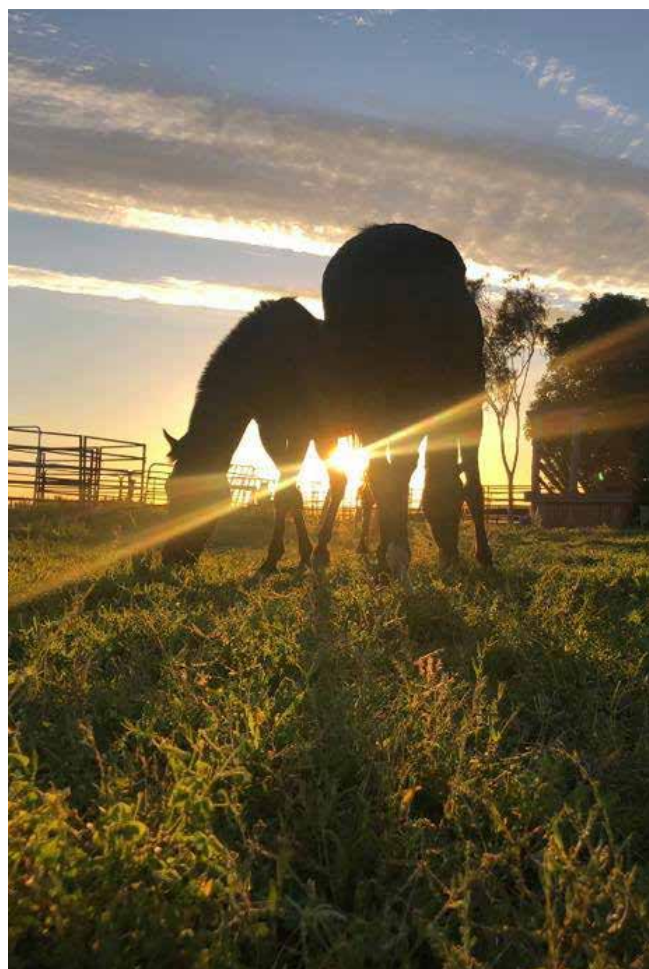




GWYDIR SHIRE COUNCIL
DELIVERY PROGRAM

2022/2026





GWYDIR SHIRE **COUNCIL**

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GWYDIR SHIRE COUNCIL

MESSAGE FROM **GENERAL MANAGER**

Max Eastcott



This plan represents the contribution that the Council will make as an organisation over the next four years towards achieving the community aspirations outlined in the Community Strategic Plan.

We, the elected Councillors and staff, have a great degree of confidence in the Shire's future. This confidence was reinforced by the tremendous community involvement in the creation and development of the Community Strategic Plan.

The Council and the community, working in harmony, can create the future we all want. A future where our opportunities are grasped, and any adverse times are faced together with strong community spirit.

GENERAL MANAGER
Max Eastcott

GWYDIR SHIRE COUNCIL

MESSAGE FROM **MAYOR**

John Coulton



During this short term of local government, we will be very busy completing the many projects that carry over.

It will take all of this term of council to expend the various grants we have been lucky enough to receive. It is a time of growth in the Shire, and we will see extensive road sealing and gravel resheeting. The grants extend beyond roads and will result in an improvement in social amenity through new infrastructure in some instances, along with intangible benefits.

I will be pleased to see the construction of the solar farm along with a hydrogen generation plant. This project promises to provide cheaper energy to the industrial area and hopefully attract some industry to our Shire.

