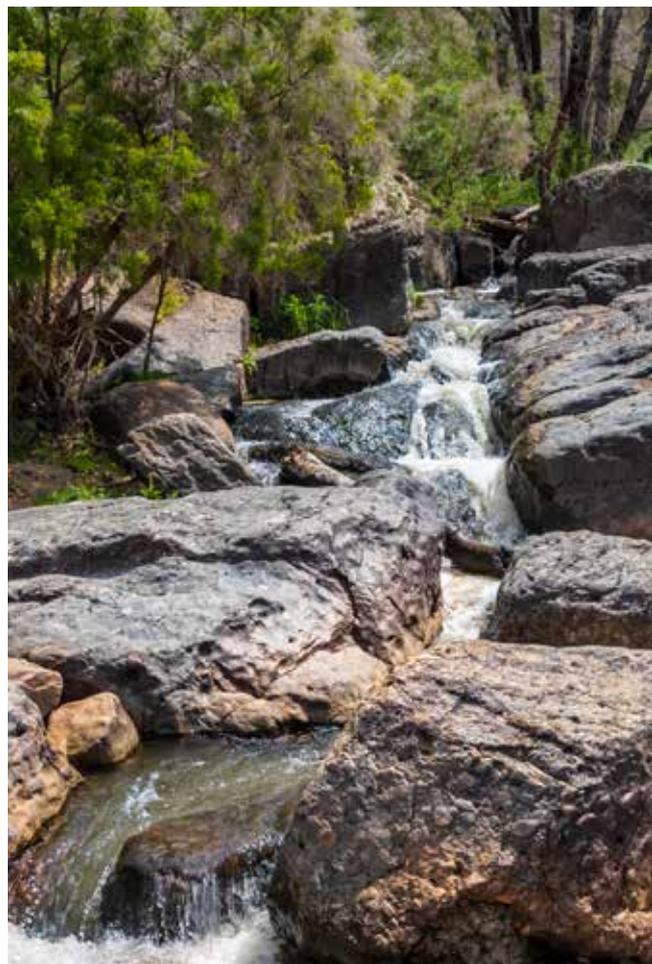




GWYDIR SHIRE
**COMMUNITY
STRATEGIC PLAN**

2017/2027



MESSAGE FROM GENERAL MANAGER



One thing that COVID-19 showed us all is that you can make plans, but they rarely come to fruition.

In reality, circumstances can change so abruptly that you are required to undertake a massive readjustment in your previously approved plans.

Gwydir Shire had several such challenges in the last few years such as drought, the COVID-19 pandemic, bush fires, floods, mice plague and even a toxic mould problem in the Council's Bingara Office.

The staff have responded magnificently to all of these challenges.

The Gwydir Community has also confronted these challenges in a very, real, country style of just getting on with it.

It is so easy to be very proud of this Community and its Gwydir Shire Council staff. As with most challenges, they present opportunities as well. Certainly the grant funds delivered from the State and Federal Governments have allowed the Council to undertake much needed asset replacement, maintenance and construction programs.

The flood damage to the Council's road network over the last 12 months will take at least two years to fully repair and your patience is requested. The Council is aiming to spend \$600,000 a month to complete the repair work required across the Shire.

The State Government's decision to limit the rate pegging amount for the 2029/2030 rating year to 0.7% is a significant disappointment, and highlights just how out of touch the State Government is with the issues and needs confronting rural NSW.

This decision means that by the 2029/30 rating year the Council's income will be \$1.5 Million less than it should be if only the allowable rate peg increase reflected the Consumer Price Index (CPI) in this coming rating year.

The impact of this rate peg decision will be somewhat disguised in the coming year due to the substantial grant funded program in place but it will begin to have a significant impact from 2023/2024.

GENERAL MANAGER
Max Eastcott

GWYDIR SHIRE **COUNCIL**

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ACKNOWLEDGEMENT TO COUNTRY

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



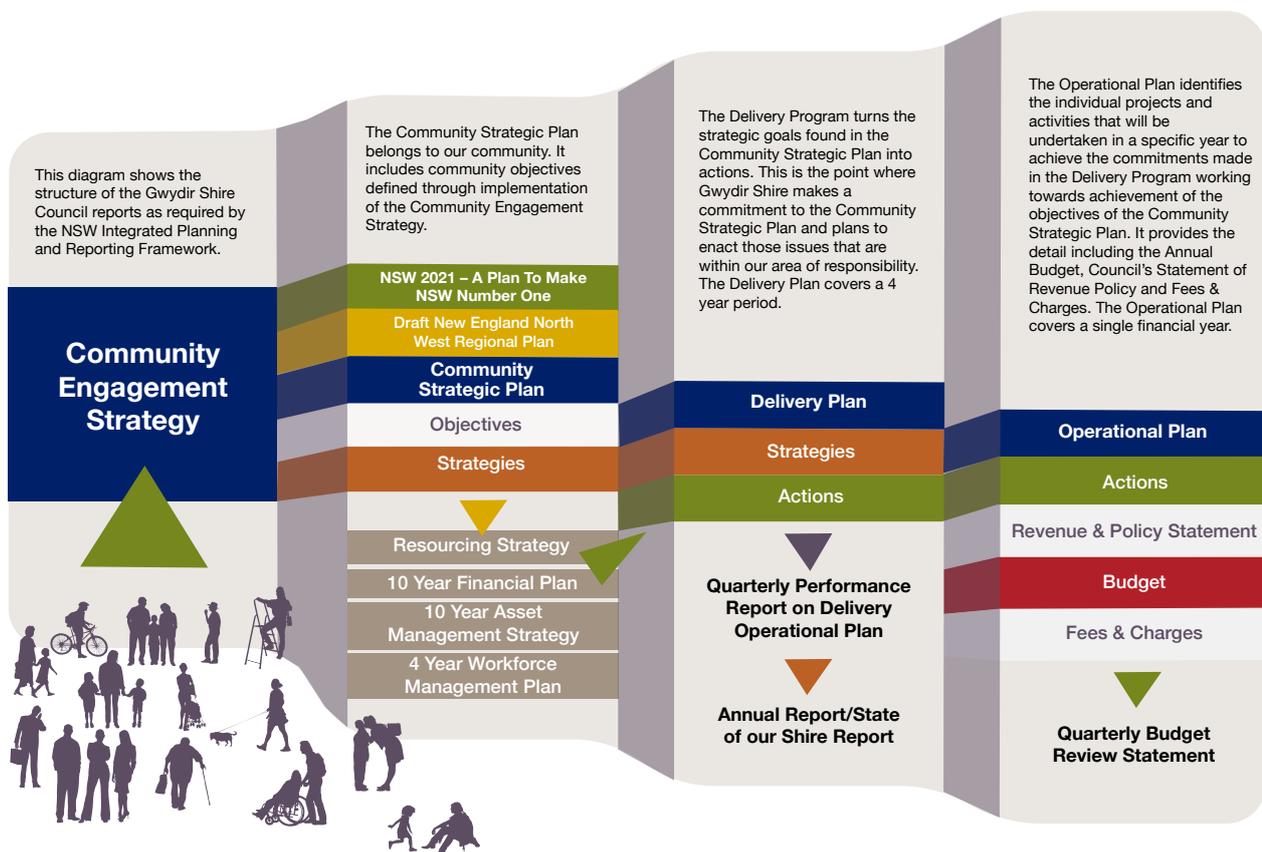
OUR PLANNING FRAMEWORK

How it all fits together

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

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

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





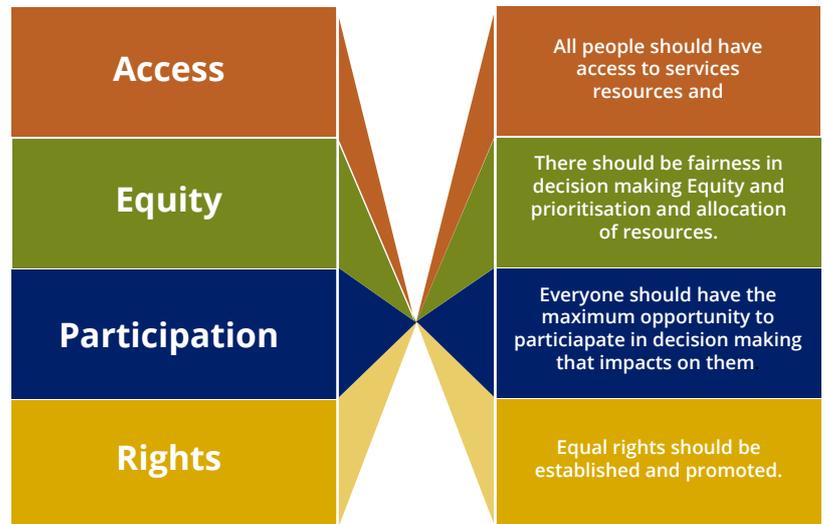
THE COMMUNITY STRATEGIC PLAN



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

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

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



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.

This plan has five major focus areas, the first four are directly aligned with the quadruple bottom line considerations. The final focus area has been introduced to accommodate the community aspiration of future sustainability of Gwydir Shire Council.

In prior models the ‘civic leadership’ consideration has been described as ‘governance’. In the new planning framework the term ‘civic leadership’ has been chosen to include involvement of community members in delivering objectives. Much consideration was given to these definitions when preparing this plan and it was determined for clarity that we would include Organisational Management (Governance) as an additional goal for our organisation. This goal specifically addresses internal outcomes, strategies and actions that have been developed to address the future sustainability of Gwydir Shire Council.

