



GilgandraShireCouncil
meeting community needs



DRAFT DELIVERY PROGRAM

2017/18 - 2020/21

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Your Councillors

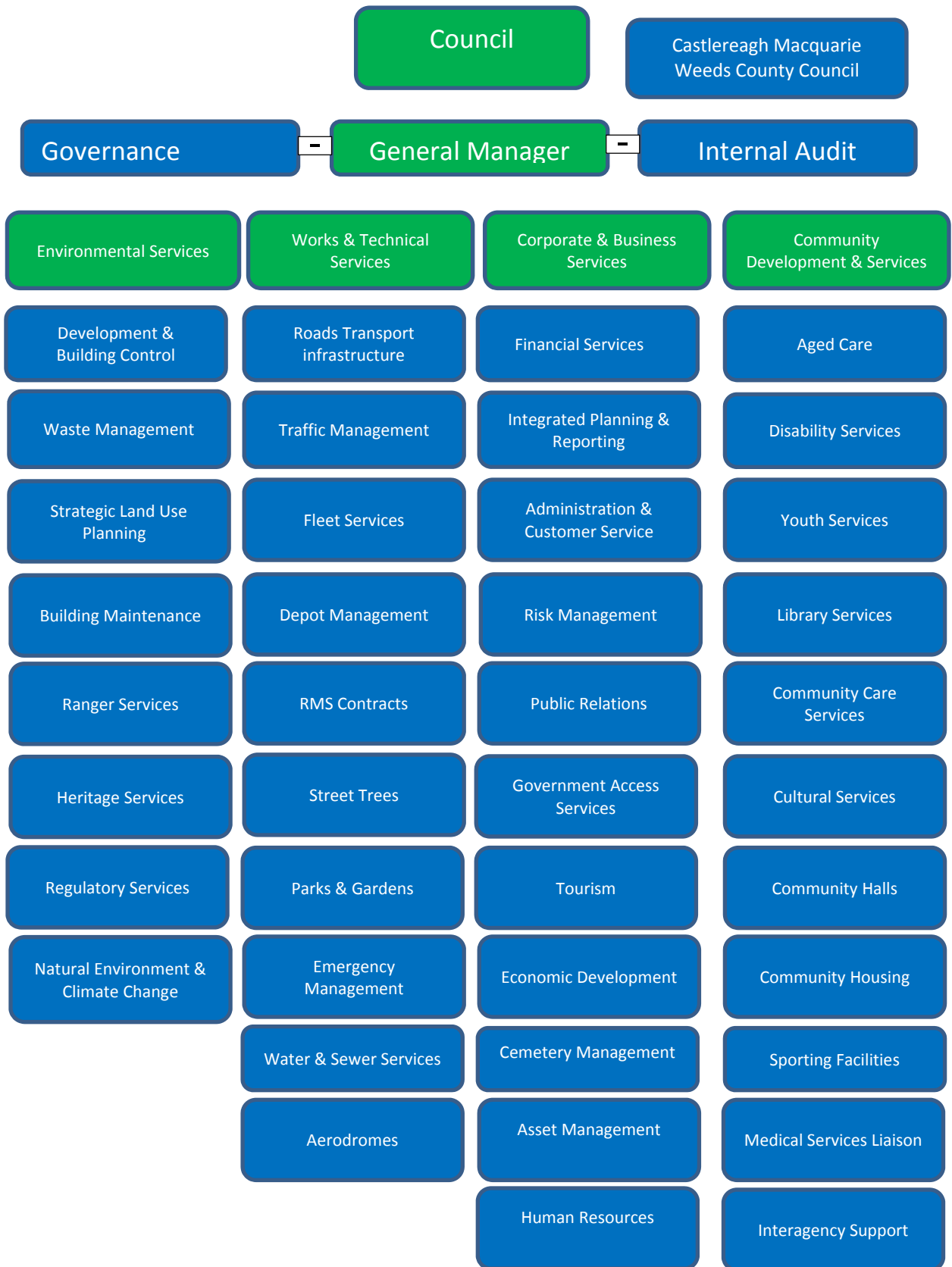
Councillors play an important community leadership role. Councillors provide vision, strategic direction and make policy decisions on behalf of, and for the benefit of, the local community. The Local Government Act describes the role of councillor as falling into two broad categories: as a member of the governing body of Council and as an elected person.

As a member of the governing body of Council, Councillors direct and control the affairs of the Council; allocate resources for the benefit of the Council area; play a key role in creation and review of policies and objectives; and review the performance of Council and its delivery of services. As an elected person, a councillor represents the interests of the residents and ratepayers; provides leadership and guidance to the community; and facilitates communication between the community and Council.



Back Row: Cr Noel Mudford, Mayor Doug Batten, Deputy Mayor Ashley Walker, Crs Greg Peart and Brian Mockler. Front Row: Crs Susan Baker, Gina Johnson, Deidrie Naden and Noel Wrigley.

Our Organisational Structure



Introduction

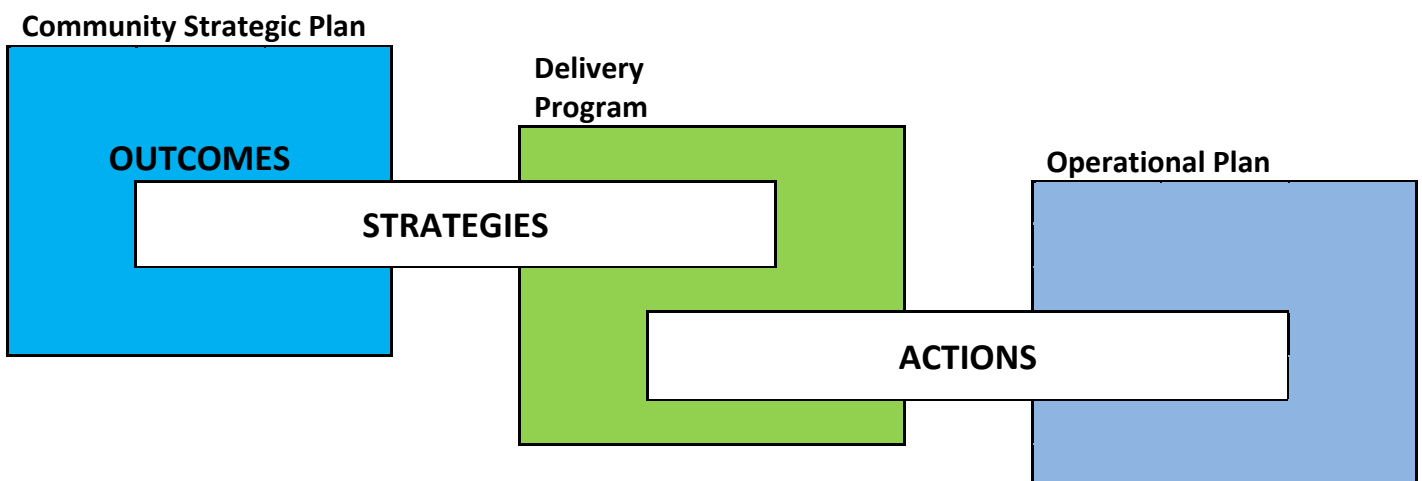
How does the Delivery Program Relate to the Community Strategic Plan

The Community Strategic Plan is the highest level plan that Council prepares. Its purpose is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as other level of government and community groups are also responsible for the delivery of long term strategies in the Plan. These responsibilities are also identified in the Plan.

The Community Strategic Plan is supported by a number of Council plans including:

- ❖ **Delivery Program:** This plan sets out the actions, grouped under strategies identified in the Community Strategic Plan that Council will take over its four year term, that work towards achieving the outcomes identified in the Community Strategic Plan. This plan also includes anticipated budget requirements associated with these actions.
- ❖ **Operational Plan:** This plan contains details of Council's actions, grouped under strategies from the Community Strategic Plan that Council will take in the next financial year that work towards achieving the outcomes identified in the Community strategic Plan. These actions are a sub set of the actions outlined in the Delivery Program and include detailed budget requirements for the financial year associated with these actions.

