



GWYDIR SHIRE COUNCIL  
**OPERATIONAL PLAN**

**2023/2024**





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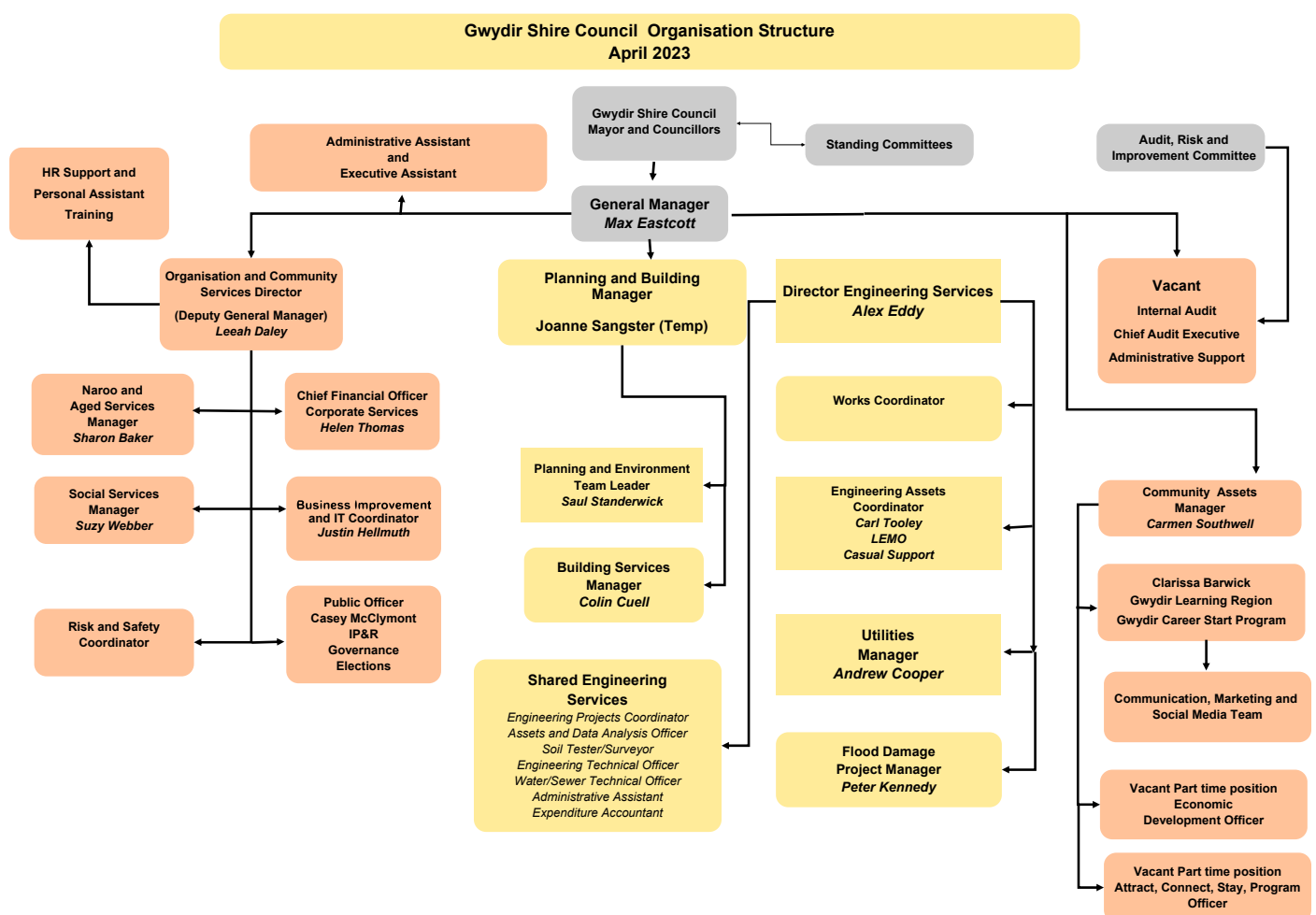
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## GWYDIR SHIRE COUNCIL ORGANISATION STRUCTURE

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, Yallaro, 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.



