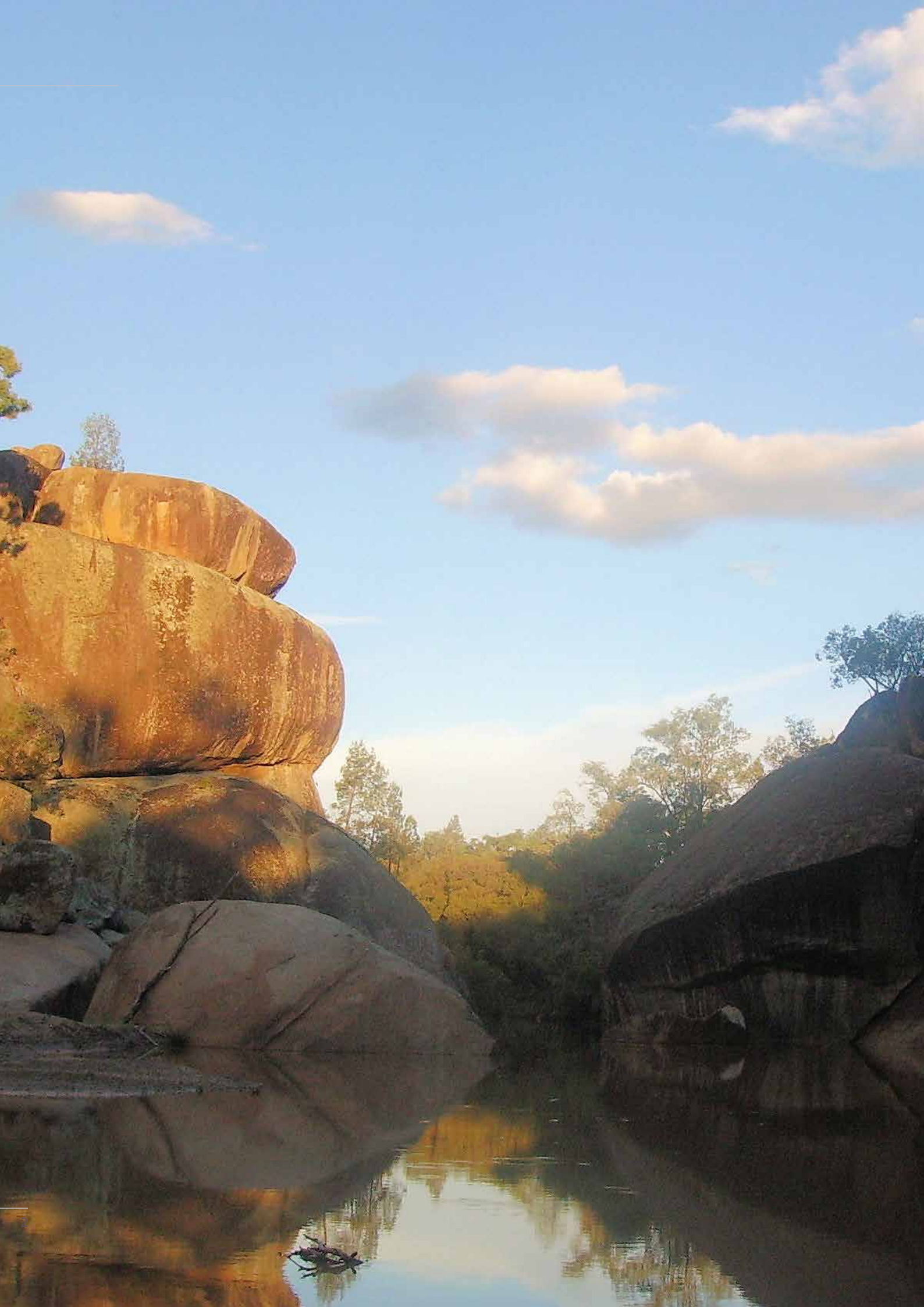




GWYDIR SHIRE COUNCIL
DELIVERY PROGRAM

2026/2030





GWYDIR SHIRE **COUNCIL**

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GWYDIR SHIRE COUNCIL

MESSAGE FROM **GENERAL MANAGER**

Max Eastcott



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

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

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

GENERAL MANAGER
Max Eastcott

GWYDIR SHIRE COUNCIL

MESSAGE FROM
MAYOR

Tiffany Galvin



It is with great pride that I present this Delivery Program—our commitment to the ongoing growth, sustainability, and success of the Gwydir Shire community.