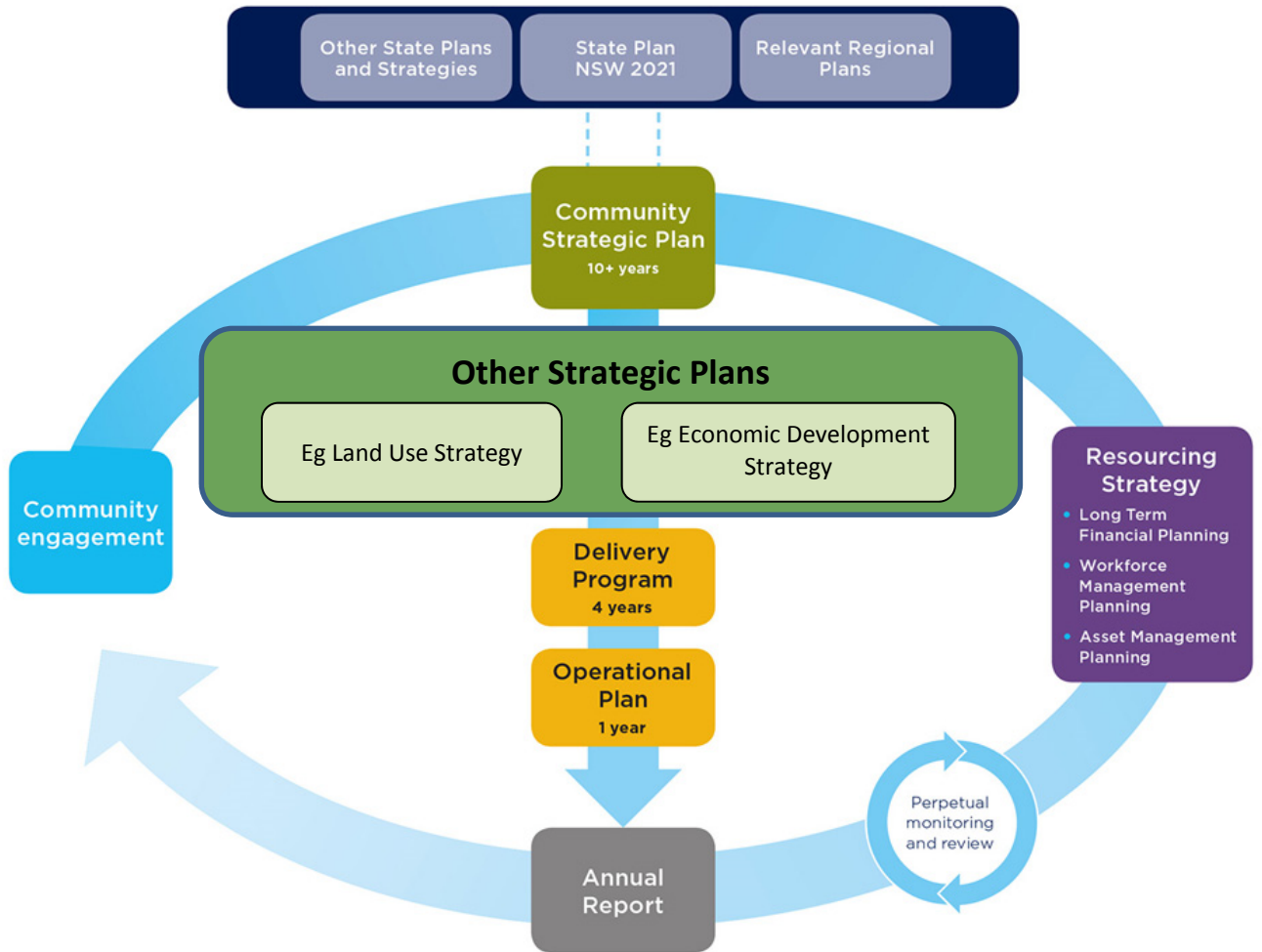


- ❖ **Resourcing Strategy:** This Strategy is the basis upon which Council will make decisions designed to deliver the outcomes identified in the Community Strategic Plan and includes:
 - **Workforce Management Plan:** This planning outlines how we will ensure Council has the staff with the skills to work towards delivering the outcomes identified in the Community Strategic Plan
 - **Asset Management Strategy Plan:** This planning is a comprehensive process to ensure detailed information on all Council assets is available and delivery of services from assets is provided in a financially sustainable manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services and will inform the Community Strategic Plan and Long Term Financial Plan
 - **Long Term Financial Plan:** This plan models a number of scenarios in the context of constraints we face in the longer term, providing a sound basis for financial decision making. The Long Term Financial Plan is a tool that ‘tests’ the community’s aspirations outlined in the Community Strategic Plan against the financial reality. It is both a decision-making tool and a problem solving tool

- ❖ **Local Environmental Plan:** The Community Strategic Plan sets high level objectives that relate to land use planning however the Local Environmental Plan maps out the details of land use planning across the Shire. The Local Environmental Plan is the principal document for controlling development at a council level.

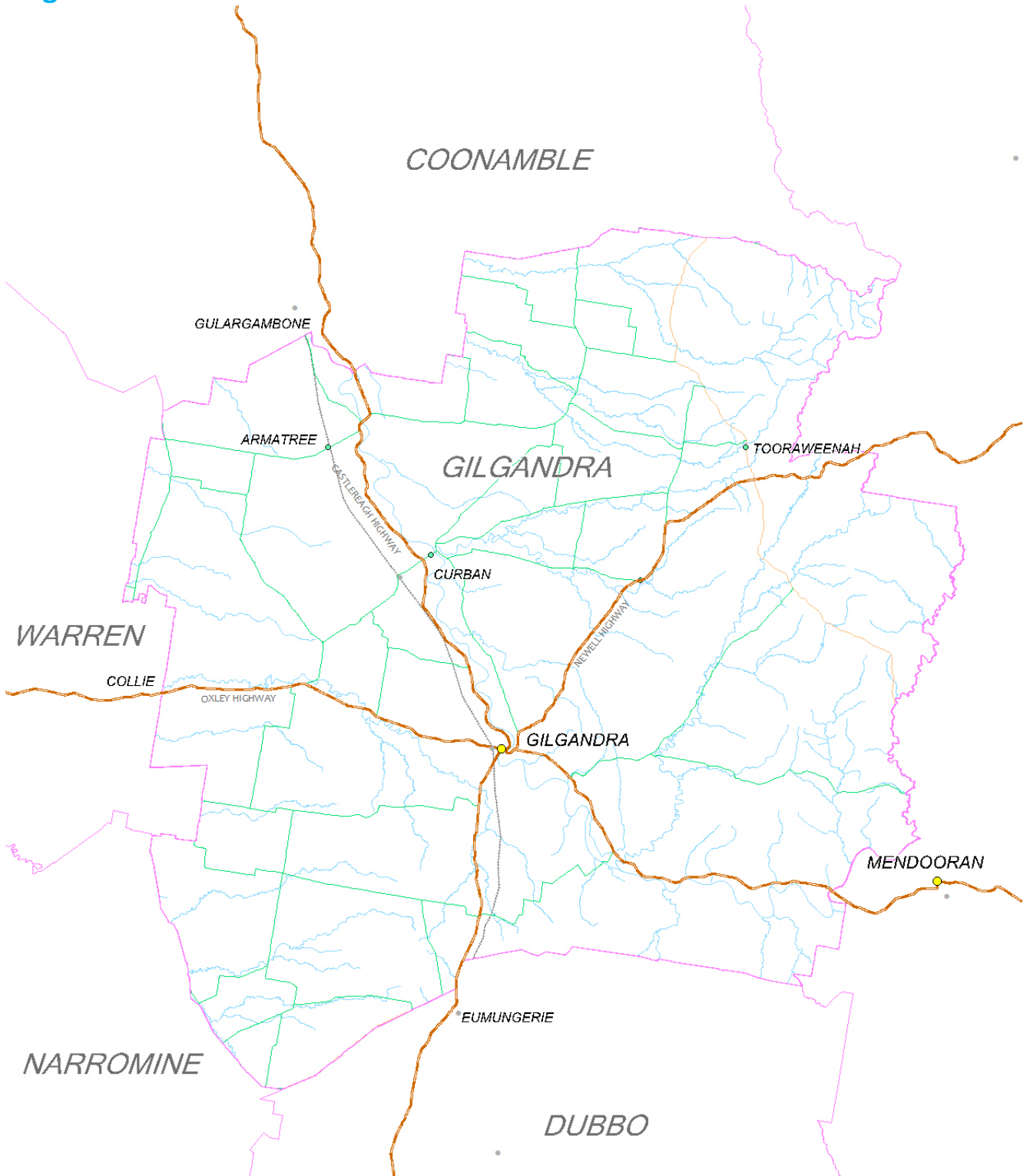
- ❖ **Community Engagement Strategy:** Council has developed a Community Engagement Strategy for ongoing engagement with the local community in developing and reviewing the Community Strategic Plan. Council intends to consult with and inform the community of its plans on a regular basis.

Integrated Planning and Reporting Framework



Gilgandra Shire Community Overview

Gilgandra Shire Local Government Area



Gilgandra is nestled on the banks of the Castlereagh River in Central NSW at the junction of three major inland highways being the Newell Oxley and Castlereagh and half way between Brisbane and Melbourne. In addition to the township of Gilgandra the Shire has two villages, Tooraweenah located at the southern entrance to the Warrumbungle National Park and Armatree located in the north of the shire.

Gilgandra is a great place to live. It is a proud, passionate, vibrant, solid and supportive rural based community. We are fortunate to have excellent schools for our children, a comprehensive range of medical services, fantastic sporting facilities, and a thriving cultural presence within the region. Although our population is ageing, social capital through volunteerism is strong, and this strength is reflected in the many events (cultural, sporting, community and nation building) that are conducted by volunteers.

Gilgandra is located just 65 kilometres north of Dubbo, one of the largest inland cities in New South Wales. This allows residents to have close access to a base hospital, specialist medical services, employment opportunities and a regional airport.

Agriculture including cereal cropping, wool production, sheep and cattle is a large contributor to the Gilgandra economy. In recent years health, disability services, aged care and other community services have developed as large employers in the community and form an important part of a diversifying economy. For a community its size, Gilgandra is well serviced with medical, retail, accommodation, professional and financial services. The community and Council have invested heavily in medical infrastructure to ensure the community has access to essential medical and allied health services.

Gilgandra Shire, like so many other rural communities is faced with significant challenges in the agricultural sector. The decline of employment numbers in agriculture has made the need to diversify the economy even more of an essential action for the community.