MAYOR
John Coulton

ACKNOWLEDGEMENT TO COUNTRY

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



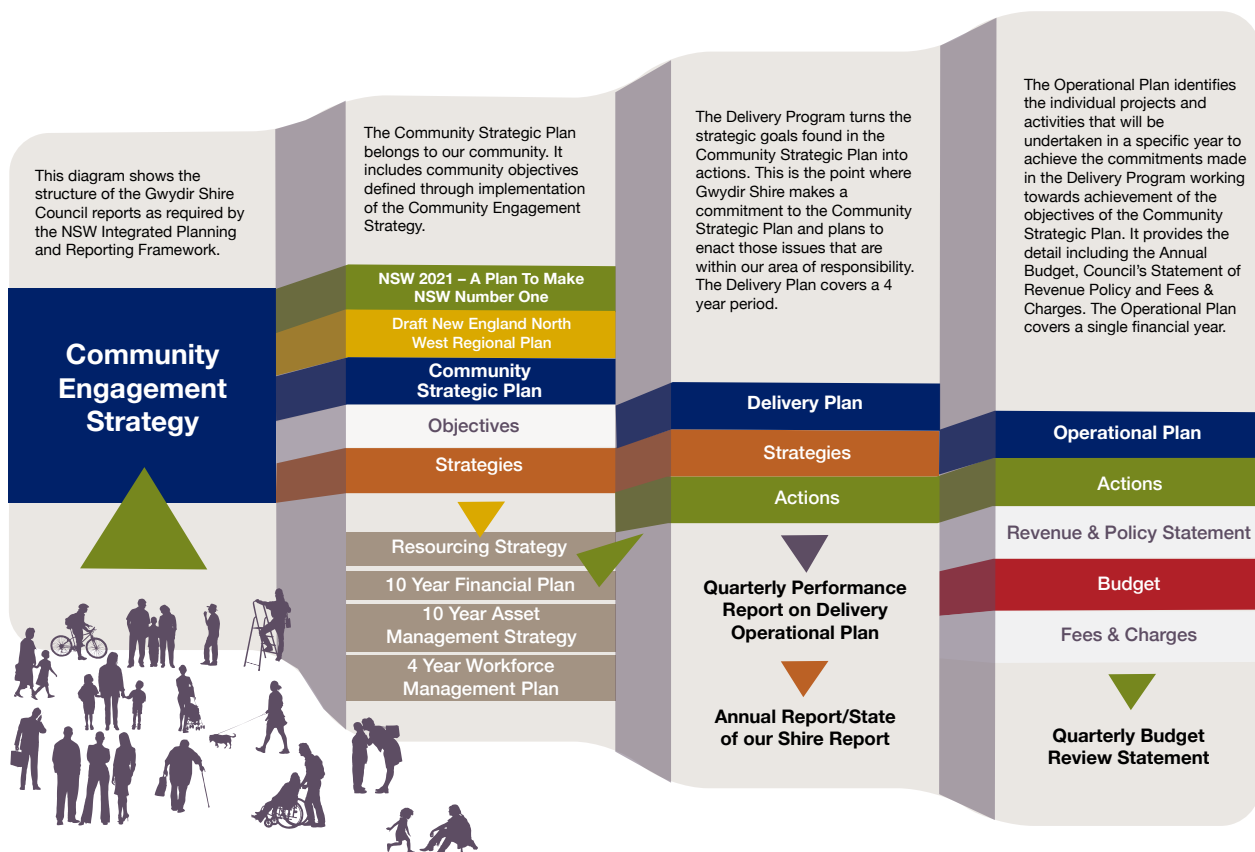
OUR PLANNING FRAMEWORK

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.





OUR ELECTED COUNCIL

CR. JOHN COULTON – MAYOR



3575 Allan Cunningham Rd
Warialda NSW 2402
Mobile: 0427 297 082
Email: jcoulton@gwydir.nsw.gov.au

“My chief goals for this shortened council term are to increase the population by the provision of jobs and continued road improvement.”

CR. CATHERINE EGAN – DEPUTY MAYOR



4 Keera St
Bingara NSW 2404
Mobile: 0447 241 484
Email: cegan@gwydir.nsw.gov.au

“I would like to successfully complete the funded projects that have been started throughout the Shire, to further develop our tourism industry creating economic growth and viability for our business sectors and the communities, we will continue to promote and welcome visitors and new residents to our Shire. Since it will be my last term, I would like to leave Council with a healthy budget and a sustainable future.”

CR. CHRISTOPHER MATTHEWS



1 Junction St
Bingara NSW 2404
Mobile: 0417 143 070
Email: cmatthews@gwydir.nsw.gov.au

“My goal for this council term is to do my best for the people of Gwydir Shire both present and future so that they can live their best lives.”

CR. DAVID COULTON



112 High St
Warialda NSW 2402
Mobile: 0428 107 497
Email: dcoulton@gwydir.nsw.gov.au

“My goal for this council term will continue to be to see growth in industry and population through the whole of the Shire area.”