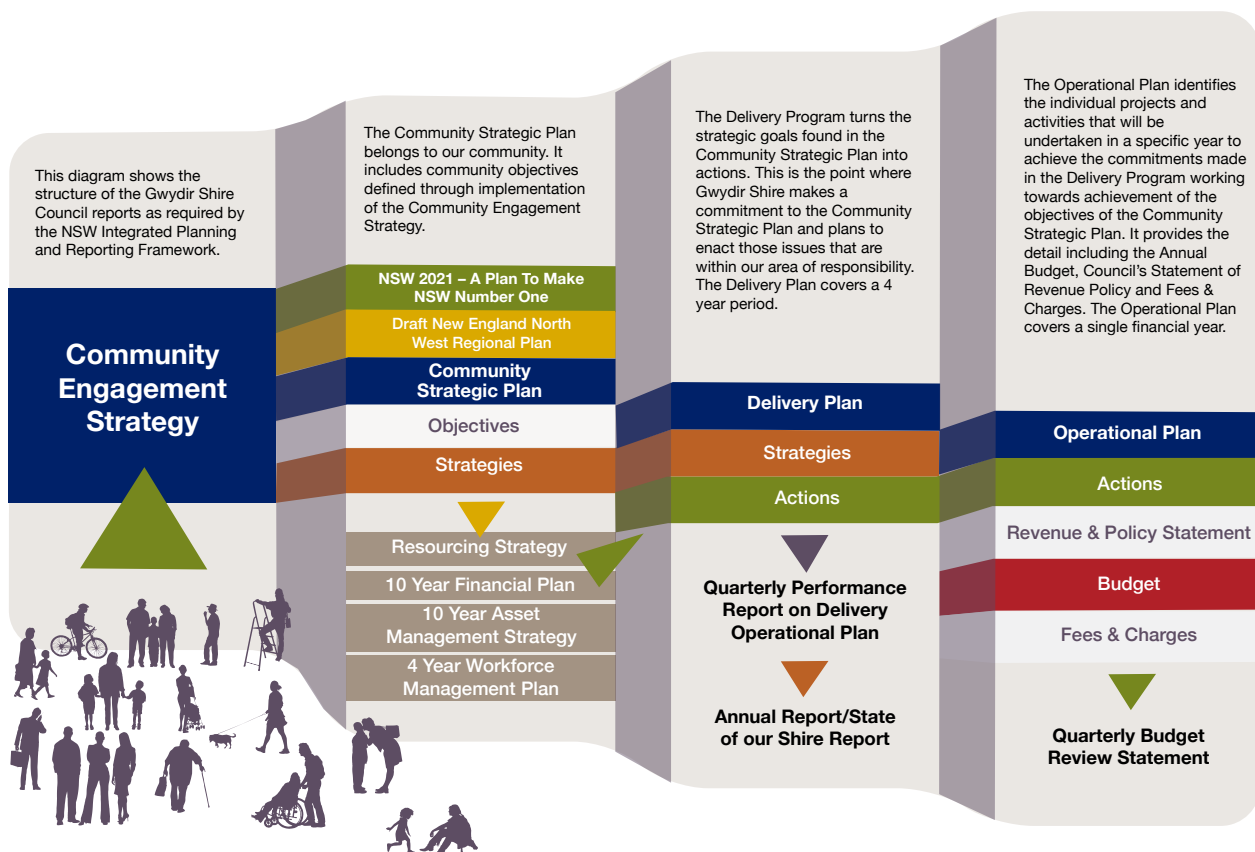
## OUR PLANNING FRAMEWORK

### 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.





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## THE COMMUNITY STRATEGIC PLAN

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**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.

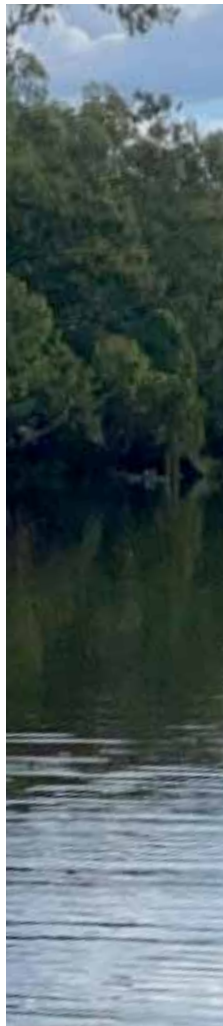




*Photo top left*  
Creative garden



*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](http://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](http://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.

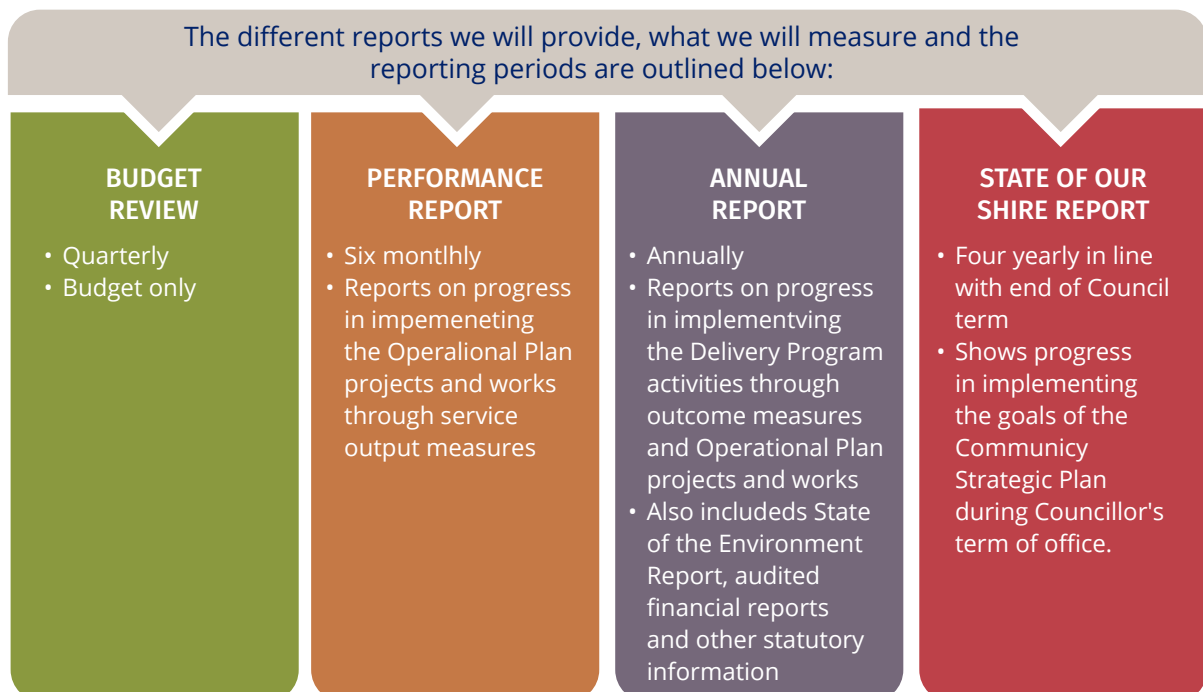
The strategic goals included in the **Community Strategic Plan** are turned into actions in the four year **Delivery Program**. The **Operational Plan** identifies the individual projects and activities that will be undertaken in a specific financial year.