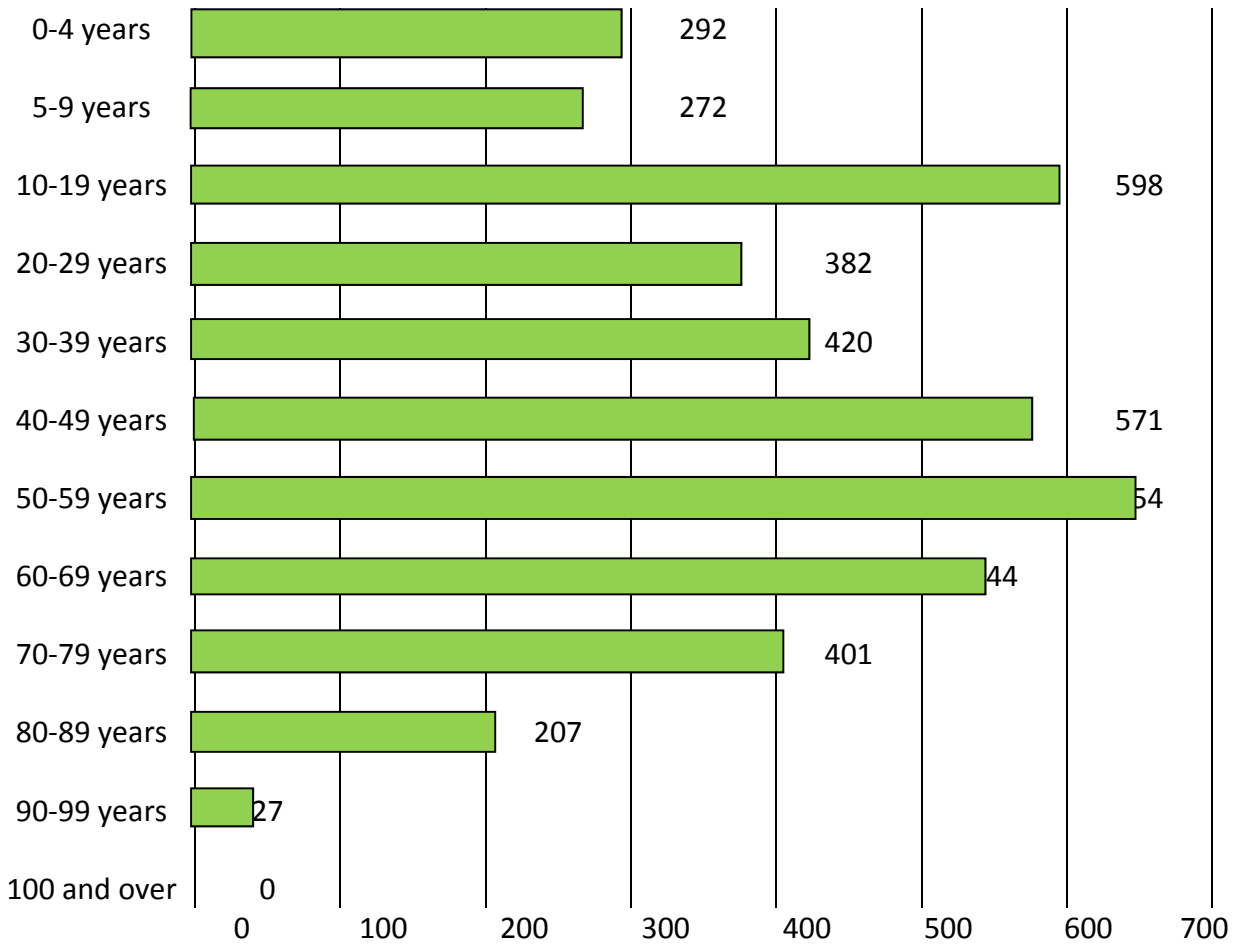
Gilgandra LGA Demographics

- Total Population - 4368
- Median age - 46 year
- Total Dwellings – 1750
- Average household size – 2.4 persons
- 89.70% of the population was born in Australia
- 92.6% of people speak only English
- Gilgandra LGA scores 928.1 on the SEIFA index of disadvantage

Gilgandra

Population – Age

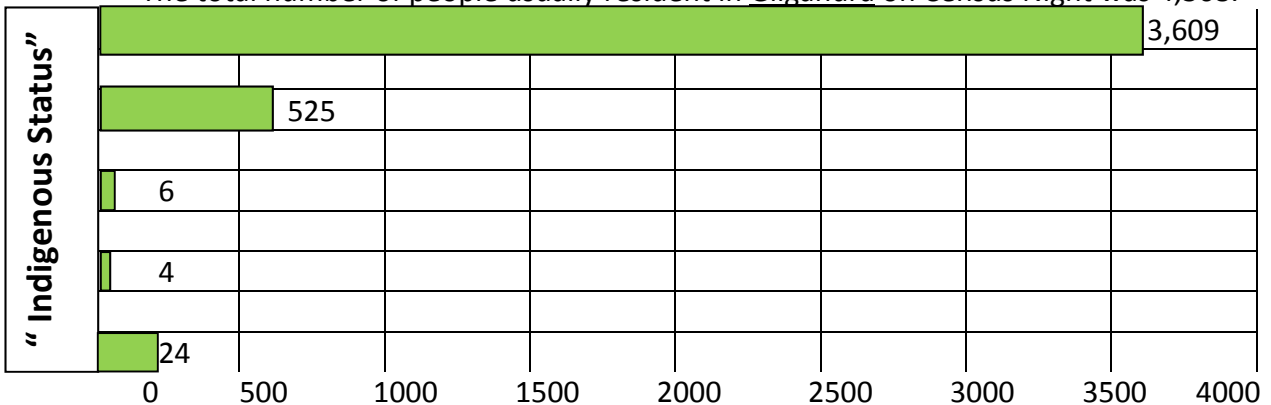
The estimated residential population for Gilgandra in 2015 was 4,368 people. This represents a 0% decrease from the 4,368 people that were usually resident in Gilgandra on Census Night 2011.



Gilgandra

Population – Indigenous Status

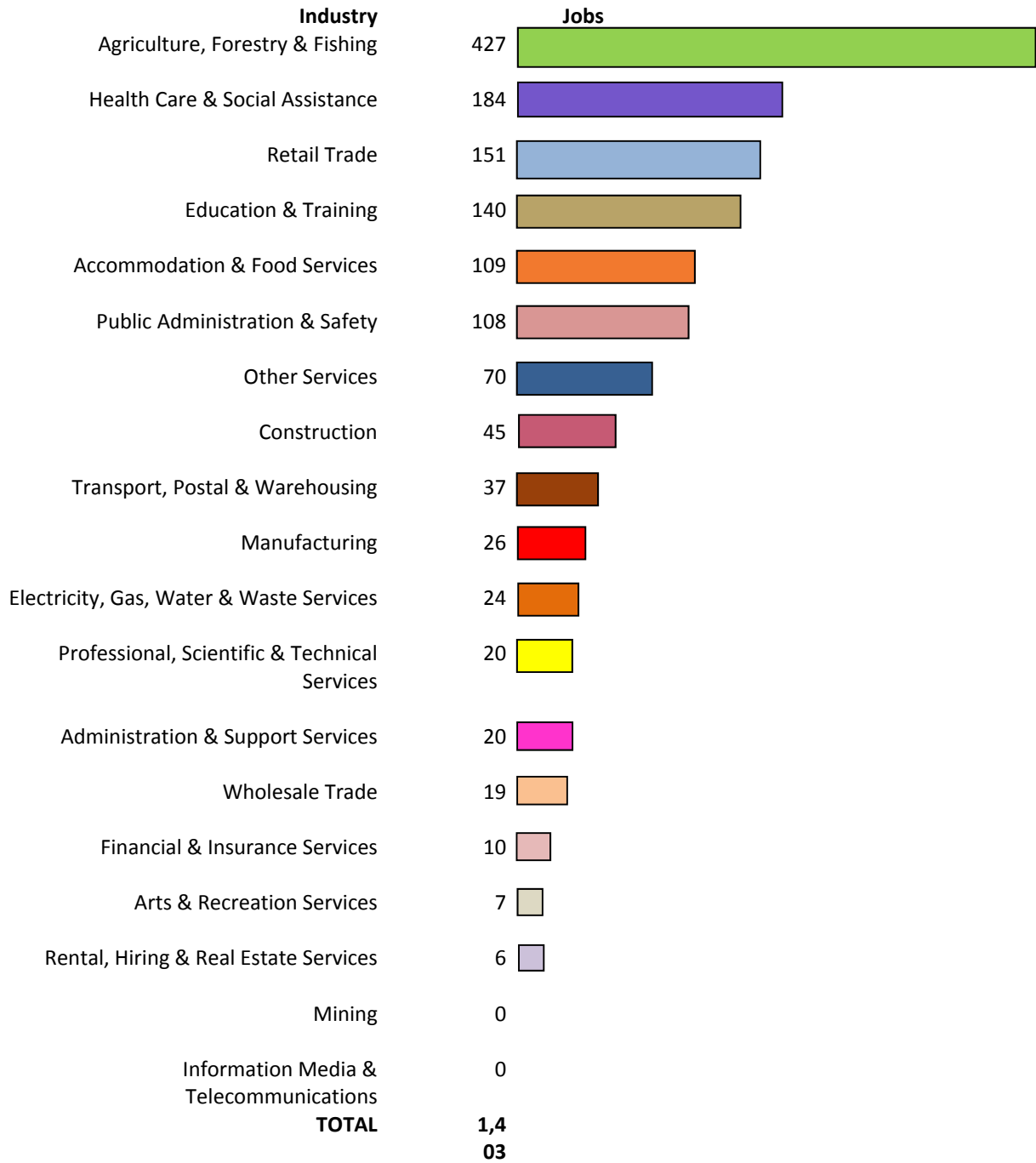
The total number of people usually resident in Gilgandra on Census Night was 4,368.



