



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.



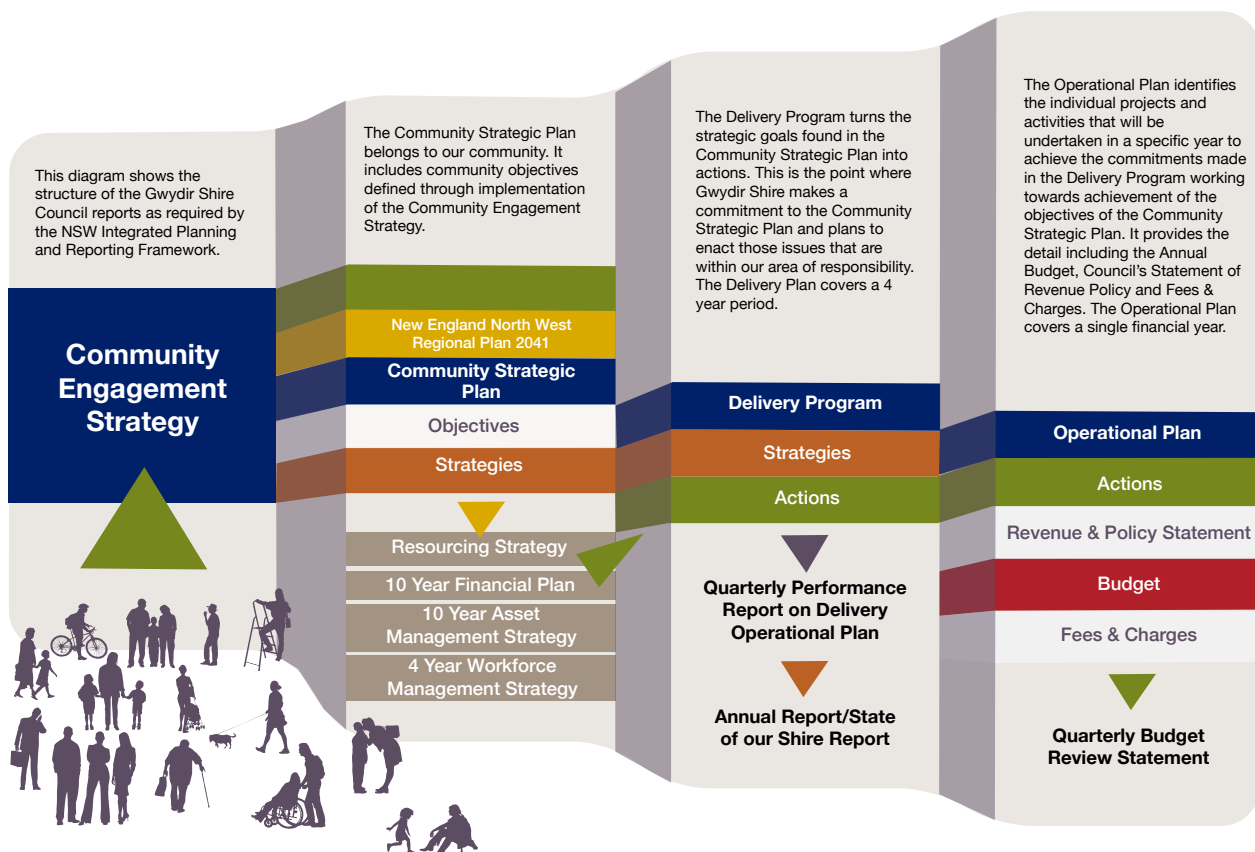
OUR PLANNING FRAMEWORK

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.





