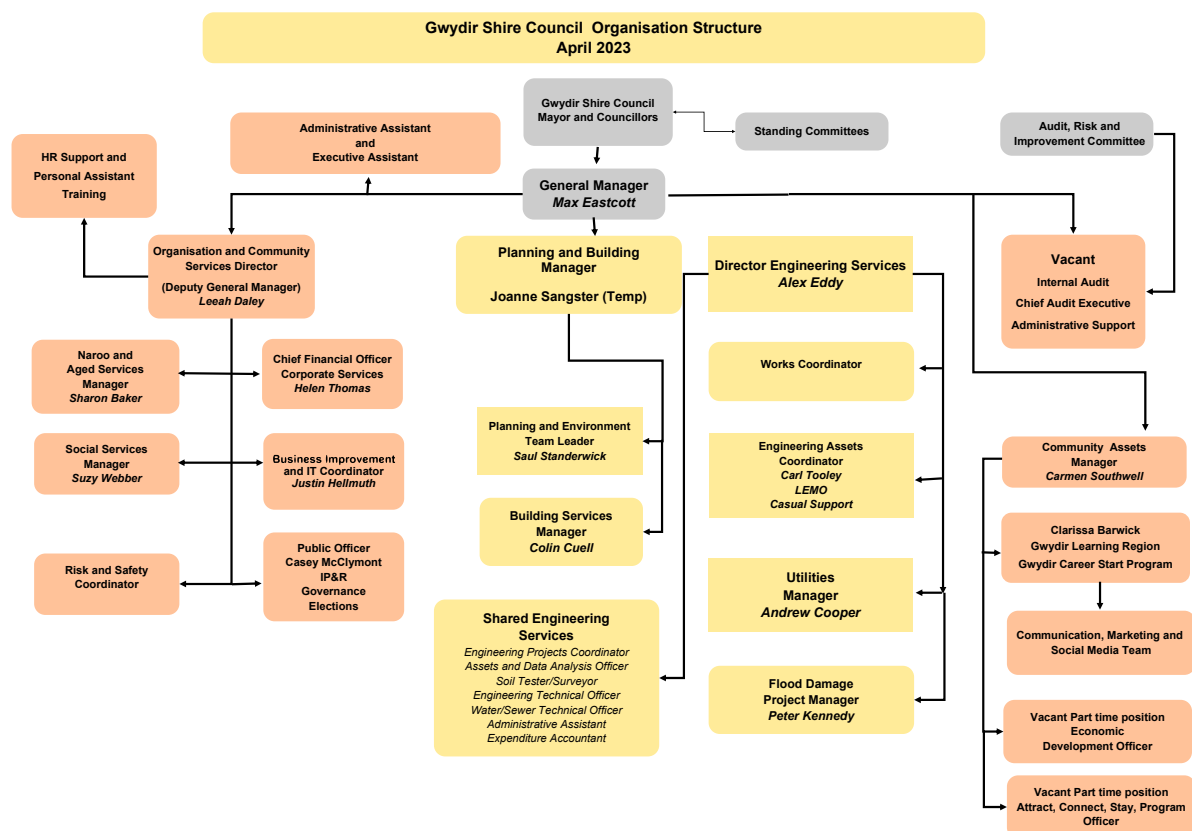
CR. TIFFANY GALVIN



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GWYDIR SHIRE COUNCIL ORGANISATION STRUCTURE

The next section of the report outlines the current Organisational Structure of Council. It includes the functional areas under each of the directorates. Each of these functional areas is reported on with the reports including a description of the function, outputs and the four year actions aligned to this functional area.





MESSAGE FROM GENERAL MANAGER

Max Eastcott

Each financial year, Gwydir Shire Council provides the community with a detailed outline of the commitments and projects the Council will strive to undertake during the next 12 months to continue the pursuit of our goals outlined in our Integrated Planning and Reporting documents, along with the community's vision – 'Gwydir Country – Fresh air, innovation, opportunity and resilience.'

During 2023-2024, we will invest into our community, delivering key services and infrastructure that will bring our community's vision to life. With the support of the elected Council, Staff, and the community we will continue to build on our relationships and growth with a strong focus on the future of Gwydir, its economy, and its people.

We continue to follow the roadmap provided in our Community Strategic Plan by delivering on initiatives and actions set out by the community as key needs and wants throughout the Shire.

Gwydir Shire is not immune to the current levels of inflationary pressures, housing issues and excessive costs of living that is impacting many within our community. However, through prudent economic management we will endeavour to continue to improve our budget and work towards future budget surplus to provide funding for not only the unforeseen, but also savings for future projects within our Shire.

The level of grant funding that Council has received in recent times has been phenomenal and we are grateful for the

opportunities as without them many of the 'wish list' items identified in the Community Strategic Plan would not have been achievable with the resources Council have at its disposal. Whilst the grant funding opportunities have been abundant, we must assume that this level of funding will not continue and create plans and budgets that are responsible and within our means.

Gwydir Shire Council will continue to advocate for grants that support our community and assist in the facilitation of key infrastructure that will help promote our Shire as the place to live, work and invest.

IPART's maximum allowable increase will continue to impact Council's rates income base unless the methodology for determining the allowable increase is improved. The current methodology is currently under review by IPART, and through this review they will hopefully look at innovative approaches to setting the rate peg that reflect changes in inflation and local government costs, while continuing to protect ratepayers from excessive increases.

I take this opportunity to thank the Council's staff for their dedication to creating our strategic plans and delivering its outcomes, as well as our elected Councillors for their willingness to partner with our executive managers and directors. Our Shire is extremely fortunate to be supported by a workforce that is committed to ensuring that Gwydir Shire's liveability continues to make us a place we can be truly proud of, and that people want to continue to visit or move to in the future.

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VISION

To be the recognised leader in Local Government through continuous learning and sustainability.

MISSION

To ensure that the Council's long term role is viable and sustainable by meeting the needs of our residents in a responsible caring way, attract sustainable development while maintaining the traditional rural values, character and culture of our people.

COUNCIL CORE VALUES

1. For Our Community and Visitors

We will provide a safe, clean and healthy environment in which all people have the opportunity to participate in and share in the Council's services and facilities.

2. For Our Community Committees

We will seek their opinion in relation to the services in which they assist us, offer relevant and timely support and recognise their valuable contribution.

3. For Our Staff

We will create an atmosphere of team support, which encourages frank and honest communication, and the use of common sense and innovation in a safe and friendly working environment with the aim of efficiency.

4. For Our Councillors

We will treat all Councillors equally and ensure that they are provided with accurate and timely advice and expect that they will treat each other and the staff with due respect.



GWYDIR SHIRE COUNCIL



WHERE ARE WE NOW?

Gwydir Shire is located on the North West Slopes and Plains of NSW, approximately 400kms north of Sydney, 120kms north of Tamworth, 300kms south west of Brisbane, 40kms west of Inverell and 40kms east of Moree.

The Shire sits at the crossroads of the Fossickers Way, a popular north-south touring route, the Gwydir Highway, a significant east-west route linking the NSW North Coast to Outback NSW and on Nature's Way (State Touring Route 3), which links Narrabri to Inverell via Gwydir Shire. The Bruxner Highway (east-west route) traverses the northern edge of the Shire with links into southern Queensland.

Much of Gwydir Shire lies between the 29°S and 30°S latitudes, placing it mid-way in the realm of arable lands within the Southern Hemisphere. It has a temperate climate with warm to hot summers (25°C – 35°C) and cool to mild winters (10°C – 20°C). The average elevation across the shire is approximately 350m above sea level. The Gwydir Shire lies about 300kms from the Tasman Sea and the north coast of NSW.

The Shire is part of the New England – North West Region of NSW (also known as the Northern Inland Region) and is bounded by Tamworth Regional Council to the south, Narrabri Shire to the south west, Moree Plains Shire to the west, Inverell Shire to the east and Uralla and Guyra Shires to the south east.



Incorporating an area of 9,122 square kilometres, Gwydir Shire extends from the Nandewar Range in the south and north to close to the Queensland border. The landscapes of the Shire are diverse, and in places, breathtaking.

The southern and central areas of the Shire are located within the Gwydir River catchment area with the Gwydir River flowing through Bingara and Gravesend. The southern areas of the Shire are hilly with pockets of highly fertile river flats along the Gwydir River and its main tributaries.

Mt Kaputar National Park forms the western edge of the Shire, with rugged remnant volcanic peaks and landforms rising above the Gwydir Valley. The northern part of the Shire lies within the 'Golden Triangle'. Built on the black soils from basalt outflows of the New England, it is one of the most productive agricultural areas in Australia.

Agriculture is the primary land use and economic activity within Gwydir Shire. Livestock production dominates in the southern and central areas of the Shire, with the Shire producing prime beef, lamb and pork. The Shire has a collection of beef cattle and sheep properties with a number of renowned beef studs.

Broadacre cropping is undertaken in the northern part of the Shire, with the main crops being wheat, sorghum and barley. Other crops include dryland cotton, other grains (oats, maize, triticale), hay and pasture seeds, pulses (chickpeas, field beans, mung beans, faba beans, lentils) and oilseeds (canola, soybeans and sunflowers).

In June 2015, Gwydir Shire had an estimated population of 5,068. The Shire has two small towns, Bingara and Wyallda, located approximately 40km apart. Bingara services the southern part of the Shire. Located on the Gwydir River at the intersection of the Fossickers Way and Nature's Way (State Touring Route 3), Bingara is a popular stop for travellers.

Wyallda is located on the Gwydir Highway, midway between Inverell and Moree. The town is a service centre for both the surrounding rural area and Highway travellers.

Both towns have small, vibrant shopping centres, with IGA supermarkets, historic hotels, eateries and shops that meet the day-to-day needs of the community. There are also a few boutiques and some lifestyle and 'quirky' retailers that are always popular with visitors. Both towns are ideal to use as a stop-over base for exploring the Gwydir Shire and surrounding regions.

The Shire has five rural villages – North Star, Croppa Creek, Coolatai and Gravesend in the northern part of the Shire, and Upper Horton in the south. The Shire has 21 rural localities – Boonal, Blue Nobby, Yallaroi, Crooble, (part of) Pallamallawa and Balfours Peak in the northern half of the Shire, and Wyallda Rail, Gineroi, Bangheet, Riverview, Elcombe, Pallal, Rocky Creek, Back Creek, Cobbadah, Gundamulda, Dinoga, Gulf Creek, Upper Bingara, Keera and Copeton in the southern half.



ACKNOWLEDGEMENT TO COUNTRY

Council acknowledges the traditional owners of the land, the Kamilaroi People and pays its respect to Elders both past and present.



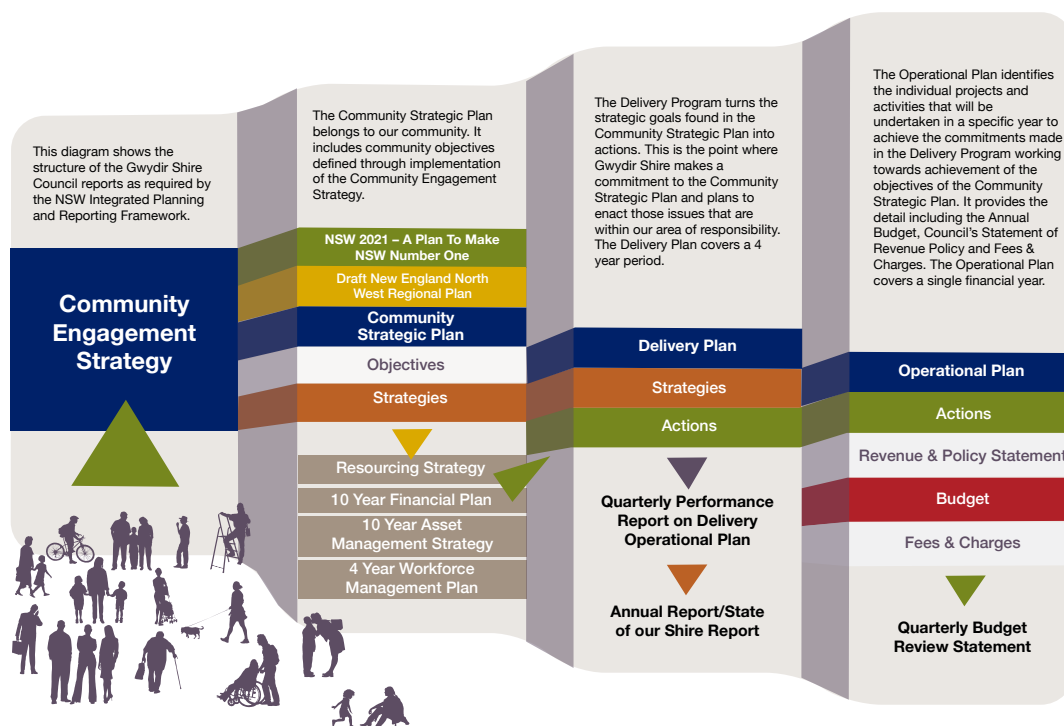
OUR PLANNING FRAMEWORK

How it all fits together

The Integrated Planning and Reporting Framework impacting all NSW Councils was introduced by the NSW State Government in 2009. The reforms replaced the former Social and Management Plan structures. All NSW Councils are required to develop a Community Strategic Plan spanning 10 years, a Delivery Program spanning the four year period of the elected council and Operational Plans covering each financial year.

The framework allows Gwydir Shire Council to link all their plans together to get the maximum leverage by planning holistically for the future. Key changes to the Act in 2021, reinforce the pivotal role of the IP&R framework in guiding all council planning and decision making.

Gwydir Shire Council has been working within the Integrated Planning and Reporting Framework since June 2012. The essential elements of the framework, and how they fit together, are shown in the diagram below.



THE COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is the highest level plan prepared by Gwydir Shire Council and the community. It spans a period of 10 years. It belongs to the community and reflects the community's main priorities and future aspirations. The Community Strategic Plan is a roadmap for the future. In addition to the community priorities it considers trends, issues and future demands.

The Community Strategic Plan belongs to the Gwydir Shire Community. While Gwydir Shire Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Gwydir Shire Council community it is not wholly responsible for its implementation. The long term objectives of the plan will require other partners such as State and Federal agencies and community organisations to have input.

The Community Strategic Plan is based on the Social Justice Principles of access, equity, participation and rights. Our Community Engagement Strategy has been developed around these principles.





Photo top left
Creative garden



Photo bottom left
Orange Festival

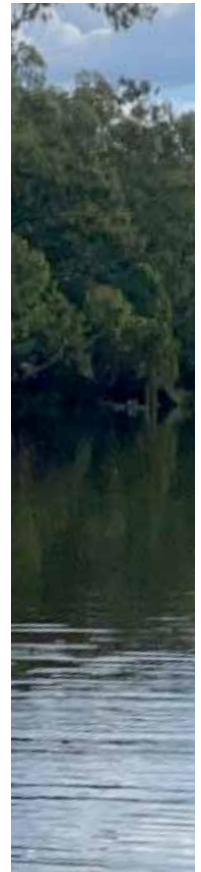


Photo right
Gwydir River

THE DELIVERY PROGRAM

This is the point where the community aspirations identified in the Community Strategic Plan are actioned. This plan is a statement of the commitment to the Gwydir community from its newly elected Council. The creation of the Delivery Program is a statement from the elected members to their community that they will work towards the long term goals included in the Community Strategic Plan.

The Deliver Program is a single point of reference for all principal activities that will be undertaken by the Council during their term of office.

This plan embraces all areas of Council's operations. The community goals and strategies included in the Community Strategic Plan are expanded to include actions for the four year period of the operation of the plan (2022-2026).



While the Delivery Program lists all of the strategies in the Community Strategic Plan, it only focuses on those strategies and actions that can be efficiently achieved by Council. The Delivery Program features all the goals and strategies from the Community Strategic Plan; however, it does not feature actions that cannot be completed within the term of Council.

This document should be read in conjunction with the Community Strategic Plan, Operational Plan and Resourcing Strategy. All of these documents can be found on the Gwydir Shire Council website www.gwydir.nsw.gov.au

OPERATIONAL PLAN 2023-24

(This plan)

The Operational Plan supports the implementation of the Delivery Program and outlines in more detail the individual actions and associated activities that our Council will undertake in the 2023-2024 financial year and those following.

The Operational Plan links directly to the Community Strategic Plan, Council's Delivery Program and Resourcing Strategy. None of the plans should read in isolation. All the plans can be viewed on the Council's website www.gwydir.nsw.gov.au

RESOURCING STRATEGY

The Resourcing Strategy is a suite of plans that ensure that Council has the necessary assets, people and money to deliver the goals in the Community Strategic Plan, and the strategies and actions included in the Delivery Program and Operational Plan. The Resourcing Strategy includes the following:

Workforce Management Plan – 4 years – 2022-2026

Long Term Financial Plan – 10 years – 2017-2027

Asset Management Plans – 10 years – 2017-2027



Our Community Vision established during the community consultation process is...

GWYDIR COUNTRY–FRESH AIR, INNOVATION, OPPORTUNITY AND RESILIENCE

The Community Strategic Plan as developed by the community will be implemented by the Council on behalf of the community. The plans are underpinned by the principles of social justice and are built around the five goals outlined below:



In addition to the social justice principles, the Local Government Act dictates that the Community Strategic Plan must address the social, environmental, economic and civic leadership considerations, which are the quadruple bottom line considerations. In addition to these four considerations, the Council has decided to add an additional consideration of governance, the goal being Organisational Management. This goal specifically applies

to internal management functions that are aligned with the community aspiration of a sustainable council.

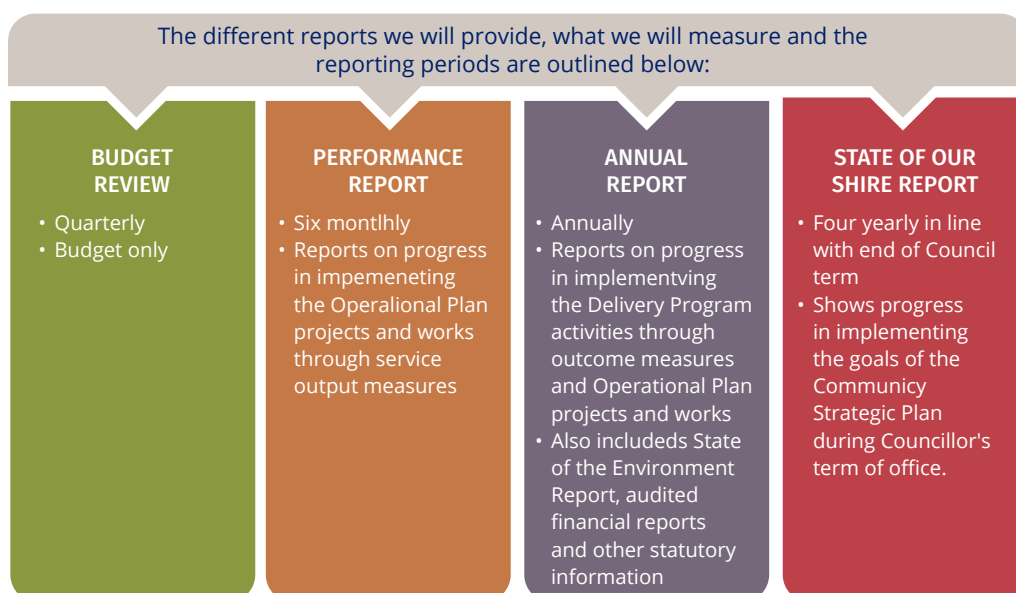
The strategic goals included in the **Community Strategic Plan** are turned into actions in the four year **Delivery Program**. The **Operational Plan** identifies the individual projects and activities that will be undertaken in a specific financial year.



HOW WE WILL REPORT

It is important to both Council and the community that we measure and report on our progress. The plans are all interconnected. Progress toward the Operational Plan contributes to the implementation of the Delivery Program which contributes to achieving our community's goals and objectives as outlined in the Community Strategic Plan.

Measures are designed to inform each other and tell a story about Council's progress towards achieving the Community Strategic Plan, both day to day and over longer periods of time. The diagram below identifies the types of reports we will provide, what we will measure and what reporting periods will be covered.





OUR ASSETS

Photo top
Gwydir River



Photo bottom
Gravesend Bridge



Photo right
Camping on the Gwydir



OUR ASSETS

The total value of Gwydir Shire Council's asset inventory exceeds \$564 million. This includes: water, sewerage, and drainage infrastructure, roads, bridges, land, buildings, and plant and equipment. These assets combine to enhance the quality of life for our residents and those visiting Gwydir Shire.

Buildings and Land

Gwydir Shire Council has a total of 202 buildings recorded in our asset register. We have a wide variance of facilities under our management including:

- 15 public halls and community centres
- 19 aged care/low income units
- 10 residential houses
- 2 medical centres
- Naroo – a 36 bed aged care facility
- 3 learning region complexes – hospitality, automotive, and primary industry trade training centres
- 6 sporting facilities/indoor stadiums/ showgrounds
- 2 caravan parks with 22 cabins for hire
- 23 public amenities
- Over 20 parks and public reserves



Proposed Borrowings in 2023/2024 Period

Council will look to borrow funds during the reporting period for the construction of the new Council building in Bingara, for grant funded works throughout the Shire, a total of \$5million. And for the expansion of the sewerage network in north Bingara, a total of \$2 million. National Australia Bank (NAB) will be approached to obtain this funding with existing council assets being used to secure the proposed borrowings.

Roads

The Gwydir Shire area is 9,122 square kilometres, with a comprehensive road network totalling 2,328 kilometres (not including state owned highways).

Our infrastructure is comprised of:

- 1,678km of unsealed roads
- 650km of sealed roads
- 110 bridges (this includes 67 culverts that are defined as bridges)
- 18km of footpaths
- 33km of kerb and guttering
- 42km of sewerage pipes
- 79km of water pipes

Other Assets

In conjunction with the regular Council functions, we also provide services and maintenance for:

- Preschools, including the Tharawonga mobile unit
- Swimming pools
- Tourist centres
- Toy libraries
- Aerodromes
- Museums
- Cemeteries
- The Roxy theatre

Asset Category	Total of At Cost (\$)
Roads Structure	141,513,585.44
Roads Surface	40,762,857.93
Unsealed Roads	44,307,033.28
Non-depreciable bulk earthworks	95,041,804.08
Bridges	49,334,437.46
Footpaths	3,118,258.62
Kerb and Gutter	1,829,841.37
Buildings	85,563,138.44
Land	9,530,908.12
Furniture and Fittings	1,311,375.65
Office Equipment	1,270,924.43
Other Assets	232,913.72
Other Structures	9,655,352.19
Plant and Equipment	28,178,278.00
Swimming Pools	3,694,312.31
Water Infrastructure	25,635,555.28
Sewerage Infrastructure	14,556,790.26
Stormwater Drainage	4,538,368.00
Landfills	4,361,781.60
Quarries	372,292.42
Total	564,809,808.60



GRANT FUNDING

STRONGER COUNTRY COMMUNITIES FUND – ROUND 4

The Stronger Country Communities Fund was established in 2017 by the NSW Government to deliver local projects that enhance the lives and wellbeing of regional communities. Round Four of the Stronger Country Communities Fund will see a further \$100 million made available for community projects that increase the liveability of regional NSW communities, including up to \$50 million for projects that enhance female sporting facilities and increase female participation in sport.

The objectives of the fund are:

- to boost the liveability of communities in regional areas by providing new or upgraded social and sporting infrastructure or community programs that have strong local support
- to deliver enhanced infrastructure and programs that remove barriers to female participation in sport across regional NSW.

Project Name	Funding Amount \$	Completion Date
Roxy Theatre Maintenance	\$110,000	Dec 2023 est.
Nicholson Oval Warialda Amenities & Change Rooms	\$178,522	June 2023 est.





STRONGER COUNTRY COMMUNITIES FUND – ROUND 5

The Stronger Country Communities Fund Round 5 aims to boost the wellbeing of communities in regional areas by providing new or upgraded social and sporting infrastructure, or community programs that have strong local support.

A total of \$160 million is available, including up to \$50 million for projects delivered by eligible community organisations.

Projects must be for infrastructure or community programs that boost the wellbeing of regional areas through improved amenity and positive social outcomes.