Gilgandra

Employment by Industry

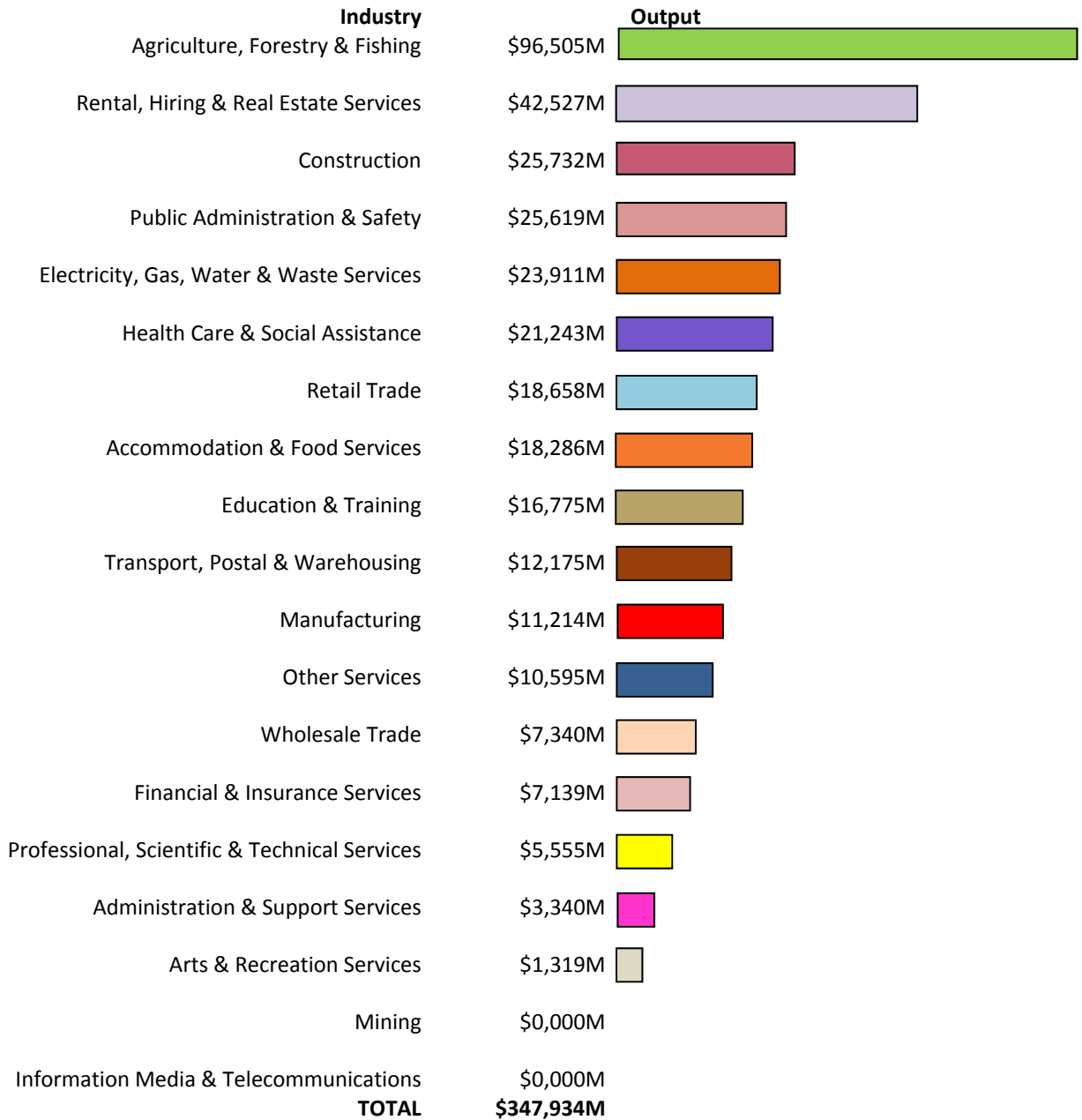
All Industries – All Zones



Gilgandra

Output by Industry

All Industries – All Zones



Vision

Gilgandra Shire is a strong and sustainable rural centre with a caring community that is building a future together

Values

Integrity, leadership, inclusivity, selflessness, objectivity, accountability, openness, honesty, respect, professionalism, innovative, proactive, performance, consultative, strategic



Challenges

The Gilgandra Community faces a number of challenges that have the potential to impact on the desired outcomes identified in this Community Strategic Plan. These challenges include:

- Climate change
- Succession planning
- Waste management
- Understanding between all cultures
- Maintaining quality , well-funded education
- Sustaining community infrastructure
- Maintaining and improving roads and bridges infrastructure
- Skilled labour availability
- Staff and senior management recruitment
- Agriculture sustainability
- Technological change
- Sustainable land use and planning
- Business sustainability
- Volunteer resourcing
- Population decline
- Youth participation
- Quality health services
- Community transport
- Increased childcare demands
- Financial sustainability
- Maintaining our heritage
- Access to grant funding
- Political Opportunity

It is intended that the Community Strategic Plan and Councils associated Delivery Program and Operational Plan work towards addressing these challenges over the life of these plans.

State and Regional Plans

The development of this Community Strategic Plan was informed by the NSW State Plan - NSW Making It Happen, the Regional Plan developed by Regional Development Australia – Orana (RDA Orana) and the NSW 2021 ORANA Regional Action Plan.

The issues outlined in these plans are very much in line with the Community Strategic Plan, and cover issues such as the economy, health, transport, infrastructure, safety, education, environment and improvement to government services.

The Social Justice Principles

The *Local Government Act* also stipulates that the Community Strategic Plan should reflect the principles of Social Justice and that these social considerations are adequately addressed in the planning and development process. The principles for social justice are:

Equity - There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access - All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation - Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights - Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Delivery Program

The Delivery Program is based on the eight key themes, the outcomes and associated strategies identified in the Community Strategic Plan. The Delivery Program outlines actions to be taken over the next four years to progress the Community Strategic Plan. We have identified the Council Directorate with responsibility for implementing each action outlined in the Program. It is also important to determine how we will measure our progress towards achieving our desired outcomes. A series of measures of success have been identified to assist in assessing our progress. Links to State and Regional Plans have been identified and are referenced in the following tables.

Keeping the Delivery Program Current

Each new Council will prepare a Delivery Program for its four year term which aligns with the Community Strategic Plan. Councils Delivery Program is a living document subject to regular review by Council to reflect changes in circumstances such as community expectations and government policy. Council will review its Delivery Program annually when preparing its annual Operational Plan.

Reporting Progress

Six monthly reports will be presented to Council to allow consideration of progress in implementing its Delivery Program. Council will report on achievements for the previous year in its Annual Report.

Each outgoing Council will report to the Community on its Delivery Program achievements over its four year term in response to the Community Strategic Plan

Abbreviations and Acronyms

The following acronyms are used in the Delivery Program and relate to positions within Gilgandra Shire Council. They indicate the officer responsible for ensuring each action is implemented.

| | |
|-------|--|
| GM | General Manager |
| DC&BS | Director of Corporate and Business Services |
| DCD&S | Director of Community and Development Services |
| DW&TS | Director of Works & Technical Services |
| DES | Director Environmental Services |
| MANEX | Management Executive, consisting of the General Manager and four Directors |

Forecast Budget Results for 2017/18 – 2020/21

These tables show the budget results by fund. The consolidated column is the results for Council as a whole. The table ultimately shows the net cash result for Council for each year in the Delivery Program. An explanation for the accounting terms used appears below the tables.

| Financial Year 2017/18 | General Fund | Water Fund | Sewer Fund | Orana Living | Carlinda Enterprises | Cooee Lodge Retirement Village | Jack Towney Hostel | Consolidated |
|---|--------------|---------------|---------------|--------------|-------------------------|--------------------------------------|--------------------------|--------------|
| \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Operating Income | 19,924,606 | 1,055,780 | 992,366 | 3,626,550 | 524,710 | -\$3,714,083 | 987,875 | 30,825,970 |
| Operating Expenditure | 19,044,986 | 1,235,481 | 975,281 | 3,501,304 | 525,217 | \$3,604,961 | 950,797 | 29,837,937 |
| Operating Result before Capital | 879,710 | -179,701 | 17,085 | 125,246 | -507 | 109,122 | 37,078 | 988,033 |
| Capital Income | 1,755,000 | - | - | - | - | - | - | 1,755,000 |
| Operating Result | 2,634,710 | -179,701 | 17,085 | 125,246 | -507 | 109,122 | 37,078 | 2,743,033 |
| Depreciation Adjustment | 3,011,077 | 473,860 | 291,492 | 54,944 | 16,786 | 172,534 | 13,374 | 4,034,067 |
| Capital Expenditure | 7,759,751 | 369,500 | 749,000 | 125,000 | 15,000 | 320,000 | 200,000 | 9,538,251 |
| Net Cash Result | -2,113,964 | -75,341 | -440,423 | 55,190 | 1,279 | -38,344 | -149,548 | -2,761,151 |
| Breakup of Current Cash Result | | | | | | | | |
| Net Cash Result | -2,113,964 | -75,341 | -440,423 | 55,190 | 1,279 | -38,344 | -149,548 | -2,761,151 |
| Reserves | 90,382 | - | 25,000 | - | - | 275,000 | 200,000 | 409,618 |
| Property Sales | 90,000 | - | - | - | - | - | - | 90,000 |
| New Loans | 2,300,000 | - | - | - | - | - | - | 2,300,000 |
| Loan Repayments | -478,746 | 45,143 | 14,458 | - | - | -36,145 | - | -574,492 |
| Current Cash Result | -293,092 | 120,484 | -429,881 | 55,190 | 1,279 | 200,511 | 50,452 | -536,025 |

| Financial Year 2018/19 | General Fund | Water Fund | Sewer Fund | Orana Living | Carlinda Enterprises | Cooee Lodge Retirement Village | Jack Towney Hostel | Consolidated |
|---|--------------|---------------|---------------|-----------------|-------------------------|--------------------------------------|--------------------------|--------------|
| \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Operating Income | 16,766,074 | 1,104,816 | 1,061,096 | 4,285,347 | 540,451 | 3,815,979 | 1,017,511 | 28,601,274 |
| Operating Expenditure | 16,295,329 | 1,255,399 | 995,083 | 3,604,695 | 540,470 | \$3,706,156 | 979,166 | 27,376,298 |
| Operating Result before Capital | 480,745 | -150,583 | 66,013 | 680,652 | -19 | 109,823 | 38,345 | 1,224,976 |
| Capital Income | 221,000 | - | - | - | - | - | - | 221,000 |
| Operating Result | 701,745 | -150,583 | 66,013 | 680,652 | -19 | 109,823 | 38,345 | 1,445,976 |
| Depreciation Adjustment | 3,011,077 | 473,860 | 291,492 | 54,944 | 16,786 | 172,534 | 13,620 | 4,034,313 |
| Capital Expenditure | 3,310,019 | 466,000 | 430,000 | 1,185,000 | 10,000 | 355,000 | 35,000 | 5,771,019 |
| Net Cash Result | 402,804 | -142,723 | -72,495 | -449,404 | 6,767 | -52,643 | 16,966 | -290,729 |
| Breakup of Current Cash Result | | | | | | | | |
| Net Cash Result | 402,804 | -142,723 | -72,495 | -449,404 | 6,767 | -52,643 | 16,966 | -290,729 |
| Reserves | -120,176 | - | -10,000 | 550,000 | - | 105,000 | - | 524,824 |
| Property Sales | 26,000 | - | - | - | - | - | - | 26,000 |
| New Loans | 0 | - | - | - | - | - | - | 0 |
| Loan Repayments | -504,353 | -47,491 | -15,020 | - | - | -37,551 | - | -604,415 |
| Current Cash Result | -195,726 | -190,214 | -97,515 | 100,596 | 6,767 | 14,806 | 16,966 | -344,320 |