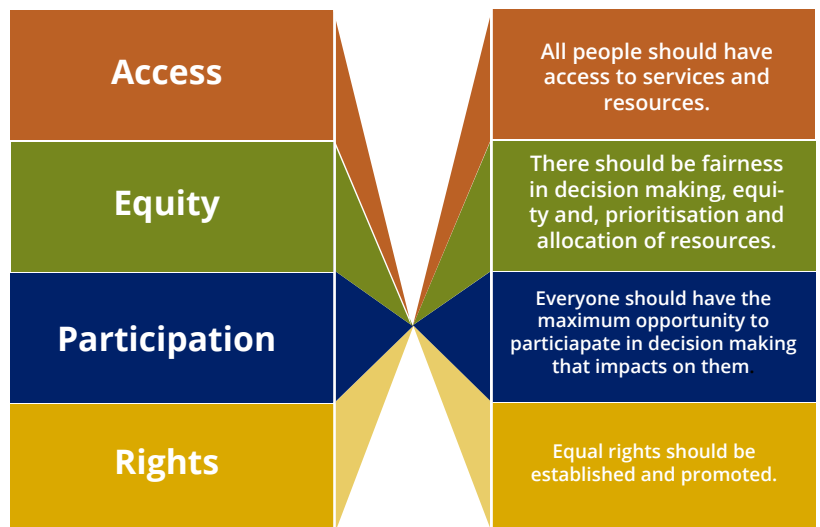
THE COMMUNITY STRATEGIC PLAN



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 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 Regional Plan we have considered requirements of other federal, state and internal plans.

These include:

■	Gwydir Local Environmental Plan (LEP)
■	Destination NSW Visitor Economy Strategy 2030
■	Destination NSW Statewide Destination Management Plan (DMP)
■	Flood Mapping Plans
■	Bingara & Wyallda 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
■	Gwydir Shire Council Asset Management Plans and 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'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 Risk Management Action Plan
■	Gwydir Shire Council Local Strategic Planning Statement 2036

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 was reviewed in December 2024.

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



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).

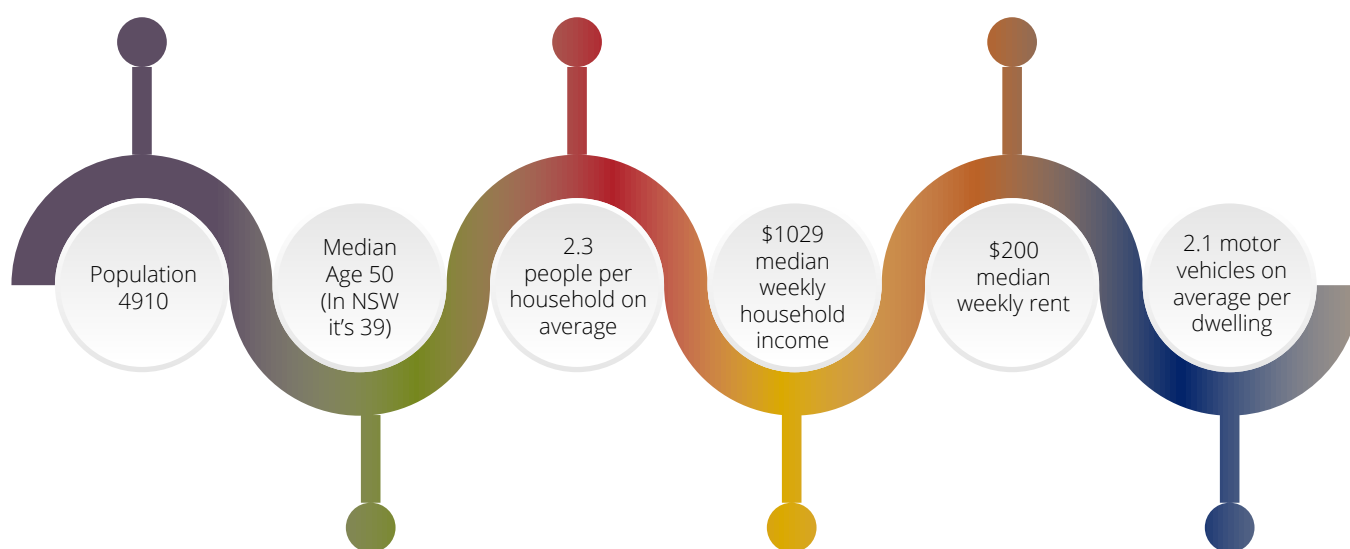
In June 2015, Gwydir Shire had an estimated population of 5,068. The Shire has two small towns, Bingara and Wialda, located approximately 40km apart. Bingara services the southern part of the Shire. Located on the Gwydir River at the intersection of the Fossickers Way and Nature's Way (State Touring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

Wialda 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 Wialda Rail, Ginerai, 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



Number of People in Labor Force: 2041 - 60.6% full time. 29.7% part time. 4.2% unemployed. 9.3% currently completing tertiary level education.