The Gwydir Shire Council goals and their link with the quadruple bottom line principles and the additional Governance goal are outlined below:



When reading the Community Strategic Plan, Delivery Program and Operational Plan you will be able to clearly identify where it all links back to these goals using the colours and symbols above.

This plan should be read in conjunction with the Delivery Program, Operational Plan and Resourcing Strategy. All of Councils planning and reporting documents can be found on our website www.gwydir.nsw.gov.au

HOW DID WE GATHER INFORMATION THAT FORMS THIS PLAN?

During the period of community consultation we have spoken to our community to establish their Community Vision and their strategic objectives. Council staff facilitated the process to ensure that the objectives addressed the social, environmental, economic and civic leadership issues. The community engagement process is outlined fully within this document.

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

These include:

- Gwydir Local Environmental Plan (LEP)
- Section 94 Traffic-generating Development
- Destination NSW Visitor Economy Strategy 2030
- Destination NSW Statewide Destination Management Plan (DMP)
- Flood Mapping Plans
- Bingara & Warialda Town Strategies
- Adapt NSW – New England North West Climate change snapshot
- New England North West Regional Plan
- NSW Renewable Energy Action Plan
- Central Northern Regional Library (CNRL)
- Mobile & Outreach Services: NSW Public Libraries
- National Strategy for Young Australians
- NSW Strategic Plan for Children and Young People 2022-2024
- Gwydir Shire Council Asset Management Plans & Strategy
- NSW Government Communities & Justice – Targeted Earlier Intervention Program Reform
- Gwydir River Crown Land Reserves Plan of Management
- Northern Inland Regional Waste Management Plans & Strategies
- North West Regional Strategic Weed Management Plan
- Companion Animal Management Plan
- Gwydir Shire Council Roadside Environment Plan
- Gwydir Shire Council's Category B enforcement agency appointment under s.111A of the Food Act 2003
- NSW Office of Local Government Best Practice Management Guidelines
- Gwydir Shire Council Integrated Water Cycle Management Plans
- Gwydir shire Council Risk Management Action Plan

The Community Engagement Strategy

The information included in this Plan was obtained through the implementation of the Community Engagement Strategy. As required by legislation, Gwydir Shire Council prepared a Community Engagement Strategy based on social justice principles for engagement with the Gwydir Community, and implemented elements of this Plan that were relevant to the situation. The Community Engagement Strategy can be located on Council’s website www.gwydir.nsw.gov.au

The **Community Engagement Strategy** is built on the principle that all members of the community have a right, and a responsibility, to contribute to their community’s future. Council’s consultation goals are:



To provide the community with appropriate information on Council itself, on governance and decision making mechanisms, on Council’s services, events and projects and any associated issues

To capture community input on strategic plans, directions, issues, priorities and projects

To work on an ongoing basis with the community to ensure that community ideas, concerns and aspirations are listened to and understood

To partner with the public in each aspect of the decision making process, including the development of alternatives and the identification of the preferred solution.

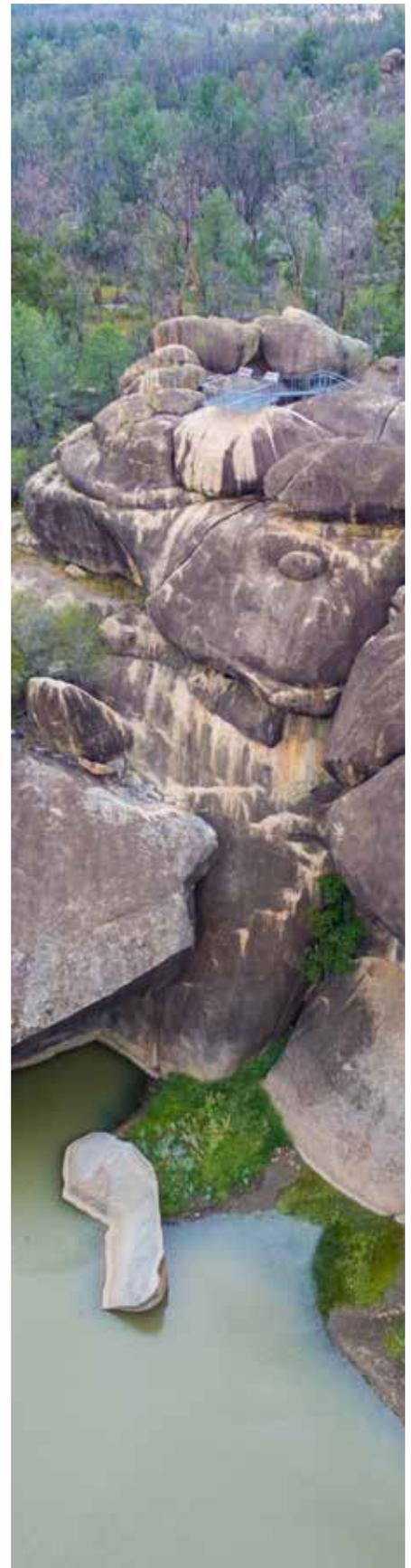
The existing Community Engagement Strategy will be reviewed in December 2022.

The Resourcing Strategy

While the Community Strategic Plan expresses the long-term community aspirations they cannot be achieved without sufficient resources. The Resourcing Strategy outlines the time, money, assets and human resources to achieve the long term community aspirations. The Gwydir Shire Council Resourcing Strategy consists of three elements:

- The Long Term Financial Plan
- The Workforce Management Plan
- The Asset Management Plan

The Resourcing Strategy focuses in detail on matters that are the responsibility of the Council and looks generally at matters that are the responsibility of other entities. Before the Resourcing Strategy is developed, the issues identified in the Community Strategic Plan are considered, and it is determined which of the actions will be the responsibility of Gwydir Shire Council, which actions are the responsibility of other levels of government and it also involves determining which actions will rely on input from community groups or individuals.



GWYDIR SHIRE COUNCIL 2022



WHERE ARE WE NOW?

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

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

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

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



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

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

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

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

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

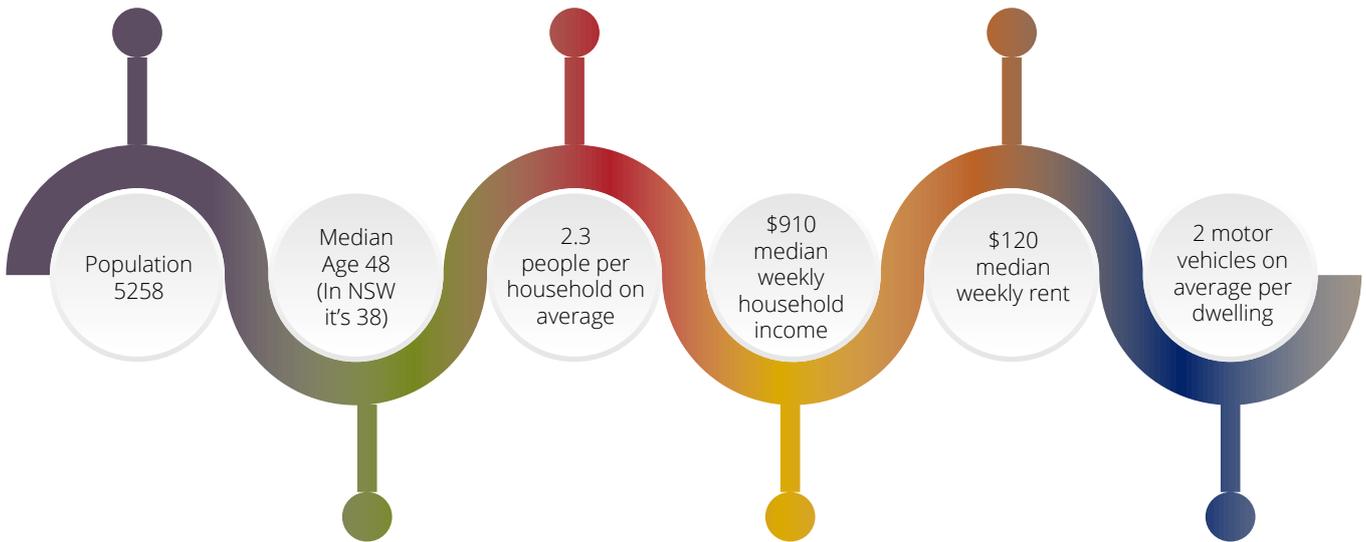
In June 2015, Gwydir Shire had an estimated population of 5,068. The Shire has two small towns, Bingara and Warialda, located approximately 40km apart. Bingara services the southern part of the Shire. Located on the Gwydir River at the intersection of the Fossickers Way and Nature's Way (State Touring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