## 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.



*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            |
| <b>Total</b>                      | <b>564,809,808.60</b> |

## 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<br>T&R Projects under<br>funding Stream | Complete        |
| Trails & Rest Stops – RFS1                       |   | Complete        |
| Trails & Rest Stops – RNS3 –<br>Sheep Station Ck |   | Complete        |
| Interpretive Centre – The Living<br>Classroom    | \$1,302,000   | June 2024 est.  |
| Gwydir River Ghats (Pontoon)                     | \$30,000  | Complete        |
| Splash Park – Bingara Pool<br>Precinct           | \$150,000   | Complete        |
| Activity Centre – Bingara Pool<br>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<br>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.  |

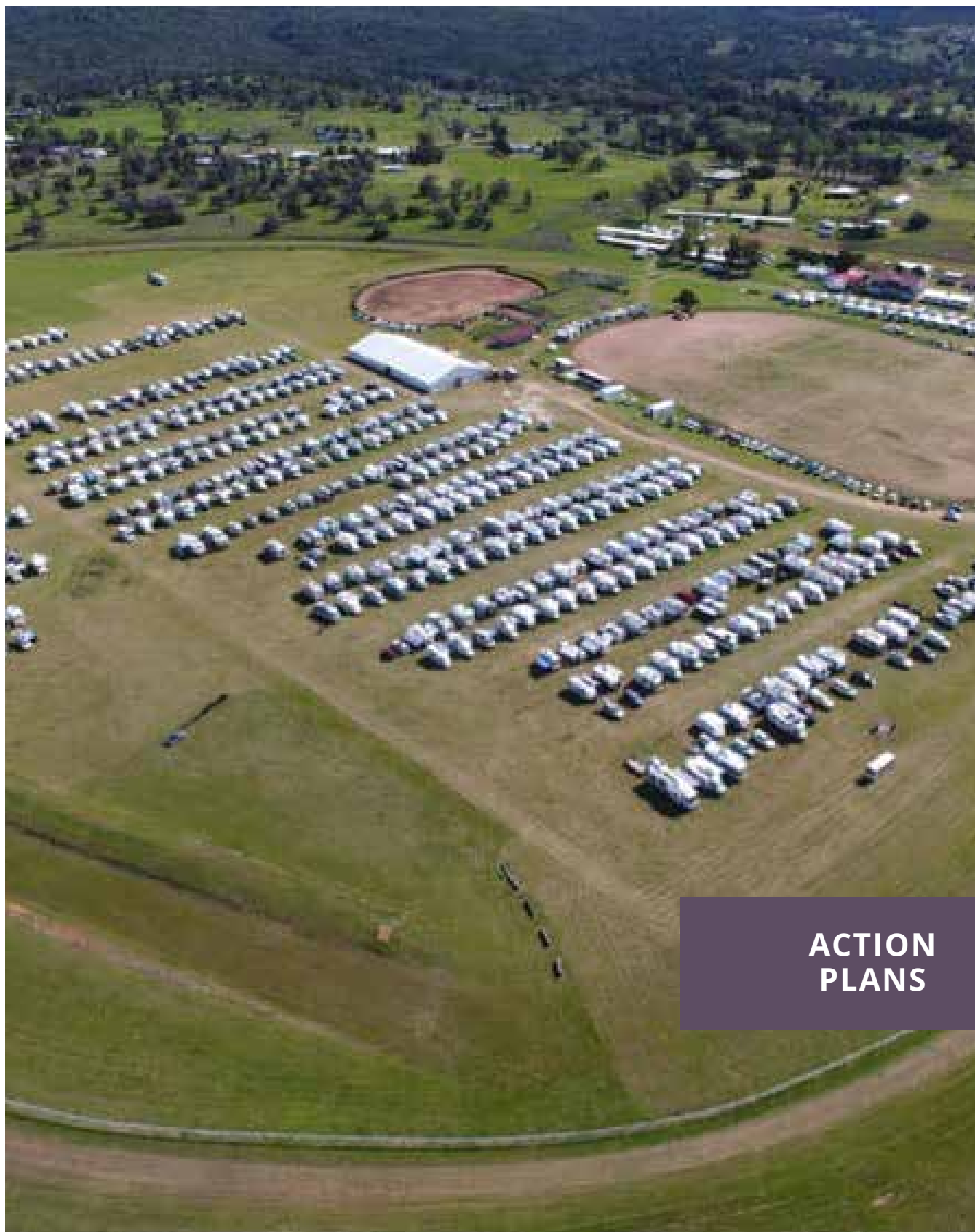




## OTHER GRANT FUNDED PROJECTS

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**



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

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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<br><br>A healthy and cohesive community | 1.1<br><br>We have healthy and inviting spaces and places | 1.1.1<br><br>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<br><br>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 Standenwick    | 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<br>A healthy and cohesive community | 1.1<br>We have healthy and inviting spaces and places | 1.1.3<br>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<br>A healthy and cohesive community | 1.1<br>We have healthy and inviting spaces and places | 1.1.3<br>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<br>A healthy and cohesive community | 1.2<br>Our community is an inviting and vibrant place to live | 1.2.1<br>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<br>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 Council's 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<br>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<br>Building the business base | 2.1<br>Our economy is growing and supported | 2.1.1<br>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<br>Building the business base | 2.1<br>Our economy is growing and supported | 2.1.1<br>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<br>Building Services         |
|                                 |   |   |  | 2.1.1.25 | Warialda Emergency Accommodation and Respite Centre - Plunkett Street - Black Summer Bushfire Recovery Grants Program                                  | Carmen Southwell<br>Engineering Services |
|                                 |   |   |  | 2.1.1.28 | Fixing Local Roads Round 1 Funding - Transport for NSW - Sealing of Horton Road from Horton Village to MR133 Killamey Gap Road                         | Alexander Eddy<br>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<br>Engineering Services   |
|                                 |   |   |  | 2.1.1.34 | Develop 10 year stormwater plan  | Alexander Eddy<br>Engineering Services   |
|                                 |   |   |  | 2.1.1.36 | Deliver RMCC annual works program  | Jamie Wilson<br>Engineering Works        |
|                                 |   |   |  | 2.1.1.37 | Construct new disabled access footpaths  | Carl Tooley<br>Engineering Services      |
|                                 |   |   |  | 2.1.1.38 | March 2021 Flood disaster works program  | Carl Tooley<br>Engineering Services      |
|                                 |   |   |  | 2.1.1.40 | Warialda Rail Amenities Building Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)  | Colin Cuell<br>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<br>Engineering Services   |