CR. GEOFF SMITH



“Dalkeith”
 Warialda NSW 2402
 Mobile: 0428 295 240
 Email: gsmith@gwydir.nsw.gov.au

“My focus for this council term will be on pushing projects that will advance the shire’s growth and produce jobs, at the same time not ignoring our main roles of roads and general infrastructure.”

CR. JAMES (CURLY) MOORE



“Pepperbox”
 90 Oregon Rd
 Warialda NSW 2402
 Mobile: 0428 790 005
 Email: jmoore@gwydir.nsw.gov.au

“My goal is to see all of the existing projects completed and to accomplish all that we have set out to do for this shortened council term.”

CR. LYNDON MULLIGAN



Mobile: 0427 657 076
 Email: lmulligan@gwydir.nsw.gov.au

“Gwydir Shire is a great place to live, visit and work and I would like to make sure that this continues for our community.”

CR. MARILYN DIXON (OAM)



55 Cunningham St
 Bingara NSW 2404
 Mobile: 0407 086 072
 Email: mdixon@gwydir.nsw.gov.au

“I would like to explore opportunities for housing affordability and development within the Shire and I would like to advance initiatives that create jobs in Gwydir.”

CR. TIFFANY GALVIN



“Damehill”
 167 Whitlow Rd
 Bingara NSW 2404
 Mobile: 0428 241 318
 Email: tgalvin@gwydir.nsw.gov.au

“For this council term my focus remains on the sustainability of health services within the Shire and tourism opportunities that I feel will encourage an increased population throughout the whole of our Shire. I would also like to explore the potential for new industries which will provide more employment and economic growth. During my last council term, we were very fortunate to have received significant amounts of grant funding right across the Shire which provided us the opportunity to upgrade and/or replace a large portion of infrastructure that is important to the community. In this term, I am hoping that we can continue to provide wonderful things for our beautiful Shire.”

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.



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.



Photo top left

View Batterham's Lookout



Photo bottom left

Croppa Creek Store

Photo right

Cranky Rock lookout



THE DELIVERY PLAN

(THIS DOCUMENT)

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

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 2022-2023 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 be 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

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.



The different reports we will provide, what we will measure and the reporting periods are outlined below:



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 2022



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 Warialda, 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.

Warialda 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 Warialda Rail, Gineroi, Bangheet, Riverview, Elcombe, Pallal, Rocky Creek, Back Creek, Cobbadah, Gundamulda, Dinoga, Gulf Creek, Upper Bingara, Keera and Copeton in the southern half.

NAROO AGED CARE FACILITY

Whilst sound management and business decisions are always priority, often times Councils take on facilities and services outside core service deliverables because the provision of this service to the community outweighs the risks and costs associated. Naroo Aged Care Facility is one of these non-core deliverables. In 2017/2018 this facility was specifically mentioned in TCorp's Financial Assessment and Sustainability Report as being an area at risk of creating significant impacts to Councils operating result if the existing trend continued.

In the years following, Council staff and management have identified key areas of improvement and developed policies and plans to reduce the risk to Council whilst continuing to provide a quality facility for residents and the community.

There have been many physical and process improvement initiatives implemented within the facility since 2017. Some of these include:

- Focus on increase in occupancy rates – since 2018 Naroo's average occupancy rate has been 96% compared to the National average of 88%. The facility has a waiting list for the first time since its inception
- An increase in Registered Nurse hours - this development incorporates an Education role and an Infection Control Officer role
- Meeting resident needs - through regular feedback a need for couple accommodation within the community has been identified and processes for how this can be implemented into the Naroo facility is being investigated
- A new kitchen – this has been installed and was completely grant funded
- Resident safety measures - a new Call Bell System and falls prevention Out of Bed Alarm System has been implemented and is now in use
- Leisure and Lifestyle program – this program has been introduced providing residents with a more meaningful experience
- Improved aesthetics – with new flooring, painting, and furnishings for the facility.
- Clinical Care – there has been a new Clinical Care System has been implemented.
- Implementation New Governance System - Centro Assist has been implemented for policies, procedures and internal audits

- Education – we have implemented Altura which is a new education system
- Maintenance - a maintenance position was filled at the facility allowing for timely repairs and maintenance to be performed reducing downtime and increasing efficiencies
- Workforce retention - the facility was successful in obtaining a Workforce Retention Grant for staff at the facility and is a timely reward for all the hard work and dedication that the caring team puts in on a regular basis.
- Manual handling - the purchase of manual handling equipment has helped to reduce staff and resident injuries at the facility and provides a more comfortable environment for all.