Funding is available for local community and sporting infrastructure, street beautification, projects enhancing accessibility and inclusion for people with disability, projects improving outcomes for Aboriginal people, and community programs and local events.

Council has successfully obtained funding for the below projects.

Project Name	Funding Amount \$	Completion Date
Warialda Swimming Pool – Stage 3	\$358,603	June 2025 est.
Playground Equipment Upgrades	\$284,763	June 2025 est.
Gwydir Oval Bingara & Warialda Recreation Ground Upgrades	\$163,763	June 2025 est.

Various community groups within the Shire have also been successful in obtaining Round 5 funding. These include:

Community Group	Project Name	Funding Amount \$
Bingara Show Society	Bingara Campdraft Arena Upgrade	\$180,000
Croppa Creek Bowling Club	Croppa Creek Bowling Club Improvements	\$160,000
Warialda Showground Trust	Warialda Showground Amenities Upgrade	\$150,000



BIG RIVER DREAMING – WATER WEAVING WAY – RESTART NSW

The Restart NSW Fund was established by the NSW Government in 2011 to improve the economic growth and productivity of the state. As at the 2019-20 NSW Budget, more than \$33.3 billion has been deposited into Restart NSW since 2011. Under the Restart NSW Fund Act 2011, Infrastructure NSW is responsible for providing independent funding recommendations to the NSW Government on all infrastructure projects to be funded from Restart NSW.

These include:

- Major NSW government-led projects.
- Local and community infrastructure projects being delivered by councils, non-government organisations and other entities.

Restart NSW local and community infrastructure projects include vital upgrades to rural and regional road and rail networks, the development of infrastructure to boost tourism, projects which address infrastructure constraints in mining communities, the provision of safe and reliable water services, and infrastructure which drives economic growth and productivity.

There are currently more than 600 projects which have been allocated more than \$1.6 billion through the Restart NSW local and community infrastructure funding programs. The total project budget for these is approximately \$2.8 billion. Many of these projects are currently active and in various stages of delivery, projects within Gwydir Shire that have successfully obtained funding from the Big River Dreaming – Water Weaving Way project scheme are tabled below.



Project Name	Funding Amount \$	Completion Date
Walking Track	\$41,000	Complete
Trails & Rest Stops – RFS1	\$184,942 for all T&R Projects under funding Stream	Complete
Trails & Rest Stops – RFS1		Complete
Trails & Rest Stops – RNS3 – Sheep Station Ck		Complete
Interpretive Centre – The Living Classroom	\$1,302,000	June 2024 est.
Gwydir River Ghats (Pontoon)	\$30,000	Complete
Splash Park – Bingara Pool Precinct	\$150,000	Complete
Activity Centre – Bingara Pool Precinct	\$200,000	Complete
Information Station Signage	\$62,058	June 2024 est.



COVID-19 ECONOMIC STIMULUS PACKAGE – LOCAL ROADS & COMMUNITY INFRASTRUCTURE PROGRAM (LCRI) – PHASE 3

The purpose of the LCRI Program is to support local councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

Phase 3 of the LCRI Program continues a temporary, targeted stimulus measure responding to the economic impacts of the COVID-19 pandemic. The LCRI Program assists a community-led recovery from COVID-19 by supporting local jobs, firms, and procurement.

As with the earlier Phases of the LCRI Program, Eligible Funding Recipients can select a broad range of projects to fund so that communities can continue to be provided with the infrastructure they require. It is expected that Eligible Funding Recipients will use local businesses and workforces to deliver projects wherever possible to ensure stimulus funding flows into local communities.

The intended outcomes of the LCRI Program are to: provide stimulus to protect and create local short-term employment opportunities through funding construction projects following the impacts of COVID-19; and deliver benefits to communities, such as improved road safety, accessibility and visual amenity.

Project Name	Funding Amount \$	Completion Date
Upper Horton Sports Club Amenities	\$110,000	June 2024
Bingara Footpath Program	\$180,000	June 2024
Warialda Footpath Program	\$180,000	June 2024
Reedy Creek Access Road Warialda	\$83,523	June 2024
Reedy Creek Footpath – Stage 1	\$88,139	June 2024
Warialda Street Tree Upgrade	\$83,338	June 2024
Bingara Riverside Caravan Park Amenities	\$490,000	June 2024
Warialda Memorial Pool Improvements	\$260,000	June 2024
North Star Hall – Restumping	\$135,000	June 2024
Gravesend Recreation Reserve Improvements	\$50,000	June 2024
Warialda Rail Amenities	\$110,000	June 2024
Warialda CBD Park	\$514,148	June 2024
Warialda Fitness Centre Amenities	\$80,300	Complete



BLACK SUMMER BUSHFIRE RECOVERY GRANTS PROGRAM

The Black Summer Bushfire Recovery grants program is part of the now \$2.2 billion National Bushfire Recovery Fund and builds on support already provided through a range of other bushfire recovery measures. The Black Summer Bushfire Recovery Grants Program is helping communities address priorities and activities for recovery and resilience after the 2019-20 bushfires.

The grants are supporting medium to long-term recovery for communities to enhance and strengthen their resilience and recovery.

They are funding projects for:

- Social recovery and resilience needs
- Economic recovery and resilience needs, and/or
- Recovery and resilience needs of the built environment.

Project Name	Funding Amount \$	Completion Date
The Living Classroom Emergency Accommodation & Tourism Opportunities	\$850,000	June 2023 est.
Warialda Emergency Accommodation and Respite Centre	\$750,000	June 2023 est.

OPEN SPACE PROGRAM

Places to Play offers \$16.7 million to provide more public open spaces for adventure and play to support the health and wellbeing of the community. Places to Play will support the broadening of the Everyone Can Play program and will focus on the creation of inclusive water, nature and adventure play for people of all ages and abilities in New South Wales.

Play projects funded under this program will be expanded to promote adventure play (such as skate parks, pump tracks and mountain biking), water and nature-based play and will offer new outdoor recreation opportunities for all ages and abilities in NSW. These projects will create more and better places for the community to come together, enjoy the outdoors and play.

The objectives of the Open Space Program are to:

- support community health and wellbeing for NSW residents
- contribute to the post pandemic economic recovery of NSW through the creation of jobs, stimulating businesses and the recreation and visitor economy
- support investment in the creation of high-quality public and open spaces to create a lasting community benefit
- address critical shortfalls in freely accessible public places
- contribute to the delivery of the NSW Government priority for Greener Public Spaces by increasing the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10% by 2023.

Project Name	Funding Amount \$	Completion Date
Bingara Skate Park	\$450,000	October 2023 est.



AGED CARE APPROVALS ROUND – RURAL, REGIONAL AND OTHER SPECIAL NEEDS BUILDING FUND CAPITAL FUNDING GRANT

This Capital Funding Grant Opportunity was announced as part of the 2020 ACAR, with \$150 million made available for capital grants to fund suitable proposals, which specifically aim to improve access to quality residential aged care in regional, rural and remote locations and/or improve access to care for any of the Special Needs Groups under the Act, in any areas.

Some residential care providers however, cannot accumulate sufficient reserves, or service the debt required, to meet some, or all, of the necessary capital

works costs. The Rural, Regional and Other Special Needs Building Fund (the Fund), is a capital grants program which addresses this issue. The Fund specifically supports access to residential care and continuity of care in a region or area, or for a Special Needs Group, where access would otherwise be at risk.

The main outcomes delivered by the Fund are new residential care buildings, and the upgrade of existing residential care buildings which, without the assistance of capital grants provided under the Fund, would otherwise not be available. The Fund also supports access to residential care and continuity of care in a region or area, or for a Special Needs Group, where access would otherwise be at risk.

Project Name	Funding Amount \$	Completion Date
Expansion, fit-out and furnishing of activities room and repurposing existing internal courtyard into outdoor recreation area	\$493,215 (original funding) increase in total funding advised Feb 2023 New Funding Amount - \$1,520,000	June 2024 est.



DEPARTMENT OF HEALTH – BUSINESS IMPROVEMENT FUND FOR RESIDENTIAL AGED CARE ROUND 2

The Business Improvement Fund was originally announced in January 2020 as a program to support residential care providers to improve their business operations, support the sale of an aged care business to another provider, or to support the orderly exit from the sector of providers

where appropriate. BIF – Round 2 is primarily aimed to support small to medium sized residential care providers (with 7 or less facilities) that are facing financial pressures which may impact on their ability to offer quality care to residents in regional, rural and remote locations.

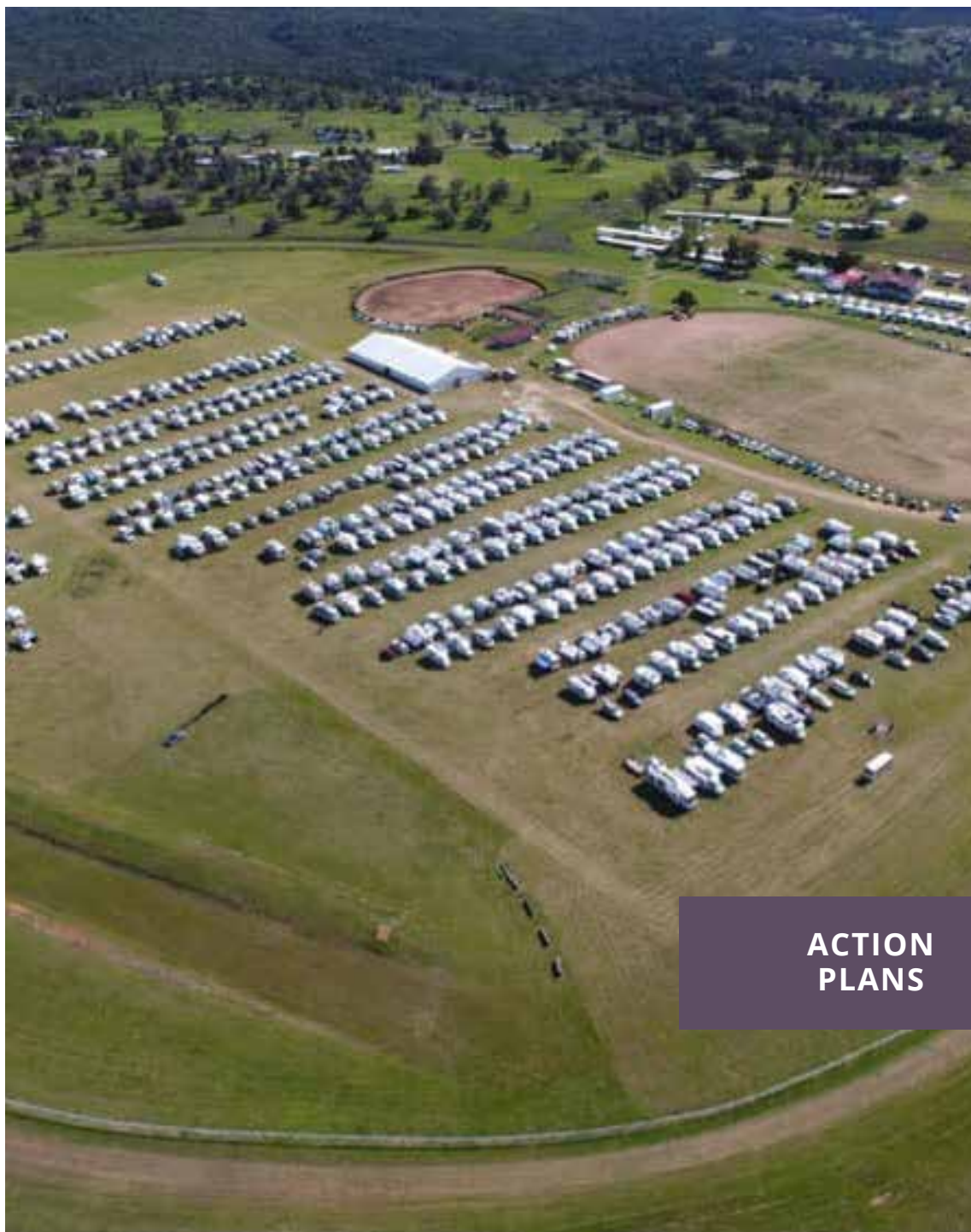
Project Name	Funding Amount \$	Completion Date
Upgrade and implement information and technology applications at Naroo Aged Care Hostel	\$284,100	July 2023 est.



OTHER GRANT FUNDED PROJECTS

Council has also secured grant funding that will allow the completion of the below projects.

Project Name	Funding Body	Funding Amount \$	Completion Date
Horton Road Upgrade	Fixing Local Roads	\$5,000,000	Currently under review due to flooding
Getta Getta Road Resheeting	Fixing Local Roads	\$1,854,071	Currently under review due to flooding
IB Bore Road Sealing	Restart NSW	\$11,544,410	Currently under review due to flooding
County Boundary Road Construction	Department of Infrastructure, Transport, Regional Development, Communications and the Arts	\$9,746,195	2025 est.
Gravesend Water Treatment Plant – Stage 1	DPIE	\$373,000	April 2024 est.



**ACTION
PLANS**



OUR GOALS, OUTCOMES, STRATEGIES AND ACTIONS **FOR 2023/2024**

This section of the plan outlines the details of Council's 2023/2024 Operational Plan. This is the last plan in Gwydir Shire Council's suite of documents. It should be read in conjunction with the Community Strategic Plan and the Delivery Program which clearly demonstrate where the actions included in this plan have originated.

The objectives included in this plan are supported by the Gwydir Shire Council 2022/2026 Resourcing Strategy.

The outcomes, strategies and actions under each of the goal areas for the 2023/2024 Financial Year are outlined below:





**A HEALTHY
AND COHESIVE
COMMUNITY
(SOCIAL)**



SOCIAL

GOAL 1

Outcome 1.1 We have healthy and inviting spaces and places

Outcome 1.2 Our community is an inviting and vibrant place to live

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base and places to relax, study and play.

We have access to a range of high quality health care services. All residents are supported in living a healthy and active life through the opportunity to participate in recreation activities.

Our community is strong, safe and connected with equal access to the services and facilities that ensure a great quality of life for all ages. Community pride and a sense of belonging are fostered through having a caring and connected community, with suitable programs and activities for all ages and abilities. Our residents' lives are enriched through access to lifelong learning opportunities as well as activities and events that celebrate our culture and encourage participation.



Goal	Outcome	Strategy	Delivery Program Link	Action	Responsible Officer	Department
1 A healthy and cohesive community	1.1 We have healthy and inviting spaces and places	1.1.1 Improve local access to health services	Promote and implement a range of measures, such as community transport, accommodation opportunities or location of new facilities that improve the access to Health Services for community members.	1.1.1.2 Support Gwydir Shire's health initiatives	Carmen Southwell	Community Assets
		1.1.2 Encourage and enable healthy lifestyle choices	Provision of infrastructure for all aspects of recreation and sport from grass-root participation through to talent development, ranging from children to older people and recognising the needs of our diverse community.	1.1.2.1 Oversee the operation of Council's Aquatic Centres	Carmen Southwell	Community Assets
				1.1.2.2 Annual Swimming Pool Inspection Program	Colin Cuell	Building Services
				1.1.2.3 Conduct Council's Category B Enforcement agency functions under the Food Act 2003 (NSW) by the specified due dates	Saul Standerwick	Planning & Environment
				1.1.2.4 Implement a strong Wellness and Enablement plan within the Gwydir Shire Council through the CHSP program	Sharon Baker	Naroo & Aged Service
				1.1.2.7 Warialda Memorial Swimming Pool Improvements - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Carmen Southwell	Community Assets



Goal	Outcome	Strategy	Delivery Program Link	Action		Responsible Officer	Department
1 A healthy and cohesive community	1.1 We have healthy and inviting spaces and places	1.1.3 Provide the right places, spaces and activities	Provide for the ongoing provision of parkland and other educational, recreation, social and all access facilities for current and future communities.	1.1.3.1	Big River Dreaming - Wellness and Interpretive Centre	Colin Cuell	Executive Services
				1.1.3.2	Be a centre of leadership in child development, education and care as well as support for families and community	Suzanne Webber	Social Services
				1.1.3.3	Annual Tree Planting program	Andrew Cooper	Utilities
				1.1.3.4	Bingara Footpath Program - Local Roads and Community Infrastructure Program Phase 3 (LRCI) - Construction/ replacement of non-compliant walking/cycle paths	Alexander Eddy	Engineering Services
				1.1.3.5	Bingara Skate Park project - 2021-2022 Open Spaces Program	Andrew Cooper	Utilities
				1.1.3.6	Build our reputation as 'best choice' for families, children and young people to discover their abilities and reach their potential in life	Suzanne Webber	Social Services
				1.1.3.7	Enhance the overall Resident experience at Naroo Frail Aged Hostel by embedding an active Leisure and Lifestyle program with residents focussing on wellness	Sharon Baker	Naroo & Aged Service
				1.1.3.8	Hope Street Warialda CBD Park Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Leeah Daley	Utilities



Goal	Outcome	Strategy	Delivery Program Link	Action	Responsible Officer	Department
1 A healthy and cohesive community	1.1 We have healthy and inviting spaces and places	1.1.3 Provide the right places, spaces and activities	Provide for the ongoing provision of parkland and other educational, recreation, social and all access facilities for current and future communities.	1.1.3.9 Landscaping Improvements - Warialda Street Tree Upgrade - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Carl Tooley	Utilities
				1.1.3.11 Progress Gwydir Shire Council Disability Action plan with committee.	Leeah Daley	Naroo & Aged Service
				1.1.3.12 Provide exceptional care, embracing authentic partnerships with families and ensuring the 'voice of the child' is central to our service processes.	Suzanne Webber	Social Services
				1.1.3.13 Provide high levels of hygiene to councils community assets	Carmen Southwell	Community Assets
				1.1.3.14 State Drought Stimulus Package - CBD Improvements - Warialda Footpath upgrades	Carl Tooley	Engineering Services
				1.1.3.15 COVID-19 Economic Stimulus Package - Phase 1 - Batterham Lookout Makeover	Andrew Cooper	Utilities
				1.1.3.16 Stronger Country Communities Funding - Round 4 - Construction of Nicholson Oval amenities	Colin Cuell	Utilities
				1.1.3.18 Warialda Footpath Program - Local Roads and Community Infrastructure Program Phase 3 (LRCI) - Construction/ replacement of non-compliant cycle/ walking paths.	Alexander Eddy	Engineering Services
				1.1.3.20 Implement Council's library programs	Carmen Southwell	Community Assets



Goal	Outcome	Strategy	Delivery Program Link	Action	Responsible Officer	Department
1 A healthy and cohesive community	1.2 Our community is an inviting and vibrant place to live	1.2.1 Enable accessible and affordable lifestyle options	Take action to improve housing affordability and diversity, the liveability of our neighbourhoods as well as equity and inclusiveness. Promote sustainability and equitable economic growth.	1.2.1.1 Meet Council's property management obligations	Clarissa Barwick	Community Assets
		1.2.2 A shared responsibility for community safety	Provide a Safe Community where all residents and visitors can work, travel, live and play in a safe and secure environment, free of risk to health and wellbeing	1.2.2.1 Comply with and report on Councils Companion Animal Management requirements	Saul Standerwick	Planning & Environment
				1.2.2.2 Implement Child Safe Standards as per legislative requirements	Casey McClymont	Organisation & Community Services
		1.2.3 Celebrate our creativity and cultural expression	Contribute to community wellbeing by strengthening the Council's cultural identity and harmony making Gwydir Shire Council a more vibrant place to live.	1.2.3.1 Roll out the planned schedule of events reviewing the concept, target audience and success of each event	Carmen Southwell	Marketing & Tourism



**BUILDING THE
BUSINESS
BASE
(ECONOMIC)**



ECONOMY

GOAL 2

Outcome 2.1 Our economy is growing and supported

Outcome 2.2 We are skilled and have access to excellent educational opportunities

A productive community provides people with positive choices for investment, employment and study. An innovative, diverse and resilient economy requires collaboration between local people and other levels of government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.

Our business community is prepared for future growth and challenges. We welcome new business development opportunities and work with private enterprise to establish strategic partnerships aligned to the creation of employment and industry in our community. Tourism is embraced by all facets of our community and Gwydir Shire is seen as a destination of choice for travellers.

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.



Goal	Outcome	Strategy	Delivery Program Link	Action		Responsible Officer	Department
2 Building the business base	2.1 Our economy is growing and supported	2.1.1 Plan for and Develop the Right Assets and Infrastructure	Achieve better value from infrastructure spend to improve productivity, drive economic growth and improve public amenity	2.1.1.2	Annual Water Meter replacement program	Andrew Cooper	Utilities
				2.1.1.3	Annual Pump replacement program	Andrew Cooper	Engineering Services
				2.1.1.4	Bingara Riverside Caravan Park Amenities Block Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Carmen Southwell	Community Assets
				2.1.1.6	Building Services Repairs and Maintenance Program for 2023-2024	Colin Cuell	Building Services
				2.1.1.7	December 2020 Flood Disaster works program	Carl Tooley	Engineering Services
				2.1.1.8	Fixing Local Roads Round 3 – Resheeting of Getta Getta Road from North Star Road to Inverell Shire	Alexander Eddy	Engineering Services
				2.1.1.9	Bingara Water Treatment Plant - Solar installation project	Andrew Cooper	Utilities
				2.1.1.10	North Star Hall Improvements - Restumping - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Colin Cuell	Building Services
				2.1.1.11	Water main extension to Warialda Landfill	Andrew Cooper	Utilities
				2.1.1.12	Stage 1 North Bingara sewer extension project	Andrew Cooper	Utilities
				2.1.1.13	Stage 2 North Bingara sewer extension project	Andrew Cooper	Utilities
				2.1.1.14	November 2021 Flood Disaster works program	Carl Tooley	Engineering Services
				2.1.1.15	Provide accommodation options to our community and visitors	Carmen Southwell	Community Assets
				2.1.1.16	Annual Renewals Program - Sewer mains relining/replacement	Andrew Cooper	Utilities
				2.1.1.17	Annual Heavy Plant Replacement Program	Andrew Cooper	Utilities
				2.1.1.18	Annual Light Plant Replacement Program	Andrew Cooper	Utilities
				2.1.1.19	Reedy Creek Access Road Construction - Stage 2 - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Carl Tooley	Engineering Services
				2.1.1.23	Town Streets - kerb replacement and pavement enhancement program	Alexander Eddy	Engineering Services



Goal	Outcome	Strategy	Delivery Program Link	Action	Responsible Officer	Department
2 Building the business base	2.1 Our economy is growing and supported	2.1.1 Plan for and Develop the Right Assets and Infrastructure	Achieve better value from infrastructure spend to improve productivity, drive economic growth and improve public amenity	2.1.1.24 Upper Horton Sports Club Camping Ground Amenities Block - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Colin Cuell	Building Services
				2.1.1.25 Warialda Emergency Accommodation and Respite Centre - Plunkett Street - Black Summer Bushfire Recovery Grants Program	Carmen Southwell	Engineering Services
				2.1.1.28 Fixing Local Roads Round 1 Funding - Transport for NSW - Sealing of Horton Road from Horton Village to MR133 Killarney Gap Road	Alexander Eddy	Engineering Services
				2.1.1.32 Heavy Vehicle Safety & Productivity Program Round 7 and Fixing Local Roads Program Sealing of IB Bore Road from North Star to Moree Plains Shire	Alexander Eddy	Engineering Services
				2.1.1.34 Develop 10 year stormwater plan	Alexander Eddy	Engineering Services
				2.1.1.36 Deliver RMCC annual works program	Jamie Wilson	Engineering Works
				2.1.1.37 Construct new disabled access footpaths	Carl Tooley	Engineering Services
				2.1.1.38 March 2021 Flood disaster works program	Carl Tooley	Engineering Services
				2.1.1.40 Warialda Rail Amenities Building Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Colin Cuell	Building Services
				2.1.1.42 Federal Government - Roads of Strategic Importance Program - Sealing of 12.3km of County Boundary Road from end of existing seal to Croppa Moree Road.	Alexander Eddy	Engineering Services



Goal	Outcome	Strategy	Delivery Program Link	Action		Responsible Officer	Department
2 Building the business base	2.1 Our economy is growing and supported	2.1.2 Support the growth of our business community	Establish a strong business and commercial culture identifying opportunities to increase Gwydir Shire's competitiveness and support the development of innovation and entrepreneurship.	2.1.2.1	Develop links and implement programs to improve the local economy	Carmen Southwell	Economic Development
				2.1.2.2	Develop strategy for small scale industrial land development.	Maxwell Eastcott	Development & Land Use Management
				2.1.2.4	Stronger Country Communities Fund - Round 5 - Croppa Creek Bowling Club Improvements	Colin Cuell	Building Services
2 Building the business base	2.1 Our economy is growing and supported	2.1.3 Promote our community as the place to visit, live, work and invest	Audit, package and promote tourism attributes for Gwydir Shire Council	2.1.3.1	Build on key relationships with stakeholders to enhance the Gwydir Shire tourism profile	Leeah Daley	Marketing & Tourism
				2.1.3.2	Assist in the creation of an environment in which a sustainable level of population and economic growth can occur to benefit local business and tourism	Leeah Daley	Marketing & Tourism
2 Building the business base	2.2 We are skilled and have access to excellent educational opportunities	2.2.1 Increase the range of opportunities to work locally	Establish a whole of government approach to workforce issues and facilitate greater labour mobility to increase employment opportunities and support regional employees to access skilled workers - including the adoption of remote digital technology - and remove barriers to relocation for workers	2.2.1.1	To continue to be proactive in attracting skilled staff, especially Registered Nurses into the Aged Care sector and work towards 24-hour Registered Nurses on site at Naroo Frail Aged Hostel	Sharon Baker	Naroo & Aged Services
2 Building the business base	2.2 We are skilled and have access to excellent educational opportunities	2.2.2 Build on our quality education and training opportunities (including through the GLR)	Collaborate closely with industry stakeholders to develop sustainable, high quality education and training opportunities to attract, develop, support and retain a skilled local workforce	2.2.2.1	Implement and manage the Gwydir Learning Region program	Carmen Southwell	Gwydir Learning Region



AN
ENVIRONMENTALLY
RESPONSIBLE SHIRE
(ENVIRONMENT)



ENVIRONMENT

GOAL 3

Outcome 3.1 Our community understands and embraces environment change

Outcome 3.2 We use and manage our natural resources wisely

A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.