| Goal                            | Outcome  | Strategy   | Delivery Program Link   | Action  |   | Responsible Officer | Department                        |
|---------------------------------|--|--|---|---------|---|---------------------|-----------------------------------|
| 2<br>Building the business base | 2.1<br>Our economy is growing and supported                                  | 2.1.2<br>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<br>Building the business base | 2.1<br>Our economy is growing and supported                                  | 2.1.3<br>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<br>Building the business base | 2.2<br>We are skilled and have access to excellent educational opportunities | 2.2.1<br>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<br>Building the business base | 2.2<br>We are skilled and have access to excellent educational opportunities | 2.2.2<br>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<br>An environmentally responsible Shire | 3.1<br>Our community understands and embraces environmental change | 3.1.1<br>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<br>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<br>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<br>We use & manage our natural resources wisely  | 3.2.1<br>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<br>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<br>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<br>Proactive regional and local leadership | 4.1<br>We are an engaged & connected community | 4.1.1<br>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<br>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<br>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<br>Proactive regional and local leadership | 4.2<br>We work together to achieve our goals | 4.2.1<br>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<br>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 | 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 Narroo Aged care staff with necessary training and education   | Sharon Baker        | Narroo & 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<br>Organisational management | 5.1<br>Corporate management | 5.1.5<br>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        | Risk & Safety                               |
|                                |                             |  |  | 5.1.5.2 | Emergency Planning - implement evacuation plans and emergency manuals for 8 sites                                   | Kaylea Perry        | Risk & Safety                               |
|                                |                             |  |  | 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        | Naroo & Aged Service                        |
|                                |                             |  |  | 5.1.5.7 | Council Public Roads  | Danielle Perrett    | Business Improvement & Information Services |
|                                |                             |  |  | LCR     | Meet all of Councils Legislative Compliance & Reporting requirements as set by the Office of Local Government (OLG) | Casey McClymont     | Executive Services                          |



*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](mailto:mail@gwydir.nsw.gov.au)



## FEES AND CHARGES

(Separate Attachment)





## 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                 |
| <b>Totals</b>  |  | <b>\$60,978</b>       |
| <b>*Subject to sporting teams participating or events being held</b> |  | <b>\$3,600</b>        |
| <b>Definite</b>  |  | <b>\$57,378</b>       |

| 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                     |
| <b>Totals</b>  |   | <b>\$28,106</b>              |
| <b>*Subject to sporting teams participating or events being held</b> |   | <b>\$2,850</b>               |
| <b>Definite</b>  |   | <b>\$25,256</b>              |

| 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*                     |
| <b>Totals</b>  |   | <b>\$50,000</b>              |
| <b>*Subject to event or activity being held</b>                                |   | <b>\$37,250</b>              |
| <b>Definite</b>  |   | <b>\$12,750</b>              |

| '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              |
| <b>Totals</b>   |  | <b>\$38,000</b>      |
| <b>*Subject to event or activity being held</b>                 |  | <b>\$10,000</b>      |
| <b>Definite</b>   |  | <b>\$28,000</b>      |



### 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                |
| <b>Totals</b>                                   |   | <b>\$45,250</b>        |
| <b>*Subject to event or activity being held</b> |   | <b>\$27,500</b>        |
| <b>Definite</b>                                 |   | <b>\$17,750</b>        |

### 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                   |
| <b>Totals</b>  | <b>\$123,384</b>           | <b>\$177,084</b>           |
| 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 dominate 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% |
|-----------------|--------------------|----------------|

## 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  | 1.188735    | \$ 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         |                     |
| <b>Less Pension Rebate Expense Water (Council 45%)</b> |               |                  | <b>-\$ 18,626.74</b> |                     |
| <b>TOTAL Annual Water Access Income</b>                |               |                  | <b>908,158.31</b>    | <b>\$908,158.31</b> |

|   |         |           |                      |                       |
|---|---------|-----------|----------------------|-----------------------|
| Annual Water Usage @ \$1.70/KL (Est)          | \$ 1.70 | 330,000KI | \$ 561,000.00        |                       |
| Annual Water Usage @ \$2.40/KL >600KL (Est)   | \$ 2.40 | 136,371KI | \$ 327,290.40        |                       |
| <b>TOTAL Annual Water Usage Charges (Est)</b> |         |           | <b>\$ 888,290.40</b> | <b>\$ 888,290.40</b>  |
| <b>Total Water Income</b>                     |         |           |                      | <b>\$1,796,448.71</b> |

|   |             |        |                      |                   |
|---|-------------|--------|----------------------|-------------------|
| 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         |                   |
| <b>Less Pension Rebate Expense Sewerage (Council 45%)</b> |             |        | <b>-\$ 15,988.28</b> |                   |
| <b>TOTAL Annual Sewer Charges</b>                         |             |        | <b>\$ 876,717.27</b> | <b>876,717.27</b> |
| Sewer Non-Residential Usage Charge At \$2.75/KI           | \$ 2.75     | 21,226 | \$ 58,371.50         | \$58,371.50       |

|   |  |  |  |                       |
|---|--|--|--|-----------------------|
| Warialda Truck Wash usage charge \$1.32/minute – estimate |  |  |  | <b>\$70,000.00</b>    |
| <b>Total Sewer Income</b>                                 |  |  |  | <b>\$1,005,088.77</b> |