| Financial Year 2019/20 | General Fund | Water Fund | Sewer Fund | Orana Living | Carlinda Enterprises | Cooee Lodge Retirement Village | Jack Towney Hostel | Consolidated |
|---|--------------|---------------|---------------|-----------------|-------------------------|--------------------------------------|--------------------------|--------------|
| \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Operating Income | 17,271,010 | 1,160,297 | 1,134,637 | 3,847,407 | 556,665 | 3,929,031 | 1,048,037 | 28,947,083 |
| Operating Expenditure | 16,612,153 | 1,275,906 | 1,015,475 | 3,711,187 | 556,180 | 3,810,374 | 1,008,386 | 27,989,662 |
| Operating Result before Capital | 658,857 | -115,610 | 119,162 | 136,220 | 484 | 118,657 | 39,650 | 957,421 |
| Capital Income | 227,180 | - | - | - | - | - | - | 227,180 |
| Operating Result | 860,037 | -115,610 | 119,162 | 136,220 | 484 | 118,657 | 39,650 | 1,184,601 |
| Depreciation Adjustment | 3,011,077 | 473,860 | 291,492 | 54,944 | 16,786 | \$172,534 | 13,874 | 4,034,567 |
| Capital Expenditure | 3,155,393 | 290,000 | 542,000 | 85,000 | 10,000 | 235,000 | 60,000 | 4,377,393 |
| Net Cash Result | 741,721 | 68,250 | -131,346 | 106,164 | 7,270 | 56,191 | -6,475 | 841,775 |
| Breakup of Current Cash Result | | | | | | | | |
| Net Cash Result | 741,721 | 68,250 | -131,346 | 106,164 | 7,270 | 56,191 | -6,475 | 841,775 |
| Reserves | -205,282 | - | -10,000 | - | - | - | - | -215,282 |
| Property Sales | 182,000 | - | - | - | - | - | - | 182,000 |
| New Loans | - | - | - | - | - | - | - | 0 |
| Loan Repayments | -525,466 | -49,916 | -15,604 | - | - | -39,010 | - | -629,996 |
| Current Cash Result | 192,973 | 18,334 | -156,950 | 106,164 | 7,270 | 17,181 | -6,475 | 178,498 |

| Financial Year 2020/21 | General Fund | Water Fund | Sewer Fund | Orana Living | Carlinda Enterprises | Cooee Lodge Retirement Village | Jack Towney Hostel | Consolidated |
|---|-----------------|---------------|------------|--------------|-------------------------|--------------------------------------|-----------------------|--------------|
| \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Operating Income | 17,780,645 | 1,213,180 | 1,213,347 | 3,962,829 | 573,365 | 4,045,515 | 1,079,478 | 29,868,359 |
| Operating Expenditure | 17,108,489 | 1,296,869 | 1,036,474 | 3,820,875 | 572,362 | 3,917,706 | 1,038,483 | 28,791,258 |
| Operating Result before Capital | 672,155 | -83,689 | 176,874 | \$141,954 | 1,003 | 127,810 | 40,994 | 1,077,102 |
| Capital Income | 1,003,545 | - | - | - | - | - | - | 1,003,545 |
| Operating Result | 1,675,701 | -83,689 | 176,874 | 141,954 | 1,003 | 127,810 | 40,994 | 2,080,647 |
| Depreciation Adjustment | 3,011,077 | 473,860 | 291,492 | 54,944 | 16,786 | \$172,534 | 14,136 | 4,034,829 |
| Capital Expenditure | 4,966,939 | 295,000 | -552,000 | 85,000 | 10,000 | 175,000 | 10,000 | 6,093,939 |
| Net Cash Result | -280,162 | 95,171 | -83,464 | 111,898 | 7,789 | 125,344 | 45,130 | 21,536 |
| Breakup of Current Cash Result | | | | | | | | |
| Net Cash Result | -280,162 | 95,171 | 83,634 | 111,898 | 7,789 | 125,344 | 45,130 | 21,536 |
| Reserves | 150,560 | - | -10,000 | - | - | - | - | 140,560 |
| Property Sales | 28,000 | - | - | - | - | - | - | 28,000 |
| New Loans | 770,000 | - | - | - | - | - | - | 770,000 |
| Loan Repayments | -481,576 | -52,574 | -16,211 | - | - | -40,526 | - | -590,887 |
| Current Cash Result | 186,823 | 42,597 | -109,845 | 111,898 | 7,789 | 84,818 | 45,130 | 369,210 |

| Explanation of Accounting Terms used in the Forecast Results tables above | |
|--|---|
| Operating Expenditure | Operating expenditure is the component of the budget that relates to the on-going running expenses of the organisation, including salaries and wages, plant operating costs and expenses for maintenance and operational activities |
| Operating Income | Operating income is the component of the budget that relates to the on-going income received by the organisation. Operating Income includes rates and untied funds as well as fees and charges and annual charges for specific activities such as water, sewer, waste services and stormwater drainage. Annual Charges must be spent on the operations that they relate to e.g. income received from charges for waste services must be expended on waste services operations |
| Capital Income | Capital Income is income received from external organisations, usually in the form of tied grants from other levels of government, to be spent on specific capital works |
| Operating Result | The Operating Result is the difference between the operating expenditure and the operating income. The Operating Result may be a surplus result indicated by brackets or a deficit result |
| Depreciation Adjustment | Depreciation Adjustment takes out the effect of the “non-cash” accounting entry that is depreciation. This cash adjustment is made to allow the Net Cash Result of the budget to be calculated. |
| Capital Expenditure | This is the expenditure that is planned for the financial year to be spent on capital works. Capital works usually involve the renewal of assets or the building of new infrastructure |
| Net Cash Result | The Net Cash Result for the financial year (the difference between total revenue received and planned total expenditure) excluding depreciation and accruals. The net cash result may be a surplus result indicated by brackets or a deficit result. If the result is a deficit, the objective and/or theme uses more cash than it generates in the financial year |
| Breakup of Current Cash Result | |
| Reserves | These funds have been reserved for this specific purpose. Reserves can be generated from self-funding activities such as Airport or set aside for specific purposes in a previous financial year |
| Property Sales | These funds have been sourced from the sale of property owned and developed by Council. |
| New Loans | These funds were sourced via a loan for a specific purpose |
| Loan Repayments | These funds are used to repay the principal portion of Council loans. |
| Explanation of Accounting Terms used in the Forecast Results tables above | |

Our Planning Planks

1. Sense of Place

Facilitate and work with the community to develop a sense of place through branding, promoting and enhancing local identity and promoting social cohesion and health and well-being.

2. Community Engagement

Engage with our community, sharing information about community, council and government business and where appropriate, provide opportunities for residents to influence and/or participate in council decision making.

3. Land Use Planning and Sustainable Environment

Operate as strategic land use planners who work with the community to create an environment that guides the use of land to balance economic, environmental and community/social values and to support the health and well-being of the community.

4. Strategic Leadership

Provide strategic leadership through understanding current and future operating environments, identifying opportunities and risks and making decisions which align with long term operational and financial plans.

5. Economic Development

Facilitate the economic development of the community by working with the business community to attract and retain investment and support sustainable economic growth.

6. Asset Management and Service Delivery

Be responsible financial managers who deliver cost effective, equitable and efficient services and assets which reflect local needs and expectations and are guided by council's long term corporate planning objectives

7. Legislation and By-Laws

Apply relevant state and national legislation and create by-laws and policies as required to support the efficient and effective functioning of Council to support the community.

8. Representation and Collaboration

Engage with other Councils and other spheres of government to represent and advocate the needs of the community, and where appropriate, co-operate and work in partnership to generate greatest benefit for our community.

1. SENSE OF PLACE

| OUTCOME | | | | | | | |
|---|-------------|---|---|---|--|----------------|---|
| 1.1 AN ACTIVE COMMUNITY WITH A FOCUS ON PHYSICAL AND MENTAL WELLBEING | | | | | | | |
| STRATEGY | | | | | | | |
| 1.1.1 Establish and maintain programs and facilities that promote and encourage a healthy lifestyle | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.1.1.1 Provide a range of recreational sporting facilities which enable the residents of the Shire to pursue active recreational pursuits. | ✓ | ✓ | ✓ | ✓ | ⊕ Utilisation rate of sporting facilities ⊕ Community satisfaction rate ⊕ Progress with PAMP ⊕ Number and variety of programs offered | DCD&S | Premiers Priorities Tackling childhood obesity. A 5% reduction in overweight and obesity rates of children over 10 years. This will result in at least 62000 fewer children being overweight or obese. Improving service levels in hospitals. 81% of patients through emergency department within 4 hours. NSW Making It Happen Increasing on time admissions for planned surgery, in accordance with medical advice. |
| 1.1.1.2 Encourage, support and lead participation in local state and national physical and mental health programs and initiatives. | ✓ | ✓ | ✓ | ✓ | ⊕ Program participation rates | DCD&S | |
| 1.1.1.3 Develop a masterplan for all Parks in the Gilgandra Shire. | | | | | | | |

| OUTCOME | | | | | | | |
|---|-------------|---------|---------|---------|---|-------------------|---------------------|
| 1.2 AN INCLUSIVE COMMUNITY THAT HAS GREAT PRIDE AND INSTILLS THIS PRIDE FROM A YOUNG AGE | | | | | | | |
| STRATEGY | | | | | | | |
| 1.2.1 Encourage and support community groups, festivals celebrations and event | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.2.1.1 Assist village community committees to maintain their public facilities. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number & Diversity of Events ⊕ Participation rate in groups & at events ⊕ Community satisfaction rate | DCD&S | |
| 1.2.1.2 Provide a Shire Hall facility that meets community needs. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.2.1.3 Support community organised events, festivals and celebrations. | ✓ | ✓ | ✓ | ✓ | | DCD&S DC&BS GM | |
| 1.2.1.4 Develop a project to commemorate WW1 Armistice Centenary in 2018. (Soldiers Settlers Memorial/National Pride initiative). | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.2.1.5 Provide assistance to community organisations where appropriate to ensure their future sustainability. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |

| STRATEGY | | | | | | | |
|--|-------------|----|----|----|--|----------------|---------------------|
| 1.2.2 Involve the youth of our community in decision making processes | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.2.2.1 Conduct activities as part of a youth engagement plan. | 17 | 18 | 19 | 20 | <ul style="list-style-type: none"> ⊕ Implementation of youth engagement plan ⊕ Youth participation rates | DCD&S | |
| 1.2.2.2 Support the engagement of children and youth of all backgrounds in education. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |

| OUTCOME | |
|---------|--|
| 1.3 | A COMMUNITY WITH ACCESS TO QUALITY AGED CARE, DISABILITY, HEALTH, WELFARE, EDUCATION, EARLY CHILDHOOD, SPORTING, RECREATIONAL, CULTURAL AND TECHNOLOGICAL SERVICES AND FACILITIES |

| STRATEGY | | | | | | | |
|---|-------------|----|----|----|---|----------------|---|
| 1.3.1 Support and encourage the improvement of a variety of high quality preschool, primary and secondary education and vocational training facilities | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.3.1.1 Support the retention of and improvements to local education services and facilities. | 17 | 18 | 19 | 20 | <ul style="list-style-type: none"> ⊕ Number of service providers ⊕ Number of students enrolled ⊕ Diversity of education courses offered ⊕ Community satisfaction rate | DCD&S | Premiers Priorities Improving education results. Increasing the proportion of NSW students in the top two NAPLAN bands by 8% NSW Making It Happen Increasing the proportion of Aboriginal and Torres Strait Islander students in the top two NAPLAN bands for reading and numeracy by 30% |
| 1.3.1.2 Facilitate the creation of an education strategy that links key institutions through networking and strengthens ties with regional education facilities. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |

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|--|---|---|---|---|--|-------|--|
| 1.3.1.3 Encourage our preschool and child care providers to have strong links with education facilities for future learning. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.1.4 Provide administration support to Gilgandra Preschool on a user pays basis. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.1.5 Monitor the level of preschool and early childhood services places available to meet our community needs. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |

STRATEGY

1.3.2 Offer supported accommodation services , activities and employment and training programs to people with a disability

Actions over Four Year Term of Council

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|---|-------------|---------|---------|---------|--|----------------|--|
| 1.3.2.1 Provide a range of day activities which aim to teach life skills and improve the independence and general quality of life for Orana Lifestyle Directions clients. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | <ul style="list-style-type: none"> ⊕ Number of clients & supported employees ⊕ Client & supported employee satisfaction rates ⊕ Disability accreditation audit results ⊕ Funding body audit results ⊕ FaHCSIA activity performance indicators | DCD&S | NSW Making It Happen Successfully implementing the National Disability Insurance Scheme (NDIS) by 2018 |
| 1.3.2.2 Provide an excellent standard of accommodation and associated services at Orana Lifestyle Directions which maintain the independence, dignity and wellbeing of the clients. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.2.3 Maintain links within the disability industry. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |

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|---|---|---|---|---|--|-------|--|
| 1.3.2.4 Maintain client plans to meet identified individual goals and needs of each client. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.2.5 Increase disability services utilisation within the Aboriginal population. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.2.6 Provide employment and work-related training for persons with disabilities (both intellectual and physical) and/or acquired brain injury. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.2.7 Comply with principles and objectives of the Commonwealth Disability Services Act and ensure service is aware of, and meets, disability service standards at all times. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.2.8 Ensure contract arrangements with State and Federal funding bodies are met | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.2.9 Engage with the families and carers of our supported employees and clients. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.2.10 Manage and implement transition to National Disability Insurance Scheme (NDIS Framework). | | | | | | DCD&S | |
| 1.3.2.12 Implement the actions detailed in Council's Disability Inclusion Action Plan (DIAP) under the headings Positive Attitude and Behaviour, Liveable | | | | | | DCD&S | |

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|--|--|--|--|--|--|--|--|
| Communities, Employment and Service Systems and Processes. | | | | | | | |
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| STRATEGY | | | | | | | |
|--|-------------|---------|---------|---------|---|----------------|---------------------|
| 1.3.3 Offer aged care and accommodation services and activities | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.3.3.1 OPERATION – Provide and excellent standard of assisted living accommodation at Coee Lodge and Jack Towney Hostels which maintains the independence, dignity and well-being of the residents. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number of residents & clients ⊕ Resident & client satisfaction rates ⊕ Aged Care accreditation audit results ⊕ Funding body audit results ⊕ Community satisfaction rate | DCD&S | |
| 1.3.3.2 STAFF – Deliver appropriate level of care through well trained and motivated staff. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.3.3 GOVERNANCE – Establish and maintain an appropriate governance framework to ensure accreditation and legislative compliance. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.3.4 ASSETS & PROPERTY – Maintain buildings and infrastructure assets at an appropriate standard. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.3.5 PLANNING & STRATEGY – Establish and maintain plans and strategies that place our aged care services to an advantage and enable emerging trends | ✓ | ✓ | ✓ | ✓ | | DCD&S | |

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|---|---|---|---|---|--|--|-------|
| and issues to be managed or addressed. | | | | | | | |
| 1.3.3.6 COOEE VILLA UNITS – Manage the residential village. | ✓ | ✓ | ✓ | ✓ | | | DCD&S |
| 1.3.3.7 JACK TOWNEY HOSTEL – Manage Jack Towney Hostel to provide an excellent standard of accommodation and associated services. | | | | | | | |
| 1.3.3.8 AGED CARE PACKAGES & COOEE) – Deliver CACPs in a cost effective and flexible manner to meet client needs. | | | | | | | |

STRATEGY

1.3.4 Offer community care services that address the needs of our community

Actions over Four Year Term of Council

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|--|-------------|---------|---------|---------|--|----------------|---|
| 1.3.4.1 Provide a range of social activities, food services and community transport to the target group over seven days. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number of clients ⊕ Client satisfaction rates ⊕ Community care accreditation results | DCD&S | NSW Making It Happen Maintaining or improving reliability of public transport services over the next four years |
| 1.3.4.2 Provide respite services to people living with a mental illness and their carers. | ✓ | ✓ | ✓ | ✓ | ⊕ Funding body audit results ⊕ Community satisfaction rate | DCD&S | |
| 1.3.4.3 Advocacy and delivery of mental health training for Council staff and the broader community. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.4.4 Review plan and deliver a range of | | | ✓ | | | DCD&S | |

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|--|---|---|---|---|--|-------|--|
| Community Care Services that meet the CHSP Guidelines. | | | | | | | |
| 1.3.4.5 Increase community care utilisation within the Aboriginal population. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.4.6 Increase volunteer participation and recognise the value of volunteer participation to Home and Community Care Services. | | | | | | DCD&S | |
| 1.3.4.7 Recruit and train staff to provide administration and delivery programs within Community Care. | | | | | | DCD&S | |

| STRATEGY | | | | | | | |
|--|-------------|---------|---------|---------|--|----------------|---|
| 1.3.5 Offer a range of youth services that engage youth and encourage participation | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.3.5.1 Manage a youth drop in centre and provide activities including after school, school holiday and youth week activities. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Participation rates ⊕ Variety & number of activities ⊕ Community satisfaction rate | DCD&S | Premiers Priorities Protecting our kids. Decreasing % of children/young people re-reported at risk of significant harm by 15 % |
| 1.3.5.2 Identify gaps in service provision to youth, to improve service delivery to youth. | | ✓ | | | | DCD&S | Reducing youth homelessness. Increasing the proportion of young people who successfully move from Specialist Homelessness Services to long term accommodation by 10 % |
| 1.3.5.3 Review resources at GYS to be able to offer a quality integrated experience including fitness opportunities. | | | ✓ | | | DCD&S | |

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|---|--|---|--|--|--|-------|--|
| 1.3.5.4 Promote availability of both after school care and vocational care programs. | | ✓ | | | | DCD&S | |
|---|--|---|--|--|--|-------|--|

| STRATEGY | | | | | | | |
|---|-------------|---------|---------|---------|--|----------------|--|
| 1.3.6 Assist in the provision of community housing options | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.3.6.1 Maintain our current community housing program and consider opportunities for expansion as external funding opportunities arise. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | <ul style="list-style-type: none"> ⊕ Diversity in housing choices available ⊕ Community housing maintenance and upgrades conducted | DCD&S | <p>NSW Making It Happen Increase the number of households successfully transitioning out of social housing by 5% over 3 years</p> <p>Regional Plans Support for affordable, sustainable housing throughout the region in all towns and local communities</p> |
| 1.3.6.2 Maximise the utilisation of community housing family accommodation. | | | | | | | |

| STRATEGY | | | | | | | |
|--|-------------|---------|---------|---------|---|----------------|---|
| 1.3.7 Support the retention and expansion of health medical and hospital services and facilities | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.3.7.1 Monitor the level of health services in our community and lobby for / encourage services to fill identified gaps. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | <ul style="list-style-type: none"> ⊕ Number of GPs & Dentists ⊕ Number & diversity of specialist health services ⊕ Number & diversity of lifestyle health services & programs ⊕ Community satisfaction rate | DCD&S | <p>Regional Plans Build a coordinated, effective regional health service delivery system</p> |
| 1.3.7.2 Partner with all levels of government to prioritise and attract funding for | ✓ | ✓ | ✓ | ✓ | | | |

| | | | | | | | |
|---|---|---|---|---|--|-------|--|
| improved medical facilities and services. 1.3.7.3 Maintain medical centres and dental clinic in our community. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
|---|---|---|---|---|--|-------|--|

STRATEGY

1.3.8 Deliver a library service that provides relevant resources and programs

Actions over Four Year Term of Council

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|---|-------------|---------|---------|---------|--|----------------|---------------------|
| 1.3.8.1 Maintain existing community engagement with the Library by continuing to develop it as a community space where people can engage with collections, information services, technology and each other. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number of members ⊕ Borrower rate ⊕ Community satisfaction rate ⊕ number and range of programs and activities | DCD&S | |
| 1.3.8.2 Provide free access to library services to meet the community's educational, recreational and cultural information needs, support community health and well-being and enable learning for all. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.8.3 Plan and deliver customer focussed library services, reflecting community needs and expectations. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.3.8.4 Develop relationships and partnerships between the library, other service providers and community groups. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |

| STRATEGY | | | | | | | | |
|--|-------------|----|----|----|--|----------------|---|--|
| 1.3.9 Support the delivery of cultural services | | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan | |
| 1.3.9.1 Provide a museum, keeping place and cultural centre for Gilgandra and district which supports and develops a range of travelling and local exhibitions to attract diverse audiences. | 17 | 18 | 19 | 20 | ⊕ Utilisation rates of facilities ⊕ Number & variety of exhibitions at CHC ⊕ Community satisfaction rate ⊕ Arts and cultural plan implemented | DCD&S | Regional Plans Build a coordinated, effective regional health service delivery system | |
| 1.3.9.2 Encourage aboriginal involvement in the Cooee Heritage Centre. | ✓ | ✓ | ✓ | ✓ | | | | |