We respect and value our natural environment, understand the effects of our actions and make wise decisions to retain balance. We endeavour to use all our natural resources wisely with a view to minimising the impact on our natural environment.

We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and on future generations.



Goal	Outcome	Strategy	Delivery Program Link		Action	Responsible Officer	Department	
3 An environmentally responsible Shire	3.1 Our community understands and embraces environmental change	3.1.1 Encourage respectful planning, balanced growth and good design	Integrate the economic, social and environmental objectives of society in order to maximise well-being in the present without compromising the ability of future generational needs.	3.1.1.1	Implement Development Control Plan based on the Department of Planning NSW standard format including report to Council and Community Consultation	Patsy Cox	Development & Land Use Management	
				3.1.1.2	Local Environment Plan review to be completed and implemented	Patsy Cox	Planning & Environment	
				3.1.1.3	Conduct Gwydir Housing Study	Saul Standerwick	Development & Land Use Management	
		3.1.2 Respond to our changing environment	Establish an ongoing cycle of assessment, targeted actions, monitoring and review to support learning and strengthen our response to a changing environment	3.1.2.1	Annual Telemetry & Technology upgrades	Andrew Cooper	Utilities	
		3.1.3 Value, protect and enhance our natural environment	Work together in a coordinated way to build connectivity, protect and reduce pressures on and build resilience for our unique natural environment.	3.1.3.1	North West Weed Action Program - Gwydir Shire	Saul Standerwick	Planning & Environment	
				3.1.3.2	Gwydir River Foreshore - Management Action Plan	Saul Standerwick	Planning & Environment	
		3.2 We use & manage our natural resources wisely	3.2.1 Develop a clean energy future	Work with key stakeholders to support local communities, businesses and workers to maximise opportunities and to ensure a smooth transition to a more energy efficient future.	3.2.1.1	Street lighting coverage across the local networks throughout the shire	Saul Standerwick	Planning & Environment
	3.2.2 Use our water wisely		Deliver access to and manage water availability in a balanced way to ensure the right amount of water, of the right quality for the right purpose at the right times.	3.2.2.1	Annual Water Main replacement program	Andrew Cooper	Utilities	
				3.2.2.2	Gravesend Recreation Ground Irrigation System - LRCI Phase 3 Project	Andrew Cooper	Utilities	
				3.2.2.3	Water treatment plant improvements	Andrew Cooper	Utilities	
	3.2.3 Reduce, reuse and recover waste		Deliver a domestic waste management service that is focused on sustainable waste management and resource recovery services that also meets the needs of the Gwydir Shire residents	3.2.3.1	Implement Gwydir Shire Council's Waste Management Strategy	Saul Standerwick	Planning & Environment	



**PROACTIVE
REGIONAL AND
LOCAL LEADERSHIP
(CIVIC LEADERSHIP)**



CIVIC LEADERSHIP

GOAL 4

Outcome 4.1 We are an engaged and connected community

Outcome 4.2 We work together to achieve our goals

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.

Our thoughts and ideas are valued; we are empowered with the knowledge and have the opportunity to participate. The Council provides the community with timely information about local issues and includes opportunities for the community to participate in initiatives. Community consultation continues throughout the period of the Community Strategic Plan to ensure that residents are engaged and connected.

We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.



Goal	Outcome	Strategy	Delivery Program Link	Action	Responsible Officer	Department
4 Proactive regional and local leadership	4.1 We are an engaged & connected community	4.1.1 Encourage an informed community	Build on key strategies for the provision of information to our community in a relevant, meaningful and transparent way	4.1.1.1 Provide effective communication initiatives to service the community	Carmen Southwell	Marketing & Tourism
		4.1.2 Enable broad, rich and meaningful engagement to occur	Provide the right platforms for humanising encounters and constructive conversations to create a reservoir of unity and trust within the community	4.1.2.1 Consistently engage with communities, moving from transactional to transformational relationships	Casey McClymont	Organisation & Community Services
				4.1.2.2 A review of the effectiveness of communication channels used throughout Gwydir Shire to the wider community. And improvements on how Gwydir Shire communicate events and happenings within our Community	Carmen Southwell	Marketing & Tourism
		4.1.3 Build on our sense of community	Collaborate and work together with all stakeholders to build connections, understanding and confidence to foster strong, resilient and connected communities.	4.1.3.1 Achieve positive connections with organisations central to child development, social inclusion, health and education.	Suzanne Webber	Social Services
				4.1.3.2 Grow relationships with governments, the corporate sector, community organisations and volunteers to enhance the educational experience	Suzanne Webber	Social Services
				4.1.3.3 Value and embrace the knowledge and experiences of our families as they grow through our services.	Suzanne Webber	Social Services
				4.1.3.4 Enhance the value of hope, achievement and aspiration for our young people, children and their families.	Suzanne Webber	Social Services



Goal	Outcome	Strategy	Delivery Program Link	Action	Responsible Officer	Department
4 Proactive regional and local leadership	4.2 We work together to achieve our goals	4.2.1 Build strong relationships and shared responsibilities	Collaborate with key stakeholders to continue to develop trust, respect, awareness, inclusion and open communication for the purpose of creating shared responsibilities for better outcomes	4.2.1.1 Manage programs and initiatives to connect with, and value other cultures	Carmen Southwell	Community Assets
		4.2.2 Work in partnership to plan for the future	Working collaboratively to align and implement long-term strategic planning objectives	4.2.2.1 Acquire, disseminate and apply new knowledge to grow evidence informed practice.	Suzanne Webber	Social Services
				4.2.2.2 Create comprehensive and collaborative models of care and support services that drive successful, responsive and individualised outcomes for families.	Suzanne Webber	Social Services
				4.2.2.3 Implement emerging technologies and best processes to improve efficiency.	Suzanne Webber	Social Services



**ORGANISATIONAL
MANAGEMENT
(GOVERNANCE)**



GOVERNANCE

GOAL 5

Outcome 5.1 Corporate Management

The main objective of organisational management is to ensure maximum outputs within minimum resources and effort. Effective organisational management ensures smooth and coordinated functioning of the Council bringing additional benefit to the community, staff and Councillors.

Good corporate management is about having the right processes for making and implementing strategic decisions.



Goal	Outcome	Strategy	Delivery Program Link	Action		Responsible Officer	Department
5 Organisational management	5.1 Corporate management	5.1.1 Financial management and accountability systems	Align financial function with business strategy to assist developing long-term growth and financial security	5.1.1.1	Complete all legislative reporting requirements for Community Home Support Program (CHSP)	Sharon Baker	Naroo & Aged Service
				5.1.1.2	Complete all legislative reporting requirements for NSW Transport (CHSP)	Sharon Baker	Naroo & Aged Service
				5.1.1.3	Complete all Naroo Aged Care Prudential reporting and Quality Indicator reporting within the set timeframes	Sharon Baker	Naroo & Aged Service
				5.1.1.4	Complete the works for the Aged Care Approvals Round grant monies as per the grant agreement	Sharon Baker	Naroo & Aged Service
				5.1.1.5	Implement the Business Improvement Fund grant monies as per the Activity Work plan and Indicative Activity Budget	Sharon Baker	Naroo & Aged Service
				5.1.1.13	Develop contract management documentation templates	Helen Thomas	Corporate Services
				5.1.1.14	Review policies and procedures associated with contracts and procurement in line with LG Procurement regulations, including staff training.	Helen Thomas	Corporate Services
		5.1.2 Information management systems	Ensure appropriate planning, implementation and monitoring of information systems to support the mission, goals and objectives of the organisation	5.1.2.1	Administer and support Council corporate applications, networks and systems.	Justin Hellmuth	Business Improvement & Information Services
				5.1.2.2	Review & Audit of locality boundaries	Danielle Perrett	Engineering Services
				5.1.2.3	IT Hardware Renewal program - 23/24 Financial Year	Justin Hellmuth	Business Improvement & Information Services
				5.1.2.4	Manage Council's GIS systems and data in accordance with legislative requirement, with a focus to improve the delivery and use of information	Justin Hellmuth	Business Improvement & Information Services



Goal	Outcome	Strategy	Delivery Program Link	Action		Responsible Officer	Department
5 Organisational management	5.1 Corporate management			5.1.2.5	Manage Council's corporate Records and Archive Facilities and Record Management Framework in accordance with legislative requirements.	Justin Hellmuth	Business Improvement & Information Services
				5.1.2.6	Software Renewal Program - 23/24 Financial Year	Justin Hellmuth	Business Improvement & Information Services
		5.1.3 Administrative and support functions	Create formal structure and support to assist in the facilitation of Council's key functions to achieve core objectives.	5.1.3.1	Assess and implement solutions that increase efficiencies and quality, whilst reducing costs, to improve processes and systems within Council.	Justin Hellmuth	Business Improvement & Information Services
				5.1.3.2	Develop and maintain Councils Integrated Planning and Reporting requirements	Casey McClymont	Organisation & Community Services
				5.1.3.3	Manage and support Councils Town utilities and depot operations	Andrew Cooper	Utilities
				5.1.3.4	Finalise the process to undertake service reviews and develop a prioritised list to be undertaken for the financial year	Justine Hellmuth	Business Improvement & Information Services
		5.1.4 Workforce planning	Plan for the future capabilities that Gwydir Shire Council is likely to need to meet its defined strategic goals and industry challenges	5.1.4.1	Build a culture that empowers staff to learn, teach, lead and succeed	Suzanne Webber	Social Services
				5.1.4.2	Implement and report on the actions included in the 2022-2026 Workforce Plan	Leeah Daley	Organisation & Community Services
				5.1.4.3	Development of Human Resources Development processes to manage change and meet individual and organisational needs	Leeah Daley	Organisation & Community Services
				5.1.4.4	Provide and support Naroo Aged care staff with necessary training and education	Sharon Baker	Naroo & Aged Service
5.1.4.5	Undertake Workforce Planning to ensure that there is an appropriately skilled workforce to meet future challenges and opportunities.			Casey McClymont	Organisation & Community Services		



Goal	Outcome	Strategy	Delivery Program Link	Action	Responsible Officer	Department
5 Organisational management	5.1 Corporate management	5.1.5 Provide responsible internal governance	The development and management of policy and risk for the benefit of the community consisting of processes and systems that promote the good rule of government.	5.1.5.1	Embed Workplace Health & Safety into business as usual practice throughout the organisation	Kaylea Perry
				5.1.5.2	Emergency Planning - implement evacuation plans and emergency manuals for 8 sites	Kaylea Perry
				5.1.5.6	Embed the recommendations from the Royal Commission into Aged Care in both CHSP and Naroo Frail Aged Care Hostel	Sharon Baker
				5.1.5.7	Council Public Roads	Danielle Perrett
				LCR	Meet all of Councils Legislative Compliance & Reporting requirements as set by the Office of Local Government (OLG)	Casey McClymont



Photo top left

Our Library



Photo bottom left

Golfers



Photo right

*Classic cars at
Warialda Honey Festival*



SECTION 3 REVENUE AND CHARGING

2023/2024 Council Rates & Charges

Rates and charges are a major source of revenue for Gwydir Shire Council. The revenue is used to meet the costs of providing services to business and residents of the Shire. A number of the programs and initiatives included in Council's Delivery Program and Operational Plan are funded by the rates and charges received by the Council.

Each year the NSW Independent Pricing and Regulatory Tribunal (IPART) determines the allowable annual increase in general income for NSW Councils. This is known as rate pegging.

IPART's rate peg takes into account the annual change in the Local Government Cost Index (LGCI), which measures the average costs faced by NSW councils, in addition to a population factor based on each council's population growth. IPART has set a 2023-24 rate peg for each council, ranging from 3.7% to 6.8%.

Ordinary General Rate Structure and Strategy

General Rates are levied using a 'rate in the dollar' (ad valorem) amount applied to each property's Land Value in addition to a base amount payable for each property. The land value information for each property is supplied by the



Valuer-General. In using a base rate amount, Council can reduce the spread between the higher and lower land values and distribute the cost more evenly across the Shire. All properties in the Shire are categorised based upon the use of the land and determined as Residential, Business or Farmland.

- Rates and charges are calculated as follows:
- Land Value x Relevant Ad Valorem = General Rate Amount Plus Base Amount
- Plus Services
- Less Pension Rebate (eligibility criteria apply)
- Equals Total Rates and Charges Levied

Pensioner Rebates

Rebates are available to eligible pensioners who are solely or jointly liable for the payment of rates and charges and who meet the criteria outlined by the Office of Local Government. These rebates are as follows:

- Ordinary rates and domestic waste management charge up to a \$250.00 maximum rebate.
- Up to a maximum of \$87.50 on water availability charges.
- Up to a maximum of \$87.50 on sewer availability charges.

Attachments

1. 2023/2024 Fees and Charges (Attachment)
2. 2023/2024 Donations
3. Statement of Revenue Policy
4. Rating Category Maps
5. 2023/2024 Budget (Attachment)

Acknowledgements

We would like to thank everyone who has contributed to the development of the Operational Plan. This document should be read in conjunction with the Community Strategic Plan which belongs to the Gwydir community, and the Delivery Program. Without your dedication, interest and commitment to this planning process, the production of this Operational Plan would not have been possible. It is an exciting time to be living and working in Gwydir Shire Council.

Contact Details

We welcome feedback on the Gwydir Shire Council Operational Plan 2023/2024. This feedback will be considered as part of our review process. Submissions should be made in writing to:

The General Manager Locked Bag 5. BINGARA NSW 2404
Email: mail@gwydir.nsw.gov.au



**FEES AND
CHARGES**
(Separate Attachment)



A green rectangular box containing the word "DONATIONS" in white, uppercase letters.

DONATIONS





FOREGONE INCOME		
Organisation	Donation requested	Recommended Donation*
All junior and school sports plus community groups	Waiving of all hire fees	\$5,000
Anglican Church, North Star	Waiving water & waste charges	\$807
Bingara Bullets Rugby League Club (If participating)	Use of oval and training lights	\$800*
Warialda Wombats Rugby League Club (If participating)	Use of oval and training lights	\$800*
Bingara Radiance Club	Rates and other charges subsidy	\$3,796
Catholic Church, Presbytery, St Joseph's Primary School and Convent	Water, sewerage and waste charges	\$10,219
CWA North Star	Rates and other charges subsidy	\$1,375
CWA Warialda	Rates and other charges subsidy	\$1,924
Gravesend Showground	Waste charges	\$998
Gwydir Rugby Club (If participating)	Use of oval and training facilities	\$1,000*
Presbyterian Church Warialda	Water, sewerage and waste charges	\$1,743
Scots Presbyterian Church, Bingara	Water, sewerage and waste charges	\$1,274
St Johns Anglican Church, Bingara	Water, sewerage and waste charges	\$2,954
St Mary's Catholic Church, Bingara	Water, sewerage and waste charges	\$3,821
St Simon and Jude's Anglican Church, Warialda	Water, sewerage and waste charges	\$2,283
Uniting Church, Bingara	Water, sewerage and waste charges	\$1,274
Unleash The Black Dog Ball (If held)	Waive hire fees of Roxy and kitchen	\$1,000*
Bingara Central School	Partial waiving of water charges	\$5,000
Waiving Development Applications and other fees	For community group activities requiring a development application	\$3,000
Carinda House	Water, sewerage and waste charges	\$3,418
Warialda P & A Association	Rates, water, sewerage and waste charges	\$7,601
Warialda Rail Recreation Reserve	Waste charges	\$891
Totals		\$60,978
*Subject to sporting teams participating or events being held		\$3,600
Definite		\$57,378



Donations < \$1,000		
Organisation	Donation requested	Proposed Donation Requested*
Upper Horton Rodeo and Campdraft (if held)	Annual sponsorship	\$500*
Warialda Sports Council Awards (if held)	Annual sponsorship	\$350*
Bingara Sporting Club Awards (if held)	Annual sponsorship	\$350*
Warialda Wombats Rugby League Football Club (if participating)	Annual sponsorship	\$500*
Bingara Bullets Rugby League Football Club (if participating)	Annual sponsorship	\$500*
Bingara Missiles League Tag (if participating)	Annual sponsorship	\$325*
Warialda Ladies League Tag (if participating)	Annual sponsorship	\$325*
Warialda High School	Annual academic prizes	\$550
Bingara Central School	Annual academic prizes	\$950
Warialda Primary School	Annual academic prizes	\$550
St Josephs Primary School	Annual academic prizes	\$550
Gravesend Primary School	Annual academic prizes	\$550
North Star Primary School	Annual academic prizes	\$550
Croppa Creek Primary School	Annual academic prizes	\$550
Unallocated	Donations requests received during the year	\$21,006
Totals		\$28,106
*Subject to sporting teams participating or events being held		\$2,850
Definite		\$25,256



Donations > \$1,000		
Organisation	Donation requested	Proposed Donation Requested*
Barraba PA & H Association (if held)	Annual donation	\$1,750*
Warialda P & A Association (if held)	Annual donation	\$1,750*
Bingara Show Society (if held)	Annual donation	\$1,750*
Bingara Orange Festival (if held)	Annual sponsorship	\$15,000*
Warialda Honey Festival (if held)	Annual sponsorship	\$15,000*
Warialda Historical Society (Previous commitment by Council to 5 year project)	Who, when, where Cemetery Project (5 Year Project - Year 5)	\$5,000
Bush Bursary NSW Doctors' Network	Annual sponsorship	\$3,000
Warialda Rotary	Australia Day Celebrations Warialda	\$1,750
Barwon Medical Scholarship	Annual sponsorship	\$3,000
Warialda Motor Sports Club (if held)	Warialda Off Road event	\$2,000*
Totals		\$50,000
*Subject to event or activity being held		\$37,250
Definite		\$12,750

'Council Internal 'Donations'		
Organisation	Donation requested	Recommended Donation
Willoughby/Gwydir exchange program (if held)	Annual allocation	\$10,000*
Gwydir Learning Region	Annual allocation	\$20,000
Gwydir Learning Region's Country Education Foundation Committee	Annual allocation	\$5,000
Industry awards	Prizes and assistance during annual business award event	\$3,000
Totals		\$38,000
*Subject to event or activity being held		\$10,000
Definite		\$28,000



In-Kind Support (Allocated from within maintenance budgets)		
Organisation	Donation requested	Recommended Allocation
Bingara events unallocated (if held)	Support for community events	\$10,000*
Bingara Jockey Club (if held)	Preparation for annual race day	\$2,000*
Bingara RSL Club and Sub Branch	Upkeep of memorial gardens in Bingara	\$1,000
Bingara Show Society	Maintenance of showground	\$3,000
Carinda House Committee	Maintenance requests	\$1,000
Myall Creek Memorial Committee	Ground maintenance for annual commemoration	\$7,000
Warialda Apex Committee (if held)	Support during events	\$500*
Warialda Events unallocated (if held)	Support for community events	\$10,000*
Warialda Jockey Club (if held)	Preparation for annual race day	\$2,000*
Warialda Preschool	Building Maintenance	\$2,000
Warialda P&A Association (if held)	Support during events	\$3,000*
Warialda Tennis Club	Ground maintenance	\$750
Community Groups	Printing and photocopy	\$3,000
Totals		\$45,250
*Subject to event or activity being held		\$27,500
Definite		\$17,750

Summary		
Classification	Definite Donation Requests	Potential Donations' Total
Donations less than \$1,000	\$25,256	\$28,106
Donations greater than \$1,000	\$12,750	\$50,000
Foregone Income	\$57,378	\$60,978
Internal allocation	\$28,000	\$38,000
Totals	\$123,384	\$177,084
In-Kind contributions allocated across other expenditure areas	\$17,750	\$45,250



STATEMENT OF REVENUE





STATEMENT OF REVENUE POLICY

Rating Structure

Strategy - Ordinary Rates

IPART has advised that the General Rates-Pegging limit for the period 1 July 2023 to 30 June 2024 shall be 3.7%, with a calculated growth factor of 0.4%. This increase will be applied in full.

The revenue forecast provided in this policy is based on the notional income projections using Councils rating structure and revenue for the 2022/2023 year, Councils proposed rating structure and revenue for the 2023/2024 year with the 4.1% general increase, plus any catch-up from 2022/2023.

The model projects an increase in general rate revenue of \$351,167.45 which amounts to a total increase in general rates of 4.1%.



Rating Structure

Rating Categories & Sub-Categories

The following is the structure of Council's General Ordinary Rates to be levied under section 494 of the *Local Government Act 1993*.

Type	Category	Sub-Category	Comments
Ordinary	Farmland	Intensive	Eligibility determined in accordance with Local Government Act 1993 and As defined as 'Intensive Agriculture by the Gwydir Shire Council LEP 2013
Ordinary	Farmland	Nil	Eligibility determined in accordance with Local Government Act 1993
Ordinary	Business	Nil	All business properties within the Gwydir Shire Local Government area other than those defined as Warialda Business Urban or Bingara Business Urban
Ordinary	Business	Business Warialda Urban	All business properties within the Warialda Town Area as determined by the relevant LEP.
Ordinary	Business	Business Bingara Urban	All business properties within the Bingara Town Area as determined by the relevant LEP.
Ordinary	Residential		All residential properties within the Gwydir Shire Area not in a Village as determined by the relevant LEP that do not exceed two (2) hectares.
Ordinary	Residential	Rural Residential	All residential properties within the Gwydir Shire Area not in a Village as determined by the relevant LEP that exceed two (2) hectares but are less than forty (40) hectares.
Ordinary	Residential	Residential Villages	All residential properties within the Gwydir Shire Area within a Village area other than Warialda Urban or Bingara Urban as determined by the relevant LEP.
Ordinary	Residential	Residential Warialda Urban	All residential properties within the Warialda Town Area as determined by the relevant LEP.
Ordinary	Residential	Residential Bingara Urban	All residential properties within the Bingara Town Area as determined by the relevant LEP.



Rating Structure

Rating Categories & Sub-Categories

Categories are defined by Urban, Rural and Village as follows:

Urban Land:

Each parcel of land valued as one assessment whose dominant use is for urban purposes within the Bingara or Wialda Town Area as determined by the relevant LEP.

Village Land:

Each parcel of land valued as one assessment whose dominant use is for urban purposes within a Village area other than the Bingara or Wialda Town Area as determined by the relevant LEP.

Rural Land:

Each parcel of land valued as one assessment whose dominant use is for non-urban purposes that is not within any Village area as determined by the relevant LEP.