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

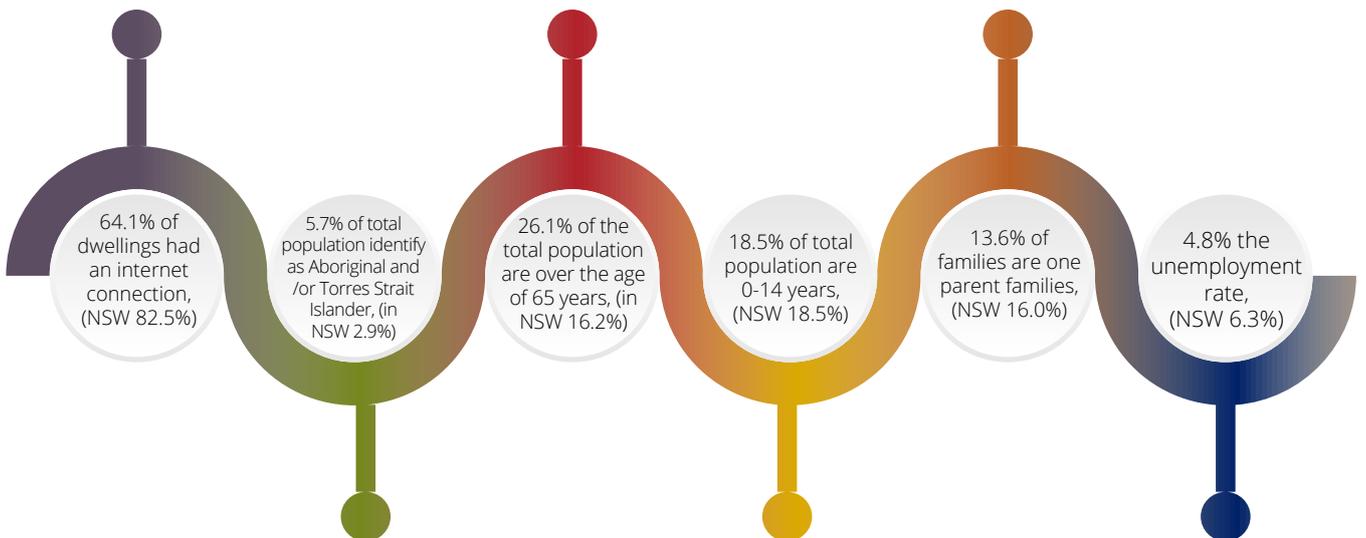
Both towns have small, vibrant shopping centres, with IGA supermarkets, historic hotels, eateries and shops that meet the day-to-day needs of the community. There are also a few boutiques and some lifestyle and 'quirky' retailers that are always popular with visitors. Both towns are ideal to use as a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

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

SOME OF GWYDIR SHIRE COUNCIL STATISTICS



There are 2082 people in the labour force in Gwydir Shire. Of these 60.6% were employed full time, 28.2% were employed part time, 4.8% were unemployed.



The most common occupations in the Shire are 33.2% managers, 14.8% labourers, 11.3% professionals, 8.6% technicians and trades.

References for statistical information are: ABS - Census 2016



MEGA TRENDS WHAT'S ON THE HORIZON

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

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

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

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

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

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

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

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

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

What impact will Rapid Urbanisation have on Gwydir Shire Council?

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

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

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

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

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

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

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

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

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

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

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

What impact will Digital Disruption have on Gwydir Shire Council?

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

The NSW State Infrastructure Strategy outlines the potential to transform the future of farming, education, healthcare, local business and standards of living. The need to live close to an office in an urban or regional centre will be greatly reduced as the amount of 'digital nomads' increase working anywhere at anytime with a reliable digital connection.

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

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

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

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

References

Global forces shaping our regional economies | NSW Government

NSW Infrastructure Strategy 2018-2038 | NSW Government

Regional development framework | NSW Government

Government Trends 2022 Introduction | Deloitte Insights

<input type="checkbox"/>	OUR SERVICE VALUE
<input type="checkbox"/>	To aim to exceed your expectations
<input type="checkbox"/>	To act on our commitments as quickly as possible
<input type="checkbox"/>	To treat you courteously and respectfully, as we ourselves would wish to be treated
<input type="checkbox"/>	To understand your real needs by listening to what you have to say
<input type="checkbox"/>	To evaluate our service, by asking you the customer
<input type="checkbox"/>	To use your complaints as an opportunity to put things right and to take actions to ensure that the problem does not re-occur
<input type="checkbox"/>	To value your privacy by treating confidentially all personal information you give us.

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.



WHERE DO WE **WE WANT TO BE?**

The Vision of the Gwydir Community - Many Hands Make a Community



The information gathering process

We listened to our community issues and priorities during the consultation process. This consultation was undertaken over a number of weeks leading up to the development of this plan. As part of the 'where are we now?' planning process, we asked our community participants to identify major issues facing our community, we asked them to consider upcoming opportunities and we asked them to consider how these issues and opportunities will impact the Gwydir Community.

As part of the community engagement process, the previously produced Gwydir Shire Council Community Strategic Plan (2017-2027) was reviewed. This review was undertaken to establish the progress towards the achievement of the previous Community Strategic Plan. We are committed to engage the community around the role and future of local government, Council's financial sustainability, service levels, infrastructure provision, and meeting the needs of the community.



So what did we learn from this process?

Council still values the methods of engagement we have used historically, Mayoral columns, classifieds, placing documents on public display for comment, community meetings, open Council and Committee meetings, 'open door' policy, liaison with, and support of its S355 Committees, close communications with community groups, Councillor's representation at community functions and meetings.

However, since its endorsement in 2017, we have taken additional steps to improve how we engage with our community, for example, several of our Council staff have undertaken International Association for Public Participation (IAP2) training and now use these techniques. Council firmly believes 'any process that involves the community in problem solving or decision making and uses community input to make better decision' Definition of Community Engagement (IAP2).

In addition to its historical methods of engagement, Council made the decision to empower community groups to undertake the consultative process: Bingara and District VISION 20/20 (Vision 2020), Warialda Chamber of Commerce, Warialda Rotary, and community leaders from various villages. These groups and leaders are approachable, dedicated, and effective visionaries. Council support and guides them through the engagement

process with the provision of a community space, information, administration support and advice. All groups chosen have in place strategic planning documents (Bingara and District VISION 20/20, Warialda Chamber of Commerce Population Policy), skilled volunteers and a willingness to listen.

Council also utilises the various electronic methods available for engagement, these include, Facebook, Councils website, Instagram, and the use of digital surveys accessible via QR code or on Councils website. A digital suggestion box has also been implemented on Councils website as a means for the community to offer input year round.

Council has decided that through COLLABORATION with key stakeholders it could find strategies, areas of concern, and subsequently solutions or alternatives.

Given Gwydir Shire is a small community, it has the advantage of most people knowing 'someone' on a committee; this creates an air of familiarity and a space for more people to be open and willing to share their individual aspirations and needs.

During this period local government elections were held.

Gwydir Shire Council welcomed two new Councillors along with six Councillors being re-elected in December



2021. After a never-before-seen extended term of Council, this new Council has been elected for a shorter term of approx. 2.8years. The Integrated Planning & Reporting (IP&R) legislation requires a new Council to review its planning documents.

Following their induction, the newly elected Councillors participated in an induction workshop facilitated by Blackadder Associates. By utilising an external consultant, the Councillors worked through Council's existing services and goals objectively without staff influence. It should be noted that many of our Councillors are volunteers on various community groups within the Shire and contribute greatly to our community engagement processes.

Historically, Council has been able to connect relatively easily with older residents, however, struggles to reach younger residents. The use of Facebook, other social media streams, Council's website and the establishment of the Gwydir Shire Youth Council, has helped bridge the gap between Council and younger residents. Throughout our most recent engagement process in 2022, reaching our older residents proved difficult due to the local newspaper ceasing circulation and COVID-19 restrictions still prohibiting some forms of contact. To help bridge this gap Council engaged with local libraries, businesses, Community Home Support Program centres (CHSP), and aged care facilities throughout the Shire to encourage and assist the older residents to complete Council's online survey.

Using all these avenues Council staff have drafted the IP&R planning documents. The Community Strategic Plan is a living document which complements the community's aspirations and future direction.

"Whether we believe that we are 'future makers or future takers' the future will happen, but how much can people create and influence their own future and that of their communities?"

"External forces are important; terms of trade, weather and government policy influence everybody every day, BUT conversely some external forces can be influenced by us."

Our identity is our Choice. VISION 2020.

What our General Community Told Us

On assessment of the community aspirations (wants and needs) it was determined that the already defined strategic direction outlined in the Community Strategic Plan adopted in 2017 was still applicable. The broad categories of feedback included roads and other assets, the appearances of our towns and villages, tourism, economic development, specifically, increasing our population and housing availability and employment opportunities. It was recognised that we could improve on our previous consultation process during the production of the last Community Strategic Plan. With this in mind, additional consultation with individuals in the Youth demographic was conducted.



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

Original Aspirations

- BIKE SHED GRAVESEND
- WATER REFILLING STATIONS
- VACANT LAND DEVELOPMENT
- FRIENDS OF NAROO
- NAROO SUSTAINABILITY
- IMPROVE MEDICAL SERVICES
- NORTH BINGARA SEWERAGE EXPANSION
- COMMUNICATION
- MORE VOLUNTEERS
- STRATEGIC RELATIONSHIPS
- CIRCULAR ECONOMY
- POPULATION GROWTH
- EXPANDED TOURISM
- ECONOMIC DEVELOPMENT
- GWYDIR LEARNING REGION
- THE LIVING CLASSROOM
- FIT FOR THE FUTURE
- DOMESTIC WASTE COLLECTION
- FINANCIAL STABILITY
- REVIEW OF SERVICE LEVELS

Achievements

- WATER REFILLING STATIONS
- FRIENDS OF NAROO
- DOMESTIC WASTE COLLECTION
- STRATEGIC RELATIONSHIPS

Current Aspirations

- IMPROVE MEDICAL SERVICES
- COMMUNICATION
- POPULATION GROWTH
- ECONOMIC DEVELOPMENT
- GWYDIR LEARNING REGION
- THE LIVING CLASSROOM
- NORTH BINGARA SEWERAGE EXPANSION
- REVIEW OF SERVICE LEVELS
- BIKE SHED GRAVESEND
- VACANT LAND DEVELOPMENT
- NAROO SUSTAINABILITY
- EXPANDED TOURISM
- FIT FOR THE FUTURE
- MORE VOLUNTEERS
- CIRCULAR ECONOMY
- FINANCIAL STABILITY
- PAINT THE WARIALDA WATER TOWERS
- ACCESS TO CHILD CARE
- UPGRADING KIDS PLAYGROUNDS
- MORE HOUSING
- MORE DISABLED PARKING AND ACCESSIBILITY
- LOWER THE COST OF LIVING
- NEW BUILDING FOR CHALLENGE COMMUNITY SERVICES
- EMPLOYMENT



AN ENVIRONMENTALLY RESPONSIBLE SHIRE (ENVIRONMENT)

Original Aspirations

WARIALDA RAIL WATER SUPPLY

TWO POOLS?