The most common occupations in the Shire are 30.8% managers, 14.2% labourers, 12.3% professionals, 9.6% clerical and administration workers.

References for statistical information are: ABS - Census 2021

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. Gwydir Shire has a notable proportion of older residents. According to the 2021 Census, 24% of the population was aged 60 years and older. This is higher than the national median age of 38 years, indicating a trend toward an ageing demographic within the Shire. 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.

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 Management Strategy.

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 areas 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
- *New England North West Regional Plan 2041*

<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.





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 supports and guides them through the engagement

process with the provision of a community space, information, administration support and advice.

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. There will be ongoing consultation with the community and these results will be used in the construction of the new Community Strategic Plan.

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.

Following their induction, the newly elected Councillors participated in an induction workshop facilitated by Local Government New South Wales (LGNsw). 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.

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 is 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, we will be conducting ongoing consultation throughout the year in both a formal and informal capacity and across a wide demographic of our community to ensure that we are capturing the views of all of our residents.



A HEALTHY AND COHESIVE COMMUNITY (SOCIAL)

Original Aspirations

CRANKY ROCK
 FOCUS ON ARTS
 COST SAVINGS – COMMUNITY HALLS
 REVIEW STANDARD OF RAMPS
 SELF HELP (ROADS)
 GREENHOUSE & POULTRY FARM
 REDEVELOPMENT OF BINGARA CIVIC CENTRE
 ROXY CAFÉ
 REDUCE LEVELS OF SERVICE FOR PARKS AND GARDENS
 FOSSICKERS PARADISE
 ATTRACT MORE GREY NOMADS TO STAY LONGER
 REGIONAL CONFERENCING
 FRIENDS 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 OUR STAFF LITERACY AND NUMERACY LEVELS
 ROXY THEATRE SHOWS/ EVENTS

Achievements

CRANKY ROCK
 FOCUS ON ARTS
 COST SAVINGS – COMMUNITY HALLS
 SELF HELP (ROADS)
 REDEVELOPMENT OF BINGARA CIVIC CENTRE
 ROXY CAFÉ
 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
 SERVICE LEVELS OF PARKS AND GARDENS

Current Aspirations

REVIEW STANDARD OF RAMPS
 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
 DIRECTIONAL SIGNAGE IMPROVED



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
 NBN OPPORTUNITIES
 COMPANION ANIMALS
 WELFARE
 MORE LIVE MUSIC AND
 OUTDOOR EVENTS/ACTIVITIES
 PUBLIC ART

Current Aspirations

EXPAND VISITOR
 ACCOMMODATION
 WARIALDA FOOD BANK
 BIODEGRADABLE COFFINS
 GSC PLASTIC FREE ZONE
 FIND FEE FREE PATHWAY FOR
 ESL STUDENTS
 GWYDIR SHIRE – CENTRE FOR
 ADVENTURE
 WARIALDA COMMUNITY
 GARDEN
 DISCOS FOR KIDS AT
 GRAVESEND
 WELLNESS CENTRE OF THE
 NORTH WEST
 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



AN ENVIRONMENTALLY RESPONSIBLE SHIRE (ENVIRONMENT)

Original Aspirations

WARIALDA RAIL WATER SUPPLY
 TWO POOLS?
 NAROO DEVELOPMENT
 EXTENSION OF GRAVESEND CLUB
 INDEPENDENT LIVING UNITS AT NAROO
 VACANT LAND FOR SALE
 FORESHORE MANAGEMENT
 OPTIMUM ROAD NETWORK
 ASSET MANAGEMENT PLANS
 PETITION OTHER LEVELS OF GOVERNMENT
 BEHIND THE METER SCHEME
 PARK IRRIGATION SYSTEMS
 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
 GRAVESEND WATER SUPPLY
 WARIALDA WATER SUPPLY
 SOLAR PANEL FOUNTAIN IN WARIALDA
 ENSURE CAUSEWAYS AND RAMPS ARE WIDE ENOUGH FOR MACHINERY TO CROSS EASILY