Maps showing the location of Rating categories and sub-categories are attached. See Appendix



Rating Structure

Ordinary General Rate Structure & Strategy

The Local Government Act 1993 provides Councils with three alternative methods of levying rates:

- Solely Ad Valorem Rating (i.e. Cents in the dollar on land value).
- Minimum Rate plus Ad Valorem.
- Base Amount of up to 50% of the total yield from a category and applied to all rateable parcels within that category plus an Ad Valorem rate to raise the additional above the base.

Council will continue to levy ordinary rates using a structure comprising a base amount to which an ad valorem component is added. This option ensures higher valued properties contribute a higher amount.

The base amount will vary, depending on rating category/sub-category up to the maximum permissible of 50% of the total yield for each category/sub-category. All rateable properties within each category/sub-category, regardless of their land value, are levied a base amount. The balance of the ordinary rates is derived by multiplying the land value of a property by a rate in the dollar for the relevant category/sub-category, which is determined by Council.

All ordinary general rates for the 2023/2024 period shall be based on land valuations issued by the Valuer-General to individual rate payers with a base date of 1st July 2022. Generally, there has been an estimated rise in rateable land values by \$1,270,639,290.00 to date.

The model used in preparation of the rating revenue is designed to distribute the general rates between the rating categories as follows:

Farmland 80.00%	Residential 16.00%	Business 4.00%
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Rating Structure

Notional Yield

Ordinary General Rates under section 494 of the Local Government Act 1993

Diff	Category	Sub-Category	# Prop	Ad Valorem	Cents In \$	Base Amount	Percentage of Revenue raised form Base Levy	Estimated Total Yield
10	Farmland	Intensive	2	0.0037364	0.37364	\$ 750	3.82%	\$39,267.16
1	Farmland	Ordinary	1160	0.0022837	0.22837	\$ 300	4.95%	\$7,030,303.03
4	Business	Ordinary	76	0.0374495	3.74495	\$ 300	15.46%	\$147,477.36
8	Business	Business Bingara Urban	53	0.0317568	3.17568	\$ 300	14.33%	\$110,956.04
3	Business	Business Warialda Urban	69	0.0368759	3.68759	\$ 300	21.79%	\$94,997.71
6	Residential	Rural Residential S/H	198	0.0084639	0.84639	\$ 225	22.75%	\$195,824.18
5	Residential	Residential Village	259	0.0614254	6.124254	\$ 150	32.83%	\$118,336.89
9	Residential	Ordinary-Rural Res	53	0.0161983	1.61983	\$ 150	30.61%	\$25,971.90
7	Residential	Bingara Residential Urban	695	0.0125531	1.25531	\$ 225	23.35%	\$669,700.21
2	Residential	Warialda Residential Urban	553	0.0188735	1.88735	\$ 225	30.83%	\$403,584.17
			3,118					\$8,836,418.651

**Estimated General Ordinary Rate Income \$8,836,418.65- Less Pension Rebates (Council 45%)
-\$38,888.78 giving Net General Rates Income of \$8,797,529.87**

All rates are to be levied on land valuations with a base date of 1st July 2022



Rating Structure

Payment of Rates

Ratepayers may pay their rates in four (4) instalments being 31 August, 30 November, 28 February, and 31 May. Council is obliged to forward reminder notices one month in advance. Interest is chargeable on each instalment not paid by the due date.

The maximum applicable interest rate is set each year by the Minister for Local Government and Council may adopt that rate or a lower rate.

Extra Charges or Interest on Overdue Rates

In accordance with Section 566 (3) of the Local Government Act, 1993, Council must determine a rate of interest charge, not in excess of that determined by the Minister.

The interest rate for the year 2023/2024 has been set at 9.00% p.a. for the period 1 July 2023 to 30 June 2024 (inclusive).

Conservation Agreement Rate Exemption

As stated through the provisions of Section 555 (1) (b1) and (3) of the Local Government Act 1993 the land subject to a Conservation Agreement is exempt from rates. The Act States ***"Section 555 What land is exempt from all rates?"***

(1.b.) Subject to subsection (3), land that is subject of a conservation agreement (within the meaning of the *National Parks and Wildlife Act, 1974*),

(3) If part of a single parcel of land is the subject of a conservation agreement within the meaning of the *National Parks and Wildlife Act, 1974* (as referred to in subsection (1) (b1), any rate levied on that whole parcel (for any period after 1 July 2008) is to be reduced by the percentage stated in the Act.

The Conservation Agreement amount to be written off for the year 2023/2024 for the period 1 July 2023 to 30 June 2024 (inclusive) is \$4,633.68.



Statement of Fees and Charges

Statement of fees and charges to apply to rateable and non-rateable properties

Water and Sewerage Pricing

Council's water and sewerage utilities are required to conform to best practice water and sewerage pricing (pay for use). Such pricing is required to comply with the Independent Pricing and Regulatory Tribunal's (IPART) Pricing Principles for Local Water Authorities, the COAG Strategic Framework for Water Reform and National Competition Policy.

Best practice water supply pricing involves a cost-reflective two-part tariff or an inclining block tariff with no water allowance, no land value-based charges, an appropriate access charge and water usage charges per kilolitre.

Appropriate pricing is essential to provide relevant pricing signals to customers, enabling them to make informed decisions on their water use. This will encourage each customer to use water efficiently and minimise wastage of our valuable water resources and associated infrastructure.

Water Charges - Strategy

Council has adopted best practice water pricing with a common structure across the entire Shire. The pricing structure has been reviewed and a similar structure adopted for 2023/2024.

The two-part pricing regime includes an access availability charge of \$515.00 for standard connections and an inclining block tariff. In 2023/2024 the water usage charge will be charged quarterly as part of the quarterly water usage billing program. The inclining usage tariff is made up of two (2) tiers being:

1. \$1.70 per kilolitre for the first step of 600 kilolitres per assessment.
2. And a higher block tariff of \$2.40 per kilolitre for usage over 600 kilolitres per assessment.



Statement of Fees and Charges

Water Charges – Strategy

A water access availability charge applies to all parcels of land to which a service is available and connectable.

The water pricing strategy is designed to gain 50% of the water revenue from access charges and 50% from usage charges.

Properties with larger water services pay a higher access charge proportional to the square of the meter size.

Sewer Charges - Strategy

Sewerage services as with water supplies have moved to best practice pricing.

Residential sewerage bills are to be independent of land value and based on a cost-reflective uniform sewerage charge per property of \$625.00 per connectable property.

Non-Residential sewerage bills are to be independent of land value and based on a cost-reflective two-part tariff consisting of an access charge – (\$555.00 based on 20mm water connection) and an appropriate sewer usage charge per kilolitre of water consumption (\$2.75/KL). This charge is then multiplied by the individual properties sewer discharge factor as determined by Council using industry standards.

The sewer access charge must also be proportional to the square of the size of the water supply service connection to reflect the load that can be placed on the sewerage system plus a usage charge based on discharge volume. The volume discharged into the sewer is estimated using the customer's total water consumption and a sewerage discharge factor.



Statement of Fees and Charges

Water & Sewer Charges - Sections 501 & 502 of the Local Government Act 1993

Description	Annual Charge	Services Charged	Total Annual Income	Total Income
20mm Water Meter Service	\$ 515.00	1604	\$ 826,060.00	
25mm Water Meter Service	\$ 804.50	36	\$ 28,692.00	
32mm Water Meter Service	\$ 1,318.40	2	\$ 2,636.80	
40mm Water Meter Service	\$ 2,060.00	4	\$ 8,240.00	
50mm Water Meter Service	\$ 3,218.75	19	\$ 61,156.25	
Less Pension Rebate Expense Water (Council 45%)			-\$ 18,626.74	
TOTAL Annual Water Access Income			908,158.31	\$908,158.31
Annual Water Usage @ \$1.70/KL (Est)	\$ 1.70	330,000KL	\$ 561,000.00	
Annual Water Usage @ \$2.40/KL >600KL (Est)	\$ 2.40	136,371KL	\$ 327,290.40	
TOTAL Annual Water Usage Charges (Est)			\$ 888,290.40	\$ 888,290.40
Total Water Income				\$1,796,448.71
Sewer Charge Residential (20mm)	\$ 625.00	1136	\$ 710,000.00	
Pressure Sewer Residential	\$ 625.00	86	\$ 53,750.00	
Sewer Charge Non-Residential (20mm)	\$ 555.00	133	\$ 73,815.00	
Sewer Charge Non-Residential (25mm)	\$ 710.95	20	\$ 14,219.00	
Sewer Charge Non-Residential (32mm)	\$ 1,180.15	2	\$ 2,360.30	
Sewer Charge Non-Residential (40mm)	\$ 1,820.00	4	\$ 7,280.00	
Sewer Charge Non-Residential (50mm)	\$ 2,843.75	11	\$ 31,281.25	
Less Pension Rebate Expense Sewerage (Council 45%)			-\$ 15,988.28	
TOTAL Annual Sewer Charges			\$ 876,717.27	876,717.27
Sewer Non-Residential Usage Charge At \$2.75/KL	\$ 2.75	21,226	\$ 58,371.50	\$58,371.50
Warialda Truck Wash usage charge \$1.32/minute – estimate				\$70,000.00
Total Sewer Income				\$1,005,088.77



Statement of Fees and Charges

Liquid Trade Waste Charges

Gwydir Shire Council is committed to complying with the Department of Primary Industries and Environment (DPIE) guidelines for the best practice management of water supplies and sewerage services to be eligible for financial assistance towards future Capital works.

For the 2023/2024 financial period council will be charging a liquid trade Waste Charge as part of the sewerage pricing structure for commercial businesses.

Liquid trade wastes exert much greater demands on sewerage systems than domestic sewerage and if uncontrolled can pose serious problems to public health, worker safety, Councils sewerage system and the environment. Liquid trade waste pricing ensures that the discharges bear a fair share of the cost of providing sewerage services and to facilitate appropriate recycling, pre-treatment, waste minimisation and water conservation.

For charging purposes liquid trade waste dischargers are divided into three categories.

1. Liquid trade waste dischargers conducting as activity deemed by Council as requiring nil or only minimal pre-treatment equipment and whose effluent is well defined and of relatively low risk to the sewerage system. For example – retail food outlets with no hot food prepared and or foods that generate an oily/greasy waste.
2. Liquid trade waste dischargers conducting as activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment and whose effluent is well characterised. For example – Premises that prepare and or serve hot foods that generate an oily/ greasy waste.
3. Liquid trade waste dischargers conducting an activity which is of an industrial nature and/or which result in discharges of large volumes (over 20kL/d) of liquid trade waste to the sewerage system.



Statement of Fees and Charges

Liquid Trade Waste Charges

Schedule of Annual & Usage Fees – Liquid Waste

Description	# Prop	Services Charged	Estimated Income
Annual Charges			
Annual trade waste Fee (minimum)	83	\$ 105.00	\$ 8,715.00
Annual trade waste Fee (Large discharger)		\$ 430.00	
Reinspection fee		\$ 60.00	
Usage Charges			
with prescribed pre-treatment		\$ 1.50/Kl	
without prescribed pre-treatment		\$ 15.50/Kl	
Tankered Waste		\$ 21.65/Kl	

- These fees are to be charged on top of existing non-residential sewerage charges.



Statement of Fees and Charges

Waste Management Charges Statement

Council must make and levy a charge for domestic waste management services for each parcel of rateable land for which the service is available under Section 496 of the Local Government Act, 1993. The levied charge must fully cover the cost of providing the service. The urban areas of Bingara, Warialda, Gravesend, North Star, Croppa Creek and Warialda Rail and small rural "lifestyle/rural residential" blocks receive a kerb-side garbage service. This charge is separately itemised on each rate notice.

The charge is added to standard Council rates and is set aside for the specific purpose of the management of waste collections & disposal facilities within the Local Government area. The charge will allow Council to provide additional resources and meet the requirements of waste disposal and environmental legislation and community expectations.

Previously this was undertaken on Council's Waste Disposal Facilities on a reactionary basis in response to community concerns. As a result of increased pressures from regulatory agencies and ongoing community concerns and the scale of the works required to meet these standards, it has become necessary for council to initiate the provision of a waste disposal management program to control waste disposal and environmental protection measures.

The funds collected will only be spent for works at Council's Waste Disposal facilities and related recycling programs, including:

- Land Rehabilitation
- Improved Environmental Monitoring
- Improved waste disposal techniques
- Recycling
- Chemical disposal
- Site Security



Statement of Fees and Charges

The charge is levied in respect of each separate parcel of rateable land in the Council area. The charge applies whether the service is used in whole or in part. The service is provided on the following basis

Domestic Waste Service and Disposal Charge

A single weekly waste collection service using 1 approved container with a capacity 140-litre for general waste. A single fortnightly green waste collection service using 1 approved container with a capacity 240-litre for green and putrescible waste and a single fortnightly recyclable waste collection service using 1 approved container with a capacity 360-litre for recyclable material.

New premises completed during the year will be charged based on the complete month to the end of the year as a proportion of the annual charge.

In accordance with Section 496 of the Local Government Act, 1993, Council must levy a domestic waste management charge on all occupied rateable properties. This charge reflects the fixed cost component of having the weekly waste collection service accessible to the property. The charge for 2023/2024 is as follows:

Domestic Waste Collection Charge	Number of Services	Charge	Yield
Domestic Residential Collections (140)	1390	\$392.20	\$545,158.00
Wheelie Bin Upgraded (240) / Additional (140)	46	\$161.00	\$ 7,406.00
Domestic Residential – Vacant	176	\$80.50	\$14,168.00
<i>Less Pension Rebate Expense Waste (45% Council)</i>			<i>-\$15,321.02</i>
Total Domestic Waste Management Charges			\$551,410.98



Statement of Fees and Charges

Commercial Waste Disposal

Council shall levy an annual charge under Section 501 of the Local Government Act, 1993 on commercial premises for waste removal and disposal where the owner or occupier has access to that service. The service will be for the removal of one or more garbage containers (wheelie bins) of 240-litre capacity. The service level charge is based on the number of bins available for collection from the premises for which the charge is applicable. The charges for 2023/2024 are as follows:

Charge	Number of Services	Charge	Yield
Commercial Waste Disposal – Minor	69	\$624.00	\$44,436.00
Commercial Waste Disposal – Small	44	\$1,288.00	\$56,672.00
Commercial Waste Disposal – Medium	14	\$2,576.90	\$36,076.60
Commercial Waste Disposal – Large	6	\$3,586.20	\$21,517.20
Total Commercial Waste Management			\$158,701.80

Statement of Fees and Charges

Non-Rateable Land Waste Disposal

In accordance with section 501 of the Local Government Act, 1993, a waste management service charge will be levied on all non-rateable land electing to utilise Council's waste collection and disposal service. The charge for 2023/2024 is as follows:

Non-Rateable Land Waste Disposal Charge	Number of Services	Charge	Yield
Non-Rateable Land Waste Disposal – Minor	26	\$644.00	\$16,744.00
Non-Rateable Land Waste Disposal – Small	12	\$1,288.00	\$15,456.00
Non-Rateable Land Waste Disposal – Medium	5	\$2,576.90	\$12,884.50
Non-Rateable Land Waste Disposal – Large	8	\$3,586.20	\$28,689.60
Total Non-Rateable Land Waste Management			\$73,774.10



Statement of Fees and Charges

Waste Disposal Management

In accordance with Section 501 of the Local Government Act, 1993, Council must levy a waste management disposal charge on all land and in respect of vacant land which are in the catchment for each of Council's waste disposal facilities. These are defined by maps. See appendix. The charge for 2023/2024 is as follows:

Waste Management Charge	Number	Charge	Yield
Properties	3118	\$239.40	\$746,449.20
Less Pension Rebate Expense Waste (45% Council)			-\$11,914.02
Total Waste Disposal Charge			\$734,535.18

Statement of Fees and Charges

Storm Water Charges Statement

In accordance with Section 496A of the Local Government Act, 1993 and clauses 125A, 125AA, 200A and 217 of the Local Government (General) Regulation 2005, Council may make or levy an annual charge for stormwater management services only in respect of urban land that is categorised for rating purposes as residential or business. The urban areas, to which this charge will apply for 2023/2024 (Warialda & Bingara), are defined by maps. (See appendix). The charge for 2023/2024 is as follows:

Storm Water Charge	Number of Services	Charge	Estimated Yield
Residential Properties	1,758	\$25.00 per parcel of land	\$43,950.00
Business Properties	198	\$25.00 per parcel of land plus and additional \$25.00 for each 350sqm or part of 350sqm by which the parcels exceed 350sqm (Estimate based on average of three (3) charges per parcel)	\$4,950.00
Total Estimated Storm Water Yield	1956		\$48,900.00



Statment of Fees and Charges

Statement of fees to be charged and pricing policy of goods and services

Council fees for the 2023/2024 financial year are listed in the Schedule of Fees and Charges as part of Councils Management Plan.

In determining the appropriate fees to be charged for Council services and facilities in 2023/2024, the basic principle applied, is that charges should be considered fair and equitable to the general community. Individual members of the community should not be precluded from essential services because of economic circumstances.

The range of services provided by Council to the community is diverse and requires different considerations when determining the associated fee or charge. The level of the fee or charge was determined having regard to the following categories.

Code	Pricing Category
S	Statutory - Federal or State Government set charges.
FCR	Full Cost Recoverable - Services under this category are such that individual costs can be determined and met by the user of the service.
PCR	Partially Cost Recoverable - Services considered having a level of benefit to the community. Generally, benefits are not solely confined to users. Partially funded by general revenues.
M	Market - Services that Council operates in a competitive market and needs to fix charges like other providers. Calculations may be benchmarked against industry averages

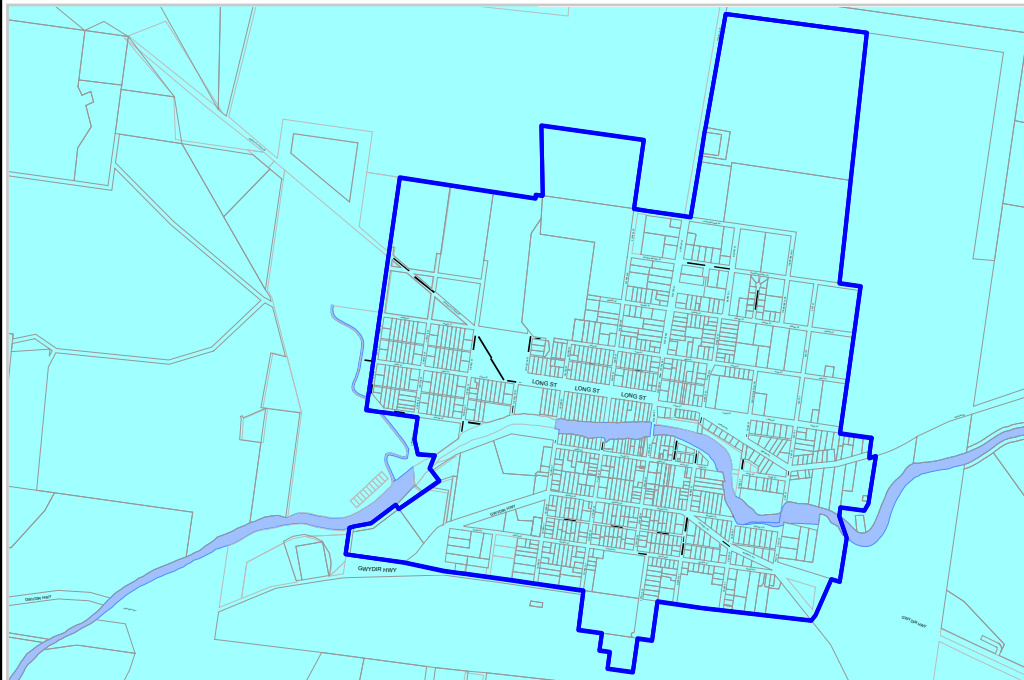


**RATING
CATEGORY MAPS**

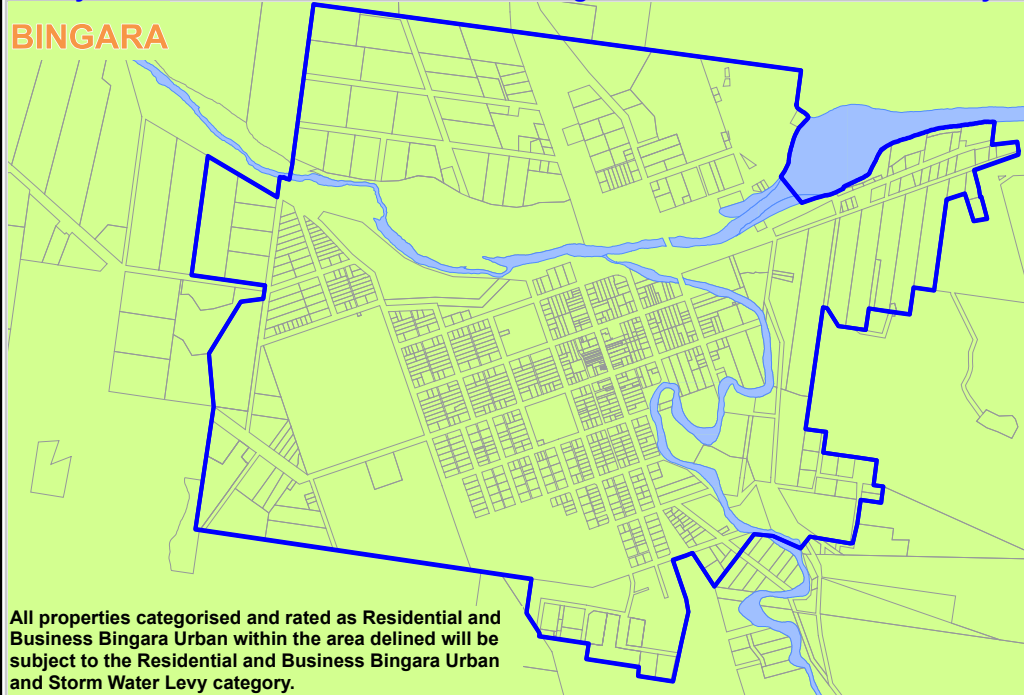


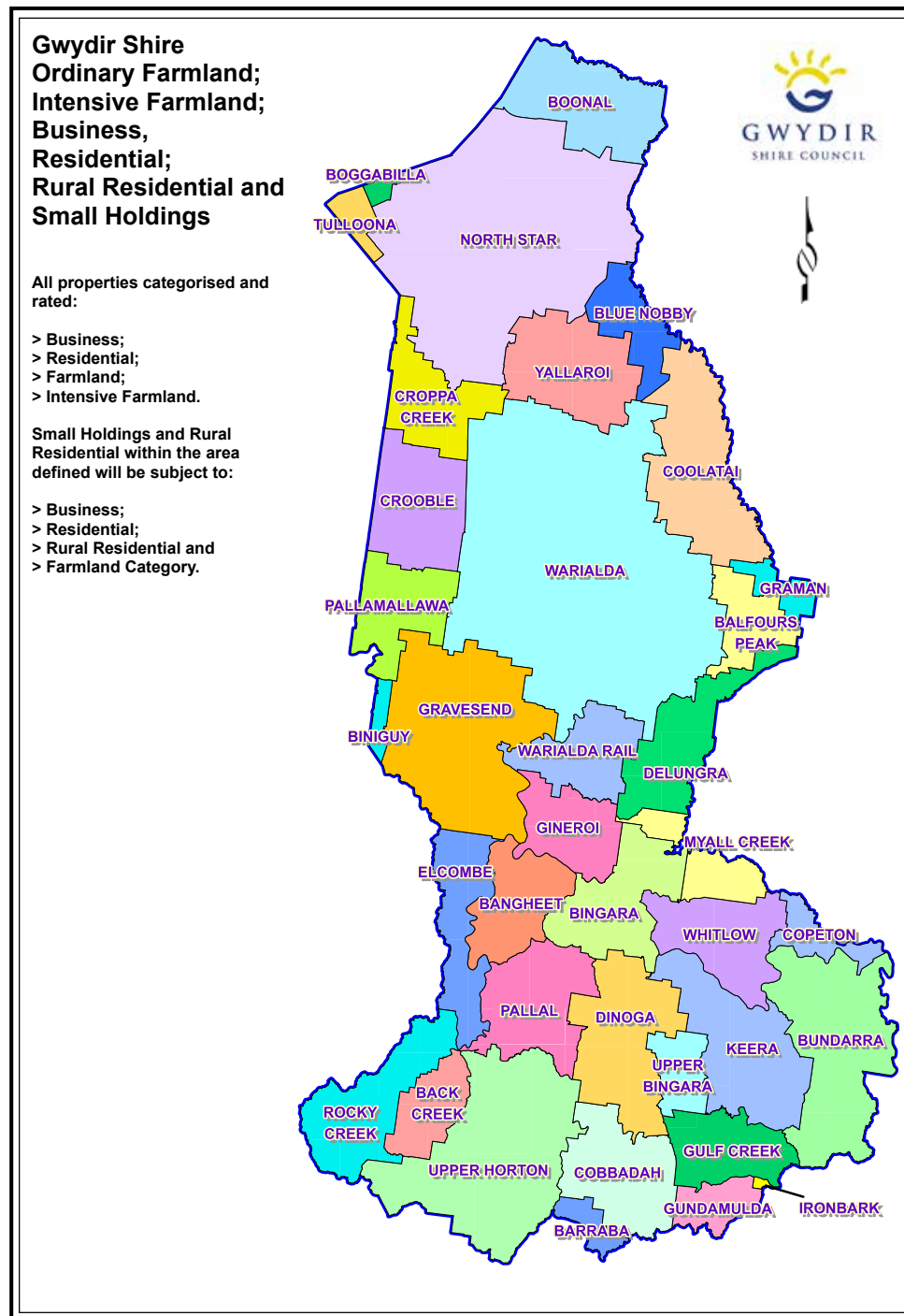
Appendix Rating Category and Storm Water Levy Maps