NAROO DEVELOPMENT

EXTENSION OF GRAVESEND CLUB

INDEPENDENT LIVING UNITS AT NAROO

ROXY THEATRE - EVENTS/ SHOWS

VACANT LAND FOR SALE

FORESHORE MANAGEMENT

OPTIMUM ROAD NETWORK

ASSET MANAGEMENT PLANS

PETITION OTHER LEVELS OF GOVERNMENT

BEHIND THE METER SCHEME

PARK IRRIGATION SYSTEMS

Achievements

WARIALDA RAIL WATER SUPPLY

TWO POOLS

PARK IRRIGATION SYSTEMS

ROXY THEATRE - EVENTS/ SHOWS

VACANT LAND FOR SALE

FORESHORE MANAGEMENT

PETITION OTHER LEVELS OF GOVERNMENT

Current Aspirations

CREATE "BINGARA BIG BATTERY"

NAROO DEVELOPMENT

EXTENSION OF GRAVESEND CLUB

INDEPENDENT LIVING UNITS AT NAROO

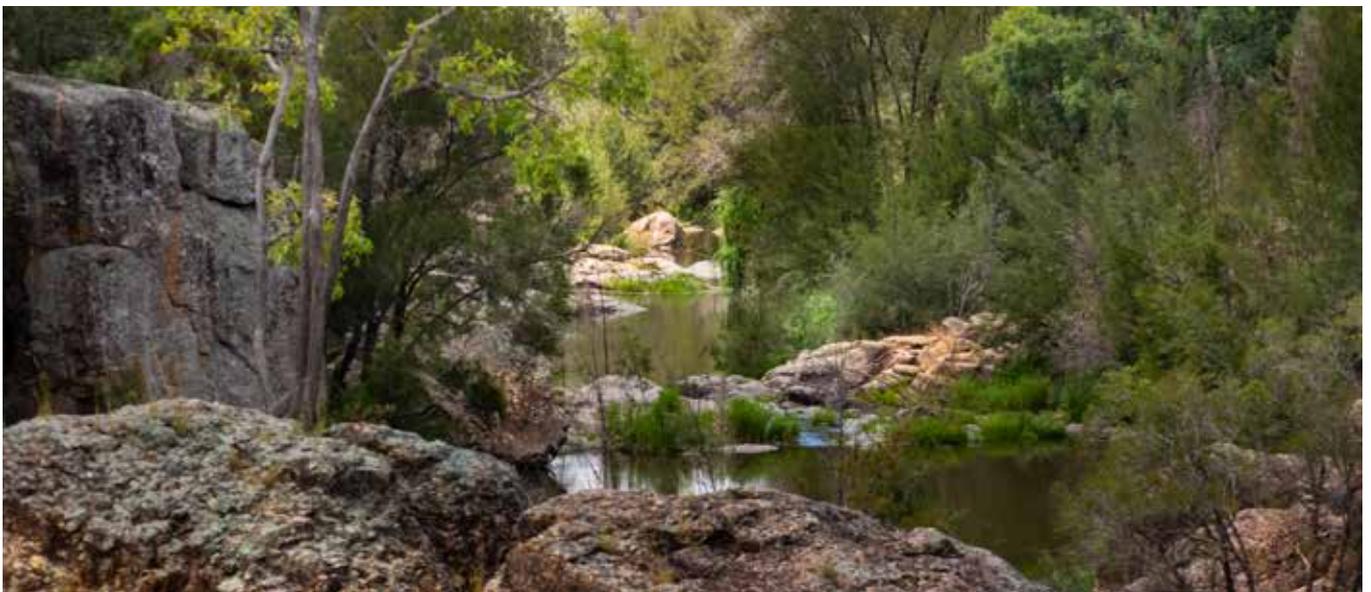
SOLAR PANEL FOUNTAIN IN WARIALDA

OPTIMUM ROAD NETWORK

ASSET MANAGEMENT PLANS

BEHIND THE METER SCHEME

ENSURE CAUSEWAYS AND RAMPS ARE WIDE ENOUGH FOR MACHINERY TO CROSS EASILY





A HEALTHY AND COHESIVE COMMUNITY (SOCIAL)

Original Aspirations

CRANKY ROCK
 FOCUS ON ARTS
 COST SAVINGS – COMMUNITY HALLS
 REVIEW STANDARD OF RAMPS
 SELF HEL (ROADS)
 GREENHOUSE & POULTRY
 REDEVELOPMENT BINGARA CIVIC CENTRE
 ROXY CAFÉ
 REDUCE LEVELS OF SERVICE FOR PARKS AND GARDENS
 FOSSICKERS PARADISE
 ATTRACT MORE GREY NOMADS TO STAY LONGER
 REGIONAL CONFERENCING
 BIOLINKS PROJECTS
 NORTH STAR WATER UPGRADE
 GRAVESEND WATER SUPPLY
 SEWERAGE TREATMENT – PIPE RELINING PROGRAMS
 DEVELOPMENT OF TOWN WATER BORE AT CROPPA CREEK
 WARIALDA WATER SUPPLY
 FRIEND OF MYALL CREEK COMMITTEE
 REGULAR WELCOME NEW RESIDENTS
 DEVELOPMENT OF MYALL CREEK MEMORIAL SITE
 EPLANNING
 DIRECTIONAL SIGNAGE IMPROVED
 MONGARD'S TOWN STRATEGY ROLLOUT
 REVIEW OF STAFF SALARIES & NUMBERS
 SMALL COMMUNITY EVENTS
 REVIEW STAFF LITERACY AND NUMERACY LEVELS

Achievements

CRANKY ROCK
 FOCUS ON ARTS
 COST SAVINGS – COMMUNITY HALLS
 SELF HELP (ROADS)
 REDEVELOPMENT OF BINGARA CIVIC CENTRE
 ROXY CAFÉ
 GRAVESEND WATER SUPPLY
 WARIALDA WATER SUPPLY
 FRIENDS OF MYALL CREEK COMMITTEE
 REGULAR WELCOME NEW RESIDENTS
 DEVELOPMENT OF MYALL CREEK MEMORIAL SITE
 DIRECTIONAL SIGNAGE IMPROVED
 REVIEW OF STAFF SALARIES AND NUMBERS
 SMALL COMMUNITY EVENTS
 SEWERAGE TREATMENT – PIPE RELINING PROGRAM
 ATTRACT MORE GREY NOMADS TO STAY LONGER
 REGIONAL CONFERENCING

Current Aspirations

REVIEW STANDARD OF RAMPS
 GREENHOUSE & POULTRY FARM
 FOSSICKERS PARADISE
 BIOLINKS PROJECTS
 NORTH STAR WATER UPGRADE
 DEVELOPMENT OF TOWN WATER BORE AT CROPPA CREEK
 EPLANNING
 MONGARDS TOWN STRATEGY ROLLOUT
 REVIEW OUR STAFF LITERACY AND NUMERACY LEVELS
 IMPROVE UNITY ACROSS THE SHIRE. WE ARE ONE SHIRE



**ORGANISATIONAL
MANAGEMENT
(GOVERNANCE)**

Original Aspirations

- UPPER HORTON – MOBILE PHONE TOWER
- INLAND RAIL PROJECT
- IMPROVE MOBILE COVERAGE
- MUSEUMS
- BIODIGESTER
- SAND MINE OPPORTUNITIES
- DIVERT TOURIST TRAFFIC
- WARIALDA GEOLOGICAL WALKS
- REDEVELOPMENT OF BINGARA COUNCIL DEPOT
- GWYDIR RIVER COLD WATER POLLUTION
- NOXIOUS WEEDS PROGRAM
- RECOGNITION OF LOCAL HEROES
- GWYDIR – GEOLOGICAL CENTRE OF EXCELLENCE
- COOLATAI ROCK
- MIGRANT SETTLEMENT
- BINGARA BYPASS
- COOLATAI – RV FRIENDLY ACCREDITATION

Achievements

- INLAND RAIL PROJECT
- MUSEUMS
- GWYDIR RIVER COLD WATER POLLUTION
- NOXIOUS WEEDS PROGRAM
- COOLATAI ROCK
- RECOGNITION OF LOCAL HEROES

Current Aspirations

- BETTER TELECOMMUNICATIONS AND TELEVISION ACCESS & COVERAGE
- DIVERT TOURIST TRAFFIC
- COOLATAI – RV FRIENDLY ACCREDITATION
- SAND MINE OPPORTUNITIES
- WARIALDA GEOLOGICAL WALKS
- REDEVELOPMENT BINGARA COUNCIL DEPOT
- MIGRANT RESETTLEMENT
- BIODIGESTER
- GWYDIR – GEOLOGICAL CENTRE OF EXCELLENCE
- UPPER HORTON – MOBILE PHONE TOWER





BUILDING THE BUSINESS BASE (ECONOMIC)