| STRATEGY | | | | | | | | |
|---|-------------|----|----|----|---|----------------|---|--|
| 1.3.10 Facilitate access to leading edge communications for all residents living in Gilgandra Shire | | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan | |
| 1.3.10.1 Monitor rollout of NBN to our community. | 17 | 18 | 19 | 20 | ⊕ Access to telecommunication ⊕ Number of service providers ⊕ Number of complaints ⊕ Community satisfaction rate | DCD&S | Promote the potential of the digital economy as the basis for economic and regional development | |
| 1.3.10.2 Lobby suppliers for improvements to mobile coverage across the Shire. | ✓ | ✓ | ✓ | ✓ | | | | |

| STRATEGY | | | | | | | |
|--|---|----|----|----|--------------------|----------------|---------------------|
| 1.3.11 | Promote availability of after school and vacation care. | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.3.11.1 | 17 | 18 | 19 | 20 | ⊕ | DCD&S | |

| STRATEGY | | | | | | | |
|---|---|---------|---------|---------|--|----------------|---------------------|
| 1.3.12 | <p>Business Plans are developed, implemented and monitored on an ongoing basis, that support and direct each of the following corporate businesses and ensure both their quality and economic viability:</p> <ul style="list-style-type: none"> ❖ Cooee Lodge Aged Care Retirement Village ❖ Jack Towney Hostel ❖ Orana Living Supported Accommodation Service ❖ Carlginda Enterprises Supported Employee Service | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.3.12.1 Continually develop implement and review business and marketing plans for each element and the businesses as a whole. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Business plans implemented ⊕ Business Unit annual financial results | DCD&S | |

| OUTCOME | | | | | | | |
|---|-------------|---------|---------|---------|--|----------------|---------------------|
| 1.4 A COLLABORATIVE COMMUNITY WHERE SERVICES ARE INTEGRATED, MATCH OUT COMMUNITY NEEDS AND ARE SUSTAINABLE | | | | | | | |
| STRATEGY | | | | | | | |
| 1.4.1 Partner with government agencies and non-government organisations to determine community needs and coordinate delivery both cost effectively and avoiding service duplication | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.4.1.1 Facilitate the development of, and provide secretarial support to, an interagency forum that is inclusive of all community services provided in our Shire. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number of government and non government groups participating ⊕ Number of identified service gaps addressed ⊕ Range of services provided ⊕ Community satisfaction rate | DCD&S | |

| OUTCOME | | | | | | | |
|--|-------------|---------|---------|---------|--|----------------|---|
| 1.5 A COMMUNITY THAT ENCOURAGES ABORIGINAL LEADERSHIP AND PRIDE AND VALUES OUR ABORIGINAL CULTURAL HERITAGE | | | | | | | |
| STRATEGY | | | | | | | |
| 1.5.1 Support Aboriginal leaders and groups in their roles and provide opportunities for Aboriginal involvement | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.5.1.1 Work with community service providers to increase access by Aboriginal people to community services. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number and diversity of engagement opportunities ⊕ Aboriginal employment rate ⊕ Community services aboriginal participation rate | DCD&S | Premiers Priorities Driving public sector diversity. Doubling the number of Aboriginal and Torres Strait Islander people in senior leadership roles and increasing the proportion of women in senior leadership roles |
| 1.5.1.2 Support NAIDOC Week celebrations. | ✓ | ✓ | | | ⊕ Projects & programs implemented by local aboriginal groups | DCD&S DCD&S | |

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|--|---|---|--|--|--|-------|--|
| 1.5.1.3 Encourage Aboriginal groups to seek government support for local Aboriginal programs and projects. | ✓ | ✓ | | | | DCD&S | to 50 % in the government sector in the next 10 years Regional Plans More effective delivery of Aboriginal health education and employment services |
| 1.5.1.4 Encourage and support employment initiatives for Aboriginal people. | ✓ | ✓ | | | | DCD&S | |
| 1.5.1.5 Effectively engage with and support the Local Aboriginal Lands Council. | | | | | | | |

OUTCOME

1.6 A COMMUNITY WHERE VOLUNTEERISM THRIVES AND SERVICE ORGANISATIONS ARE STRONGLY SUPPORTED

COUNCIL STRATEGY

1.6.1 Encourage volunteerism in our community that continues with the next generation

Actions over Four Year Term of Council

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|---|-------------|---------|---------|---------|---|----------------|---------------------|
| 1.6.1.1 Promote youth participation in community groups and local emergency services. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number of active volunteer groups ⊕ Number of volunteers/ gift time of hours | DCD&S | |
| 1.6.1.2 Develop and implement a volunteer assistance and recognition plan/program. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.6.1.3 Consult with volunteer services to discuss and compare systems and ideas. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |

| OUTCOME | | | | | | | |
|---|-------------|---|---|---|---|----------------|--|
| 1.7 A SAFE COMMUNITY WITH MINIMAL CRIME AND ANTI SOCIAL BEHAVIOUR | | | | | | | |
| STRATEGY | | | | | | | |
| 1.7.1 Encourage and support crime prevention and anti social behaviour programs and initiatives | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 1.7.1.1 Work with local agencies, particularly police and liquor accord members to develop effective crime prevention and responsible behaviour strategies. | ✓ | ✓ | ✓ | ✓ | ⊕ Number of police officers ⊕ Number of complaints ⊕ Regional crime statistics ⊕ Community satisfaction rate ⊕ Number of dog control complaints | DCD&S | Premiers Priorities Reducing domestic violence. Setting the target of a 5% reduction in the proportion of domestic violence perpetrators who re-offend within 12 months NSW Making It Happen Reducing adult re-offending by 5 % by 2019 Local government areas (LGAs) to have stable or falling reported violent crime rates by 2019 |
| 1.7.1.2 Support programs and initiatives that address the issue of domestic violence. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.7.1.3 Recognise the issue of illicit drug use in our community. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 1.7.1.4 Address issues regarding owners responsibility in relation to domestic animals (dog control issues). | ✓ | ✓ | ✓ | ✓ | | DES | |

2. COMMUNITY ENGAGEMENT

| OUTCOME | | | | | | | |
|---|-------------|----|----|---------|---|----------------|---------------------|
| 2.1 A TRANSPARENT COUNCIL THAT KEEPS ITS COMMUNITY INFORMED, ENCOURAGES AND FACILITATES COMMUNITY INPUT INTO ITS DECISION MAKING PROCESSES | | | | | | | |
| STRATEGY | | | | | | | |
| 2.1.1 Implement Council's community engagement strategy and encourage resident participation in community forums. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 2.1.1.1 Offer opportunities for community members and groups to have input into strategic planning to ensure the community are informed and empowered. | 17 ✓ | 18 | 19 | 20 ✓ | ⊕ Number and diversity of engagement activities. ⊕ Participation rates ⊕ Community satisfaction rates | GM | |
| 2.1.1.2 Report Council's issues, actions and achievements to the Community (Council/Community Newsletter). | ✓ | ✓ | ✓ | ✓ | | GM | |
| 2.1.1.3 Encourage attendance at various community consultation forums and presentations to Council meetings. | ✓ | ✓ | ✓ | ✓ | | GM | |
| 2.1.1.4 Recognise the importance of and encourage community members onto Council committees. | ✓ | ✓ | ✓ | ✓ | | GM | |
| 2.1.1.5 Encourage and promote Council involvement in community activities/ functions. | ✓ | ✓ | ✓ | ✓ | | GM | |

| STRATEGY | | | | | | | |
|---|-------------|----|----|----|---|----------------|---------------------|
| 2.1.2 Be a community leader in change management. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 2.1.2.1 Explore social media communication opportunities with our community. | 17 | 18 | 19 | 20 | <ul style="list-style-type: none"> ⊕ Accessibility of information ⊕ Blogs ⊕ Community satisfaction rates | DCB&S | |

| OUTCOME | | | | | | | |
|--|--|--|--|--|--|--|--|
| 2.2 A COUNCIL THAT DELIVERS GOOD CUSTOMER SERVICE TO OUR COMMUNITY | | | | | | | |

| STRATEGY | | | | | | | |
|---|-------------|----|----|----|--|----------------|---|
| 2.2.1 Provide Council customer service that is accessible, efficient and responsive. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 2.2.1.1 Provide a one stop shop for access to a range of local, state and federal government services that meet identified needs of the local community. | 17 | 18 | 19 | 20 | <ul style="list-style-type: none"> ⊕ Timely response to customer enquiries ⊕ Number of customer enquiries closed/responded to ⊕ Community satisfaction rate | DC&BS | Premiers Priorities Improving government services. Improving customer satisfaction with key government services every year within the NSW governments second term NSW Making It Happen Conducts 70% of government transactions via digital channels by 2019 |
| 2.2.1.2 Provide an excellent customer service to both external and internal customers. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |

3. LAND USE PLANNING AND SUSTAINABLE ENVIRONMENT

| OUTCOME | | | | |
|---------|---|--|--|--|
| 3.1 | A COUNCIL THAT WORKS WITH THE COMMUNITY TO CREATE AN ENVIRONMENT THAT GUIDES THE USE OF LAND TO BALANCE ECONOMIC, ENVIRONMENTAL AND COMMUNITY/SOCIAL VALUES | | | |

| STRATEGY | | | | | | | |
|---|---|---------|---------|---------|--|----------------|---------------------|
| 3.1.1 | Ensure transparency, consistency and professionalism in the application of Councils planning instruments. | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 3.1.1.1 Conduct awareness program for Councillors on implications of Council's planning instruments on development in the Shire. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Community satisfaction rate ⊕ Number of cases in NSW Land and Environment Court | DES | |
| 3.1.1.2 Monitor and where required lobby the State Government in respect of planning regulations not considered appropriate for Gilgandra Shire. | | | | | | DES | |

| STRATEGY | | | | | | | |
|---|--|---------|---------|---------|--|----------------|---------------------|
| 3.1.2 | Develop and maintain appropriate land use planning strategies for sustainable development. | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 3.1.2.1 Actively preserve identified cultural heritage And natural assets. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Implementation of good Governance plan | DES | |

| | | | | | | | |
|---|---|---|---|---|--|-------|--|
| 3.1.2.2 Develop heritage initiatives that provide support and financial assistance to property owners. | ✓ | ✓ | ✓ | ✓ | | DES | |
| 3.1.2.3 Actively seek projects that add value to our cultural and natural assets. | ✓ | ✓ | ✓ | ✓ | | DES | |
| 3.1.2.4 Continue to regulate the orderly arrangement and use of land in town and rural areas in order to promote the improvement of the community and the environment of residents. | ✓ | ✓ | ✓ | ✓ | | MANEX | |