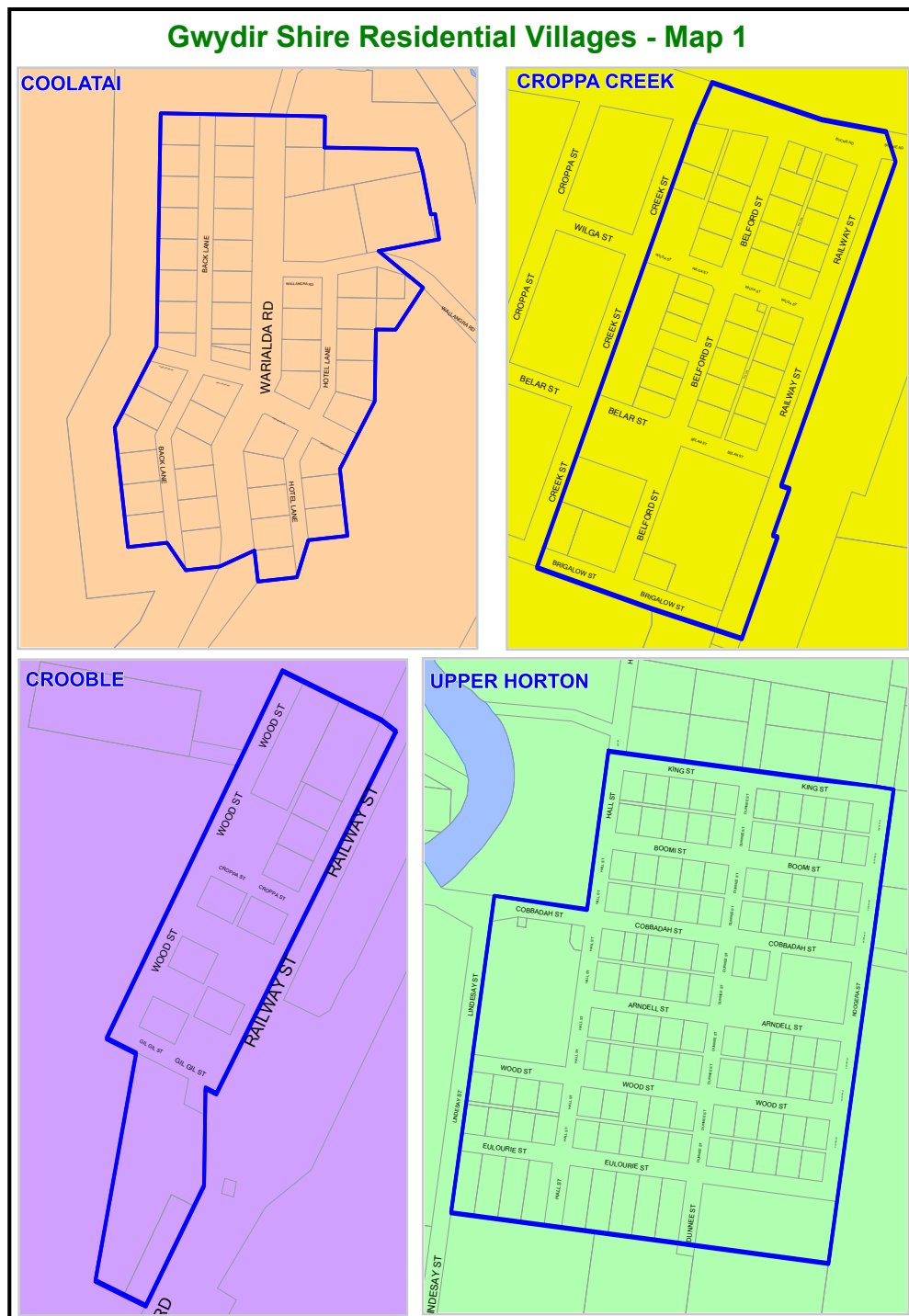
Gwydir Shire Residential and Business Warialda Urban and Storm Water Levy

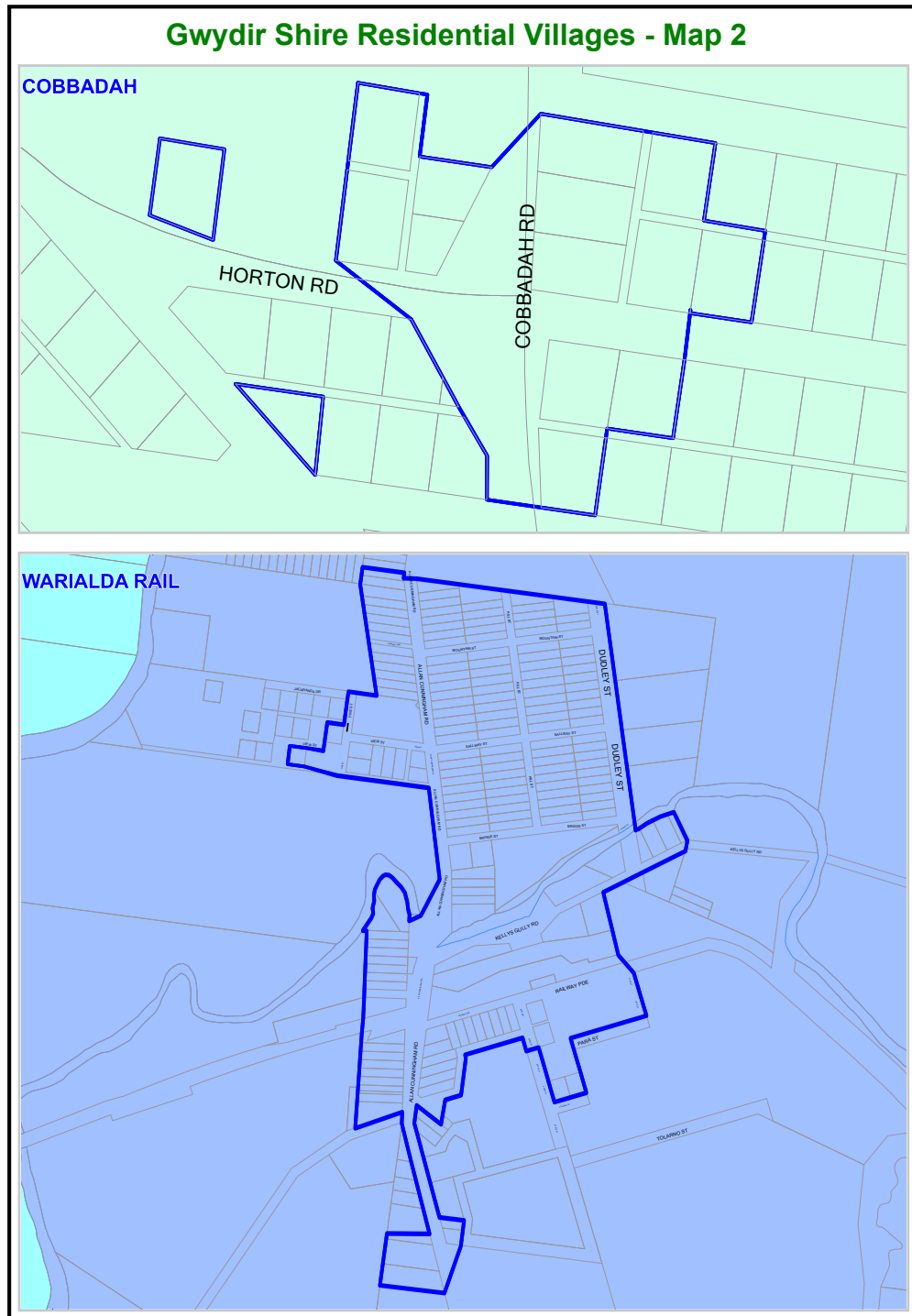


Gwydir Shire Residential and Business Bingara Urban and Storm Water Levy











**2023/2024
BUDGET**
(Separate Attachment)

8.3 Delivery Program January to June Action Report

File Reference:	NA
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Delivery Program

Goal:	5. Organisational management
Outcome:	5.1 Corporate management
Strategy:	5.1.1 Financial Management and accountability systems
Author:	Casey McClymont, IP&R and Governance Officer

STAFF DISCLOSURE OF INTEREST Nil**IN BRIEF/SUMMARY RECOMMENDATION**

That the report be noted.

TABLED ITEMS Nil**BACKGROUND**

The Office of Local Government requires a six-month progress report to be presented at a Council meeting.

OFFICER RECOMMENDATION

THAT the report be acknowledged.

ATTACHMENTS

1. H2 2022 2023 Action Progress Report to 20 June 2023 [8.3.1 - 57 pages]



Monthly Action Progress Report January, February, March, April, May, (*June) 2022/2023

*reporting period to 20 June 2023 only


Goal 1: A healthy and cohesive community

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base and places to relax, study and play.

1.1: We have healthy and inviting spaces and places


We have access to a range of high-quality health care services. All residents are supported in living a healthy and active life through the opportunity to participate in recreation activities.

1.1.1: Improve local access to health services

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.1.2	Support Gwydir Shire's health initiatives	Community Assets Manager	In Progress	0%	January - Ongoing March - Ongoing April - Ongoing May - Ongoing	

In Progress  Complete  Deferred  Not Updated  Not Started  

1.1.2: Encourage and enable healthy lifestyle choices

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.2.1	Oversee the operation of Council's Aquatic Centres	Community Assets Manager	In Progress	90%	<p>January - The Warialda pool paint job remains an issue. The contractor has promised he will remain when the pool closes to strip back all of the affected areas and redo. There have been two incidents; the first at the Bingara pool where a teenager dislocated his knee while swimming, and the second at the Warialda pool where a female fell in the kiosk area (this fall was not a slip but a symptom of her ongoing health condition). Both incidents were dealt with by both lessees in a competent and caring manner.</p> <p>March - Each pool has closed for the 2022/23 season. Three incidents occurred and all have been investigated and completed. Free entry was again very well received by the community.</p> <p>April - Each pool has closed for the 2022/23 season. Three incidents occurred and all have been investigated and completed. Free entry was again very well received by the community.</p>	

In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.2.2	Annual Swimming Pool Inspection Program	Building Services Manager	Completed	100%	January - Scheduled for 2nd half of this financial year. February - Inspections scheduled for first half of 2023 March - Inspections scheduled for 17/04 to 20/04. Letters sent to pool owners advising them of date for inspections. April - Inspections scheduled for 17/04 to 20/04. Letters sent to pool owners advising them of date for inspections. May - Inspections scheduled for 17/04 to 20/04. Letters sent to pool owners advising them of date for inspections. June - Completed	✓
1.1.2.3	Conduct Council's Category B Enforcement agency functions under the Food Act 2003 (NSW) by the specified due dates	Planning & Environment Manager	In Progress	30%	March - Scheduled inspection program April - Scheduled inspection program May - Scheduled inspection program	●
1.1.2.4	Implement a strong Wellness and Enablement plan within the Gwydir Shire Council through the CHSP program	Aged Care Manager	In Progress	80%	February - This work continues and is supported by the CHSP Manual March - Wellness and Enablement report submitted to Department. April - Wellness and Enablement report submitted to Department. May - Wellness and Enablement report submitted to Department. June - Report has been submitted. This has been added to the individual CHSP staff Annual performance appraisal goals.	●




In Progress ● Complete ✓ Deferred ● Not Updated ● Not Started ●

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.2.6	Reedy Creek Footpath - Stage 1 - Construction of Bicycle/Walking Path - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Engineering Assets Coordinator	Completed	100%		✓
1.1.2.7	Warialda Memorial Swimming Pool Improvements - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Community Assets Manager	In Progress	10%	January - Planning commenced. March - Still seeking tradespeople to take on this project. April - Still seeking tradespeople to take on this project.	●



1.1.3: Provide the right places, spaces and activities

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.2.5	Implement Council's library programs	Community Assets Manager	In Progress	90%	January - Funding application for Warialda Library is still pending. Planning for the first quarter of 2023 completed. March - Council was unsuccessful in gaining funding to extend the Warialda Library. Will apply again in August 2024. CRNL staff are to assist with this application for funding. April - Council was unsuccessful in gaining funding to extend the Warialda Library. Will apply again in August 2024. CRNL staff are to assist with this application for funding.	●


In Progress ● Complete ✓ Deferred ● Not Updated ● Not Started ●

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.1	Big River Dreaming - Wellness and Interpretive Centre	General Manager	In Progress	20%	January - No further progress at this stage. February - No further progress since last update June - Slab complete. Construction to commence shortly	
1.1.3.2	Be a centre of leadership in child development, education and care as well as support for families and community	Social Services Manager	In Progress	90%		
1.1.3.3	Annual Tree Planting program	Town Utilities and Plant Manager	Completed	100%	January - Tree guards have been installed in Maitland St, Riddell Street Bingara and Warialda Pool car park March - Additional tree guards have been purchased and schedule for install in April/May April - Additional tree guards have been purchased and schedule for install in April/May May - Additional tree guards have been purchased and schedule for install in April/May June - Additional tree guards have been purchased and schedule for install in April/May	


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.4	Bingara Footpath Program - Local Roads and Community Infrastructure Program Phase 3 (LRCI) - Construction/replacement of non-compliant walking/cycle paths	Urban Infrastructure Coordinator	In Progress	10%	February - Project tendered and contract to be awarded in March 2023. Works are expected to commence by April 2023. March - Contractor chosen for works through formal LGP contract. Footpath works have started in Junction Park and Junction Street. Variation to be submitted to exchange some funding through to Warialda footpath works. April - Contractor chosen for works through formal LGP contract. Footpath works have started in Junction Park and Junction Street. Variation to be submitted to exchange some funding through to Warialda footpath works. May - Contractor chosen for works through formal LGP contract. Footpath works have started in Junction Park and Junction Street. Variation to be submitted to exchange some funding through to Warialda footpath works.	
1.1.3.5	Bingara Skate Park project - 2021-2022 Open Spaces Program	Town Utilities and Plant Manager	In Progress	10%	January - Tenders to be called March - Tenders period closed - 1 response received - not available until 2024 Now have open RFQ and contacting skate park contractors directly. April - Tenders period closed - 1 response received - not available until 2024 Now have open RFQ and contacting skate park contractors directly. May - Tenders period closed - 1 response received - not available until 2024 Now have open RFQ and contacting skate park contractors directly.	


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.6	Build our reputation as 'best choice' for families, children and young people to discover their abilities and reach their potential in life	Social Services Manager	In Progress	95%	March - Holiday programs have continued throughout the year in Bingara and Warialda April - Holiday programs have continued throughout the year in Bingara and Warialda May - Holiday programs have continued throughout the year in Bingara and Warialda	




In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.7	Enhance the overall Resident experience at Naroo Frail Aged Hostel	Aged Care Manager	In Progress	75%	<p>January - Ongoing. Activities are organised monthly. Residents are asked for input. All new residents have a leisure and activities assessment completed on admission and reviewed regularly.</p> <p>February - Positive comments are being received from Community members and families. Open Day is being organised for March with the Naroo committee to promote Naroo and Aged care in the Gwydir Shire.</p> <p>March - Leisure and Lifestyle has increased in staff so that we now have staff that can work when our current Activities Officer is on leave. Consideration is being made to increase hours in High Care so that Residents receive one on one activities. Nutrition Maggie Beer education modules have been completed by Kitchen staff to assist in enhancing the overall meal experience for Residents.</p> <p>April - Leisure and Lifestyle has increased in staff so that we now have staff that can work when our current Activities Officer is on leave. Consideration is being made to increase hours in High Care so that Residents receive one on one activities. Nutrition Maggie Beer education modules have been completed by Kitchen staff to assist in enhancing the overall meal experience for Residents.</p> <p>May - Leisure and Lifestyle has increased in staff so that we now have staff that can work when our current Activities Officer is on leave. Consideration is being made to increase hours</p>	

In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
					<p>in High Care so that Residents receive one on one activities. Nutrition Maggie Beer education modules have been completed by Kitchen staff to assist in enhancing the overall meal experience for Residents.</p> <p>June - This is ongoing. Recent COVID outbreak has been a set back and Activities and Lifestyle Officer taking 6 months leave. New Activities Officer has commenced, and training is being provided.</p> <p>Hotel Service Manager continues to review the residents Dining experience and implement improvements as required.</p>	
1.1.3.8	Hope Street Warialda CBD Park Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	General Manager	In Progress	20%	<p>March - Consultant engaged. Concept designs produced and exhibited. Public consultation engaged.</p> <p>April - Consultant engaged. Concept designs produced and exhibited. Public consultation engaged.</p> <p>May - Consultant engaged. Concept designs produced and exhibited. Public consultation engaged.</p> <p>June - The preliminary plan for the car park component has been finalised and about to be constructed once the demolition DA has been determined. Stage 2, the community space is being finalised and will be exhibited in the near future for public input.</p>	


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.9	Landscaping Improvements - Warialda Street Tree Upgrade - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Engineering Assets Coordinator	In Progress	30%	January - First truckload of trees has been delivered, planting to be carried out in February.	
1.1.3.10	Off Leash Dog Exercise Areas Bingara - Gravesend - Warialda - Local Roads and Community Infrastructure Program	Planning & Environment Manager	Completed	100%		
1.1.3.11	Progress Gwydir Shire Council Disability Action plan with committee.	Aged Care Manager	Completed	25%	March - Meetings have recommenced. Community survey completed and collated. DIAP will now progress with this information. April - Meetings have recommenced. Community survey completed and collated. DIAP will now progress with this information. May - Meetings have recommenced. Community survey completed and collated. DIAP will now progress with this information. June - Action plan has been completed	

In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.12	Provide exceptional care, embracing authentic partnerships with families and ensuring the 'voice of the child' is central to our service processes.	Social Services Manager	Completed	100%	March - Relationships with families are central to the everyday practice across all children's services April - Relationships with families are central to the everyday practice across all children's services May - Relationships with families are central to the everyday practice across all children's services June - Relationships with families are central to the everyday practice across all children's services	✓
1.1.3.13	Provide high levels of hygiene to councils community assets	Community Assets Manager	In Progress	90%	January - Ongoing March - Ongoing April - Ongoing May - Ongoing	●
1.1.3.14	State Drought Stimulus Package - CBD Improvements - Warialda Footpath upgrades	Engineering Assets Coordinator	In Progress	90%	January - RFQ for concrete works currently being developed.	●
1.1.3.15	COVID-19 Economic Stimulus Package - Phase 1 - Batterham Lookout Makeover	Town Utilities and Plant Manager	In Progress	50%	January - Guard rail installed December 2022 March - Additional Signage installed April - Additional Signage installed May - Additional Signage installed	●

In Progress ● Complete ✓ Deferred ● Not Updated ● Not Started ●

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.16	Stronger Country Communities Funding - Round 4 - Construction of Nicholson Oval amenities	Building Services Manager	In Progress	30%	<p>January - Asbestos removal in progress. Materials ordered.</p> <p>February - Existing building demolished. Building pad prepared. Piers & retaining wall footing poured. Underfloor drainage installed.</p> <p>March - Concrete slab poured and block layer has commenced. Materials continue to be procured.</p> <p>April - Concrete slab poured and block layer has commenced. Materials continue to be procured.</p> <p>May - Concrete slab poured and block layer has commenced. Materials continue to be procured.</p> <p>June - Works in progress.</p>	

In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.17	Warialda Fitness Centre Amenities Improvements - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Finance Manager	Completed	100%	<p>January - Construction has been pushed back a week due to availability of Council builders to remove the asbestos prior to Randall group commencing. Asbestos removal is set for the week of the 23rd of Jan, and Randall Group commencing on the 30th of Jan.</p> <p>February - Gwydir Shire staff have removed the asbestos from the Warialda Fitness Centre. Randall Group commenced works with stripping the bathrooms and commencing the lining.</p> <p>Deb from Randall group has advised and estimated time frame of 6 weeks, with the anticipation of having the works completed by the last week in March 2023.</p> <p>March - Randall Group have now put in the partitions and plastered, ready for painting. They have had some difficulties getting aluminum for the front door (which is currently an Australia wide issue). They have booked the locksmith and aluminum people in for Monday/Tuesday 27th & 28th of March. In anticipation of the materials showing up. There will then be some touch ups required and hopefully handover will be the end of March, if not early the following week.</p> <p>April - Randall Group have now put in the partitions and plastered, ready for painting. They have had some difficulties getting aluminum for the front door (which is currently an Australia wide issue). They have booked the</p>	✓

In Progress  Complete  Deferred  Not Updated  Not Started 

Gwydir Shire Council Operational Plan Page 14 of 57

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
					<p>locksmith and aluminum people in for Monday/Tuesday 27th & 28th of March. In anticipation of the materials showing up. There will then be some touch ups required and hopefully handover will be the end of March, if not early the following week.</p> <p>May - The renovations by the Randall Group have been successfully completed, and now we only need to address the floorboards that require fixing where the partition was removed. The logo has been arranged and will soon be installed on the door, scheduled for next week. Additionally, the grant project signage has arrived, and our builders will be installing it on the wall in the upcoming days. Following that, I will coordinate with Courtney to organize an opening event where we will extend an invitation to our local MP.</p> <p>June - Project Update - Milestone Achieved: Randall Group has successfully returned to finalize the restoration of the flooring, and I am delighted to announce that the gym logo has been skillfully installed on the glass door. These meticulous finishing touches mark the completion of the project.</p> <p>Furthermore, we are currently in contact with Mark Coulton's office to coordinate the necessary arrangements for the opening.</p>	

In Progress  Complete  Deferred  Not Updated  Not Started 


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.18	Warialda Footpath Program - Local Roads and Community Infrastructure Program Phase 3 (LRCI) - Construction/replacement of non-compliant cycle/walking paths.	Urban Infrastructure Coordinator	In Progress	10%	February - Project tendered and contract to be awarded in March 2023. Works are expected to commence by April 2023. March - Contractor chosen for works through formal LGP contract. Footpath works programmed to start in May 2023. April - Contractor chosen for works through formal LGP contract. Footpath works programmed to start in May 2023. May - Contractor chosen for works through formal LGP contract. Footpath works programmed to start in May 2023.	
1.1.3.19	Warialda Rail Amenities Building Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Town Utilities and Plant Manager	Deferred	0%	January - Nil March - Nil April - Nil May - Nil June - Nil	

In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 


1.2: Our community is an inviting and vibrant place to live


Our community is strong, safe and connected with equal access to the services and facilities that ensure a great quality of life for all ages. Community pride and a sense of belonging are fostered through having a caring and connected community, with suitable programs and activities for all ages and abilities. Our residents' lives are enriched through access to lifelong learning opportunities as well as activities and events that celebrate our culture and encourage participation.