Our vision is to ensure Gwydir Shire remains one of the most desirable places to live and visit. This means not only delivering on the promises we've made but also driving forward new and exciting projects that benefit both residents and visitors.

Major initiatives such as the new Council Administration Building in Bingara and the creation of green space in Warialda will become important assets for our Shire. These projects are designed to reflect community pride while creating vibrant, accessible spaces that enhance the lifestyle and experience of those who call Gwydir Shire home—or are simply passing through.

We remain deeply committed to the prosperity of our five villages. Each village contributes to the strength and character of our Shire, and Council will continue to support them and our towns through considered and meaningful investment and service delivery.

Achieving these goals takes genuine collaboration. As a team of elected members and dedicated staff, we must work together to bring our community vision to life. It is only through shared commitment that we can successfully deliver the projects and services outlined in this program.

We also acknowledge the challenges that natural disasters continue to pose—particularly to our road network. These roads are vital to our communities, especially for our farming sector. Maintaining safe, reliable roads is essential to the wellbeing and economic strength of our region, and Council will continue its focused efforts on their repair and upkeep.

As Mayor, I look forward to working with my fellow Councillors, Council staff, and our community to ensure Gwydir Shire remains an independent, resilient, and vibrant place we can all take pride in.

MAYOR
Tiffany Galvin

ACKNOWLEDGEMENT TO COUNTRY

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



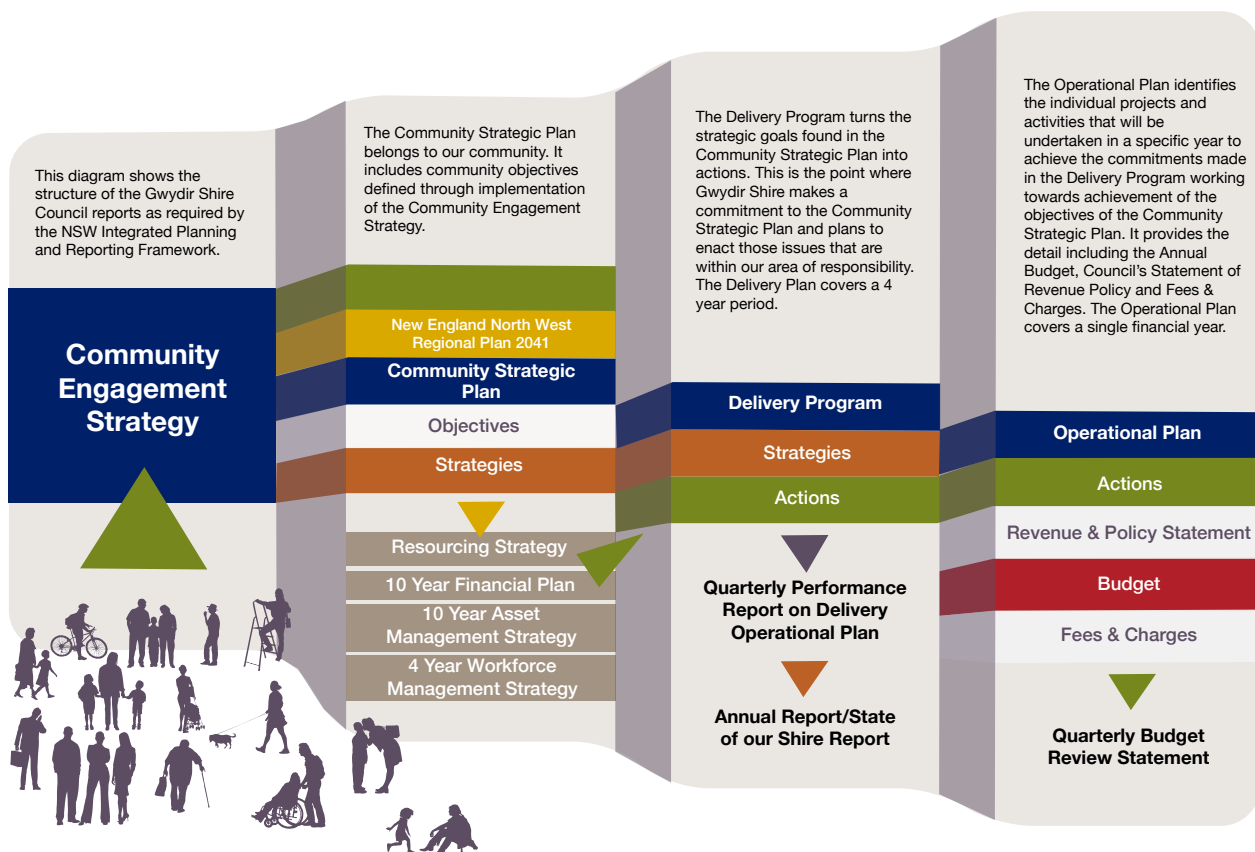
OUR PLANNING FRAMEWORK

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 a minimum of 10 years, a Delivery Program spanning the four (4) year period of the elected council and Operational Plans covering each financial year.

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

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





OUR ELECTED COUNCIL

CR. TIFFANY GALVIN – MAYOR



Email: tgalvin@gwydir.nsw.gov.au

CR. SEAN COLEMAN – DEPUTY MAYOR



Email: sfcoleman@gwydir.nsw.gov.au

CR. JOHN BISHTON



Email: jbishton@gwydir.nsw.gov.au