# 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 Councils 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> |
| <b>Total Domestic Waste Management Charges</b>         |                    |          | <b>\$551,410.98</b> |

## 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         |
| <b>Total Commercial Waste Management</b> |                    |            | <b>\$158,701.80</b> |

## 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        |
| <b>Total Non-Rateable Land Waste Management</b> |                    |            | <b>\$73,774.10</b> |



## 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        |
| <b>Less Pension Rebate Expense Waste (45% Council)</b> |        |          | <b>-\$11,914.02</b> |
| <b>Total Waste Disposal Charge</b>                     |        |          | <b>\$734,535.18</b> |

## 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                   | 1,306              | \$25.00 per parcel of land   | \$32,650.00        |
| Business Properties                      | 278                | \$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 | \$6,950.00         |
| <b>Total Estimated Storm Water Yield</b> | <b>1584</b>        |  | <b>\$39,600.00</b> |

## 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                 |

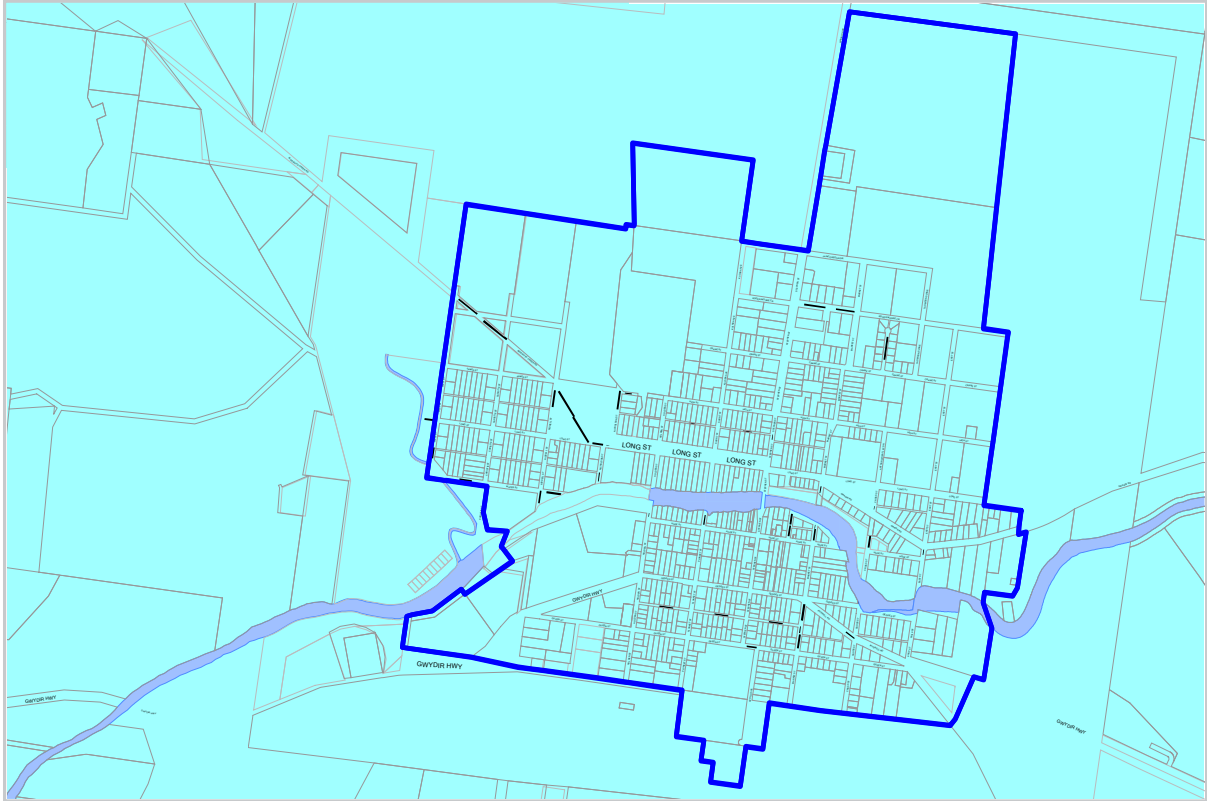
## RATING CATEGORY MAPS



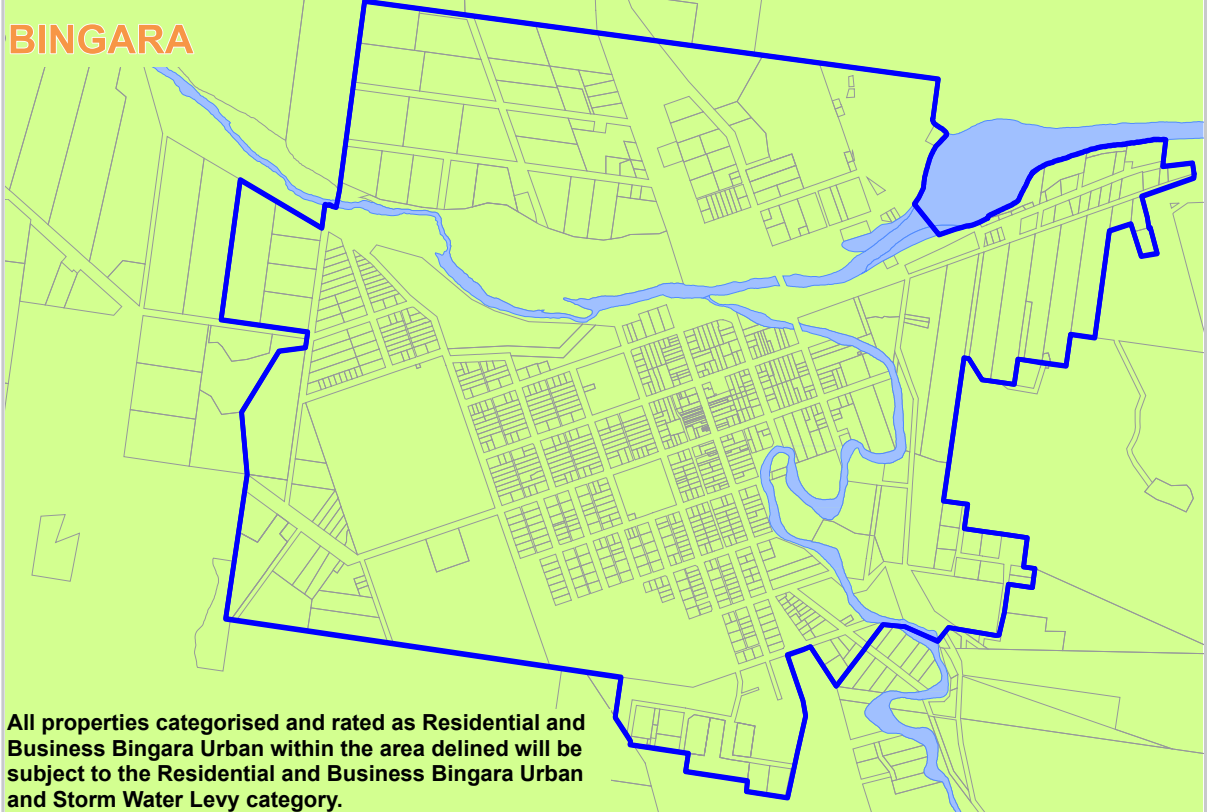
## Appendix

## 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





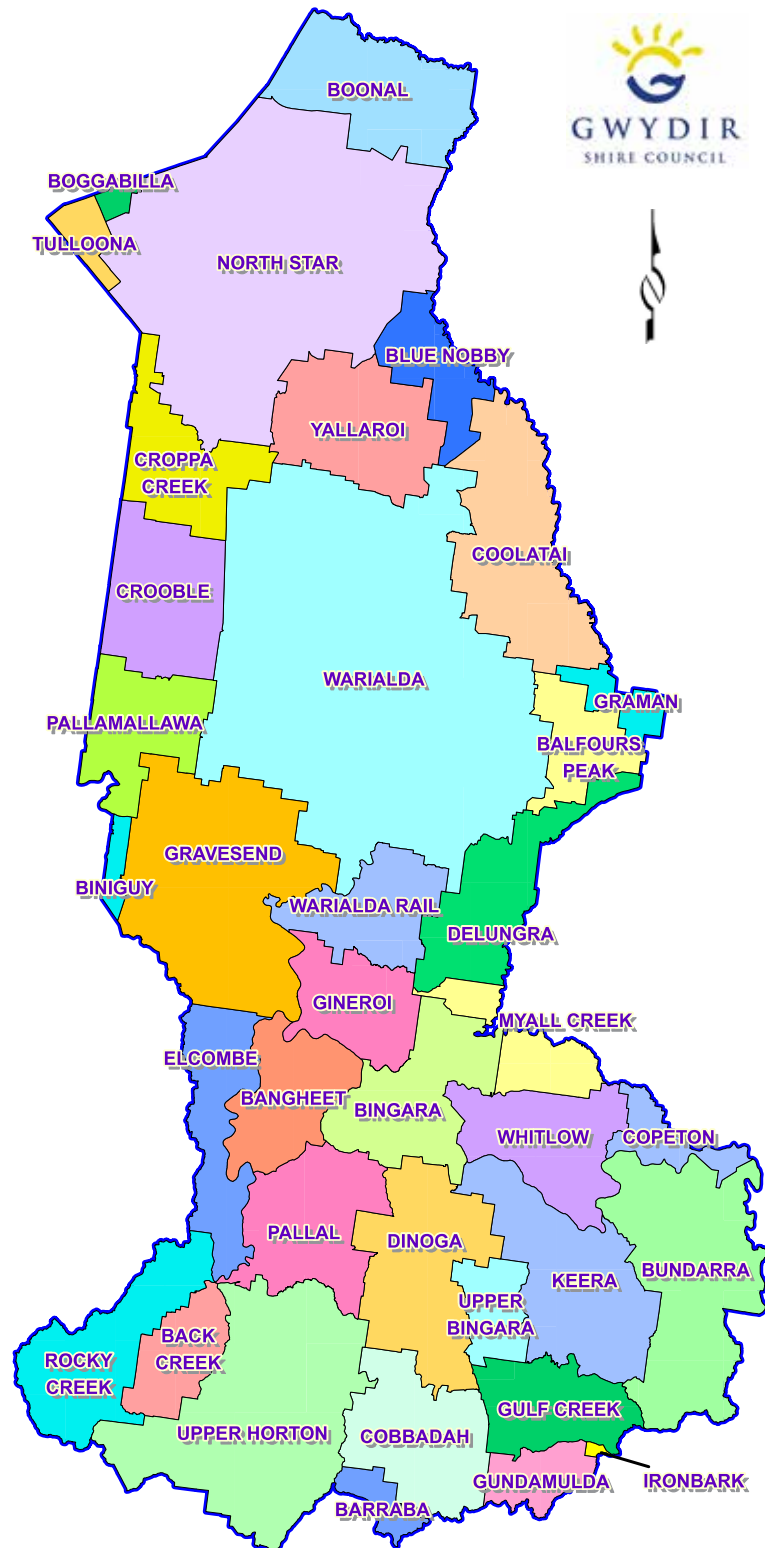
**Gwydir Shire  
Ordinary Farmland;  
Intensive Farmland;  
Business,  
Residential;  
Rural Residential and  
Small Holdings**

All properties categorised and rated:

- > Business;
- > Residential;
- > Farmland;
- > Intensive Farmland.