The facility also has the following planned improvements in place to implement which are focused on ensuring that the facility is sustainable well into the future.

- Implementation of electronic medication system replacing the manual process that currently exists
- New furniture and fittings to reduce maintenance and enhance resident experience
- Upgrade to card access within the facility – this will negate the need for keys and increase safety
- Installation of an outside security system to add to the safety of residents and staff
- Implementation of staff training programs, benchmarking and succession planning and training
- Development of Recreation Family area - Upgrade to existing inner courtyard area including shading cafeteria area for residents and families to enjoy. This area will form part of the Dementia friendly criteria for residents.

Naroo's reputation as quality facility has been recognised regionally. This is evidenced by the extensive waiting list of people wanting to reside at Naroo. The waiting list consists of people who live throughout the region as well as locally. Through continued sound financial management, it is hoped that Naroo will continue to thrive and be of minimal risk to Council going forward.



OPPORTUNITIES AND CHALLENGES

The level of grant funding received by the Council over the last few years has been received gratefully and it has allowed the Council to address many of the 'wish list' items put forward by the community during the consultation phase of the IP & R documentation development.

The grant funded work during this coming budget year will largely offset the impact of the IPART's 0.7% allowable increase to the Council's rates income base.

However, eventually this unreasonably low allowable increase, which is well below the anticipated increase of around 2.5% will impact on the Council's finances in future years.

This is even more challenging when you consider that the economic outlook is facing a period of increasing inflation with the annualised inflation figure sitting at over 5 percentage points at the moment.

The additional grant funded works has allowed the Council to expand its local workforce to meet the work available but these temporary positions will cease as the Council returns to a normal level of activity funded from its usual sources of income.

This decline in the Council's level of expenditure will result in some downturn within the Gwydir Shire economy.

The management of this gradual return to normality will be a challenge.

There are, of course, also opportunities into the future with a growing movement of tree changers finding locations like Gwydir Shire Council as an appealing alternative to large city living.

The Council can certainly use this current trend to better target potential residents who have the specific qualifications and experience that we could use. These skills include occupations such as plumbers, builders, electricians, and the various professions that will help us to maintain the Shire's healthy and vibrant community. Every new family that we can attract to our towns and villages helps our economy.

Sometimes opportunities are disguised as problems that need to be explored in a different way. As a community it is important that we all always look for the opportunities that may not be readily apparent but are most certainly there.



MEGA TRENDS

WHAT'S ON THE HORIZON

Over the next 10 years there will be substantial change in the working environment of Gwydir Shire Council and the community it serves.

Some of these possible future changes will be able to be managed, but many will occur in a way that can only be accommodated rather than managed.

The areas of impact upon Gwydir Shire and its residents discussed in this strategy are:

- The rise of Asia
- Rapid Urbanisation
- Demographic and Social Change
- Digital Disruption

A megatrend is defined as a trajectory of change that will have profound implications across many areas of industry and society. Each megatrend occurs at the intersection of multiple, more specific trends and patterns of change – including geopolitical, economic, environment, social or technological trends. Put simply a megatrend can change the way we live.

Consideration of the megatrends, and how they apply to Gwydir Shire Council allows us to better prepare by making choices and developing strategies that are tailored to harnessing the opportunities aligned with the emerging trends and opportunities while managing key uncertainties and risks.

The NSW State Government has identified four key megatrends affecting regional NSW they include;

1. The rise of Asia
2. Rapid Urbanisation
3. Demographic and Social Change
4. Digital Disruption

What impact will the rise of Asia have on Gwydir Shire Council?

By 2030, four of the five largest economies will be in Asia, with China already the largest economy in the world. By nature of geography Australia is well positioned to service these growing economies. It is expected that there will be a growing market for premium products and quality goods and services. Of significance also will be the increase in tourism with the expected growth of independent travellers.



Australia's closeness to these emerging markets creates a tremendous opportunity for trade, especially with this Country's reputation for good quality beef, sheep and grain.

On the negative side is the lack of a reliable commercial disputes' process in Countries like China where there is a lack of separation between the judiciary, executive and the controlling Communist Party. Recent examples of trade being used as a weapon by the Chinese Government to push its wider agenda is concerning.