CR. MICK COLLINS



Email: mcollins@gwydir.nsw.gov.au

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

"I want to represent the communities of Coolatai, Yallaroj, North Star and Croppa Creek. Road infrastructure and maintenance are key goals of mine in this large area. These communities and others in the Shire depend on roads and infrastructure for their businesses, livelihood, childcare, schooling and employment. It is essential funding is secured to support road improvements for these areas."

"My goal for the current council term is to ensure we have a smooth transition of leadership within Gwydir Shire Council, and to build on the enviable position the shire has developed in recent years."

"My goal is to be a voice for citizens of the Gwydir Shire regardless of where they live. I see the need to focus on needs, not wants and work towards improving our roads, connectivity, promoting our shire and encouraging responsible development. Maintaining and striving for improved services and facilities is a must. No matter how big or small someone's issue, it is important they have a voice, and I will do my best to advocate for the citizens of the Gwydir Shire."

CR. SCOT CRISPIN



Email: scrispin@gwydir.nsw.gov.au

"My goal for this term is to increase communication between the council, residents, volunteer organisations and sporting groups in the shire. This goal is aimed to improve access to information about events, notices, news articles and other important points for every resident in the shire."

CR. SARAH CRUMP



Email: scrump@gwydir.nsw.gov.au

"It is my intent within this term of local government to highlight the funding inconsistencies between city and country Local Government Areas (LGAs), to help foster an equitable balance and ensure Gwydir Shire's longevity."

CR. RACHEL SHERMAN



Email: rsherman@gwydir.nsw.gov.au

"As a Councillor on the Gwydir Shire Council, my goal and focus are on ensuring our roads are well-maintained and that funding is allocated based on economic productivity and community needs, prioritising key transport routes for industry and agriculture. Council's financial stability is also a priority and will lead to efficient service delivery and keeping rates fair for our residents. Additionally, I'll advocate for community programs that will enhance health and wellbeing. My goal is to support a thriving, well-connected and financially sustainable community."