Small Holdings and Rural Residential within the area defined will be subject to:

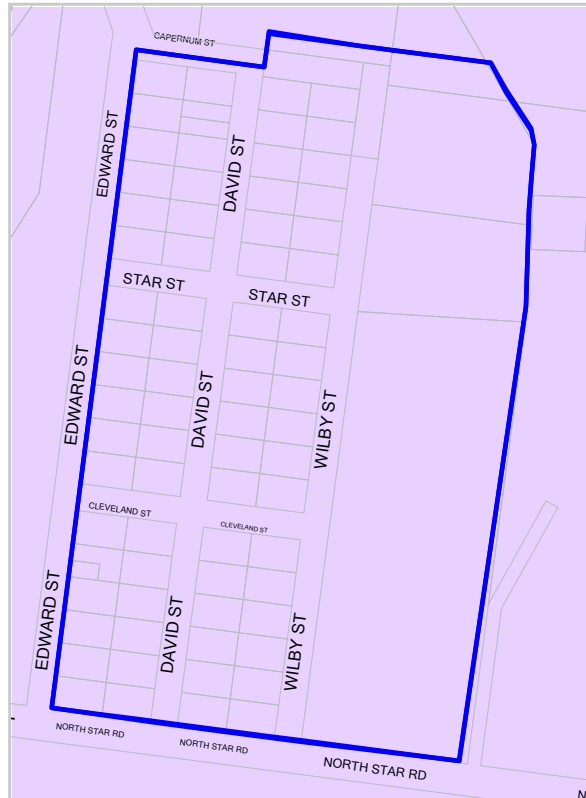
- > Business;
- > Residential;
- > Rural Residential and
- > Farmland Category.



## Gwydir Shire Residential Village and Business North Star and Gravesend

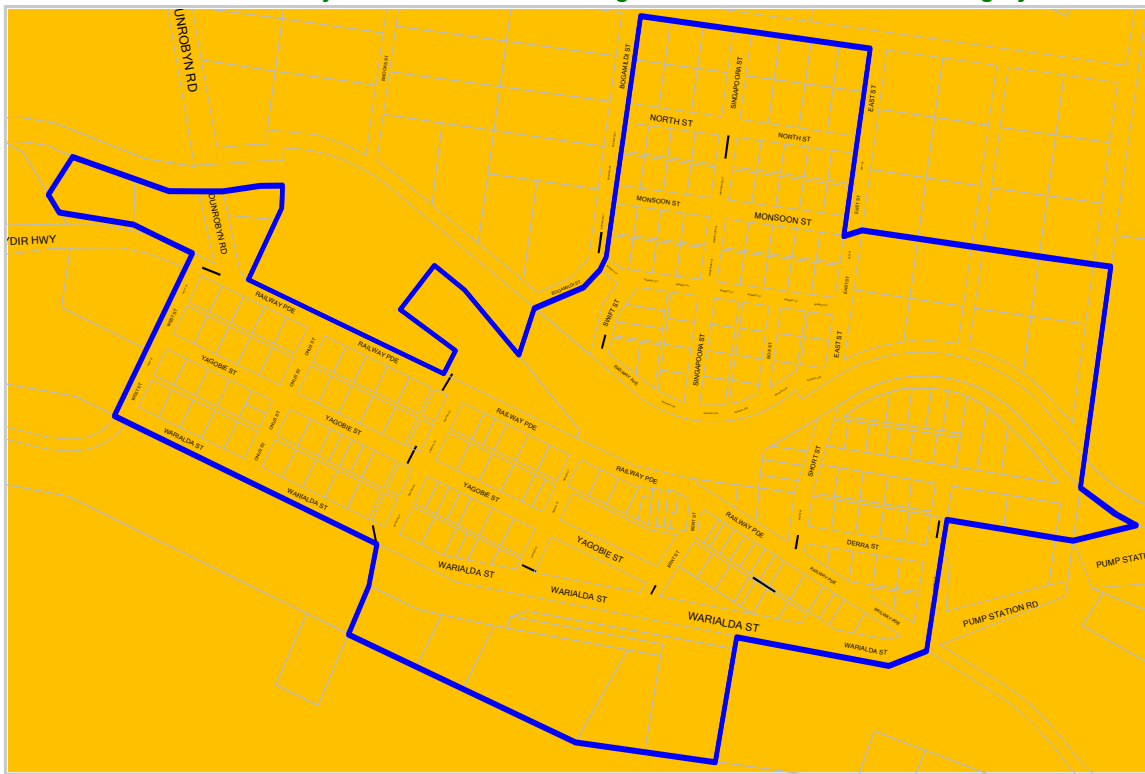
### NORTH STAR

All properties categorised and rated as Residential Village and Business North Star within the area defined will be subject to the Residential Village and Business North Star Category.



### GRAVESEND

All properties categorised and rated as Residential Village and Business Gravesend within the area defined will be subject to the Residential Village and Business Gravesend Category.