1.2.1: Enable accessible and affordable lifestyle options

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.2.1.1	Meet Council's property management obligations	GLR & Communications Team Leader	In Progress	90%	<p>March - Phone calls made to Aged Unit residents. Minor issues including leaking tap, additional keys for security door and battery replacement for smoke alarm reported. 113 Long Street, Warialda, will be advertised for rent to the community again. It is currently vacant.</p> <p>April - Phone calls made to Aged Unit residents. Minor issues including leaking tap, additional keys for security door and battery replacement for smoke alarm reported. 113 Long Street, Warialda, will be advertised for rent to the community again. It is currently vacant.</p> <p>May - Phone calls made to Aged Unit residents. Minor issues including leaking tap, additional keys for security door and battery replacement for smoke alarm reported. 113 Long Street, Warialda, will be advertised for rent to the community again. It is currently vacant.</p>	

In Progress  Complete  Deferred  Not Updated  Not Started 

1.2.2: A shared responsibility for community safety

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
	Comply with and report on Councils Companion Animal Management requirements	Planning & Environment Manager	In Progress	75%	March - Companion Animal data gathering and reporting requirements are up to date April - Companion Animal data gathering and reporting requirements are up to date May - Companion Animal data gathering and reporting requirements are up to date	

1.2.3: Celebrate our creativity and cultural expression

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.2.3.1	Rollout out the planned schedule of events reviewing the concept, target audience and success of each event	Community Assets Manager	In Progress	90%	January - Planning is almost complete for the Orange Festival and Picking 2023. The funded community events are being held and well received and enjoyed - for details see Executive Services Report. March - All events funded by NSW Government has been held except for the Gravesend community event which has been postponed to September. The NSW Government has been advised. Planning is underway for the 2023 Orange Festival. April - All events funded by NSW Government has been held except for the Gravesend community event which has been postponed to September. The NSW Government has been advised. Planning is underway for the 2023 Orange Festival.	

In Progress  Complete  Deferred  Not Updated  Not Started 



Goal 2: Building the business base

A productive community provides people with positive choices for investment, employment and study. An innovative, diverse and resilient economy requires collaboration between local people and other levels of government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.

2.1: Our economy is growing and supported

Our business community is prepared for future growth and challenges. We welcome new business development opportunities and work with private enterprise to establish strategic partnerships aligned to the creation of employment and industry in our community. Tourism is embraced by all facets of our community and Gwydir Shire Council is seen as a destination of choice for travellers.






2.1.1: Plan for and develop the right assets and infrastructure

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.1	Annual Power and Telemetry upgrade program	Town Utilities and Plant Manager	In Progress	30%	January - Switchboard is scheduled to be delivered in February 2023 March - Switchboard is scheduled to be delivered by end of March April - Switchboard is scheduled to be delivered by end of March May - Switchboard is scheduled to be delivered by end of March	
2.1.1.2	Annual Water Meter replacement program	Town Utilities and Plant Manager	In Progress	80%	January - meters were replaced after the December readings March - Meters scheduled for replacement after March readings April - Meters scheduled for replacement after March readings May - Meters scheduled for replacement after March readings	





In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.3	Annual Pump replacement program	Town Utilities and Plant Manager	Completed	100%	January - SPS 3 Bingara has been replaced and installed March - Complete April - Complete May - Complete June - Complete	✓
2.1.1.4	Bingara Riverside Caravan Park Amenities Block Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCl)	Community Assets Manager	In Progress	85%	January - Construction phase continues. Contractor has been booked in to undertake demolition works of existing amenities early April 2023. March - New amenities to be installed early May. April - New amenities to be installed early May. May - Amenities have not been installed as yet as there was asbestos found. This has now been removed and the existing amenities will be demolished in the coming weeks.	●
2.1.1.5	Bingara Showground Amenities - Repairs and Maintenance Project	Building Services Manager	Completed	100%		✓
2.1.1.6	Building Services Repairs and Maintenance Program for 2022-2023	Building Services Manager	Completed	100%	January - Ongoing R&M February - R&M Ongoing March - R&M continues to be carried out as required. April - R&M continues to be carried out as required. May - R&M continues to be carried out as required. June - Repairs & Maintenance complete.	✓





In Progress ● Complete ✓ Deferred ● Not Updated ● Not Started ●

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.7	December 2020 Flood Disaster works program	Engineering Assets Coordinator	In Progress	95%	January - Works underway.	
2.1.1.8	Fixing Local Roads Round 3 - Resheeting of Getta Getta Road from North Star Road to Inverell Shire	Engineering Services Director	In Progress	30%	February - 5km of this 20km project have been completed. A further 5km section is at approximately 50%. The project is tracking just within available budget.	
2.1.1.9	Bingara Water Treatment Plant - Solar installation project	Town Utilities and Plant Manager	In Progress	20%	January - Nil progress March - Nil Progress April - Nil Progress May - Nil Progress	
2.1.1.10	North Star Hall Improvements - Restumping - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Building Services Manager	In Progress	10%	January - Awaiting revised quotation from contractor. To advise GM once received for further direction. February - Local Government Engineering Services engaged to carry out design for restumping. RFQ will be sought. Site inspection happening 22/02/23. March - Plans for re-stumping works close to being finalised. April - Plans for re-stumping works close to being finalised. May - Plans for re-stumping works close to being finalised.	
2.1.1.11	Water main extension to Warialda Landfill	Town Utilities and Plant Manager	Deferred	0%	January - Deferred March - Nil April - Nil May - Nil June - Nil	

In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.12	Stage 1 North Bingara sewer extension project	Town Utilities and Plant Manager	In Progress	10%	January - Tender closed 30/1/2023 Tender is under assessment March - Recommended Tender withdrew submission, Report for approval at March meeting to adopt alternative supplier April - Recommended Tender withdrew submission, Report for approval at March meeting to adopt alternative supplier May - Recommended Tender withdrew submission, Report for approval at March meeting to adopt alternative supplier	
2.1.1.13	Stage 2 North Bingara sewer extension project	Town Utilities and Plant Manager	Deferred	0%	January - Nil March - Nil April - Nil May - Nil June - Nil	
2.1.1.14	November 2021 Flood Disaster works program	Engineering Assets Coordinator	In Progress	20%	January - Sealed road package funding approved, unsealed roads package due to be approved in February 2023.	
2.1.1.15	Provide accommodation options to our community and visitors	Community Assets Manager	In Progress	90%	January - Renovations are now completed. Council staff are continuing to maintain the Site. The new Caretaker will move in during the month of February. March - The caretaker is now living at Cranky Rock. All caravan parks are being well maintained and presented. April - The caretaker is now living at Cranky Rock. All caravan parks are being well maintained and presented.	





In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.16	Annual Renewals Program - Sewer mains relining/replacement	Town Utilities and Plant Manager	In Progress	20%	January - Nil action this period March - Quotes obtained and purchase order issued - contractor available end of April April - Quotes obtained and purchase order issued - contractor available end of April May - Quotes obtained and purchase order issued - contractor available end of April	
2.1.1.17	Annual Heavy Plant Replacement Program	Town Utilities and Plant Manager	In Progress	70%	January - JCB Backhoe delivery in December Ecombi Roller from Glen Innes has been picked up New Ecombi grid roller - waiting on delivery March - New tractor has been ordered to replace P1724 New Holland - Warialda slasher tractor April - New tractor has been ordered to replace P1724 New Holland - Warialda slasher tractor May - New tractor has been ordered to replace P1724 New Holland - Warialda slasher tractor	
2.1.1.18	Annual Light Plant Replacement Program	Town Utilities and Plant Manager	In Progress	75%	January - 6 of 12 items have been delivered March - 8 out of 12 vehicles have been delivered April - 8 out of 12 vehicles have been delivered May - 8 out of 12 vehicles have been delivered	
2.1.1.19	Reedy Creek Access Road Construction - Stage 2 - Local Roads and Community Infrastructure Program Phase 3 (LRCl)	Engineering Assets Coordinator	In Progress	20%	January - Final costs for project components currently being scoped.	






In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.21	The Living Classroom - Emergency Accommodation and Tourism Opportunities - Black Summer Bushfire Recovery Grants Program	General Manager	Completed	100%	January - All the accommodation units have been ordered are due to be delivered in March 2023 June - Structures on site and awaiting the connection of electricity and sewerage,	✓
2.1.1.22	The Living Classroom Bunkhouse - Deck expansion project	Building Services Manager	Completed	100%	June - Deck extension and roof completed.	✓
2.1.1.23	Town Streets - kerb replacement and pavement enhancement program	Urban Infrastructure Coordinator	In Progress	10%	February - Design work continues on this project as resources have been directed to higher needs areas. March - Awaiting design proposal from contractor. Looking at simpler construction projects to see that funds are spent before EoFY. April - Awaiting design proposal from contractor. Looking at simpler construction projects to see that funds are spent before EoFY. May - Awaiting design proposal from contractor. Looking at simpler construction projects to see that funds are spent before EoFY.	●
2.1.1.24	Upper Horton Sports Club Camping Ground Amenities Block - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Town Utilities and Plant Manager	Deferred	0%	January - Nil March - Nil April - Nil May - Nil June - Nil	⊘

In Progress ● Complete ✓ Deferred ⊘ Not Updated ⊘ Not Started ●




Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.25	Warialda Emergency Accommodation and Respite Centre - Plunkett Street - Black Summer Bushfire Recovery Grants Program	Community Assets Manager	In Progress	90%	January - Construction phase continues. March - Buildings delivered and will be completely installed by 18 April 2023. Electricity, water and sewer are yet to be connected. April - Buildings delivered and will be completely installed by 18 April 2023. Electricity, water and sewer are yet to be connected.	
2.1.1.26	Warialda Works Depot project- Extend awning off lunchroom	Building Services Manager	Completed	100%	June - BBQ Area roof extension completed.	
2.1.1.28	Fixing Local Roads Round 1 Funding - Transport for NSW - Sealing of Horton Road from Horton Village to MR133 Killarney Gap Road	Engineering Services Director	In Progress	80%	February - 13km of 16km has been sealed with the remaining 3km having gravel carted to finish level. Remaining activities are stabilisation of base course material and sealing.	
2.1.1.32	Heavy Vehicle Safety & Productivity Program Round 7 and Fixing Local Roads Program Sealing of IB Bore Road from North Star to Moree Plains Shire	Engineering Services Director	In Progress	15%	February - 3.5km of 20km has been completed and bitumen sealed. Works are progressing well, however materials supply is slowing works at times.	

In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.34	Develop 10-year stormwater plan	Urban Infrastructure Coordinator	In Progress	50%	February - Council is currently reviewing the recommendations of a report written after a community deliberative panel discussed stormwater issues last financial year. It is expected that the report will be the basis of the plan. March - Stormwater Consultation Report has been received and is currently being reviewed. April - Stormwater Consultation Report has been received and is currently being reviewed. May - Stormwater Consultation Report has been received and is currently being reviewed.	
2.1.1.36	Deliver RMCC annual works program	Urban Infrastructure Coordinator	In Progress	70%	March - RMCC works on budget and on schedule. April - RMCC works on budget and on schedule. May - RMCC works on budget and on schedule.	
2.1.1.37	Construct new disabled access footpaths	Engineering Assets Coordinator	In Progress	30%	January - RFQ for concrete being developed for concrete works.	
2.1.1.38	March 2021 Flood disaster works program	Engineering Assets Coordinator	In Progress	50%	January - Works in progress with crews carrying out repairs on a priority basis.	
2.1.1.42	Federal Government - Roads of Strategic Importance Program - Sealing of 12.3km of County Boundary Road from end of existing seal to Croppa Moree Road.	Engineering Services Director	In Progress	10%	February - A contract for the construction of drainage components has been awarded to Finn Valley Civil who have commenced construction of three causeways on the project.	


In Progress  Complete  Deferred  Not Updated  Not Started 

2.1.2: Support the growth of our business community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.2.1	Develop links and implement programs to improve the local economy	Community Assets Manager	In Progress	90%	January - A Memorandum of Understanding is being crystalised between Council and Friends of Myall Creek Massacre Memorial Committee. Planning is underway for the Back to Bingara Greek celebrations. March - Back to Bingara Greek weekend was a success without incident. Planning for Myall Creek Ceremony being undertaken. April - Back to Bingara Greek weekend was a success without incident. Planning for Myall Creek Ceremony being undertaken.	
2.1.2.3	Develop strategy for small scale industrial land development.	General Manager	In Progress	70%	January - Changes to the Shire's LEP are being developed. June - The Council continues to seek grant funding to develop the infrastructure to support the Warialda Industrial Area.	
2.1.2.4	Support the development of Chambers of Commerce; B2B networks and collaborations; and develop relationships between Council and local businesses	General Manager	Completed	100%		

In Progress  Complete  Deferred  Not Updated  Not Started 

2.1.3: Promote our community as the place to visit, live, work and invest

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.3.1	Build on key relationships with stakeholders to enhance the Gwydir Shire tourism profile	Organisation & Community Services Director	In Progress	15%		

In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 


2.2: We are skilled and have access to excellent educational opportunities

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.

2.2.1: Increase the range of opportunities to work locally

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
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2.2.2: Build on our quality education and training opportunities (including through the GLR)

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.2.2.1	Implement and manage the Gwydir Learning Region program	Community Assets Manager	In Progress	90%	<p>January - A number of SBT and SBA have been appointed - see Executive Services Report. EOI for position with University of Southern Cross remains open.</p> <p>March - University of Southern Cross Drought Innovation Extension Officer commences employment on Wednesday 5 April 2023. This person is to be based at The Living Classroom. The childcare course continues with an attendee working each Friday with Tharawonga to gain practical experience qualification for the course.</p> <p>April - University of Southern Cross Drought Innovation Extension Officer commences employment on Wednesday 5 April 2023. This person is to be based at The Living Classroom. The childcare course continues with an attendee working each Friday with Tharawonga to gain practical experience qualification for the course.</p>	

In Progress  Complete  Deferred  Not Updated  Not Started 




Goal 3: An environmentally responsible Shire

A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.

3.1: Our community understands and embraces environmental change


We respect and value our natural environment, understand the effects of our actions and make wise decisions to retain balance. We endeavour to use all our natural resources wisely with a view to minimising the impact on our natural environment.

3.1.1: Encourage respectful planning, balanced growth and good design



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.1.1	Implement Development Control Plan based on the Department of Planning NSW standard format including report to Council and Community Consultation	Planning Officer	Deferred	0%		
3.1.1.2	Local Environment Plan review to be completed and implemented	Planning Officer	In Progress	0%		
3.1.1.3	Conduct Gwydir Housing Study	Planning & Environment Manager	In Progress	5%	March - Scope still being determined April - Scope still being determined May - Scope still being determined	

In Progress  Complete  Deferred  Not Updated  Not Started 

3.1.2: Respond to our changing environment

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.2.1	Annual Telemetry & Technology upgrades	Town Utilities and Plant Manager	In Progress	50%	January - Nil action this period March - BSPS 3 switchboard and work to be done with new bulk water meters April - BSPS 3 switchboard and work to be done with new bulk water meters May - BSPS 3 switchboard and work to be done with new bulk water meters	

3.1.3: Value, protect and enhance our natural environment


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.3.1	North West Weed Action Program -Gwydir Shire	Planning & Environment Manager	In Progress	75%	March - Delivery was proceeding as scheduled but has paused for recruitment for both Biosecurity officer roles, which is currently being undertaken. April - Delivery was proceeding as scheduled but has paused for recruitment for both Biosecurity officer roles, which is currently being undertaken. May - Delivery was proceeding as scheduled but has paused for recruitment for both Biosecurity officer roles, which is currently being undertaken.	
3.1.3.2	Gwydir River Foreshore - Management Action Plan	Planning & Environment Manager	In Progress	75%	March - Action plan is being delivered April - Action plan is being delivered May - Action plan is being delivered	

 In Progress
 Complete
 Not Updated
 Not Started


3.2: We use & manage our natural resources wisely

We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and on future generations.



3.2.1: Develop a clean energy future

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.1.1	Street lighting coverage across the local networks throughout the shire	Planning & Environment Manager	In Progress	35%	March - Environmental officer is undertaking next round of application for additional lights in the villages where there are gaps in illumination. April - Environmental officer is undertaking next round of application for additional lights in the villages where there are gaps in illumination. May - Environmental officer is undertaking next round of application for additional lights in the villages where there are gaps in illumination.	


3.2.2: Use our water wisely

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.2.1	Annual Water Main replacement program	Town Utilities and Plant Manager	In Progress	90%	January - 80m water main extension at DUnRobyn Road Gravesend under taken in Jan 2023. 100m 110HDPE poly underbored at Halls creek Bingara in December 2022 March - Halls Creek underbore still to be connected April - Halls Creek underbore still to be connected May - Halls Creek underbore still to be connected	


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.2.2	Gravesend Recreation Ground Irrigation System - LRCI Phase 3 Project	Town Utilities and Plant Manager	In Progress	70%	January - Rhino tank installed December 2022 Pump to be Installed in Feb 2023 March - Pump slab to be installed by end of March April - Pump slab to be installed by end of March May - Pump slab to be installed by end of March	
3.2.2.3	Water treatment plant improvements	Town Utilities and Plant Manager	In Progress	65%	January - New Air compressor and drier installed in December 2022 March - Nil April - Nil May - Nil	

3.2.3: Reduce, reuse and recover waste

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.3.1	Implement Gwydir Shire Council's Waste Management Strategy	Planning & Environment Manager	In Progress	75%	March - Waste Management Strategy is being implemented April - Waste Management Strategy is being implemented May - Waste Management Strategy is being implemented	

3.2.4: Identify and make best use of our resource land

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.2.2	Ensure that there is suitable residential land and premises available to facilitate growth	General Manager	Completed	100%	June - The Council is about to commence the formal review of its LEP.	

 In Progress
  Complete
  Deferred
  Not Updated
  Not Started


Goal 4: Proactive regional and local leadership

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets and efficient operations to meet the changing needs of the community.

4.1: We are an engaged & connected community


Our thoughts and ideas are valued; we are empowered with the knowledge and have the opportunity to participate. The Council provides the community with timely information about local issues and includes opportunities for the community to participate in initiatives. Community consultation continues throughout the period of the Community Strategic Plan to ensure that residents are engaged and connected.

4.1.1: Encourage an informed community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.1.1	Provide effective communication initiatives to service the community	Community Assets Manager	In Progress	90%	January - Social media engagement posts have increased, and these contain valuable information for residents and visitors alike. Gwydir News was in recess during the month of January 2023. March - Ongoing April - Ongoing May - Ongoing	

In Progress  Complete  Deferred  Not Updated  Not Started 

4.1.2: Enable broad, rich and meaningful engagement to occur

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.2.1	A review of the effectiveness of communication channels used throughout Gwydir Shire to the wider community. And improvements on how Gwydir Shire communicate events and happening within our Community	Community Assets Manager	In Progress	90%		

In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.2.1	Consistently engage with communities, moving from transactional to transformational relationships	Integrated Planning Reporting & Governance Officer	Completed	100%	<p>March - Council continues to build key relationships within the community. Utilising the Community Engagement Strategy processes enables Council to engage with our community and obtain valuable insight into the needs of the community.</p> <p>April - Council continues to build key relationships within the community. Utilising the Community Engagement Strategy processes enables Council to engage with our community and obtain valuable insight into the needs of the community.</p> <p>May - Council continues to build key relationships within the community. Utilising the Community Engagement Strategy processes enables Council to engage with our community and obtain valuable insight into the needs of the community.</p> <p>June - Council continues to build key relationships within the community. Utilising the Community Engagement Strategy processes enables Council to engage with our community and obtain valuable insight into the needs of the community.</p>	✓

In Progress Complete Deferred Not Updated Not Started

4.1.3: Build on our sense of community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.3.1	Achieve positive connections with organisations central to child development, social inclusion, health and education.	Social Services Manager	Completed	100%		✓
4.1.3.2	Grow relationships with governments, the corporate sector, community organisations and volunteers to enhance the educational experience	Social Services Manager	Completed	100%	March - Education and interest sessions continue each month at Bingara and Warialda toy libraries April - Education and interest sessions continue each month at Bingara and Warialda toy libraries May - Education and interest sessions continue each month at Bingara and Warialda toy libraries June - Education and interest sessions continue each month at Bingara and Warialda toy libraries	✓
4.1.3.3	Value and embrace the knowledge and experiences of our families as they grow through our services.	Social Services Manager	Completed	100%	March - This practice continues across all Gwydir Shire Children's Services April - This practice continues across all Gwydir Shire Children's Services May - This practice continues across all Gwydir Shire Children's Services June - This practice continues across all Gwydir Shire Children's Services	✓


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.3.4	Enhance the value of hope, achievement and aspiration for our young people, children and their families.	Social Services Manager	In Progress	95%	March - The Willoughby Youth Exchange is being planned and should return to a four day program for the young people attending from Willoughby this year. April - The Willoughby Youth Exchange is being planned and should return to a four day program for the young people attending from Willoughby this year. May - The Willoughby Youth Exchange is being planned and should return to a four day program for the young people attending from Willoughby this year.	

4.2: We work together to achieve our goals




We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.

4.2.1: Build strong relationships and shared responsibilities

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.2.1.1	Manage programs and initiatives to connect with, and value other cultures	Community Assets Manager	In Progress	90%	January - Ongoing. March - Ongoing April - Ongoing May - Ongoing	

In Progress  Complete  Deferred  Not Updated  Not Started 

4.2.2: Work in partnership to plan for the future

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.2.2.1	Acquire, disseminate and apply new knowledge to grow evidence informed practice.	Social Services Manager	In Progress	95%		
4.2.2.2	Create comprehensive and collaborative models of care and support services that drive successful, responsive and individualised outcomes for families.	Social Services Manager	In Progress	95%	March - Attendance at playgroups has continued to be high and workshops have been provided in both Bingara and Warialda April - Attendance at playgroups has continued to be high and workshops have been provided in both Bingara and Warialda May - Attendance at playgroups has continued to be high and workshops have been provided in both Bingara and Warialda	
4.2.2.3	Implement emerging technologies and best processes to improve efficiency.	Social Services Manager	Completed	100%	March - Training and implementation is complete April - Training and implementation is complete May - Training and implementation is complete June - Training and implementation is complete	

In Progress  Complete  Deferred  Not Updated  Not Started 

Goal 5: Organisational management

The main objective of organisational management is to ensure maximum outputs within minimum resources and effort. Effective organisational management ensures smooth and coordinated functioning of the Council, bringing additional benefit to the community, staff and Councillors.


5.1: Corporate management

Good corporate management is about having the right processes for making and implementing strategic decisions.