CR. MARILYN DIXON (OAM)



Email: mdixon@gwydir.nsw.gov.au

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

CR. ADRIAN WILLMOT



Email: awillmot@gwydir.nsw.gov.au

"My goal for this term of Council is to see the development of our tourism industry with special attention to our natural environment. The growth of tourism within our Shire will pay dividends to residents, business owners and council. One of my primary campaign messages was for the development of land for housing, in particular in Warialda. This has already been addressed by the council. These two items will see population growth which is essential for the continued survival of Gwydir Shire Council."

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 a minimum of ten (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 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, Access, Equity, Participation and Rights. Our Community Engagement Strategy has been developed around these Principles.



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

GWYDIR COUNTRY–FRESH AIR, INNOVATION, OPPORTUNITY AND RESILIENCE

The Community Strategic Plan as developed by the community will be implemented by the Council on behalf of the community. The Plans are underpinned by the principles of Social Justice and built around the five (5) goals outlined below:



In addition to the Social Justice Principles, the Local Government Act 1993 dictates that the CSP must address the social, environmental, economic and civic leadership considerations, which are the quadruple bottom line considerations. In addition to the four (4) considerations, the Council has decided to add an additional consideration of governance, the goal being Organisational Management. This goal specifically applies

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

The strategic goals included in the **Community Strategic Plan** are turned into actions in the four (4) year **Delivery Program**. The **Operational Plan** identifies the individual projects and activities that will be undertaken in a specific financial year.



THE DELIVERY PROGRAM

(THIS DOCUMENT)

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

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

This Program embraces all areas of Councils operations. The community goals and strategies included in the CSP are expanded to include actions for the four (4) year period of the operation of the program (2026-2030).



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

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

Operational Plan

The Operational Plan supports the implementation of the Delivery Program and outlines in more detail the individual actions and associated activities that our Council will undertake in the 2026 financial year and those following.

The Operational Plan links directly to the Community Strategic Plan, Council's Delivery Program and Resourcing Strategy. None of these plans should be read in isolation.

Resourcing Strategy

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

The Resourcing Strategy includes the following:

- Workforce Management Strategy – 4 years
- Long Term Financial Plan – 10 years
- Asset Management Strategy – 10 years

HOW WE **WILL REPORT**

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

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



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



VISION

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

MISSION

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

COUNCIL CORE VALUES

1. For Our Community and Visitors

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

2. For Our Community Committees

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

3. For Our Staff

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

4. For Our Councillors

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



GWYDIR SHIRE COUNCIL



WHERE ARE WE NOW?

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

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

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

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



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

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

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

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

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

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

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

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

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

SERVICE **REVIEWS**

In accordance with the Local Government Act 1993 (NSW), councils are required to conduct regular service reviews as part of their Delivery Program to ensure that services remain efficient, effective, and aligned with community needs. These reviews help councils assess whether services are being delivered in the most sustainable and cost-effective manner while meeting statutory obligations and strategic priorities.

A service review examines key aspects such as service demand, resourcing, costeffectiveness, and potential improvements. It may also explore alternative delivery models, partnerships, or technological advancements that can enhance service quality and accessibility.

By embedding service reviews into the Delivery Program, councils demonstrate their commitment to continuous improvement, accountability, and responsible resource management. These reviews also provide transparency to the community by ensuring that services continue to meet expectations while being delivered efficiently within available budgets.

Ultimately, the service review process supports evidence-based decision-making, enabling councils to adapt to changing community needs, legislative requirements, and financial constraints while striving for operational excellence.

The Service Review Program for the next 4 years is as follows:

- Section 355 Committees of Council
- Fleet & Plant Management / Financial Systems
- Records Management and Cemeteries
- Customer Service Operations and Planning





OPPORTUNITIES AND CHALLENGES

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

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

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

The management of this gradual return to normality will be a challenge as we work toward what is appropriate and efficient levels of service.

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

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

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



MEGA TRENDS

WHAT'S ON THE HORIZON

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

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

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

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

A megatrend is defined as a trajectory of change that will have profound implications across many areas of industry and society. Each megatrend occurs at

the intersection of multiple, more specific trends and patterns of change – including geopolitical, economic, environment, social or technological trends. Put simply a megatrend can change the way we live.