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
 NAROO DEVELOPMENT
 ASSET MANAGEMENT PLANS
 WARIALDA WATER SUPPLY

Current Aspirations

CREATE “BINGARA BIG BATTERY”
 NAROO DEVELOPMENT
 INDEPENDENT LIVING UNITS AT NAROO
 OPTIMUM ROAD NETWORK
 BEHIND THE METER SCHEME
 ENSURE CAUSEWAYS AND RAMPS ARE WIDE ENOUGH FOR MACHINERY TO CROSS EASILY
 GRAVESEND WATER SUPPLY





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
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

Achievements

WATER REFILLING STATIONS
FRIENDS OF NAROO
DOMESTIC WASTE
COLLECTION
STRATEGIC RELATIONSHIPS
MORE DISABLED PARKING
ACCESS TO CHILD CARE
NEW BUILDING FOR
CHALLENGE COMMUNITY
SERVICES
VACANT LAND DEVELOPMENT
NORTH BINGARA SEWERAGE
EXPANSION
UPGRADING KIDS
PLAYGROUNDS

Current Aspirations

IMPROVE MEDICAL SERVICES
COMMUNICATION
POPULATION GROWTH
ECONOMIC DEVELOPMENT
GWYDIR LEARNING REGION
THE LIVING CLASSROOM
REVIEW OF SERVICE LEVELS
NAROO SUSTAINABILITY
EXPANDED TOURISM
MORE VOLUNTEERS
CIRCULAR ECONOMY
FINANCIAL STABILITY
MORE HOUSING
LOWER THE COST OF LIVING
EMPLOYMENT



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

UPPER HORTON - MOBILE
PHONE TOWER

Current Aspirations

BETTER
TELECOMMUNICATIONS
AND TELEVISION ACCESS &
COVERAGE

COOLATAI – RV FRIENDLY
ACCREDITATION

SAND MINE OPPORTUNITIES

REDEVELOPMENT BINGARA
COUNCIL DEPOT

BIODIGESTER

REDEVELOPMENT OF BINGARA
COUNCIL DEPOT





WHAT OUR **KIDS TOLD US**

The NSW Strategic Plan for Children and Young People 2022-2024 outlines a framework that reflects the values and priorities of young people across the state.

The plan emphasizes key themes including:

- Hope for the future
- Love, connection, and safety
- Health and wellbeing
- A good standard of living
- Environments for joy and fun
- Respect and acceptance

In alignment with this framework, consultation was undertaken with young people in Gwydir Shire to understand their needs, concerns, and aspirations.

The consultation process included a range of engagement methods such as surveys, focus groups, and individual conversations. The approach was designed to ensure diverse voices were heard and that the feedback accurately reflected the perspectives of young people in the

Shire. Mental Health workshops were conducted in 2022 and follow up surveys were conducted to maintain ongoing engagement with the youth and to validate findings.

Findings

1. Education and Health

Young people expressed significant concern regarding their access to quality education and health services. They emphasised the importance of supportive environments that cater to their learning and wellbeing needs.

2. Community Inclusion and Participation

There was a strong desire for more inclusive, age-appropriate community activities. Respondents highlighted the importance of being involved in local decision-making processes and expressed a need for activities that encourage engagement across all age groups.



3. Employment and Training Opportunities

Many young people indicated a desire for increased employment opportunities within the local area. Specifically, they highlighted the need for more access to traineeships, apprenticeships, and pathways to higher education to support long-term career development.

4. Community Values and Safety

Respect and acceptance from the broader community were seen as critical. Young people stressed the importance of feeling safe and valued in their environment, with community support identified as a key factor in their overall wellbeing.

5. Lifestyle and Environment

Respondents expressed appreciation for the natural environment and the friendliness of the people in Gwydir Shire. However, they also indicated a desire for more youth-targeted programs and social opportunities that would enhance their quality of life while living in the region.

The consultation findings are closely aligned with the objectives of the NSW Strategic Plan for Children and Young People which is grounded in the voices of children and young people across New South Wales and aims to ensure their rights, wellbeing, and active participation in society. The voices of Gwydir Shire's youth reflect a strong commitment to education, health, inclusion, employment

opportunities, and a respectful, supportive community. These insights provide valuable guidance for future planning and development of youth-oriented programs and services in the Shire.

As a result of feedback from the 2017 survey, Gwydir Shire Council established the Gwydir Youth Council, providing young people in the Shire with a platform to have their voices heard. This initiative aimed to empower and engage youth across the Shire, fostering a strong and vibrant community shaped by their ideas, input, and involvement in planning and decision-making.