Original Aspirations

"RILEY THE HAIRY ONE"
 WARIALDA POP-UP GALLERY
 EXPAND VISITOR ACCOMMODATION
 NBN OPPORTUNITIES
 WARIALDA FOOD BANK
 BIODEGRADABLE COFFINS
 WINDING DOWN IN WARIALDA FESTIVAL
 WARIALDA AMATEUR DRAMATIC SOCIETY
 GSC PLASTIC FREE ZONE
 FIND FEE FREE PATHWAY FOR ESL STUDENTS
 WARIALDA TRIATHLON
 DINE EN BLANC WARIALDA
 WARIALDA - BINGARA MARATHON
 GWYDIR SHIRE - CENTRE FOR ADVENTURE
 PUBLIC ART
 REEDY CREEK MUD RUN
 COMPANION ANIMALS WELFARE
 WARIALDA COMMUNITY GARDEN
 QUIRKY FESTIVAL
 WELLNESS CENTRE OF THE NORTH WEST
 DISCOS FOR KIDS AT GRAVESEND
 DEVELOP REEDY CREEK
 PAINT BINGARA BRIDGE
 COOLATAI ART SHOW
 COOLATAI - IMPROVED RV SITE I.E. DUMP SITES

Achievements

WARIALDA POP UP GALLERY
 NBN OPPORTUNITIES
 COMPANION ANIMAL WELFARE
 DEVELOP REEDY CREEK
 COOLATAI - IMPROVED RV SITE I.E. DUMP SITES

Current Aspirations

"RILEY THE HAIRY ONE"
 EXPAND VISITOR ACCOMMODATION
 WARIALDA FOOD BANK
 BIODEGRADABLE COFFINS
 WINDING DOWN IN WARIALDA FESTIVAL
 GSC PLASTIC FREE ZONE
 WARIALDA AMATEUR DRAMATIC SOCIETY
 FIND FEE FREE PATHWAY FOR ESL STUDENTS
 WARIALDA TRIATHLON
 DINE EN BLANC WARIALDA
 WARIALDA - BINGARA MARATHON
 PUBLIC ART
 REEDY CREEK MUD RUN
 GWYDIR SHIRE - CENTRE FOR ADVENTURE
 WARIALDA COMMUNITY GARDEN
 QUIRKY FESTIVAL
 DISCOS FOR KIDS AT GRAVESEND
 PAINT BINGARA BRIDGE
 COOLATAI ART SHOW
 WELLNESS CENTRE OF THE NORTH WEST
 MORE LIVE MUSIC AND OUTDOOR EVENTS/ACTIVITES
 MORE FOR YOUTH TO DO/ EXPERIENCE
 MORE RETAIL VARIETY
 ABILITY TO BUY ESSENTIAL ITEMS E.G. SOCKS
 BETTER ACCESS TO A VARIETY OF FRESH PRODUCE

Photo top left

Bingara Central School children



Photo bottom left

Australian Women's Rugby 7's team



Photo right

Warialda Show 2022



WHAT OUR **KIDS TOLD US**

The NSW Strategic Plan for Children and Young People states their commitment for the framework of the plan are "Hope for the future," Love, connection and safety," "Health and wellbeing," "A good standard of living," Environments for joy and fun" and "Respect and acceptance."

With this in mind, we conducted comprehensive consultation with young people in the Shire which included surveys, focus groups and on-on-one conversations. The results were very much in line with the outcomes of the NSW Strategic Plan for Children and Young People plan. A follow up survey was conducted in late 2021 to stay in touch with the Shire's youth and ensure that their voices are heard. The young people of Gwydir Shire are concerned about their education and health, with a strong focus on the need for community activities to be inclusive and age appropriate to encourage participation by all ages.

Young people want more opportunities to be employed locally and access to traineeships and apprenticeships along with other higher education. The need for acceptance and respect from the community is significant and feeling safe in their community was of particular importance. Most respondents indicated that they enjoy living in rural NSW because of the "natural environment" and the "friendly people" but that they would like to see more activities and programs specifically designed for young people.



As a result of the 2017 survey feedback, Gwydir Shire Council has formed a Gwydir Youth Council so that the young people of the Shire have a voice when it comes to planning and implementing programs and events for their communities. This will empower and engage young people across the Shire with the vision of a strong and vibrant community that they have contributed to through consultation and planning.

Over 10% of the Gwydir Shire youth population completed the 2021 survey. They told us:

Things I enjoy about living in Gwydir Shire	Things I would like to change in the Gwydir Shire
■ Community	■ More activities and facilities for tween/teen aged children
■ River/pool	■ Skate Park
■ Freedom & security	■ Better shopping
■ Opportunities	■ Outdoor community events – like outdoor movie nights
■ Sport	■ More after school social activities/events
■ Support from a variety of people and places	■ Eradicate anti-social behaviour e.g. bullying





IN
SUMMARY
OUR AGED
TOLD US...

WHAT OUR OLDER PEOPLE TOLD US

While the Aged in our community did not embrace the survey created by Council as enthusiastically as the Youth, we were still able to establish from results received, the specific aspirations of our aged persons.

We will continue to circulate this survey at gatherings and appropriate events to ensure that we can gather more information for the creation of the Gwydir Shire Council Aging Strategy which will be completed during the period covered by the Delivery Program.

-  Access to information is an issue for some as they don't have social media or internet.
-  They enjoyed the services currently offered by the Council
-  There was interest in development of Independent Living Accommodation at Naroo
-  There is a lack of shared accommodation options at Aged Care facilities
-  Access is a problem in some businesses

WHAT DID WE DO WITH THIS INFORMATION?

After the information was gathered we then needed to consider which of the community aspirations needed to be planned for and resourced by Council. The information needed to be refined to provide opportunity for Council to plan to meet the objectives of the Community Strategic Plan through the Delivery Program.

So What Did We Do After We Gathered The Information From Our Community?

We had workshops with a panel of people representative of our population, our Executive Team and our Councillors.

A small deliberative panel of community members representative of the Council population were brought together to consider the community aspirations gathered during the Community Engagement Process in 2017.

Each of the community objectives were considered by the group who worked through them with representatives of Gwydir Shire Council senior management team. The group was asked to consider if the objectives fell within the Local Government Charter.

Results from the online survey conducted in 2022 were collated and analysed and the same principles applied.

The Local Government Act includes the Charter, which identifies the areas councils needs to consider when carrying out their responsibilities. The Charter indicates that council have a range of roles. These roles include leadership, service provision, regulation, facilitation, advocacy and education.

Participants were asked to consider three areas:

1. What Gwydir Shire Council can control
2. What Gwydir Shire Council can influence
3. What should concern Gwydir Shire Council

This technique is adopted from The Seven Habits of Highly Effective People by Stephen R. Covey, Simon & Schuster 1992 and was chosen because it is a technique for separating our priorities and gaining ownership for action.



The **'Circle of Concern'** (the outer circle) encompasses the three levels and represents everything that matters to the Gwydir Community. It includes aspects that Gwydir Shire Council can control and influence, however the **'Circle of Concern'** will always contain many things outside the control or influence of Gwydir Shire Council e.g. increased energy costs, increased cost of living and extreme weather events.

The **'Circle of Control'** lies within the **'Circle of Concern'** and represents actions that Gwydir Shire Council can directly control. Control relates to what Gwydir Shire Council can make happen through decision making without the involvement of other entities such as other levels of government.

The **'Circle of Influence'** represents objectives within the **'Circle of Concern'** that can be achieved through building productive relationships with external entities. A current Gwydir Shire Council example of actions within the **'Circle of Influence'** is the formation of the Australian Rural Roads Group with Moree Plains Shire Council to lobby for more rural road funding opportunities.

For the community aspirations that fell within the areas of Influence and Control the group was then asked to consider where these aspirations fitted with the Gwydir Shire Council strategic planning hierarchy. Consideration was given to the fit within the existing strategic direction of existing plans.

HOW ARE WE GOING TO GET THERE? GWYDIR GOALS AND OUTCOMES

Our Strategic Direction and how our plans are linked to State and Regional Plans

The following section of the Plan provides the details of the Community Strategic Plan. It includes the five goals and their related Outcomes and Strategies. The first section shows the Goals and Outcomes which are coded to visually demonstrate how they are linked throughout the suite of documents.

This then expands to include descriptions that are related to the Goals and Activities and how they are aligned with the community vision. The strategies, which are a group of actions that describe what will be done to work towards achieving the Outcomes and Goals, are included in the relevant sections, along with the role of the community, the role of the Council and partnerships.

Gwydir Shire council is an Optimalist local government body. We continually value add to projects, we are successful as we use our initiative, are innovative and we form strong, positive relationships through collaboration and networking.

Gwydir Shire Council cannot work in isolation. We rely on working well with our community, other levels of government and businesses. Examples of our successful partnerships are the Australian Rural Roads Group (ARRG), Gwydir Learning Region (GLR), and Namoi Joint Organisation of Councils (Namoi JO).

Our Community Strategic Plan must also be in line with the strategies and direction of other levels of government and their agencies. As such, the information below illustrates how the key priorities of the NSW Government and regional plans link to our Community Strategic Plan.





GOAL 1. A HEALTHY AND COHESIVE COMMUNITY (SOCIAL)

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.

What we heard our community say...

that mobile phone service and television reception, or lack of, is a concern to you.

that children's and youth services are important to you

that cultural activities are important to you. You want us to investigate our cultural heritage and focus on the arts more.

that we need to work with the community and service providers to address issues with the current delivery of medical services in our local government area.

that you are concerned about our Ageing population and want us to continue to provide our services for the aged and disabled. You also want us to investigate the establishment of Independent Living units in Warialda. You said that the sustainability of our Aged Care facilities such as Naroo and Touriandi are a community priority.

that the progression of the Inland Rail project is of interest to you.

We listened to you, our community; and we have aligned our goals, strategies and actions with what you told us.