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

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

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

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

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

Australia's closeness to these emerging markets creates a tremendous opportunity for trade, especially with this Country's reputation for good quality beef, lamb 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 have 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 provides 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, 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 aging 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 the 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. It is expected that the younger generations will move to larger populated areas in search of employment opportunities and higher education. The ageing population is expected to increase demand for aged care and health services. The New England North West Regional Plan 2041 projects that jobs in aged care, health care, and social assistance will account for 13% of all jobs by 2041, becoming the region's largest employment sector. While specific figures for Gwydir Shire are not detailed, this regional trend suggests a growing need for health and social assistance professionals within the Shire.

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 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 any time with a reliable digital connection.

The NSW State Infrastructure Strategy is underpinned by the Future Transport Strategy, 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 | ABS | Deloitte
- *Insights* | New England North West Regional Plan 2041 |





OUR **ASSETS**

The total value of Gwydir Shire Council's asset inventory at 15 April 2025 exceeds \$668 million. This includes water, sewerage, and drainage infrastructure, roads, bridges, land, buildings, and plant and equipment. These assets combine to enhance the quality of life for our residents and those visiting Gwydir Shire Council.

Buildings and Land

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

- 15 public halls and community centres
- 19 aged care/low income units
- 9 residential houses
- 2 medical centres
- Naroo – a 36 bed aged care facility
- 3 learning region complexes – hospitality, automotive, and primary industry trade training centres
- 6 sporting facilities/indoor stadiums/showgrounds
- 2 caravan parks with 18 cabins for hire
- 22 public amenities
- Over 20 parks and public reserves'



Roads

The Gwydir Shire area is 9,122 square kilometres, with a comprehensive road network totaling 2,335 kilometres (not including state owned highways).

Our infrastructure is comprised of:

- 1,637km of unsealed roads
- 698km of sealed roads
- 110 bridges (this includes 67 culverts that are defined as bridges)
- 18km of footpaths
- 33km of kerb and guttering
- 42km of sewerage pipes
- 79km of water pipes

Other Assets

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

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

Asset Category	Total of At Cost (\$)
Roads Structure	175,120,736.02
Roads Surface	51,892,630.50
Unsealed Roads	48,539,878.66
Non-depreciatable bulk earthworks	109,997,723.83
Bridges	55,225,803.72
Footpaths	4,251,081.74
Kerb & Gutter	2,388,502.13
Buildings (Non Specialised)	45,246,264.33
Specialised Buildings	50,379,846.28
Operational Land	7,696,462.08
Community Land	3,713,255.56
Land Improvements	272,945.62
Furniture & Fittings	1,575,648.93
Office Equipment	1,428,932.36
Other Assets	232,913.72
Other Structures	12,469,594.56
Plant & Equipment	31,041,482.20
Pools	4,009,680.47
Water Infrastructure	29,225,526.03
Sewerage Infrastructure	23,734,039.36
Stormwater Drainage	7,080,108.89
Landfills	3,164,074.60
Quaries	210,271.42
Total Asset Cost	668,897,403.01

*figures correct as at 15/04/2025

OTHER PLANS & STRATEGIES

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

These include:

Gwydir Local Environmental Plan (LEP)

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 2041

NSW Renewable Energy Action Plan

NSW Government Disability Inclusion Guidelines

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



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



The outcomes and strategies in this goal include:

- 1.1 We have healthy and inviting spaces and places**
 - 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**
- 1.2 Our community is an inviting and vibrant place to live**
 - 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**