Access to fair and impartial treatment by the court system is a fundamental requirement if a dispute arises and this is not a guaranteed right in many of these Asian Countries, especially China.

What impact will Rapid Urbanisation have on Gwydir Shire Council?

At first thought, you would dismiss rapid urbanisation as being a factor for Gwydir Shire Council however the impact of 1.5 million people moving into the world's cities every week could already be having an impact on our Local Government Area.

Technological advancements and innovation are providing opportunities for businesses to operate efficiently outside of urban and larger regional centres. The same technology is providing a diversity of choice in terms of lifestyles, careers, family with affordability and lifestyle considerations driving the decision making.

Whether it is the rapid urbanisation or the impact of our post COVID-19 world, it is fact that housing and land purchases in Gwydir Shire Council are at an all-time high which has resulted in community concern about the dire lack of housing and developable land available.

We must focus on putting initiatives in place to provide the required infrastructure to make Gwydir Shire Council a key destination for people moving out of densely populated environments to both reside and set up for business.

What impact will Demographic and Social Change have on Gwydir Shire Council?

Gwydir Shire Council, just like areas in other developing countries is experiencing ageing populations. Two factors are driving this megatrend, the fact that people are choosing to have fewer children and people are living longer. This low birth number trend is greatest within established Western Democracies. However, the increasing immigrant population has a higher birth rate, which over time will change the fundamental character of these communities.

The fastest growing segment of the population will be over 65's. It is expected that the younger generations will move to larger populated areas in search of employment opportunities and higher education. With the demand for aged care and improved health services, over 34,000 additional jobs in health care and social services assistance are forecast for Regional NSW by 2022.

Internally, our Council is ramping up its focus on succession planning and management of our ageing workforce, through the implementation of initiatives outlined in the Workforce Plan.

Externally, we are working with key service providers to address the unique challenges that are consistent for all rural and remote areas of Australia and that result in poorer health outcomes for the people in these rural and remote areas than for people living in urban areas. Data shows that people living in rural and remote areas have higher rates of hospitalisation, deaths, injury and most importantly, poorer access to, and the use of, primary health care services.

Council currently operates a portfolio of aged care services including Naroo Aged Care Hostel, Commonwealth Home Support Programs in three villages and supports other community run aged care services such as Touriandi Lodge in Bingara. Council support is essential to the ongoing delivery of these services. Because of the size of our rural areas, these services lack the economies of scale that are found in bigger urban area and therefore do not attract external investment.

As a direct result of the growth in the aged care sector and increased demand for local services, it is expected that the Council will have to expand their services over the next few decades to meet the demand. This could include the provision of more services like Commonwealth Home Support Programs that provide support for aged persons to stay at home longer, supported independent living units and extensions to the aged care facilities (Naroo and Touriandi Lodge).

What impact will Digital Disruption have on Gwydir Shire Council?

It is no surprise that digital technology is driving big changes in the global economy. The opportunity to increase economic output of business in Gwydir Shire Council exists, if new and existing businesses can fully leverage mobile and internet technologies.

The NSW State Infrastructure Strategy outlines the potential to transform the future of farming, education, health-care, local business and standards of living. The need to

live close to an office in an urban or regional centre will be greatly reduced as the amount of 'digital nomads' increase working anywhere at anytime with a reliable digital connection.

The NSW State Infrastructure Strategy 2018-2038 is underpinned by the Future Transport Strategy 20256, Greater Sydney Region Plan and Regional Development Framework. It is the rollout of the Regional Development Framework that will ensure that quality services and infrastructure, to support economic growth and connectivity, are implemented. This framework is based around a model of investment in NSW that;

- Provides quality services and infrastructure in regional NSW
- Aligns efforts to support growing centres
- Identifies and activates economic potential to change the economic outlook and activate local economies.

The challenge for Gwydir Shire Council is being poised for action and able to address the rising expectations of businesses and other levels of government. This will include the 24/7 access to services via websites and mobile apps to mention a few. Online service delivery will need to continue to be a focus, along with the provision of digital tools to allow staff to better manage data to enable them to address the needs of the community.

The other challenge will be to remain relevant as other groups use digital innovations such as social media platforms, to provide information and organise groups within local communities. Council will need to work on initiatives to improve connectivity and information flow between the Council and the community.

Gwydir Shire Council Service Review Schedule for 2022-2026

It is a requirement of Council to review areas of service each year. Through this review Council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.