Outcome 1.1 We have healthy and inviting spaces and places

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

Strategies to get there

- 1.1.1. Improve local access to health services
- 1.1.2. Encourage and enable healthy lifestyle choices
- 1.1.3. Provide the right places, spaces and activities

Council Role

- Work with service providers to improve access to health services
- Provide Community Home Support (CHSP) services
- Promote health lifestyle choices for staff and the community
- Support local sporting groups and sporting clubs
- Provide fit for purpose recreation infrastructure
- Investigate recreation opportunities to address the needs of the community
- Assist recreation providers

Community Role

- Be physically active
- Embrace a healthy lifestyle and encourage others to as well
- Monitor your health – have regular medical check ups
- Maintain a good work/life balance
- Enjoy your parks, sportsgrounds and recreation facilities

Our Partners

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

Primary Health Networks

- NSW Department of Education and Communities
- Department of Communities and Justice
- Peak industry bodies and local sporting groups

How our Plans are linked to State and Regional Plans

Premier's Priorities

- Improving education results
- Increasing the number of Aboriginal youth reaching their learning potential

- Improving outpatient and community care
- Improving service levels in hospitals
- Towards zero suicides
- Greener public spaces
- Greener cities
- Keeping children safe
- Reducing youth homelessness
- Reducing domestic violence
- Reducing youth homelessness
- Reducing adult re-offending

State Priorities

- Place downward pressure on the cost of living
- Improve the performance of the NSW economy
- Drive economic growth in Regional NSW
- Rebuild State finances
- Keep people healthy and out of hospital
- Provide world class clinical services with timely access and effective infrastructure
- Break the cycle of disadvantage and better protect our vulnerable communities
- Increase opportunities for disability and provide support that meets their needs and potential
- Improve education and learning outcomes for all students
- Prevent and reduce the level of crime
- Prevent and reduce the level of re-offending
- Improve community confidence in the justice system
- Build liveable centres
- Increase opportunities for people to look after their own neighbourhoods and environments
- Make it easier for people to be involved in their community
- Increase opportunities for seniors in NSW to fully participate in their community
- Fostering opportunity and partnership with Aboriginal people

Enhance cultural, creative, sporting and recreation opportunities

Ensure NSW is ready to deal with major emergencies and natural disasters

Improve Government transparency by increasing access to Government information

Involve the community in decision making on Government policy, services and projects

New England North West Regional Plan

Coordinate land use planning for future population growth, community need and regional economic development

Expand agribusiness and food processing sectors

Enhance the diversity and strength of Central Business Districts and town centres

Support a divers visitor economy

Adapt to climate change and natural hazards and increase climate resilience

Understand, respect and integrate Aboriginal culture and heritage

Support the aspirations of Aboriginal people and communities in local planning

Public spaces and green infrastructure support connected and healthy communities

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

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

Strategies to get there

- 1.2.1. Enable accessible and affordable lifestyle options
- 1.2.2. A shared responsibility for community safety
- 1.2.3. Celebrate our creativity and cultural expression

Council Role

Advocate and plan for improved social, health and transport outcomes

Deliver programs and services that support the community through all stages of life

Monitor and regulate environmental and food safety standards

Promote responsible animal ownership

Promote and plan for improved road safety

Deliver community programs

Conduct citizenship ceremonies

Support community events and festivals

Conduct NAIDOC Week activities

Provide library services

Coordinate and promote events and tourism

Community Role

Report criminal activity and antisocial behaviour

Support community safety programs

Be a responsible pet owner

Report unsafe conditions on roads

Promote positive youth role models

Respect the rights of others

Be a responsible driver

Participate in celebrations and events

Visit a library

Volunteer

Our Partners

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

NSW Department of Education and Learning Communities

Arts North West

Department of Communities and Justice

Department of Trade and Investment, Regional Infrastructure and Services

Transport for NSW

Police and Emergency Services

Peak industry bodies and local sporting groups

How our Plans are linked to State and Regional Plans

Premier's Priorities

Improving education results

Increasing the number of Aboriginal youths reaching their learning potential

Keeping children safe

Reducing youth homelessness

Reducing domestic violence

Reducing adult re-offending

Reducing homelessness

Improving service levels in hospitals

Improving outpatient and community care

Towards zero suicides

Drive public sector diversity

State Priorities

Drive economic growth in Regional NSW

Rebuild State finances

Increase the competitiveness of doing business in NSW

Place downward pressure on the cost of living

Strengthen the NSW skills base

Improve education and learning outcomes for all students

Prevent and reduce the level of crime

Prevent and reduce the level of re-offending

Improve community confidence in the justice system

Invest in critical infrastructure

Build liveable centres

Increase opportunities for people to look after their own neighbourhoods and environments

Make it easier for people to be involved in their community

Increase opportunities for seniors in NSW to fully participate in their community

Fostering opportunity and partnership with Aboriginal people

Enhance cultural, creative, sporting and recreation opportunities

Ensure NSW is ready to deal with major emergencies and natural disasters

Involve the community in decision making on Government policy, services and projects

Improve Government transparency by increasing access to Government information

Improve road safety

New England North West Regional Plan

Coordinate land use planning for future population growth, community need and regional economic development

Protect the viability and integrity of rural land

Enhance the diversity and strength of Central Business Districts and town centres

Coordinate the supply of well located employment land

Support a diverse visitor economy

Provide well located housing options to meet demand

Provide more affordable and low cost housing

Understand, respect and integrate Aboriginal culture and heritage

Support the aspirations of Aboriginal people and communities in local planning

Leverage new and upgraded infrastructure

Improve state and regional freight connectivity

Improve active and public transport networks

Utilise emerging transport technology

Sustainably manage mineral resources

Expand agribusiness and food processing sectors



GOAL 2. BUILDING THE BUSINESS BASE

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.

What we heard our community say...

in Croppa Creek that your village needs to expand to accommodate future housing development.

that you need us to make more land available for sale and development.

that Tourism and the development of tourism infrastructure are important to you.

that you are very interested in the progression of the renewable energy initiatives and growing a sustainable Shire.

that roads are important to business. You want us to continue with strategic relationships like the Australian Rural Roads Group. You made us aware of roads that you believed needed upgrading. You were interested in further roll out of the Self Help Program. You told us that ramps and causeways on roads were a concern.

that education is a priority and that the Gwydir Learning Region initiative should continue to be developed and promoted.

that employment opportunities within the Shire are important to you.

that one of the biggest issues for you is our declining population. You said jobs and Economic Development should be a priority for Council.

that a lack of childcare is important to you and is vital to attract new residents to the Shire.

We listened to you, our community; and we have aligned our goals, strategies and actions with what you told us.

Outcome 2.1 Our economy is growing and supported

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

Strategies to get there

- 2.1.1. Plan for and develop the right assets and infrastructure
- 2.1.2. Support the growth of our business community.
- 2.1.3. Promote our community as the place to visit, live, work and invest

Council Role
Promote and support business investment and employment growth
Provide visitor information services
Advocate for better internet access
Partner with business and industry to attract funding and investment
Develop and promote tourism
Provide and maintain our road network
Advocate for funding for major projects
Provide and maintain public infrastructure

Community Role
Support local businesses
Use local and regional service providers
Promote the Gwydir Shire as a great place to live, visit and explore
Promote Gwydir Shire Council as a place to set up a business
Participate in tourism events
Enjoy local entertainment options
Report problems with infrastructure
Employ local people
Pursue business skills and learning opportunities where possible

Our Partners
Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:
Regional Development Australia (RDA)
Department of Trade and Investment, Regional Infrastructure and Services
Transport for NSW
Chambers of Commerce and Businesses/Vision 2020
Destination NSW

How our Plans are linked to State and Regional Plans																	
<table border="1"> <thead> <tr> <th>State Priorities</th> </tr> </thead> <tbody> <tr><td>Improve the performance of the NSW economy</td></tr> <tr><td>Rebuild State finances</td></tr> <tr><td>Drive economic growth in Regional NSW</td></tr> <tr><td>Increase the competitiveness of doing business in NSW</td></tr> <tr><td>Place downward pressure on the cost of living</td></tr> <tr><td>Strengthen the NSW skill base</td></tr> <tr><td>Reduce travel times</td></tr> <tr><td>Improve road safety</td></tr> <tr><td>Invest in critical infrastructure</td></tr> <tr><td>Build liveable centres</td></tr> <tr><td>Increase opportunities for people to look after their own neighbourhoods and environments</td></tr> <tr><td>Fostering opportunity and partnership with Aboriginal people</td></tr> <tr><td>Ensure NSW is ready to deal with major emergencies and natural disasters</td></tr> <tr><td>Restore trust in State and Local Government as a service provider</td></tr> <tr><td>Improve Government transparency by increasing access to Government information</td></tr> <tr><td>Involve the community in decision making on Government policy, services and projects</td></tr> </tbody> </table>	State Priorities	Improve the performance of the NSW economy	Rebuild State finances	Drive economic growth in Regional NSW	Increase the competitiveness of doing business in NSW	Place downward pressure on the cost of living	Strengthen the NSW skill base	Reduce travel times	Improve road safety	Invest in critical infrastructure	Build liveable centres	Increase opportunities for people to look after their own neighbourhoods and environments	Fostering opportunity and partnership with Aboriginal people	Ensure NSW is ready to deal with major emergencies and natural disasters	Restore trust in State and Local Government as a service provider	Improve Government transparency by increasing access to Government information	Involve the community in decision making on Government policy, services and projects
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State Priorities
Place downward pressure on the cost of living
Improve the performance of the NSW economy
Drive economic growth in Regional NSW
Rebuild State finances
Keep people healthy and out of hospital
Provide world class clinical services with timely access and effective infrastructure