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

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

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

Goal	Outcome	Strategy	Action	Officers
1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.2 - Encourage and enable healthy lifestyle choices	Deliver and maintain recreational infrastructure that supports social and sporting activities, including events, grassroots sports, talent development, and other council and community initiatives, in alignment with agreed service levels	Responsible Officer: General Manager Authorising Officer: Organisation & Community Services Director
1 - A healthy and cohesive community	1.1 - We have healthy and inviting spaces and places	1.1.3 - Provide the right places, spaces and activities	Provide for the ongoing provision of parkland and other educational, recreation, social and all access facilities for current and future communities.	Responsible Officer: Organisation & Community Services Director Authorising Officer: General Manager
1 - A healthy and cohesive community	1.2 - Our community is an inviting and vibrant place to live	1.2.1 - Enable accessible and affordable lifestyle options	Take action to improve housing affordability and diversity, the liveability of our neighbourhoods as well as equity and inclusiveness. Promote sustainability and equitable economic growth.	Responsible Officer: Maxwell Eastcott, General Manager Authorising Officer: Organisation & Community Services Director
1 - A healthy and cohesive community	1.2 - Our community is an inviting and vibrant place to live	1.2.2 - A shared responsibility for community safety	Provide a Safe Community where all residents and visitors can work, travel, live and play in a safe and secure environment, free of risk to health and wellbeing.	Responsible Officer: General Manager Authorising Officer: Organisation & Community Services Director
1 - A healthy and cohesive community	1.2 - Our community is an inviting and vibrant place to live	1.2.3 - Celebrate our creativity and cultural expression	Contribute to community wellbeing by strengthening the Council's cultural identity and harmony making Gwydir Shire Council a more vibrant place to live and visit.	Responsible Officer: Organisation & Community Services Director Authorising Officer: General Manager



**BUILDING THE
BUSINESS
BASE
(ECONOMIC)**



The outcomes and strategies in this goal include:

- 2.1 Our economy is growing and supported**
 - 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 live, work and invest**
- 2.2 We are skilled and have access to excellent educational opportunities**
 - 2.2.1 Increase the range of opportunities to work locally**
 - 2.2.2 Build on our quality education and training opportunities**

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

Our business community is prepared for future growth and challenges. We welcome new business development opportunities and work with private enterprise to establish strategic partnerships aligned to the creation of employment and industry in our community.

Tourism is embraced by all facets of our community and Gwydir Shire Council is seen as a destination of choice for travellers.

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

Goal	Outcome	Strategy	Action	Officers
2 - Building the business base	2.1 - Our economy is growing and supported	2.1.1 - Plan for and develop the right assets and infrastructure	Achieve better value from infrastructure spend to improve productivity, drive economic growth and improve public amenity	Responsible Officer: General Manager Authorising Officer: Organisation & Community Services Director
2 - Building the business base	2.1 - Our economy is growing and supported	2.1.1 - Plan for and develop the right assets and infrastructure	Implement and Deliver 4 year Water Infrastructure Program	Responsible Officer: Town Utilities Manager Authorising Officer: Engineering Director
2 - Building the business base	2.1 - Our economy is growing and supported	2.1.1 - Plan for and develop the right assets and infrastructure	Implement and Deliver 4 year Sewer Infrastructure Program	Responsible Officer: Town Utilities Manager Authorising Officer: Engineering Director
2 - Building the business base	2.1 - Our economy is growing and supported	2.1.2 - Support the growth of our business community	Establish a strong business and commercial culture identifying opportunities to increase Gwydir Shire's competitiveness and support the development of innovation and entrepreneurship.	Responsible Officer: General Manager Authorising Officer: Organisation & Community Services Director
2 - Building the business base	2.1 - Our economy is growing and supported	2.1.3 - Promote our community as the place to visit, live, work and invest	Assist in the creation of an environment in which a sustainable level of population and economic growth can occur to benefit local business and tourism	Responsible Officer: Organisation & Community Services Director Authorising Officer: General Manager
2 - Building the business base	2.2 - We are skilled and have access to excellent educational opportunities	2.2.2 - Build on our quality education and training opportunities (including through the GLR)	Collaborate closely with industry stakeholders to develop sustainable, high quality education and training opportunities to attract, develop, support and retain a skilled local workforce	Responsible Officer: General Manager Authorising Officer: Organisation & Community Services Director