5.1.1: Financial management and accountability systems

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.1	Complete all legislative reporting requirements for Community Home Support Program (CHSP)	Aged Care Manager	Completed	0%	February - Completed March - Reports are completed on time and submitted as required. April - Reports are completed on time and submitted as required. May - Reports are completed on time and submitted as required. June - Reports are completed on time and submitted as required.	✓
5.1.1.2	Complete all legislative reporting requirements for NSW Transport (CHSP)	Aged Care Manager	Completed	0%	February - Completed last report submitted February 2023 March - This is ongoing and reports are submitted on time as per schedule. April - This is ongoing and reports are submitted on time as per schedule. May - This is ongoing and reports are submitted on time as per schedule. June - This is ongoing and reports are submitted on time as per schedule.	✓



In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.3	Complete all Naroo Aged Care Prudential reporting and Quality Indicator reporting within the set timeframes	Aged Care Manager	In Progress	80%	<p>January - Quarter 3 completed</p> <p>February - Reports are now quarterly</p> <p>March - Quarterly reports are submitted next one due is for 3rd quarter. Prudential audit has been completed by the Department with some improvements required in Policies and documentation. This is currently being addressed by Finance and the Aged Care Manager.</p> <p>April - Quarterly reports are submitted 3rd Quarter report has been submitted. Prudential audit has been completed by the Department with some improvements required in Policies and documentation. This has been completed and accepted by the Department. ACFR will be due in October.</p> <p>May - Quarterly reports are submitted 3rd Quarter report has been submitted. Prudential audit has been completed by the Department with some improvements required in Policies and documentation. This has been completed and accepted by the Department. ACFR will be due in October.</p> <p>June - Quarterly reports are submitted within timeframe. Prudential report will be due in October. Quality reports are submitted through My Aged care.</p>	


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.4	Complete the works for the Aged Care Approvals Round grant monies as per the grant agreement	Aged Care Manager	In Progress	30%	<p>January - DA finalised awaiting department for increase in funding approval</p> <p>February - Increase in grant money to total 1.52 million. DA completed. Awaiting tender process. Architect to visit site on 2nd March 2023</p> <p>March - Increase in Grant funding to 1.52 million. Architects have been on site to review works and plans. DA has been approved. Tender to go out soon.</p> <p>April - Increase in Grant funding to 1.52 million. Architects have been on site to review works and plans. DA has been approved. Tender to go out soon.</p> <p>May - Increase in Grant funding to 1.52 million. Architects have been on site to review works and plans. DA has been approved. Tender to go out soon.</p> <p>June - Plans have been developed. DA approved. Site visit booked for 27th June to review all plans and works before going to tender in July.</p>	


In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.5	Implement the Business Improvement Fund grant monies as per the Activity Work plan and Indicative Activity Budget	Aged Care Manager	In Progress	90%	<p>January - Over budget for BIF round 1 but approved by Max Eastcott BIF Round 2 on budget February - BIF 1 Grant has completed. Final report submitted 28/03/2023. Budget overrun is security work which was approved by General Manager.</p> <p>BIF 2 - on track. Orders in place for replacement equipment and work progressing for succession planning.</p> <p>March - BIF Grant 1 has been completed. BIF Grant 2 remains in progress - Progress reports submitted to Department as required. April - BIF Grant 1 has been completed. BIF Grant 2 remains in progress - Progress reports submitted to Department as required. May - BIF Grant 1 has been completed. BIF Grant 2 remains in progress - Progress reports submitted to Department as required. June - BIF 1 is completed. BIF 2 extension given for building works required for the Rhapsody spa bath implementation.</p>	
5.1.1.13	Develop contract management documentation templates	Chief Financial Officer	In Progress	30%		


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.14	Review policies and procedures associated with contracts and procurement in line with LG Procurement regulations, including staff training.	Chief Financial Officer	In Progress	30%		

5.1.2: Information management systems

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.1	Administer and support Council corporate applications, networks and systems.	Business Improvement & IT Coordinator	In Progress	95%	<p>January - IT have solved 140 reported helpdesk tickets in the last month. The median reply time was 68 minutes and the median solve time was 2.5 hours.</p> <p>February - IT have solved 110 reported helpdesk tickets in the month of February. The median reply time was 50 minutes and the median solve time was 2.2 hours.</p> <p>March - IT have solved 165 reported helpdesk tickets in the month of March. The median reply time was 139 minutes and the median solve time was 4.9 hours.</p> <p>April - IT have solved 165 reported helpdesk tickets in the month of March. The median reply time was 139 minutes and the median solve time was 4.9 hours.</p> <p>May - IT have solved 207 reported helpdesk tickets in the month of May. The median reply time was 85 minutes and the median solve time was 3.7 hours.</p>	

In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.2	Review & Audit of locality boundaries	GIS Officer	In Progress	95%	<p>March - The Localities have been submitted to the Geographical Names Board for review.</p> <p>April - Just Spoke to GNB regarding localities. They were asking about letters from Residents. I advised them to send it to the board to get it finalised. He said that there is a possibility that they might just do it as a board suggestion. Time will tell.</p> <p>He is going to try and get it to the May board meeting or at least some of them.</p> <p>May - Just Spoke to GNB regarding localities. They were asking about letters from Residents. I advised them to send it to the board to get it finalised. He said that there is a possibility that they might just do it as a board suggestion. Time will tell.</p> <p>He is going to try and get it to the May board meeting or at least some of them.</p> <p>June - They are being advertised through Geographical Names Board, once advertised with no objections, the process will be complete. 23 July, end of advertisement period.</p>	


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.3	IT capital replacement program.	Business Improvement & IT Coordinator	Completed	100%	<p>January - The replacement program for devices is now complete for the financial year. It went slightly over budget as the procurement of extra ipads were a late edition to the program.</p> <p>February - The replacement program for devices is now complete for the financial year.</p> <p>March - The replacement program for devices is now complete for the financial year.</p> <p>April - The replacement program for devices is now complete for the financial year.</p> <p>May - The replacement program for devices is now complete for the financial year.</p> <p>June - The replacement program for devices is now complete for the financial year.</p>	✓

In Progress  Complete  Deferred  Not Updated  Not Started  


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.4	Further the digitisation efforts of Council's records management to ensure the integrity of information for the future.	Business Improvement & IT Coordinator	Completed	100%	<p>January - Challenge Services in Tamworth have almost complete the digitisation of our finance assessment files. They will hold onto them for 3 months and then destroy them.</p> <p>The aged care files will be sent soon to Challenge.</p> <p>February - The aged care files have been sent to Challenge in Tamworth.</p> <p>March - Council has received 26 out of 60 boxes of Aged Care files that have been digitised by Challenge Services in Tamworth. We expect to have these back and complete by the end of May.</p> <p>April - Council has received 26 out of 60 boxes of Aged Care files that have been digitised by Challenge Services in Tamworth. We expect to have these back and complete by the end of May.</p> <p>May - Council has received all Aged Care files that have been digitised by Challenge Services in Tamworth. This job is complete and so is the digitisation program for this FY.</p> <p>June - Council has received all Aged Care files that have been digitised by Challenge Services in Tamworth. This job is complete and so is the digitisation program for this FY.</p>	✓

In Progress Complete Deferred Not Updated Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.5	Manage Council's corporate Records and Archive Facilities and Record Management Framework in accordance with legislative requirements.	Business Improvement & IT Coordinator	In Progress	95%	<p>January - Work has commenced on a new Records & Information Management policy that will work in line with the new Records Management Assessment Tool that is provided by Records NSW and assesses us against benchmarks. The goal is to reach the minimum benchmark of "3" by the end of the financial year.</p> <p>February - All of the financial assessment files have been returned by Challenge and the Aged Care files have been sent for digitisation.</p> <p>A "Records Information Assets Register" has been put together to identify any information that we store, to be categorised and identified for responsibilities of the protection and capture of that information. This will accompany the Records Information Management policy when complete.</p> <p>March - Records have completed the Records Management Assessment Tool (RMAT) that is required by State Records. The baseline score to achieve is 3. We scored 3.26 which puts us above the baseline, up from 2.21 last year. The score is out of 5. We are making strong progress to becoming a Council with mature records management processes.</p> <p>April - Records have completed the Records Management Assessment Tool (RMAT) that is required by State Records. The baseline score to achieve is 3. We scored 3.26 which puts us above the baseline, up from 2.21 last year. The score is out of 5. We are making strong progress to becoming a Council with mature records management processes.</p>	


In Progress  Complete  Deferred  Not Updated  Not Started 

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Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
					May - Records are conducting business as usual. There have been no anomalies to report. We have recently workshoped to determine what we are planning on for the next FY.	
5.1.2.6	Software Renewal Program - 22/23 Financial Year	Business Improvement & IT Coordinator	In Progress	82%	<p>January - The majority of licencing has been purchased for this financial year. The budget is on track.</p> <p>February - The majority of licencing has been purchased for this financial year. The budget is on track.</p> <p>March - The majority of licencing has been purchased for this financial year. The budget is on track.</p> <p>April - The majority of licencing has been purchased for this financial year. The budget is on track.</p> <p>May - The majority of licencing has been purchased for this financial year. The budget is on track.</p>	

In Progress  Complete  Deferred  Not Updated  Not Started  



5.1.3: Administrative and support functions

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.3.1	Assess and implement solutions that increase efficiencies and quality, whilst reducing costs, to improve processes and systems within Council.	Business Improvement & IT Coordinator	In Progress	95%	<p>January - The service review policy and framework continue in draft, with the addition of a service catalogue being started in draft. It is assumed that work towards a new online timesheet and rostering system will be commenced in the coming month.</p> <p>February - The service review policy, framework, and service catalogue continue in draft. The order for the timesheet system has been signed and will be kicked off in the coming weeks.</p> <p>March - The new timesheets system has been kicked off and integration documents have been sent to ElementTime. The projected go live with the first round of users is expected in May. Also, Telstra have confirmed the approval of porting the numbers to GoTo for our new phone system. A date is yet to be set for porting.</p> <p>April - The new timesheets system has been kicked off and integration documents have been sent to ElementTime. The projected go live with the first round of users is expected in May. Also, Telstra have confirmed the approval of porting the numbers to GoTo for our new phone system. A date is yet to be set for porting.</p> <p>May - Timesheets integration is all but finished. We are looking at doing a test payment run in the next pay period.</p> <p>Further, the next FY service reviews have been proposed, pending Council approval.</p>	


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.3.2	Develop and maintain Councils Integrated Planning and Reporting requirements	Integrated Planning Reporting & Governance Officer	In Progress	80%	March - 2023/2024 Operational Plan development is progressing and on schedule to be completed by the 30 June deadline. April - 2023/2024 Operational Plan development is progressing and on schedule to be completed by the 30 June deadline. May - 2023/2024 Operational Plan development is progressing and on schedule to be completed by the 30 June deadline.	
5.1.3.3	Manage and support Councils Town utilities and depot operations	Town Utilities and Plant Manager	In Progress	75%	January - Standard operation and maintenance of council depots March - Standard operation and maintenance activities April - Standard operation and maintenance activities May - Standard operation and maintenance activities	

5.1.4: Workforce planning

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.4.1	Build a culture that empowers staff to learn, teach, lead and succeed	Social Services Manager	In Progress	90%	March - Performance reviews are complete April - Performance reviews are complete May - Performance reviews are complete	
5.1.4.2	Implement and report on the actions included in the 2022-2026 Workforce Plan	Organisation & Community Services Director	In Progress	0%		


In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.4.3	Development of Human Resources Development processes to manage change and meet individual and organisational needs	Organisation & Community Services Director	Not Updated	0%		



In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.4.4	Provide and support Naroo Aged care staff with necessary training and education	Aged Care Manager	Completed	100%	<p>January - Managed by Nurse Educator</p> <p>February - Managed by Nurse Educator. Health check completed on documentation and assessments by PCC. Staff are offered educational opportunities when available. Altura is used for online education. Educator provides toolbox talks and face to face education. Manual Handling is a focus for February 2023.</p> <p>March - Education for non-medication competent staff is currently being sought. Monthly Education planner in place.</p> <p>April - Education for non-medication competent staff is currently being sought. 5 staff have enrolled in course. 2 staff have applied and commenced Certificate 3 in Aged Care that currently work in the kitchen department. Monthly Education planner in place.</p> <p>May - Education for non-medication competent staff is currently being sought. 5 staff have enrolled in course. 2 staff have applied and commenced Certificate 3 in Aged Care that currently work in the kitchen department. Monthly Education planner in place.</p> <p>June - This action is ongoing. Educator/RN provides onsite education as face to face and through Altura education system.</p>	✓



In Progress  Complete  Deferred  Not Updated  Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.4.5	Undertake Workforce Planning to ensure that there is an appropriately skilled workforce to meet future challenges and opportunities.	Human Resource Officer	In Progress	50%		


5.1.5: Provide responsible internal governance

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
	Council Public Roads	GIS Officer	In Progress	95%	March - The Local Roads were identified and sent to Alex. The only task left if to number and name. Awaiting feedback on whether to do. April - The Local Roads were identified and sent to Alex. The only task left if to number and name. Awaiting feedback on whether to do. May - The Local Roads were identified and sent to Alex. The only task left if to number and name. Awaiting feedback on whether to do. June - Still in progress. Need to follow up with Alex Eddy.	
	Review of Room price Naroo Frail Aged Hostel annually 30th June	Aged Care Manager	Completed	100%	January - Reviewed annually due 30th June 2023 February - Reviewed for 2022-23 March - Completed April - Completed May - Completed June - Completed	


 In Progress
  Complete
  Deferred
  Not Updated
  Not Started
 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.5.1	Embed Workplace Health & Safety into business-as-usual practice throughout the organisation	Risk and Safety Officer	In Progress	20%	June - Reduction of Workers Compensation achieved 2023	
5.1.5.2	Emergency Planning - implement evacuation plans and emergency manuals for 8 sites	Risk and Safety Officer	In Progress	25%	June - Fire drill attended 16/06/2023	

In Progress  Complete  Deferred  Not Updated  Not Started  

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.5.6	Embed the recommendations from the Royal Commission into Aged Care in both CHSP and Naroo Frail Aged Care Hostel	Aged Care Manager	In Progress	55%	<p>February - Ongoing and some will be addressed in the ACAR grant works</p> <p>March - This action is ongoing. The biggest challenge is rostering Registered Nurse on site 24 hours per day. The Aged Care Manager is looking at ways to try and address this. Exemptions can be applied for however will only allow for 12 months.</p> <p>April - This action is ongoing. The biggest challenge is rostering Registered Nurse on site 24 hours per day. The Aged Care Manager is looking at ways to try and address this. Exemptions can be applied for however will only allow for 12 months. Naroo Hostel does not qualify for an exemption.</p> <p>May - This action is ongoing. The biggest challenge is rostering Registered Nurse on site 24 hours per day. The Aged Care Manager is looking at ways to try and address this. Exemptions can be applied for however will only allow for 12 months. Naroo Hostel does not qualify for an exemption.</p> <p>June - This is ongoing. Concentrating on 24/7 Registered Nurse hours and how we will meet this and what we are doing to attract nurses to Naroo.</p>	

In Progress 
 Complete 
 Deferred 
 Not Updated 
 Not Started 

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
LCR	Meet all of Councils Legislative Compliance & Reporting requirements as set by the Office of Local Government (OLG)	Integrated Planning Reporting & Governance Officer	In Progress	19%	March - Tasks are being completed and submitted within the legislative timeframes advised by the Office of Local Government Legislative Compliance and Reporting Guidelines. April - Tasks are being completed and submitted within the legislative timeframes advised by the Office of Local Government Legislative Compliance and Reporting Guidelines. May - Tasks are being completed and submitted within the legislative timeframes advised by the Office of Local Government Legislative Compliance and Reporting Guidelines.	

In Progress  Complete  Deferred  Not Updated  Not Started  

8.4 Disability Inclusion Action Plan 2023-2025

File Reference:	NA
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Delivery Program

Goal:	5. Organisational management
Outcome:	5.1 Corporate management
Strategy:	5.1.1 Financial Management and accountability systems
Author:	Casey McClymont, IP&R and Governance

STAFF DISCLOSURE OF INTEREST Nil**IN BRIEF/SUMMARY RECOMMENDATION**

That the report be noted.

TABLED ITEMS Nil**BACKGROUND**

The Disability Inclusion Action Plan aims to improve conditions for people with a disability who live, work and visit our Shire by providing services, programs and facilities are inclusive.

OFFICER RECOMMENDATION

THAT the Disability Inclusion Action Plan be adopted.

ATTACHMENTS

1. Disability Inclusion Action Plan 2023-2025 [8.4.1 - 20 pages]



GWYDIR SHIRE COUNCIL
**DISABILITY INCLUSION
ACTION PLAN**

2023/2025



ACKNOWLEDGEMENT TO COUNTRY

Council acknowledges the traditional owners of the land, the Kamilaroi People and pays its respect to Elders both past and present.



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MESSAGE FROM **MAYOR**

John Coulton

Gwydir Shire Council embraces the inclusion of people with disability in all aspects of community life. We are committed to creating a more inclusive and welcoming community for people with disabilities and it is with pleasure that I present the Disability Inclusion Action Plan.

The Plan demonstrates our commitment to improve the quality of our services, facilities,

systems, and programs throughout Gwydir Shire. This Plan was developed through consultation with the community and outlines the actions we will take to provide more accessible and inclusive services.

We look forward to hearing about the positive impact the Plan has for people with a disability in our Shire.



MESSAGE FROM **GENERAL MANAGER**

Max Eastcott

Disability Inclusion Planning is about supporting the basic right of choice for people with disability in our community.

People with disability have the same right to choose how to live, work and enjoy community life as we all do.

Council's aim is to ensure that our services, programs, and facilities are inclusive. The Plan aims to improve conditions for people with a disability who live, work and visit our Shire.

I look forward to working with staff and our community to put the Plan into action.



GWYDIR SHIRE PROFILE

Gwydir Shire is located on the North West Slopes and Plains of NSW, approximately 400kms north of Sydney, 120kms north of Tamworth, 300kms southwest of Brisbane, 40kms west of Inverell and 40kms east of Moree.

The Shire sits at the crossroads of the Fossickers Way, a popular north-south touring route, the Gwydir Highway, a significant east-west route linking the NSW North Coast to Outback NSW and on Nature's Way (State Touring Route 3), which links Narrabri to Inverell via Gwydir Shire. The Bruxner Highway (east-west route) traverses the northern edge of the Shire with links into southern Queensland. The Shire is part of the New England – North West Region of NSW (also known as the Northern Inland Region) and is bounded by Tamworth Regional Council to the south, Narrabri Shire to the southwest, Moree Plains Shire to the west, Inverell Shire to the east and Uralla and Guyra Shires to the southeast.

Gwydir Shire has five rural villages – North Star, Croppa Creek, Coolatai and Gravesend in the northern part of the Shire, and Upper Horton in the south. There are 21 rural localities – Boonal, Blue Nobby, Yallaroi, Crooble, (part of) Pallamallawa and Balfours Peak in the northern half of the Shire, and Warialda Rail, Ginerioi, Bangheet, Riverview, Elcombe, Pallal, Rocky Creek, Back Creek, Cobbadah, Gundamulda, Dinoga, Gulf Creek, Upper Bingara, Keera, and Copeton in the southern half.

The two small towns within the Shire are Bingara and Warialda, located approximately 40km apart. Bingara

services the southern part of the Shire and Warialda services the northern part of the Shire. Both towns have small, vibrant shopping centres, with IGA supermarkets, historic hotels, eateries and shops and services that meet the day-to-day needs of the community. There are also a few boutiques and some lifestyle and 'quirky' retailers that are always popular with visitors. Both towns are ideal to use as a stop-over base for exploring the Gwydir Shire and surrounding regions.

Age Distribution

The Council amalgamation in 2004 changed the makeup of the social structure of the Shire, particularly in relation to age distribution.

Key findings include:

- The proportion of young people aged 5-14 in the Shire (17.6%) has declined in comparison to the NSW average from (18.2%) the 2016 census.
- A significant difference between the NSW average (11.8%) and Gwydir Shire average (7.7%) of adults aged 15-24 residing in the Shire boundaries.
- A very high proportion of people aged 65+ residing in the Shire (28.4%) compared to the NSW average (17.7%)
- A high median age of 50 years old compared to the NSW average of 39 years old.

Background

According to the 2018 Survey of Disability, Ageing and Carers (SDAC)

- There were 4.4 million Australians with disability, 17.7% of the population. A decrease from the 2015 survey (18.3%).
- 5.7% of all Australians had a profound or severe disability.
- There were 2.65 million carers, representing 10.8% of all Australians (down from 11.6% in 2015).
- In 2018, 2.1 million people with disability living in households were of working age (15-64 years) and 47.8% were employed, compared with 80.3% of those without disability.
- Almost one in five young people aged 15-24 years (18.9%) and 25-34 years (18.2%) experienced discrimination, compared with 3.2% of those aged 65 years and over.
- One in ten women (10.3%) and one in eleven men (8.8%) experienced discrimination.
- Of those with disability who experienced discrimination, the most common sources of discrimination were service and hospitality staff (36.3%), family and friends (21.0%) and their employer (20.7%). These rates were similar to 2015.

The International Day of People with Disability, 3 December 2014, marked the commencement of the Disability Inclusion Act 2014 (NSW) (the Act or the DIA).

The Disability Inclusion Regulation 2014 (the Regulation) supports the Act and provides the necessary detail for the Act to work properly.

The DIA (NSW) requires Council to develop a Disability Inclusion Action Plan that will help guide Council and remove barriers and enable people with disability to participate fully in their communities.

The objectives of the Act are:

- To acknowledge that people with disability have the same human rights as other members of the community and that the State and the community have a responsibility to facilitate the exercise of those rights.
- To promote the independence and social and economic inclusion of people with disability.
- To enable people with disability to exercise choice and control in the pursuit of their goals and the planning and delivery of their supports and services.
- To provide safeguards in relation to the delivery of supports and services for people with disability.
- To support, to the extent reasonably practicable, the purposes and principles of the United Nations Convention on the Right of Persons with Disabilities.
- To provide for responsibilities of the State during and following the transition to the National Disability Insurance Scheme.





VISION

To be the recognised leader in Local Government through continuous learning and sustainability.

MISSION

To ensure that the Council's long term role is viable and sustainable by meeting the needs of our residents in a responsible caring way, attract sustainable development while maintaining the traditional rural values, character and culture of our people.

COUNCIL CORE VALUES

1. For Our Community and Visitors

We will provide a safe, clean and healthy environment in which all people have the opportunity to participate in and share in the Council's services and facilities.

2. For Our Community Committees

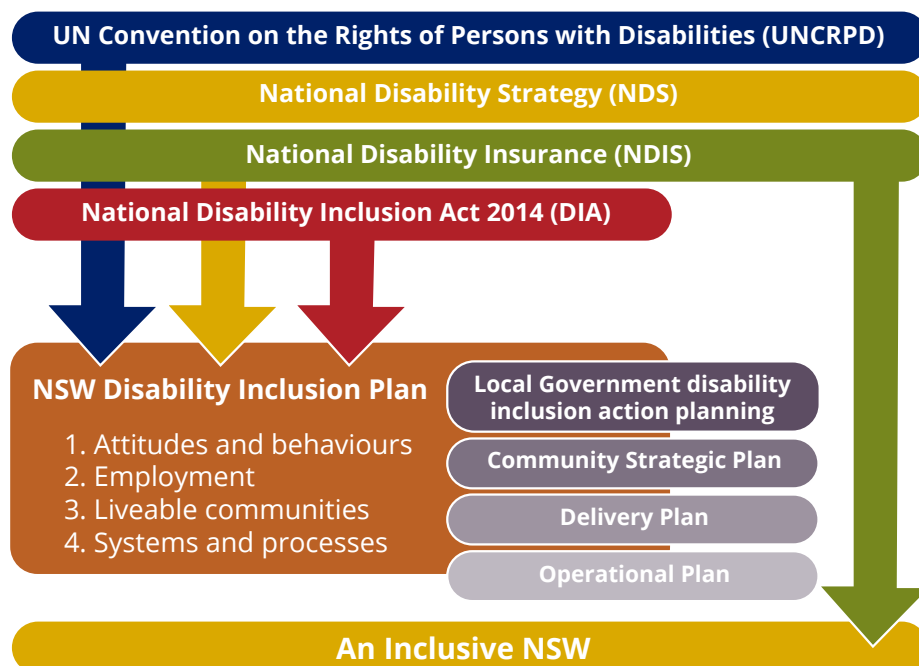
We will seek their opinion in relation to the services in which they assist us, offer relevant and timely support and recognise their valuable contribution.

3. For Our Staff

We will create an atmosphere of team support, which encourages frank and honest communication, and the use of common sense and innovation in a safe and friendly working environment with the aim of efficiency.

4. For Our Councillors

We will treat all Councillors equally and ensure that they are provided with accurate and timely advice and expect that they will treat each other and the staff with due respect.



Source: Disability Inclusion Action Planning Guidelines Local Government

INTERNATIONAL, NATIONAL & OTHER LEGISLATIVE CONTEXT

International

The United Nations Convention on the Right of Persons with Disabilities (UNCRPD) protects the rights of all people with a disability around the world. Australia was one of the first countries to sign the Convention when it was ratified in 2008. The convention acknowledges that people with disability have the same human rights as those without disability. This commits participating governments to ensure these rights can be exercised and that barriers are removed. The United Nations Convention of the Rights of Persons with Disabilities support the social model of disability.

This recognises that attitudes, practices and structures are disabling and can create barriers to people with disability from enjoying economic participation, social inclusion and equality which are not an inevitable outcome of their disability.

The convention is guided by the following principles:

- Respect for inherent dignity, individual autonomy including the freedom to make one's own choices and independence of persons
- Non-discrimination
- Full and effective participation and inclusion in society
- Respect for difference and acceptance of persons with disabilities as part of human diversity and humanity
- Equality of opportunity accessibility
- Equality between men and women
- Respect for the evolving capacities of children with disabilities and respect for the right of children with disabilities to preserve their identities.