- Break the cycle of disadvantage and better protect our vulnerable communities
- Increase opportunities for disability and provide support that meets their needs and potential
- Improve education and learning outcomes for all students
- Prevent and reduce the level of crime
- Prevent and reduce the level of re-offending
- Improve community confidence in the justice system
- Build liveable centres
- Increase opportunities for people to look after their own neighbourhoods and environments
- Make it easier for people to be involved in their community
- Increase opportunities for seniors in NSW to fully participate in their community
- Fostering opportunity and partnership with Aboriginal people

- New England North West Regional Plan**
- Coordinate land use planning for future population growth, community need and regional economic development
 - Expand agribusiness and food processing sectors
 - Sustainably manage mineral resources
 - Enhance the diversity and strength of Central Business Districts and town centres
 - Coordinate the supply of well located employment land
 - Support a diverse visitor economy
 - Lead renewable energy technology and investment
 - Support a circular economy
 - Provide well located housing options to meet demand
 - Provide more affordable and low cost housing
 - Understand, respect and integrate Aboriginal culture and heritage
 - Support the aspirations of Aboriginal people and communities in local planning
 - Leverage new and upgraded infrastructure
 - Improve state and regional freight connectivity
 - Improve active and public transport networks
 - Utilise emerging transport technology



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

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

Strategies to get there

- 2.2.1. Increase the range of opportunities to work locally
- 2.2.2. Build on our quality education and training opportunities

Council Role
Support and advocate for the expansion of the Gwydir Learning Region
Partner with business and industry to develop and explore opportunities for job growth within the region
Provide opportunities for traineeships, apprenticeships and work experience within Council
Provide quality education for our youngest learners (Preschool)

Community Role
Think local when looking for work opportunities
Create opportunities for trainees, apprenticeships and work experience
Undertake education and vocational training

Our Partners
Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:
Regional Development Australia (RDA)
Department of Trade and Investment, Regional Infrastructure and Services
NSW Department of Education
Commonwealth Department of Education, Skills and Employment
Chambers of Commerce/Vision 2020 and Businesses
Local Education providers

How our Plans are linked to State and Regional Plans

Premier's Priorities
Improving education results
Increasing the number of Aboriginal youth reaching their learning potential

State Priorities
Drive economic growth in Regional NSW

Place downward pressure on the cost of living
Strengthen the NSW skills base
Improve road safety
Break the cycle of disadvantage and better protect our vulnerable communities
Increase opportunities for disability and provide support that meet their needs and potential
Improve education and learning outcomes for all students
Make it easier for people to be involved in their community
Fostering opportunity and partnership with Aboriginal people
Restore trust in State and Local Government as a service provider
Involve the community in decision making on Government policy, services and projects

New England North West Regional Plan
Coordinate land use planning for future population growth, community need and regional economic development
Expand agribusiness and food processing sectors
Sustainable manage mineral resources
Enhance the diversity and strength of Central Business Districts and town centres
Coordinate the supply of well located employment land
Lead renewable energy technology and investment
Support a circular economy
Provide well located housing options to meet demand
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Leverage new and upgraded infrastructure
Improve state and regional freight connectivity
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Utilise emerging transport technology



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GOAL 3. AN ENVIRONMENTALLY RESPONSIBLE SHIRE

Outcome 3.1 Our community understands and embraces environmental 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.

What we heard our community say...

that the environment is important to you

that you would like more natural playgrounds and trees and plants throughout the Shire.

that waste disposal remains a concern and that you are interested in further recycling initiatives, biodiversity and the operation of our landfills.

that alternative energy options should be investigated.

We listened to you, our community; and we have aligned our goals, strategies and actions with what you told us.

Outcome 3.1 Our community understands and embraces environmental change

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

Strategies to get there

- 3.1.1. Encourage respectful planning, balanced growth and good design
- 3.1.2. Respond to our changing environment
- 3.1.3. Value, protect and enhance our natural environment

Council Role
Ensure planning is responsive to the environment and community needs
Encourage sustainable land use
Plan for the impacts of natural disasters and support local emergency services
Undertake regeneration
Support environmental volunteers
Deliver environmental education programs
Undertake bushfire hazard reduction
Create opportunities for trainees, apprenticeships and work experience
Undertake education and vocational training

Community Role
Get involved in activities and events that assist to enhance the environment
Take ownership of the natural environment.
Use water and energy wisely
Compost
Plant a tree
Know what to do in an emergency

Our Partners
Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:
Local Land Services
Landcare Groups
Department of Planning, Industry and Environment
NSW Department of Planning and Environment

How our Plans are linked to State and Regional Plans
Premier's Priorities
Greener public spaces
Greener cities

State Priorities
Improve road safety
Break the cycle of disadvantage and better protect our vulnerable communities
Increase opportunities for disability and provide support that meet their needs and potential
Invest in critical infrastructure
Secure potable water supplies
Protect our natural environment
Increase opportunities for people to look after their own neighbourhoods and environments
Fostering opportunity and partnership with Aboriginal people
Ensure NSW is ready to deal with major emergencies and natural disasters
Improve Government transparency by increasing access to Government information
Involve the community in decision making on Government policy, services and projects

New England North West Regional Plan
Coordinate land use planning for future population growth, community need and regional economic development
Protect the viability and integrity of rural land
Sustainably manage mineral resources
Adapt to climate change and natural hazards and increase climate resilience
Lead renewable energy technology and investment
Support circular economy
Protect regional biodiversity and areas of High Environmental Value
Understand, respect and integrate Aboriginal culture and heritage
Support the aspirations of Aboriginal people and communities in local planning

Outcome 3.2 We use and manage our natural resources wisely

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

Strategies to get there

- 3.2.1. Develop a clean energy future
- 3.2.2. Use our water wisely
- 3.2.3. Reduce, reuse and recover waste
- 3.2.4. Identify and make best use of our land resource

Council Role
Provide water and sewer services
Undertake waste minimisation and education programs
Provide and promote initiatives to reduce water, energy and waste
Provide waste and recycling services
Support the protection of our land through long term planning
Plan community spaces wisely

Community Role
Reduce, reuse and recycle
Use water thoughtfully
Choose energy efficient appliances
Compost kitchen and garden waste
Be responsible in the disposal of waste
Take note of what goes down the drain
Use environmentally friendly products
Install energy and water saving options in your home
Use recyclable bags and say no to plastic
Carpool, ride a bike or walk
Employ sustainable farming and grazing practices

Our Partners
Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:
Department of Planning, Industry and Environment
NSW Department of Planning and Environment

How our Plans are linked to State and Regional Plans
Premier's Priorities
Greener public spaces
Greener cities
Reducing youth homelessness
Reducing homelessness

State Priorities
Drive economic growth in Regional NSW
Place downward pressure on the cost of living
Reduce travel times
Improve road safety
Increase opportunities for disability and provide support that meet their needs and potential
Invest in critical infrastructure
Build liveable centres
Secure potable water supplies
Protect our natural environment
Increase opportunities for people to look after their own neighbourhoods and environments
Fostering opportunity and partnerships with Aboriginal people
Ensure NSW is ready to deal with major emergencies

New England North West Regional Plan
Coordinate land use planning for future population growth, community need and regional economic development
Protect the viability and integrity of rural land
Sustainably manage mineral resources
Coordinate the supply of well located employment land
Adapt to climate change and natural hazards and increase climate resilience
Lead renewable energy technology and investment
Support a circular economy
Protect regional biodiversity and areas of High Environmental Value
Support the aspirations of Aboriginal people and communities in local planning
Public spaces and green infrastructure support connected and healthy communities
Improve state and regional freight connectivity
Utilise emerging transport technology



GOAL 4. PROACTIVE REGIONAL AND LOCAL LEADERSHIP

- 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.

What we heard our community say...

- in Warialda that you were going to undertake actions to acknowledge our local heroes.*
- that unity and inclusiveness is important to you.*
- that you wanted to volunteer and that we need to establish volunteering programs and promote them.*
- that our heritage needs to be resourced and referenced*
- that our signage needs to be improved throughout the Shire area, particularly tourism signage.*
- that you want a Council that is engaging and seeks input from the community.*
- you want a responsible Shire who is transparent and communicates effectively.*

We listened to you, our community; and we have aligned our goals, strategies and actions with what you told us.

Outcome 4.1 We are an engaged and connected community

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

Strategies to get there

4.1.1. Encourage an informed community

4.1.2. Enable broad, rich and meaningful engagement to occur

4.1.3. Build on our sense of community

Council Role	How our Plans are linked to State and Regional Plans
Provide open clear lines of communication with the community	Premier's Priorities Improving education results Increasing the number of Aboriginal youth reaching their learning potential Keeping children safe Reducing youth homelessness Reducing domestic violence Reducing adult re-offending Reducing homelessness
Provide quality customer service	
Encourage community participation in planning and policy development	
Provide a diverse range of opportunities for the community to be involved and engaged	
Value, consider and report on feedback	
Support community groups and organisations	State Priorities Improve the performance of the NSW economy Rebuild State finances Drive economic growth in Regional NSW Place downward pressure on the cost of living Strengthen the NSW skill base Improve road safety Break the cycle of disadvantage and better protect our vulnerable communities Increase opportunities for disability and provide support that meet their needs and potential Improve education and learning outcomes for all students Prevent and reduce the level of crime Prevent and reduce the level of re-offending Build liveable centres Protect our natural environment Increase opportunities for people to look after their own neighbourhoods and environments Make it easier for people to be involved in their community Increase opportunities for seniors in NSW to fully participate in their community
Visit Council's website www.gwydir.nsw.gov.au	
Check out Council's Facebook site	
Read Council's annual report	
Attend a Council meeting	
Discuss your ideas and suggestions for the future with a Councillor	
Encourage others to actively participate in their community	
Be proactive in assisting your neighbours	
Get involved in a community group or organisation	
Volunteer your spare time	
Share your knowledge	
Respond to surveys and provide comment on issues that concern you	
Attend industry forums	
Other Partners Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as: Border Regional Organisation of Councils (BROC) Office of Local Government Progress and community associations Chambers of Commerce/Vision 2020/Business Groups Namoi Joint Regional Organisation	