**AN
ENVIRONMENTALLY
RESPONSIBLE SHIRE
(ENVIRONMENT)**



3.1 Our community understands and embraces environment change

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

3.2 We use and manage our natural resources wisely

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 resource land

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

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

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

Goal	Outcome	Strategy	Action	Officers
3 - An environmentally responsible Shire	3.1 - Our community understands and embraces environmental change	3.1.1 - Encourage respectful planning, balanced growth and good design	Integrate the economic, social and environmental objectives of society in order to maximise well-being in the present without compromising the ability of future generational needs.	Responsible Officer: General Manager Authorising Officer: Organisation and Community Services Director
3 - An environmentally responsible Shire	3.1 - Our community understands and embraces environmental change	3.1.2 - Respond to our changing environment	Establish an ongoing cycle of assessment, targeted actions, monitoring and review to support learning and strengthen our response to a changing environment.	Responsible Officer: Planning and Environment Team Leader Authorising Officer: Business and Strategy Director
3 - An environmentally responsible Shire	3.1 - Our community understands and embraces environmental change	3.1.2 - Respond to our changing environment	Develop and implement natural disaster resilience planning initiative, enhancing community preparedness, response, and recovery through infrastructure improvements, risk mitigation strategies, and collaboration with key stakeholders.	Responsible Officer: Town Utilities Manger Authorising Officer: Engineering Director
3 - An environmentally responsible Shire	3.1 - Our community understands and embraces environmental change	3.1.3 - Value, protect and enhance our natural environment	Work together in a coordinated way to build connectivity, protect and reduce pressures on and build resilience for our unique natural environment.	Responsible Officer: Planning and Environment Team Leader Authorising Officer: Business and Strategy Director
3 - An environmentally responsible Shire	3.2 - We use & manage our natural resources wisely	3.2.1 - Develop a clean energy future	Work with key stakeholders to support local communities, businesses and workers to maximise opportunities and to ensure a smooth transition to a more energy efficient future.	Responsible Officer: General Manager Authorising Officer: Organisation and Community Services Director
3 - An environmentally responsible Shire	3.2 - We use & manage our natural resources wisely	3.2.2 - Use our water wisely	Sustainably manage and conserve water resources and quality in accordance with relevant compliance agencies.	Responsible Officer: Town Utilities Manager Authorising Officer: Engineering Director
3 - An environmentally responsible Shire	3.2 - We use & manage our natural resources wisely	3.2.3 - Reduce, reuse and recover waste	Deliver a domestic waste management service that is focused on sustainable waste management and resource recovery services that also meets the needs of the Gwydir Shire residents	Responsible Officer: Planning and Environment Team Leader Authorising Officer: Business and Strategy Director
3 - An environmentally responsible Shire	3.2 - We use & manage our natural resources wisely	3.2.4 - Identify and make best use of our resource land	Identify future land uses and plan for future development to balance the competing needs for expansion with protection of sensitive environments, ensuring recreational and community needs and promoting sustainability.	Responsible Officer: Business and Strategy Director Authorising Officer: General Manager



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



The outcomes and strategies in this goal include:

- 4.1 We are an engaged and connected community**
 - 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**
- 4.2 We work together to achieve our goals**
 - 4.2.1 Build strong relationships and shared responsibilities**
 - 4.2.2 Work in partnership to plan for the future**