Throughout the engagement process Council will incorporate engagement strategies outlined in the Community Engagement Strategy.

Identifying service levels is a key component of this process and Council is committed to ensuring that a review of both service levels and areas is conducted to prioritise the service review program accordingly.

References

Global forces shaping our regional economies | NSW Government

NSW Infrastructure Strategy 2018-2038 | NSW Government

Regional development framework | NSW Government

Government Trends 2022 Introduction | Deloitte Insights





Photo top left
Warialda Museum



Photo bottom left
Captain Cook Park



Photo right
Bingara Museum

OUR **ASSETS**

The total value of Gwydir Shire Council's asset inventory exceeds \$495 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 Council.

Buildings and Land

Gwydir Shire Council has a total of 198 buildings recorded in our asset register. We have a wide variance of facilities under our management including:

- 14 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
- 21 public amenities
- Over 20 parks and public reserves



Roads

The Gwydir Shire area is 9,122 square kilometres, with a comprehensive road network totalling 2,065 kilometres (not including state owned highways). Our infrastructure is comprised of:

- 1,424km of unsealed roads
- 641km of sealed roads
- 109 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	124,167,284.12
■ Roads Surface	36,231,286.87
■ Unsealed Roads	37,559,735.75
■ Bridges	43,859,879.28
■ Footpaths	2,857,251.20
■ Kerb and Gutter	1,673,950.00
■ Buildings	78,607,659.92
■ Land	8,835,524.21
■ Furniture and Fittings	1,311,375.65
■ Office Equipment	1,190,717.10
■ Other Assets	215,050.33
■ Other Structures	7,450,015.47
■ Plant and Equipment	18,946,184.33
■ Swimming Pools	3,359,731.53
■ Water Infrastructure	23,638,677.20
■ Sewerage Infrastructure	13,361,215.71
■ Stormwater Drainage	4,248,915.43
■ Landfills	3,305,628.72
■ Quarries	397,603.73
Total	494,388,866.61

OTHER PLANS & STRATEGIES

During the creation of our documents we have considered and built into our strategic plans objectives included in other initiatives such as NSW Premiers Priorities, State Priorities and the Draft New England North West Regional Plan. These plans are referenced in the Community Strategic Plan to show the link between our defined path and the objective of these State and Regional plans. In addition to the State and Draft Regional Plan we have considered requirements of other federal, state and internal plans.

These include:

Gwydir Local Environmental Plan (LEP)

Section 94 Traffic-generating Development

Destination NSW Visitor Economy Strategy 2030

Destination NSW Statewide Destination Management Plan (DMP)

Flood Mapping Plans

Bingara & Warialda Town Strategies

Adapt NSW - New England North West Climate Change Snapshot

New England North West Regional Plan

NSW Renewable Energy Action Plan

Central Northern Regional Library (CNRL)

Mobile & Outreach Services: NSW Public Libraries

National Strategy for Young Australians

NSW Strategic Plan for Children and Young People 2022-2024

Gwydir Shire Council Asset Management Plans & Strategy

NSW Government Communities & Justice – Targeted Earlier Intervention Program Reform

Gwydir River Crown Land Reserves Plan of Management

Northern Inland Regional Waste Management Plans & Strategies

North West Regional Strategic Weed Management Plan

Companion Animal Management Plan

Gwydir Shire Council Roadside Environment Plan

Gwydir Shire Council's Category B enforcement agency appointment under s.111A of the Food Act 2003

NSW Office of Local Government Best Practice Management Guidelines

Gwydir Shire Council Integrated Water Cycle Management Plans

Gwydir shire Council Risk Management Action Plan



**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 Code	Goal	Outcome Code	Outcome	Strategy Code	Strategy Code	Action Code	Action
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	DP	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	A healthy and cohesive community	1.1	We have healthy and inviting spaces and places	1.1.2	Encourage and enable healthy lifestyle choices	DP	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	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	DP	Provide for the ongoing provision of parkland and other educational, recreation, social and all access facilities for current and future communities.
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	DP	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	A healthy and cohesive community	1.2	Our community is an inviting and vibrant place to live	1.2.2	A shared responsibility for community safety	DP	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	A healthy and cohesive community	1.2	Our community is an inviting and vibrant place to live	1.2.3	Celebrate our creativity and cultural expression	DP	Contribute to community wellbeing by strengthening the Council's cultural identity and harmony making Gwydir Shire Council a more vibrant place to live.