- _____
- Fostering opportunity and partnership with Aboriginal people
- _____
- Enhance cultural, creative, sporting and recreation opportunities
- _____
- Restore confidence and integrity in the planning system
- _____
- Restore trust in State and Local Government as a service provider
- _____
- Improve Government transparency by increasing access to Government information
- _____
- Involve the community in decision making on Government policy, services and projects

New England North West Regional Plan

- _____
- Coordinate land use planning for future population growth, community need and regional economic development
- _____
- Protect the viability and integrity of rural land
- _____
- Enhance the diversity and strength of Central Business Districts and town centres
- _____
- Support a diverse visitor economy
- _____
- Provide well located housing options to meet demand
- _____
- Provide more affordable and low cost housing
- _____
- Celebrate local character
- _____
- Public spaces and green infrastructure support connected and healthy communities
- _____
- Support the aspirations of Aboriginal people and communities in local planning

Outcome 4.2 We work together to achieve our goals

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

Strategies to get there

- 4.2.1. Build strong relationships and shared responsibilities
- 4.2.2. Work in partnership to plan for the future

Council Role

- _____
- Work in partnership with Federal and State Government, other councils and regional organisations
- _____
- Support Mayor and Councillors in their role
- _____
- Continue support for Australian Rural Roads Group (ARRG)
- _____
- Conduct Council business in an open and transparent manner and in accordance with legislative and statutory requirements
- _____
- Act with the wider community in mind
- _____
- Be responsive to new information
- _____
- Manage expectations
- _____
- Be an employer of choice
- _____
- Ensure the needs of our Shire and community are reflected in state and regional plans
- _____
- Seek sources of funding to implement our community vision

Community Role

- _____
- Join a Council committee
- _____
- Get involved in a community group or organisation
- _____
- Provide feedback to Council
- _____
- Get to know our Council and how it supports our community
- _____
- Be an active part of our community
- _____
- Keep an open mind

Our Partners

- _____
- Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:
- _____
- Border Regional Organisation of Councils (BROC)
- _____
- Office of Local Government
- _____
- Community associations
- _____
- Chamber of Commerce/Vision 2020/Business Groups

How our Plans are linked to State and Regional Plans

Premier's Priorities

- Improving education results
- Increasing the number of Aboriginal youth reaching their learning potential
- Keeping Children Safe
- Reducing youth homelessness
- Reducing domestic violence
- Reducing adult re-offending
- Reducing homelessness
- Improving service levels in hospitals
- Improving outpatient and community care
- Towards zero suicides

State Priorities

- Improve the performance of the NSW economy
- Rebuild State finances
- Drive economic growth in Regional NSW
- Increase the competitiveness of doing business in NSW
- Place downward pressure on the cost of living
- Strengthen the NSW skill base
- Improve road safety
- Break the cycle of disadvantage and better protect our vulnerable communities
- Increase opportunities for disability and provide support that meet their needs and potential
- Improve education and learning outcomes for all students
- Prevent and reduce the level of crime
- Prevent and reduce the level of re-offending
- Invest in critical infrastructure
- Build liveable centres
- Increase opportunities for people to look after their own neighbourhoods and environments
- Make it easier for people to be involved in their community

Increase opportunities for seniors in NSW to fully participate in their community

Fostering opportunity and partnership with Aboriginal people

Enhance cultural, creative, sporting and recreation opportunities

Ensure NSW is ready to deal with major emergencies and natural disasters

Restore confidence and integrity in the planning system

Restore trust in State and Local Government as a service provider

Improve Government transparency by increasing access to Government information

Involve the community in decision making on Government policy, services and projects

New England North West Regional Plan

Coordinate land use planning for future population growth, community need and regional economic development

Protect the viability and integrity of rural land

Expand agribusiness and food processing sectors

Sustainably manage mineral resources

Enhance the diversity and strength of Central Business Districts and town centres

Support a diverse visitor economy

Adapt to climate change and natural hazards and increase climate resilience

Protect regional biodiversity and areas of High Environmental Value

Provide well located housing options to meet demand

Provide more affordable and low cost housing

Understand, respect and integrate Aboriginal culture and heritage

Support the aspirations of Aboriginal people and communities in local planning

Public spaces and green infrastructure support connected and healthy communities



GOAL 5. CORPORATE MANAGEMENT

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.

What we heard our community say...

that you want a responsible Council.

that transparency and communication from Council are vital to the community.

that you want your Council to be financially sustainable.

We listened to you, our community; and we have aligned our goals, strategies and actions with what you told us.

Outcome 5.1 Corporate management

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

Strategies to get there

5.1.1 Financial Management and accountability systems

5.1.2 Information Management Systems

5.1.3 Administrative and support functions

5.1.4 Workforce Planning

5.1.5 Provision of responsible internal governance

Council Role

Support Mayor and Councillors in their role

Conduct Council business in an open and transparent manner and in accordance with legislative and statutory requirements

Provide and maintain efficient and effective internal systems to ensure that all legislative and organisational needs are met

Community Role

Participate in community consultation initiatives

Review and comment on documentation placed on public display

Our Partners

Partners who can help achieve our objectives will include Federal and State Government Agencies, service providers and community groups such as:

Border Regional Organisation of Councils (BROC)

Office of Local Government

Community associations

How our Plans are linked to State and Regional Plans

Premier's Priorities

Improving education results

Increasing the number of Aboriginal youth reaching their learning potential

Increase number of government services

Drive public sector diversity

State Priorities

Improve the performance of the NSW economy

Rebuild State finances

Drive economic growth in Regional NSW

Increase the competitiveness of doing business in NSW

Place downward pressure on the cost of living

Strengthen the NSW skill base

Improve road safety

Reduce travel times

Break the cycle of disadvantage and better protect our vulnerable communities

Increase opportunities for disability and provide support that meets their needs and potential

Invest in critical infrastructure

Build liveable centres

Make it easier for people to be involved in their community

Increase opportunities for seniors in NSW to fully participate in their community

Fostering opportunity and partnership with Aboriginal people

Restore confidence and integrity in the planning system

Restore trust in State and Local Government as a service provider

Improve Government transparency by increasing access to Government information

Involve the community in decision making on Government policy, services and projects

New England North West Regional Plan

Coordinate land use planning for future population growth, community need and regional economic development

Expand agribusiness and food processing sectors

Sustainably manage mineral resources

Enhance the diversity and strength of Central Business Districts and town centres

Coordinate the supply of well located employment land

Support a diverse visitor economy

Understand, respect and integrate Aboriginal culture and heritage

Support the aspirations of Aboriginal people and communities in local planning

Improve state and regional freight connectivity

Utilise emerging transport technology

WHAT RESOURCES ARE NEEDED TO GET THERE?

In response to the community aspirations identified through community consultation, the Council is required to identify strategies and objectives to advance in the direction indicated by the community. These strategies need to be resourced by people, assets and finance. The Integrated Planning and Reporting (IP&R) process requires that Council develops a Resource Strategy that covers the period of the Community Strategic Plan. The resourcing strategy includes the Long Term Financial Plan, Workforce Management Plan and Asset Management Plans.

Resourcing Strategy

Long Term Financial Plan

The Long Term Financial Plan has been used to inform decision making during the finalisation of the Community Strategic Plan and Development of the Delivery Program. It covers a period of 10 years however it will be updated annually through the development of each Operational Plan. The Long Term Financial Plan will also be reviewed in detail as part of the development of the next Delivery Program.

Workforce Management Plan

The Workforce Management Plan has been developed as part of the Integrated Planning and Reporting process. It spans a period of four years however, like the Long Term Financial Plan, it will be reviewed on an annual basis. The plan not only addresses the human resourcing requirements of the Delivery Plan, it also provides a snapshot of Gwydir Shire Council's workforce.

Asset Management Plans

Gwydir Shire Council has developed an Asset Management Strategy and Asset Management Plans considering all the existing assets under its ownership, and any proposed new assets. The Asset Management Strategy and Asset Management Plans support the Community Strategic Plan and Delivery Program. The Plans encompass all the assets under Gwydir Shire Council's control, identify service standards and contain long term projections of asset maintenance, rehabilitation and replacement costs.



HOW WILL WE KNOW WHEN WE GET THERE?

Monitoring Progress

A report on the progress of the implementation of the Community Strategic Plan will be drafted to be presented at the final meeting of the outgoing Council. The community will have the chance to review the Community Strategic Plan every four years when the new Council is elected. If something significant happens in the life of the plan, amendments may also be made to accommodate the associated changes to the strategic direction of the Council and community.

Specific deliverables in the form of actions are included in the Delivery Program and Operational Plan. These will be monitored and reported on each year before the upcoming Operational Plan is drafted. In addition to the annual reporting, both the Delivery Plan and Operational Plan will include actions and measures aligned with the strategic initiatives in the Community Strategic Plan. Progress of these actions will be included in quarterly performance reports to the elected Council and will be included in staff performance contracts.



Acknowledgements

We would like to thank everyone who has contributed to the review and development of the Community Strategic Plan. This Plan belongs to you, the community. Without your dedication, interest and commitment to this planning process, the production of this Community Strategic Plan would not have been possible. It is an exciting time to be living, working and investing in Gwydir Shire.

Contact Details

We welcome feedback on the Gwydir Shire Council Community Strategic Plan 2017-2027. 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