## Gwydir Shire Residential Villages - Map 1

COOLATAI



CROPPA CREEK



CROOBLE

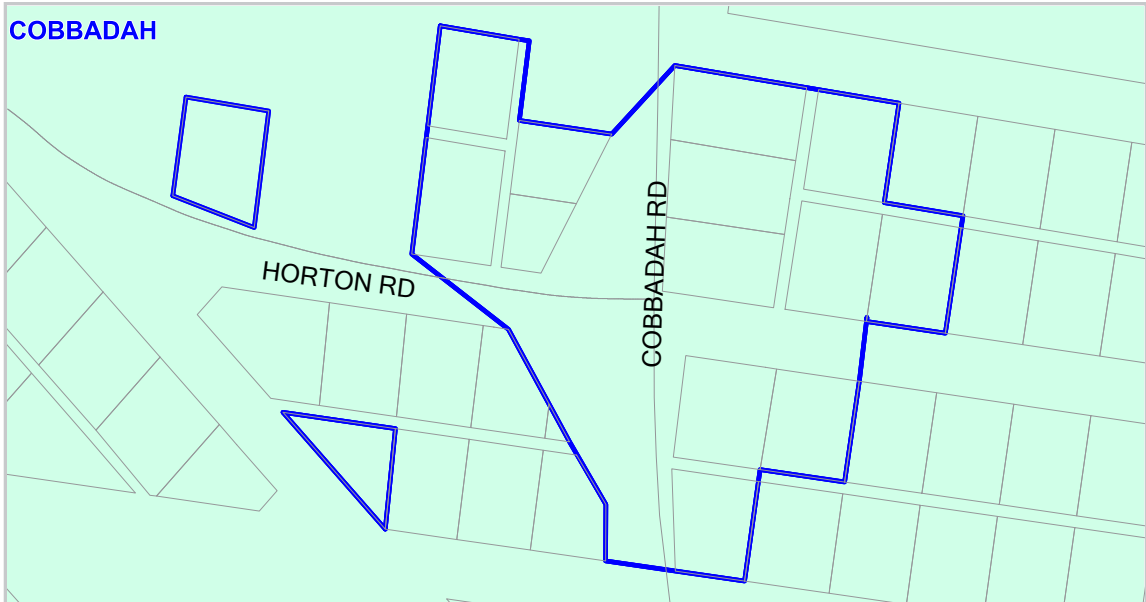


UPPER HORTON

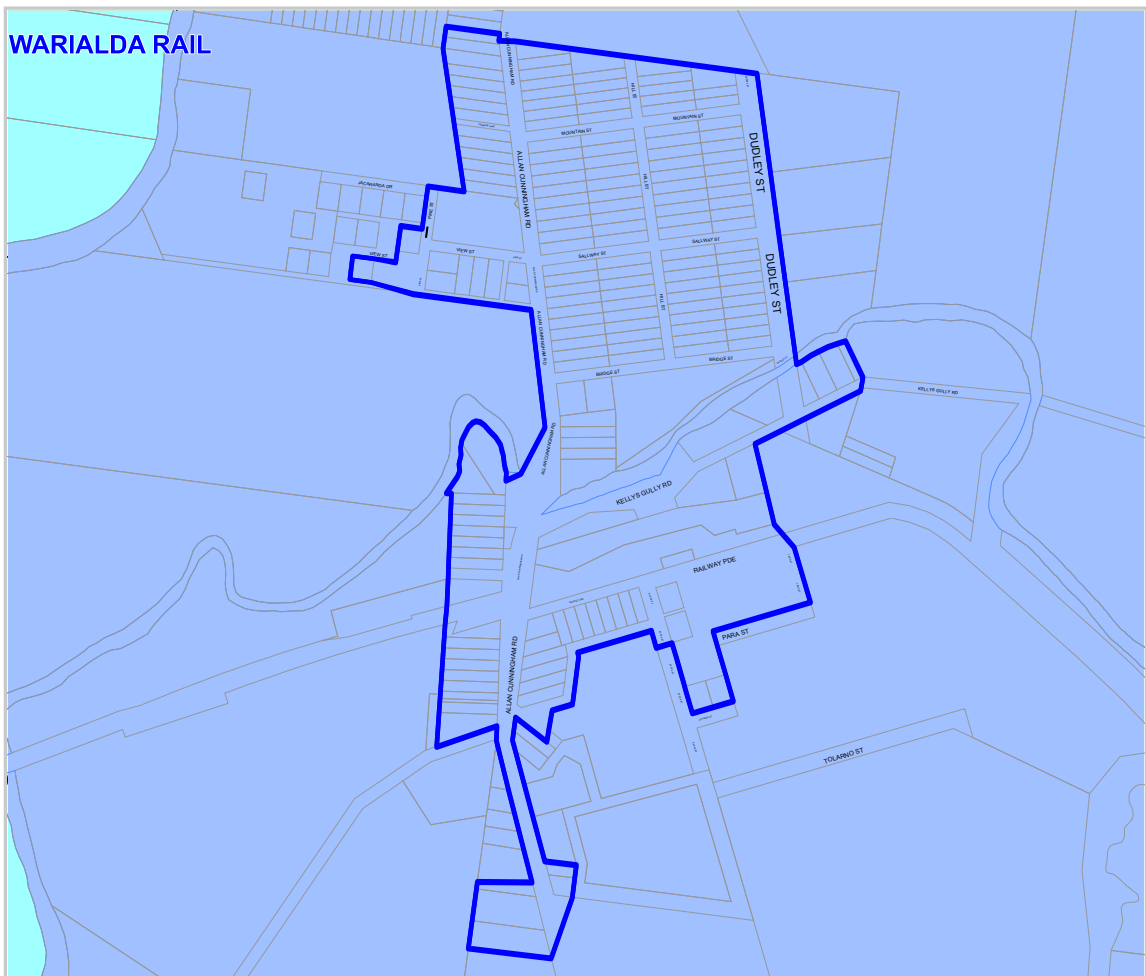


## Gwydir Shire Residential Villages - Map 2

### COBBADAH



### WARIALDA RAIL





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