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

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

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

Goal	Outcome	Strategy	Action	Officers
4 - Proactive regional and local leadership	4.1 - We are an engaged & connected community	4.1.1 - Encourage an informed community	Build on key strategies for the provision of information to our community in a relevant, meaningful and transparent way	Responsible Officer: General Manager Authorising Officer: Organisation and Community Services Director
4 - Proactive regional and local leadership	4.1 - We are an engaged & connected community	4.1.2 - Enable broad, rich and meaningful engagement to occur	Audit, package and promote tourism attributes for Gwydir Shire Council	Responsible Officer: Organisation and Community Services Director Authorising Officer: General Manager
4 - Proactive regional and local leadership	4.1 - We are an engaged & connected community	4.1.2 - Enable broad, rich and meaningful engagement to occur	Provide the right platforms for humanising encounters and constructive conversations to create a reservoir of unity and trust within the community	Responsible Officer: Organisation and Community Services Director Authorising Officer: General Manager
4 - Proactive regional and local leadership	4.1 - We are an engaged & connected community	4.1.3 - Build on our sense of community	Collaborate and work together with all stakeholders to build connections, understanding and confidence to foster strong, resilient and connected communities.	Responsible Officer: Organisation and Community Services Director Authorising Officer: General Manager
4 - Proactive regional and local leadership	4.2 - We work together to achieve our goals	4.2.1 - Build strong relationships and shared responsibilities	Collaborate with key stakeholders to continue to develop trust, respect, awareness, inclusion and open communication for the purpose of creating shared responsibilities for better outcomes	Responsible Officer: Organisation and Community Services Director Authorising Officer: General Manager
4 - Proactive regional and local leadership	4.2 - We work together to achieve our goals	4.2.2 - Work in partnership to plan for the future	Use the Council's Integrated Planning and Reporting (IP&R) framework to set priorities, align efforts, improve operations, unify goals, track progress, and adapt to change.	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director



ORGANISATIONAL MANAGEMENT (GOVERNANCE)



The outcomes and strategies in this goal include:

5.1 Corporate Management

- 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 Provider responsible internal governance**

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

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

Goal	Outcome	Strategy	Action	Officers
5 - Organisational management	5.1 - Corporate management	5.1.2 - Information management systems	Ensure appropriate planning, implementation and monitoring of information systems to support the mission, goals and objectives of the organisation	Responsible Officer: Organisation and Community Services Director Authorising Officer: General Manager
5 - Organisational management	5.1 - Corporate management	5.1.5 - Provide responsible internal governance	Improve internal capacity to improve efficiencies	Responsible Officer: Organisation and Community Services Director Authorising Officer: General Manager
5 - Organisational management	5.1 - Corporate management	5.1.3 - Administrative and support functions	Create formal structure and support to assist in the facilitation of Council's key functions to achieve core objectives.	Responsible Officer: General Manager Authorising Officer: Organisation and Community Services Director
5 - Organisational management	5.1 - Corporate management	5.1.5 - Provide responsible internal governance	The development and management of policy and risk for the benefit of the community consisting of processes and systems that promote the good rule of government.	Responsible Officer: General Manager Authorising Officer: Organisation and Community Services Director
5 - Organisational management	5.1 - Corporate management	5.1.1 - Financial management and accountability systems	Align financial function with business strategy to assist developing long-term growth and financial security	Responsible Officer: Chief Financial Officer Authorising Officer: Organisation and Community Services Director
5 - Organisational management	5.1 - Corporate management	5.1.1 - Financial management and accountability systems	Sustainably manage and conserve water resources and quality in accordance with relevant compliance agencies.	Responsible Officer: Town Utilities Manager Authorising Officer: Engineering Director

Goal	Outcome	Strategy	Action	Officers
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	Employee Training and Wellbeing programs and initiatives	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director
5 - Organisational management	5.1 - Corporate management	5.1.5 - Provide responsible internal governance	Human Resources, Payroll and Strategy systems and compliance	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	Workforce Planning a Development in alignment with Workforce Management Strategy to meet organisational goals.	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director
5 - Organisational management	5.1 - Corporate management	5.1.5 - Provide responsible internal governance	Meet all regulatory compliance and reporting functions	Responsible Officer: Organisation and Community Services Director Authorising Officer: General Manager
5 - Organisational management	5.1 - Corporate management	5.1.1 - Financial management and accountability systems	Implement and manage Council's Fleet Management Program	Responsible Officer: Town Utilities Manager Authorising Officer: Engineering Director
5 - Organisational management	5.1 - Corporate management	5.1.4 - Workforce planning	Staff recruitment and retention	Responsible Officer: Manager People and Strategy Authorising Officer: Organisation and Community Services Director