National

The National Disability Strategy 2021/2031, developed in partnership by the Commonwealth, State, Territory and Local Governments, sets out a national plan for improving the life for Australians with disability and their families and carers, to supports the commitment made to the United Nations Convention on the Rights of Persons with Disabilities.

Actions in the Implementation Plan that involve councils include:

- Urban planning/design of the built environment
- Accessible buildings
- Local development planning
- Local roads, bikeways and footpaths
- Local parks and recreational facilities
- Local sports grounds
- Public toilets
- Playgrounds
- Council-run childcare and aged care centres
- Municipal services
- Parking regulation
- Public libraries and community halls

The National Disability Insurance Scheme (NDIS) is a major reform that delivers a national system of disability support focused on the individual needs and choices of people with disability. The NDIS gives participants more choice and control over how, when and where supports are provided.





State

The DIA acknowledges human rights, promoting the independence and social and economic inclusion of people with disability.

The Act requires NSW government departments, local councils and some other public authorities to develop and implement a Disability Inclusion Action Plan.

This Plan must be consistent with the State Disability Inclusion Plan and include strategies to increase access and participation.

Local

Gwydir Shire Council's Community Strategic Plan 2017/2027 was created by the community and provides a long-term vision for our Shire. The Community Strategic Plan informs Council's Delivery Program and Operational Plan which set out Council's role in achieving the community's vision.

Other Council plans and documents relevant to the Disability Inclusion Action Plan include:

- Bingara and Wyallda Town Strategies
- Community Engagement Strategy
- Equal Employment Opportunity Policy
- Motorised Wheelchair Action Plan



Development of the Disability Inclusion Action Plan is supported by the Gwydir Shire Community Strategic Plan goals as follows:

- **A healthy and cohesive community (Social)**
- **Building the business base (Economy)**
- **An environmentally responsible shire (Environment)**
- **Proactive regional and local leadership (Organisation)**
- **Organisational management (Governance)**

Other legislation and standards informing Council's work include:

- Commonwealth Disability Discrimination Act (1992)
- National Disability Strategy 2021/2031
- Disability Inclusion Act 2014
- Disability Inclusion Regulation (2014)
- NSW Disability Inclusion Plan 2021/2025
- Web Accessibility national Transition Strategy
- National Disability Strategy
- NSW Disability Inclusion Action Planning Guidelines
- United Nations Convention on the Rights of Persons with Disabilities
- Building Code of Australia
- Disability Standards for Accessible Public Transport 2002
- AS 1428 Standards
- AS/NZS 2890 Standards Accessible (Disabled) Car Parking Requirements
- Commonwealth Disability (Access to Premises-Buildings) Standards 2010
- NSW Anti-Discrimination Act 1977
- Carers Recognition Act 2010
- Local Government Act 1993
- Local Government (General) Regulation 2005





DISABILITY SNAPSHOT IN THE GWYDIR SHIRE

The DIA defines disability as:

"The long-term physical, mental, intellectual, or sensory impairment which in interaction with various barriers may hinder the full and effective participation in society on an equal basis with others."

Information about disability in Gwydir Shire is based upon Australian Bureau of Statistics (ABS) Census data. The Census records information about people who identify as needing help with mobility, self-care or communication due to disability or long-term health conditions.

Need for Assistance with Core Activities

Has need for Assistance (by age group)	Total
0-4 years	19
5-14 years	23
15-19 years	18
20-24 years	11
25-34 years	34
35-44 years	46
45-54 years	64
55-64 years	123
65-74 years	167
75-84 years	206
85 years and over	159
Total	870

- 17.72% of the population, or 870 people living in Gwydir Shire, identified as needing assistance because of a disability.
- In Gwydir Shire there were 1,130 carers providing unpaid assistance to a person with a disability, long term illness or old age in 2021.
- The number of people who provided unpaid assistance to a person with disability, long term illness or old age in Gwydir Shire increased by 41 since 2016.
- 283 people were receiving a Disability Support Pension in Gwydir Shire in 2021. The Disability Support Pension is provided to people who have a physical, intellectual, or psychiatric condition that stops them from working, or people who are permanently blind.

*As per 2021 ABS census data



Council Activity

Council works to provide opportunities, education and raise awareness of inclusion and accessibility of and for people with disabilities. Some examples include:

- Council requires all new staff to complete functional assessments to determine additional needs so that any modification required can be made to accommodate staff with disabilities.
- Functional assessments are also undertaken after any incident/accident involving existing staff that occur in or out of the workplace to accommodate any changes in their ability to undertake normal duties.
- Working with Disability Services to provide workplace volunteer placements in Bingara Library and other Council facilities that can accommodate these volunteers.
- Provide school work experience placements for high school students with disability.
- Development and Implementation of the positive Ageing Strategy.
- Developing Gwydir's Pedestrian Access Mobility Plan in line with individual Town Strategies.
- Installation of adaptive technologies at Council run public facilities including libraries and toy libraries.

Community Engagement

This Plan was developed through a community consultation process. A review of Council documents and Government policy has also taken place and a Disability Advisory Committee formed that consists of Council staff, Elected Members, disability and inclusion professionals and community members.

Feedback and recommendations from participants have been sought from the community and from service providers, all of whom have played a vital role in the formation of this Plan.

From our consultation process, Council has devised an Action Plan that it will endeavour to achieve for the period to further enhance our Shire and ensure that it is accessible to all who have the right to enjoy it.

Council will continue to actively consult with the community and service providers to ensure that we are providing the most appropriate facilities, services and resources to our community.





STRATEGIC OBJECTIVES/FOCUS AREAS

Focus Area 1 - PROMOTING POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS

Aim – To build community awareness of the rights and capabilities of people with disability and support the development of positive attitudes and behaviour towards people with disability.



WHAT WE HEARD

People with disability told us what would make a difference to their community participation. We also heard from carers and family and friends of people with disability together with community service providers and health workers.

There was positive feedback for Council's Commonwealth Home Support Programme services and programs as well as the library activities and resources.

Many challenges identified by participants related to mobility (in terms of navigating the built environment) and access to transport.

Key community responses highlighted the importance of being involved in the local community and having access to appropriate services and recreational and social opportunities. Access to services is difficult and transport is a major issue for travel to other centres for day programs and respite services.

COMMUNITY VIEWS AND SUGGESTIONS FOR CHANGE

Gwydir Shire is a place where people want to live and the response from people with disability and their carers has been positive.

Friendly small communities make it easier for people to be a part of events and celebrations as well as participating in every day social activities.

However, there are barriers within the built environment which need to be addressed. The issue of isolation and distance to medical services is a common theme and navigating the NDIS features strongly.

WHAT WE WILL DO NEXT

Continue advertising for the community about the range of services available to them and how they can be accessed.

Increase visibility of people with disability in Council and community publications.

Work with volunteer organisations to create awareness about the value of engaging people with disability.

OUR ASSETS



ACTION PLAN FOR THIS FOCUS AREA

Strategic Goal	Action	Measurement	Responsibility	Community Strategic Plan Link	Timeframe
Promote Positive community attitudes and behaviours	Audit Council's websites to ensure that they are promoted inclusively through the use of imagery and language that is appropriate	Website includes appropriate images and language	Communications and Media	1.2.1 Enable accessible and affordable lifestyle options	30 June 2024
	Utilise International Day of People with Disabilities to promote inclusion to the entire community	Positive media coverage before, during and after event	Communications and Media	1.2.3 Celebrate our creativity and cultural expression	30 June 2024
	Develop and facilitate Disability Awareness Training for staff (independent of induction training)	Complete staff training and continue education and awareness	People and Culture	5.1.5 Provide responsible internal governance	30 June 2024
	Develop website to include resources for Access and Inclusion on Council's website	Website visitors have access to information and resources on accessibility and inclusion	Communications and Media	4.1.3 Build on our sense of community	30 June 2024





STRATEGIC OBJECTIVES/FOCUS AREAS

Focus Area 2 - CREATING LIVEABLE COMMUNITIES

Aim – To increase participation of people with disability in all aspects of community life, through targeted approaches to address barriers in housing, learning, transport, health, social and cultural engagement and wellbeing.



WHAT WE HEARD

It is important that all people can move about easily to access facilities and services and to participate in community life. Pedestrian access featured highly in our community consultation with calls for footpaths that are better maintained and suitable for people with mobility issues.

Suggestions were also made for safety education for pedestrians and mobility aid users. More seating in the main street for aged/people with mobility issues was also raised.

A lack of safe and appropriate access into shops for people with disability, mobility aid users and the elderly continue to be a concern.

COMMUNITY VIEWS AND SUGGESTIONS FOR CHANGE

It is important to the community that playgrounds include equipment that is accessible for all to enjoy.

Footpaths should be well maintained and built to accommodate those with mobility issues.

Easier access to community events is important, so that everyone can enjoy them and be a part of their community.

Ensuring that all council facilities and future infrastructure projects are accessible for all is important.

WHAT WE WILL DO NEXT

Remove barriers to services and facilities for people with disabilities.

Raise awareness and provide practical strategies and assistance to local communities and agencies to work toward a safer and inclusive environment.

Create solutions to develop and support liveable communities.



ACTION PLAN FOR THIS FOCUS AREA

Strategic Goal	Action	Measurement	Responsibility	Community Strategic Plan Link	Timeframe
Creating liveable communities	Develop shared pathways education resources to reduce conflict between pedestrians and mobility users	Decrease in customer complaints	Organisation & Community Services	1.2.2 A shared responsibility for community safety	30 June 2024
	Provide opportunities for community connection by facilitating and promoting International Day of People with Disability event	Community celebration and participant feedback	Aged & Disability Services	1.2.3 Celebrate our creativity and cultural expression	30 June 2024
	Audit activities and events run by Council for accessibility	Accessibility issues identified and rectified	Events	1.2.2 A shared responsibility for community safety	30 June 2024
	Introduce Accessibility & Inclusion checklist to the Event Management Plan process to create awareness and accountability for event organisers	Assist & Educate event organisers to help create inclusive events	Communication & Media and Aged & Disability Services	1.2.2 A shared responsibility for community safety	30 June 2024
	Audit Council buildings and facilities to ensure compliance with accessibility requirements	Council facilities are accessible to all who need to use them	Building Services	1.1.3 Provide the right places, spaces and activities	30 June 2024
	Audit Council libraries equipment and resources in terms of height and reach accessibility	Library equipment and resources are to standard	Community Assets	1.2.2 A shared responsibility for community safety	30 June 2024
	Council footpaths are assessed and prioritised for repair/ replacement according to compliance standards	All Council footpaths meet compliance standards	Town Services & Utilities	1.2.2 A shared responsibility for community safety	30 June 2024
	Create education and awareness resources for business owners to ensure shops and shop fronts are accessible	Shop owners can access information and tools needed to provide inclusive spaces for all	Communication and Media	1.2.2 A shared responsibility for community safety	30 June 2024
	Add tactiles to public toilets	All Council public amenities have tactiles for vision impaired individuals	Building Services	1.1.3 Provide the right places, spaces and activities	30 June 2024
	Introduce accessibility and inclusion checklist to be used in project planning for new and existing infrastructure to ensure projects are compliant	All new and existing infrastructure meets Standards for access and inclusion	Building Services		



STRATEGIC OBJECTIVES/FOCUS AREAS

Focus Area 3 - SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT

Aim – To increase the number of people with disability in meaningful employment, thereby enabling people with disability to plan for their future, exercise choice and control, and increase their economic security.



WHAT WE HEARD

Meaningful employment contributes to independence and feelings of self-worth. Opportunities to work in paid and volunteer roles are important to our community members with disability. Local employment, especially school leavers, is important for the long-term future of the community.

COMMUNITY VIEWS AND SUGGESTIONS FOR CHANGE

Provide more opportunities for meaningful employment for people with a disability.

Provide accessible work places.

Provide opportunities for work experience for high school students and volunteer opportunities for community members with disability.

WHAT WE WILL DO NEXT

Support, educate business owners and internally develop access to meaningful employment opportunities.



ACTION PLAN FOR THIS FOCUS AREA

Strategic Goal	Action	Measurement	Responsibility	Community Strategic Plan Link	Timeframe
Enhance the employment opportunities of people with disability within Gwydir Shire	Develop Council's Workforce Management Strategy to include best practice guidelines for inclusion	Gaps in Workforce Management Strategy identified and addressed	People and Culture	2.2.1 Increase the range of opportunities to work locally	30 June 2024
	Review recruitment and selection processes including language, forms, technology and imagery	Recruitment & selection processes are inclusive and accessible	People & Culture	5.1.5 Provide responsible internal governance	30 June 2024
	Provide information and training to managers/supervisors to increase their knowledge, skills and confidence	Increased level of awareness for managers and supervisors on inclusivity	People & Culture	5.1.5 Provide responsible internal governance	30 June 2024
	Continue to work with disability employment agencies and schools to identify opportunities for employment and work experience, both paid and unpaid	Number of opportunities for placement is consistent and utilised	People & Culture	2.2.1 Increase the range of opportunities to work locally	30 June 2024
	Continue to conduct and respond to Staff Disability Inclusion Survey	Survey results collated and actioned via recommendation to executive	People & Culture	5.1.5 Provide responsible internal governance	30 June 2024
	Review current communication methods and mechanisms to ensure compliance with Standards	Councils' methods and mechanisms for communication are compliant	Communications & Media and Information Services	4.1.1 Encourage an informed community	30 June 2024





STRATEGIC OBJECTIVES/FOCUS AREAS

Focus Area 4 - IMPROVING ACCESS TO SERVICES THROUGH BETTER SYSTEMS AND PROCESSES

Aim – To ensure that people with disability can make informed choices about available services and to easily and efficiently access mainstream government services and other opportunities in the community.



WHAT WE HEARD

Service information and processes are not always readily available and do not always allow for people with a range of disabilities. Barriers include a lack of accessible information, inflexible processes and limited opportunities for feedback and input.

Council needs to ensure that people with disability have equal access to information and services.

COMMUNITY VIEWS AND SUGGESTIONS FOR CHANGE

Make information available in more locations to ensure awareness of availability.

Ensure information is provided in a variety of formats including the National Relay Service for people with disability.

Provide more information about the National Disability Insurance Scheme and where to go for help.

WHAT WE WILL DO NEXT

Provide better processes for information and feedback from the disability community within the scope of Council's available resources.

Streamline and improve systems and processes by which families, children and young people can access timely targeted mainstream support.

ACTION PLAN FOR THIS FOCUS AREA

Strategic Goal	Action	Measurement	Responsibility	Community Strategic Plan Link	Timeframe
Information is provided in a variety of formats	Investigate, develop and implement alternative formats for all Council documents that are publicly available to ensure they are accessible to all	Plain English and other accessible formats are available for the community	Organisation & Community Services	4.1.1 Encourage an informed community	30 June 2024
Community Engagement is meaningful and inclusive for all	Ensure that the Community Engagement Strategy is inclusive for all to participate in engagement	Community engagement is accessible to all	Organisation and Community Services	4.1.2 Enable broad, rich and meaningful engagement to occur	30 June 2024
	A variety of consultation methods are used to ensure that all are able to participate	Increase in participation levels of engagement	Organisation and Community Services	4.1.2 Enable broad, rich and meaningful engagement to occur	30 June 2024
	Utilise the knowledge and skills of the Disability Advisory Committee to facilitate engagement	Meaningful engagement occurs through specialised knowledge and processes	Organisation and Community Services	4.1.2 Enable broad, rich and meaningful engagement to occur	30 June 2024





IMPLEMENTATION AND MONITORING

This Disability Inclusion Action Plan includes timelines to guide the completion of the actions. The process will be monitored and evaluated through the Integrated Planning and Reporting cycle to ensure compliance.

Implementation of the Plan will be the responsibility of the relevant Business Unit Managers/Supervisors and their staff. Each action will be monitored and reported 6 monthly.

The Director of Organisation and Community Services will monitor the overall progress and implementation of the Plan and the integration of its actions into Council's Integrated Planning and Reporting documents, in consultation with the Disability Advisory Committee.

Reporting

Outcomes and achievements will be reported through Council's Annual Report and 6 monthly reports to the community. These reports will be published on Council's website www.gwydir.nsw.gov.au and available at Council's customer service centres and libraries.

A report will also be provided to the Department of Communities and Justice and the Minister for Disability Services.

Review

This Plan will be reviewed annually in line with the Integrated Planning and Reporting cycle.

An audit, evaluation and review of the Plan will be conducted at the end of its term.

8.5 Fee and Charges Changes 2023-2024 Statutory Charges

File Reference:	NA
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Delivery Program

Goal:	5. Organisational management
Outcome:	5.1 Corporate management
Strategy:	5.1.1 Financial Management and accountability systems
Author:	Casey McClymont, IP&R and Governance

STAFF DISCLOSURE OF INTEREST Nil**IN BRIEF/SUMMARY RECOMMENDATION**

That the report be noted.

TABLED ITEMS Nil**COMMENT**

During the exhibition period the following changes were made to the 2023/2024 fees and charges. These fees are statutory in nature and therefore an additional period of public exhibition is not required. The fee changes relate to the Planning and Development department and have only now been changed as they have only recently been released.

OFFICER RECOMMENDATION

THAT the Statutory Fee changes be noted.

ATTACHMENTS

1. Fee and Charges changes for 23 24 Statutory charges no Public Exhibition required [8.5.1 - 4 pages]

During the exhibition period the following changes were made to the 2023/2024 fees and charges. These fees are statutory in nature and therefore an additional period of public exhibition is not required. The fee changes relate to the Planning and Development department and have only now been changed as they have only recently been released.

SECTION 10.7 CERTIFICATES	2022/2023	2023/2024
Section 10.7(2) Certificate	\$62.00	\$66.00
Section 10.7(5) Certificate	\$94.00	\$101.00
Section 10.7 (2) & (5) Combined	\$156.00	\$167.00
DEVELOPMENT APPLICATION FEES		
Up to \$2,000	\$52.00	\$56.00
Up to \$5,000	\$129.00	\$138.00
Up to \$12,000	\$198.00	\$212.00
\$12,001-\$50,000	\$198.00 plus additional..	\$212.00 plus additional..
\$50,001-\$250,000	\$412.00 plus additional..	\$442.00 plus additional..
\$250,001-\$500,000	\$1,356.00 plus additional..	\$1,455.00 plus additional..
\$500,001-\$1,000,000	\$2,041.00 plus additional..	\$2,189.00 plus additional..
\$1,000,001-\$10,000,000	\$3,058.00 plus additional..	\$3,280.00 plus additional..
Over \$10,000,000	\$18,565.00 plus additional..	\$19,915.00 plus additional..
Maximum fee for dwelling/house not exceeding \$100,000	\$532.00	\$571.00
Not involving the erection of building, carrying out of work, subdivision of land or demolition of building or work (e.g. Change of Use)	\$333.00	\$357.00
Designated Development (additional to development fees)	\$1,076.00	\$1,154.00
DEVELOPMENT APPLICATION REFERRAL FEES		
Advertising of Development – Local	\$333.00	\$357.00
Advertising of Development – Regional	\$1,292.00	\$1,386.00
Advertising of Development – Integrated	\$1,292.00	\$1,386.00
Advertising of Development – Designated	\$2,596.00	\$2,784.00
Advertising of Development – Prohibited	\$1,292.00	\$1,386.00
Designated / Integrated Processing Fee	\$164.00	\$176.00
Concurrence Processing Fee	\$164.00	\$176.00

Integrate Referral – Department Charge	\$374.00	\$401.00
MODIFICATION OF CONSENT Under s4.55(1)		
Modification of Consent	\$83.00	\$89.00
MODIFICATION OF CONSENT Under s4.55(1A) - Minor		
Minor – Generally little or no assessment needed) Changes like: Basic Modification (Minor) e.g. lights,	\$116.00	\$124.00
Minor – Generally little or no assessment needed) Changes like: Position of building site, Position of doors & windows altered, Changes of materials e.g. roof tiles,	\$165.00	\$177.00
Minor – (Generally little or no assessment needed) Changes like: General layout of building changed e.g. use of rooms, Alter area of proposed lots for subdivision (not more than 5 lots), Change structural component/number e.g. size of verandah, rafter, Change footing/pad details. Change of Use.	\$278.00	\$298.00
MODIFICATION OF CONSENT Under s4.55(1A) - Major		
Major – (Assessment needed) Changes like: Alter area of proposed lots for subdivision (more than 5 lots), Alter lot design/layout in subdivision, Basic Changes, Structural changes – change in flooring system e.g. change from timber to concrete, Change house floor plan and/or size.	\$434.00	\$466.00
Major – (Assessment needed) Changes like: Alter area of proposed lots for subdivision (more than 15 lots), Structural changes – complete slab re-design, Change configuration of building & layout	\$754.00	\$809.00
MODIFICATION OF CONSENT Under s4.55(2)		
Where DA involves the erection of a dwelling house	\$222.00	\$238.00

with an estimated value of less than \$100,000.00		
In the case of any other DA, cost is as follows: Up to \$5,000	\$64.00	\$69.00
In the case of any other DA, cost is as follows: Under \$5,001 – \$250,000	\$99.00 plus additional..	\$106.00 plus additional..
In the case of any other DA, cost is as follows: \$250,001 – \$500,000	\$585.00 plus additional..	\$627.00 plus additional..
In the case of any other DA, cost is as follows: \$500,001 – \$1,000,000	\$833.00 plus additional..	\$893.00 plus additional..
In the case of any other DA, cost is as follows: \$1,000,001 – \$10,000,000	\$1,154.00 plus additional..	\$1,238.00 plus additional..
In the case of any other DA, cost is as follows: Over \$10,000,000	\$5,540.00 plus additional..	\$5,942.00 plus additional..
SECTION 8.2 - REVIEW OF A DETERMINATION		
Section 8.2 – where DA involves the erection of a dwelling house with an estimated value of less than \$100,000.00	\$222.00	\$238.00
Review of Determination on any other DA as follows: Up to \$5,000	\$64.00	\$69.00
Review of Determination on any other DA as follows: \$5,001 – \$250,000	\$100.00 plus additional..	\$107.00 plus additional..
Review of Determination on any other DA as follows: \$250,000 – \$500,000	\$585.00 plus additional..	\$627.00 plus additional..
Review of Determination on any other DA as follows: \$500,001 – \$1,000,000	\$833.00 plus additional..	\$893.00 plus additional..
Review of Determination on any other DA as follows: \$1,000,001 – \$10,000,000	\$1,154 plus additional..	\$1,238.00 plus additional..
Review of Determination on any other DA as follows: Over \$10,000,000	\$5,540.00 plus additional	\$5,942.00 plus additional..
SUBDIVISION APPLICATIONS		
Subdivision, other than strata title, involving opening a new public road	\$777.00 plus additional..	\$833.00 plus additional..
Subdivision, other than strata title, not involving the opening of a new public road	\$386.00 plus additional..	\$414.00 plus additional..

8.6 Investment & Rates Collection Report

File Reference: NA

Delivery Program

Goal: 5. Organisational management

Outcome: 5.1 Corporate management

Strategy: 5.1.1 Financial Management and accountability systems

Author: General Manager

STAFF DISCLOSURE OF INTEREST Nil

IN BRIEF/SUMMARY RECOMMENDATION

This report will be circulated when completed

TABLED ITEMS Nil

OFFICER RECOMMENDATION

TBA

ATTACHMENTS

Nil

9 COUNCILLORS' REPORTS**10 COMMITTEE OF THE WHOLE - CONFIDENTIAL ITEMS****Expenditure of Unallocated Road Budget**

It is recommended that the Council resolve into Committee of the Whole with the press and public excluded to allow consideration of this Item, as provided for under Section 10A(2) (c) of the Local Government Act, 1993, on the grounds the report contains information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Property acquisition

It is recommended that the Council resolve into Committee of the Whole with the press and public excluded to allow consideration of this Item, as provided for under Section 10 A (2) (a) of the Local Government Act, 1993, on the grounds the report contains personnel matters concerning particular individuals (other than councillors).

Sale of Land for Unpaid Rates and Charges

It is recommended that the Council resolve into Committee of the Whole with the press and public excluded to allow consideration of this Item, as provided for under Section 10 A (2) (b) of the Local Government Act, 1993, on the grounds that the report contains the personal hardship of any resident or ratepayer.

11 CLOSURE