The Youth Council operated successfully for several years, providing valuable opportunities for youth engagement and representation. However, the tyranny of distance across our expansive Shire presented ongoing challenges, making consistent participation difficult. As a result, the Youth Council has been in recession for the past two years.

Gwydir Shire Council remains committed to ensuring that our young people have a strong and meaningful voice in their communities. We intend to revive this initiative in new and innovative ways that better reflect the realities of our region—ensuring all young people, regardless of location, can actively contribute to shaping the future of the Shire.



**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 working with the older members of our community and their families to ensure that we can gather more information for the creation and implementation of the Gwydir Shire Council Aging Strategy which will then be integrated into our Delivery Program and Operational Plans.



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.

town and villages water supply.

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 diverse 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



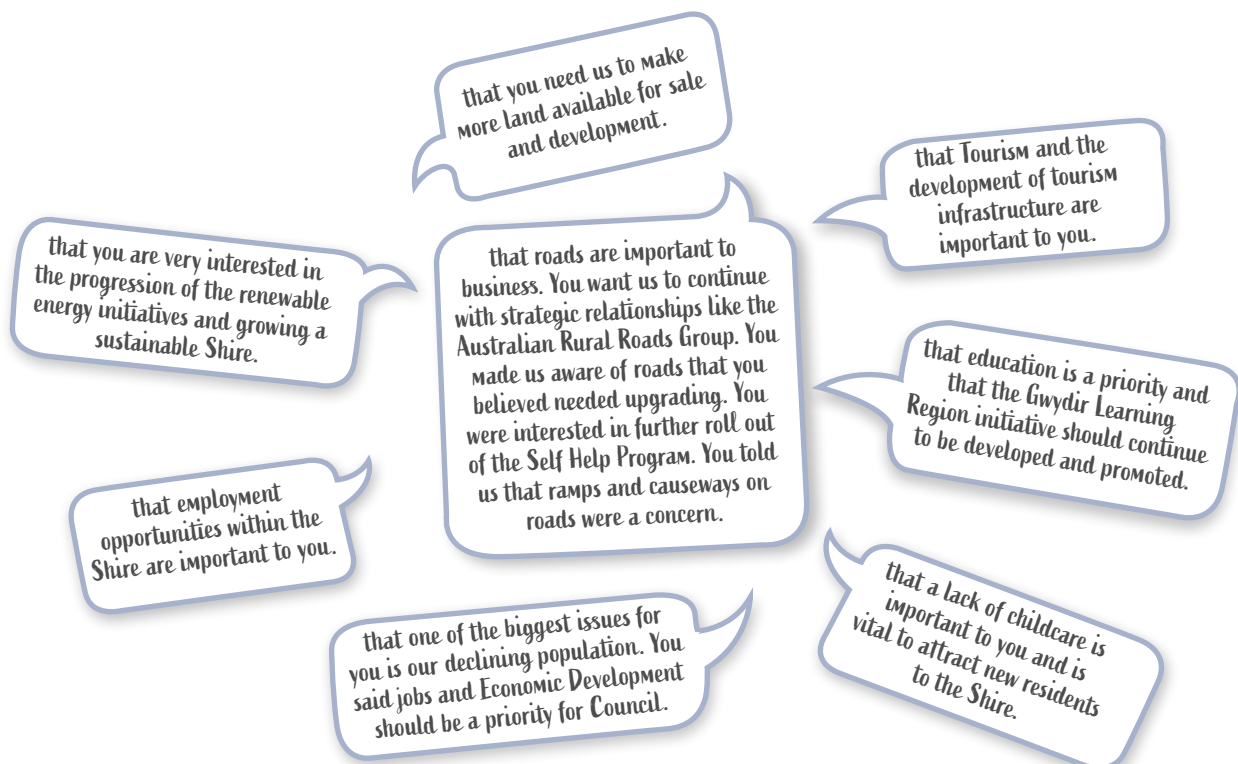
GOAL 2. BUILDING THE BUSINESS BASE

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...



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

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

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

Provide more affordable and low cost housing

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



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...



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
Provide open clear lines of communication with the community
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
Community Role
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 comments 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

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
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 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
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

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 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