**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 Council 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 Code	Goal	Outcome Code	Outcome	Strategy Code	Strategy Code	Action Code	Action
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	DP	Achieve better value from infrastructure spend to improve productivity, drive economic growth and improve public amenity.
2	Building the business base	2.1	Our economy is growing and supported	2.1.2	Support the growth of our business community	DP	Establish a strong business and commercial culture identifying opportunities to increase Gwydir Shire's competitiveness and support the development of innovation and entrepreneurship.
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	DP	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
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	DP	Audit, package and promote tourism attributes for Gwydir Shire Council
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	DP	Establish a whole of government approach to workforce issues and facilitate greater labour mobility to increase employment opportunities and support regional employers to access skilled workers— including the adoption of remote digital technology — and remove barriers to relocation for workers
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)	DP	Collaborate closely with industry stakeholders to develop sustainable, high quality education and training opportunities to attract, develop, support and retain a skilled local workforce



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 Code	Goal	Outcome Code	Outcome	Strategy Code	Strategy Code	Action Code	Action
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	DP	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	An environmentally responsible Shire	3.1	Our community understands and embraces environmental change	3.1.2	Respond to our changing environment	DP	Establish an ongoing cycle of assessment, targeted actions, monitoring and review to support learning and strengthen our response to a changing environment.
3	An environmentally responsible Shire	3.1	Our community understands and embraces environmental change	3.1.3	Value, protect and enhance our natural environment	DP	Work together in a coordinated way to build connectivity, protect and reduce pressures on and build resilience for our unique natural environment
3	An environmentally responsible Shire	3.2	We use & manage our natural resources wisely	3.2.1	Develop a clean energy future	DP	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	An environmentally responsible Shire	3.2	We use & manage our natural resources wisely	3.2.2	Use our water wisely	DP	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	An environmentally responsible Shire	3.2	We use & manage our natural resources wisely	3.2.3	Reduce, reuse and recover waste	DP	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	An environmentally responsible Shire	3.2	We use & manage our natural resources wisely	3.2.4	Identify and make best use of our resource land	DP	Identify future land uses and plan for future development to balance the competing needs for expansion with protection of sensitive environments, ensuring recreational and community needs and promoting sustainability



**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 Code	Goal	Outcome Code	Outcome	Strategy Code	Strategy Code	Action Code	Action
4	Proactive regional and local leadership	4.1	We are an engaged & connected community	4.1.1	Encourage an informed community	DP	Build on key strategies for the provision of information to our community in a relevant, meaningful and transparent way
4	Proactive regional and local leadership	4.1	We are an engaged & connected community	4.1.2	Enable broad, rich and meaningful engagement to occur	DP	Provide the right platforms for humanising encounters and constructive conversations to create a reservoir of unity and trust within the community
4	Proactive regional and local leadership	4.1	We are an engaged & connected community	4.1.3	Build on our sense of community	DP	Collaborate and work together with all stakeholders to build connections, understanding and confidence to foster strong, resilient and connected communities.
4	Proactive regional and local leadership	4.2	We work together to achieve our goals	4.2.1	Build strong relationships and shared responsibilities	DP	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	Proactive regional and local leadership	4.2	We work together to achieve our goals	4.2.2	Work in partnership to plan for the future	DP	Working collaboratively to align and implement long-term strategic planning objectives



**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 Code	Goal	Outcome Code	Outcome	Strategy Code	Strategy Code	Action Code	Action
5	Organisational management	5.1	Corporate management	5.1.1	Financial management and accountability systems	DP	Align financial function with business strategy to assist developing long-term growth and financial security
5	Organisational management	5.1	Corporate management	5.1.2	Information management systems	DP	Ensure appropriate planning, implementation and monitoring of information systems to support the mission, goals and objectives of the organisation
5	Organisational management	5.1	Corporate management	5.1.3	Administrative and support functions	DP	Create formal structure and support to assist in the facilitation of Council's key functions to achieve core objectives
5	Organisational management	5.1	Corporate management	5.1.4	Workforce planning	DP	Plan for the future capabilities that Gwydir Shire Council is likely to need to meet its defined strategic goals and industry challenges
5	Organisational management	5.1	Corporate management	5.1.5	Provide responsible internal governance	DP	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