STRATEGY

3.1.3 Review and rationalise the current usage of vacant Council, Crown and Private residential lands.

Actions over Four Year Term of Council

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|--|-------------|-----------|-----------|-----------|---|----------------|---------------------|
| 3.1.3.1 Encourage development of existing parcels of vacant residential land in the Gilgandra village area. | 17 | 18 | 19 | 20 | ⊕ Number of vacant residential blocks ⊕ Net return on Council/Crown leases | DCB&S | |
| 3.1.3.2 Review the usage of vacant Council and Crown lands across the Shire to determine if they could provide a greater economic return to the community. | | ✓ | | | | DCB&S | |

| OUTCOME | | | | |
|---------|---|--|--|--|
| 3.2 | A COMMUNITY THAT PROACTIVELY MINIMISES THE ENVIRONMENTAL IMPACTS OF WASTE AND MAXIMISES WASTE RESOURCE RECOVERY RATES | | | |

| STRATEGY | | | | | | | |
|---|---|---------|---------|---------|---|----------------|---|
| 3.2.1 | Develop and monitor a waste management and reduction strategy | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 3.2.1.1 Promote community awareness of waste avoidance programs that focus on reduce, reuse and recycling of wastes. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ % green waste ⊕ Landfill "fill" rate | DES | Premiers Priorities Keeping our environment clean. Committing to a 40% reduction in the current volume of litter by the year 2020 |
| 3.2.1.2 Assess the potential environmental risks and optimise positive environmental outcomes as part of developing a landfill master plan. | | ✓ | | | | DES | |

| STRATEGY | | | | | | | |
|--|---|---------|---------|---------|---|----------------|---------------------|
| 3.2.2 | Be acknowledged as a regional leader in waste resource recovery | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 3.2.2.1 Participate as a steering committee member in the voluntary waste group known as Netwaste. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ % waste recycled ⊕ Community satisfaction rate | DES | |
| 3.2.2.2 Provide a high standard of service for the collection and disposal of | ✓ | ✓ | ✓ | ✓ | | | |

| | | | | | | | |
|---|---|---|---|---|--|--|--|
| commercial, domestic and industrial wastes to ratepayers. | | | | | | | |
| 3.2.2.3 Maintain waste reporting systems to ensure Council complies with legislative requirements. | ✓ | ✓ | ✓ | ✓ | | | |
| 3.2.2.4 Reduce amount of waste delivered to landfill by providing better recycling and waste avoidance options at all waste facilities. | ✓ | ✓ | ✓ | ✓ | | | |
| 3.2.2.5 Explore options for future growth opportunities of recycling. | ✓ | ✓ | ✓ | ✓ | | | |
| 3.2.2.6 Assist with the delivery of school based education programs on recycling. | ✓ | ✓ | ✓ | ✓ | | | |
| 3.2.2.7 Be a community leader in waste minimisation and use of recycled products. | ✓ | ✓ | ✓ | ✓ | | | |

| OUTCOME | | | | | | | |
|--|-------------|---------|---------|---------|---|----------------|--|
| 3.3 A COMMUNITY AWARE OF CLIMATE CHANGE THAT STRIVES TO REDUCE ITS ECOLOGICAL FOOTPRINT | | | | | | | |
| COUNCIL STRATEGY | | | | | | | |
| 3.3.1 Work with stakeholders to increase community awareness of environmental and climate change issues | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 3.3.1.1 Actively pursue environmental programs with other government agencies. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Water consumption rate ⊕ Energy consumption rate ⊕ % green energy of total energy consumption | DW&TS | Regional Plans Facilitate and support development of alternative energy generation capacity |
| 3.3.1.2 Be a community leader in water saving practices. | ✓ | ✓ | ✓ | ✓ | ⊕ Uptake rate in green energy solutions | DES | Support the environmental and economic opportunities to the region presented through the Clean Energy Future Program and the Carbon Farming initiative |
| 3.3.1.3 Promote alternative green energy options and consider these options for community facilities. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 3.3.1.4 Monitor Council's energy use and identify savings which in turn will reduce our greenhouse gas emissions. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 3.3.1.7 Support sustainable land use practices implemented to reduce water and energy use and the removal of vegetation. | ✓ | ✓ | ✓ | ✓ | | DES | |
| 3.3.1.8 Provide an ecologically sustainable water scheme, ensuring minimal environmental impacts. | ✓ | ✓ | ✓ | ✓ | | DES | |

| COUNCIL STRATEGY | | | | | | | |
|--|-------------|----|----|----|--|----------------|---------------------|
| 3.3.2 Improve the health of the Castlereagh River system and reduce invasive weeds. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 3.3.2.1 Support the management of the Castlereagh river catchment within our Shire boundaries. | 13 | 14 | 15 | 16 | ⊕ Water consumption rate ⊕ Energy consumption rate ⊕ % green energy of total energy consumption ⊕ Uptake rate in green energy solutions | DW&TS | |
| | ✓ | ✓ | ✓ | ✓ | | | |

4. STRATEGIC LEADERSHIP

| OUTCOME | | | | | | | |
|---|-------------|---------|---------|---------|---|----------------|---------------------|
| 4.1 A COUNCIL THAT PROVIDES QUALITY LEADERSHIP, GOVERNANCE AND MANAGEMENT TO ITS COMMUNITY | | | | | | | |
| STRATEGY | | | | | | | |
| 4.1.1 Ensure Councillors and committee members are provided with appropriate training, support and resources to facilitate good governance. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 4.1.1.1 Support Councillors in their role by providing information regularly and training as required. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Councillor/committee member satisfaction rate ⊕ Number of active s355 committees | GM, DC&BS | |
| STRATEGY | | | | | | | |
| 4.1.2 Implement and promote best practice Governance policies and procedures. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 4.1.2.1 Conduct the business of Council in an open and transparent manner ensuring Council and committee meetings are conducted regularly. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Implementation of good governance | GM | |
| 4.1.2.2 Develop, implement and continually monitor a good governance plan. | ✓ | ✓ | ✓ | ✓ | | GM | |
| 4.1.2.3 Develop, implement and continually monitor a good governance plan. | ✓ | ✓ | ✓ | ✓ | | GM | |
| STRATEGY | | | | | | | |

| 4.1.3 Nurture an organisational culture of community pride and ownership for Councillors, Managers and Staff of Council. | | | | | | | |
|---|-------------|---------|---------|---------|---|----------------|---------------------|
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 4.1.3.1 Communicate Council's strategic direction to all staff and encourage staff involvement in the decision making process. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | <ul style="list-style-type: none"> ⊕ Staff satisfaction rate ⊕ Number of engagement activities ⊕ Activity participation rate | MANEX | |

| STRATEGY | | | | | | | |
|---|-------------|---------|---------|---------|---|----------------|---------------------|
| 4.1.4 Be an industry leader in Work Place Health and Safety (WHS) and risk management. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 4.1.4.1 Provide controls that minimise adverse impact on all employees and stakeholders. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | <ul style="list-style-type: none"> ⊕ Number of incidents (both public and within Council) ⊕ Preventative measures implemented | MANEX | |

| OUTCOME | | | | | | | |
|--|-------------|---------|---------|---------|--|----------------|---|
| 4.2 A COUNCIL THAT FOCUSES ON STRATEGIC PLANNING AND FINANCIAL SUSTAINABILITY | | | | | | | |
| STRATEGY | | | | | | | |
| 4.2.1 Establish, maintain and monitor strategic plans that reflect and address the needs of the community and meet legislative requirements. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 4.2.1.1 Develop, maintain and regularly review strategic plans in line with Integrated Planning requirements. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Implementation of Integrated Planning and reporting ⊕ Availability of Council policy and publications | DC&BS | Regional Plans Improved Regional Planning |
| 4.2.1.2 Report the outcome of a quarterly performance review of the Delivery Program and Budget. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.1.3 Maintain Plans of Management for Community Land that meets legislative requirements. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.1.4 Ensure that an appropriate Business Continuity and Disaster Recovery Plan is in place. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |

| STRATEGY | | | | | | | |
|---|-------------|----|----|----|---|----------------|--|
| 4.2.2 Deliver sound management of Council's resources and finances. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 4.2.2.1 Provide financial planning and reporting to ensure Council maintains accurate and timely financial records that facilitate sound decision making. | 17 | 18 | 19 | 20 | ⊕ Long term financial sustainability ⊕ Annual financial report (audit results) ⊕ Internal audit reports | DC&BS | NSW Making It Happen Maintaining the State's AAA credit rating Maintaining expenditure growth as less than revenue growth |
| 4.2.2.2 Deliver financial awareness training to all Councillors. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.2.3 Ensure that rates and user charges are levied on an equitable basis taking account of the legislative and financial restrictions under which Council operates. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.2.4 Take account of the effect on all ratepayers when considering special rate variation applications. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.2.5 Maintain Best Practice pricing for water and sewerage charges. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.2.6 Ensure Council's finance functions are operating effectively and efficiently and its purchasing and procurement policies and procedures reflect best practice and provide value for money to the community. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.2.7 | | | | | | | |

| | | | | | | | | |
|--|---|---|---|---|--|--|-------|--|
| Maintain and grow relationships with peak industry procurement bodies. | ✓ | | | | | | DC&BS | |
| 4.2.2.8 Develop and implement an internal audit program. | ✓ | ✓ | ✓ | ✓ | | | MANEX | |

| STRATEGY | | | | | | | | |
|--|-------------|---------|---------|---------|---|----------------|---------------------|--|
| 4.2.3 Proactively pursue Government and corporate support and financial assistance to meet Council and community objectives. | | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan | |
| 4.2.3.1 Review funding for key services and seek to retain funding and grow new avenues of funding. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Grant application success rates ⊕ Number of effective community-Government partnerships/projects | MANEX | | |
| 4.2.3.2 Apply for grants that assist Council to achieve identified projects. | ✓ | ✓ | ✓ | ✓ | | DC&BS | | |
| 4.2.3.3 Assist community groups to apply for grants. | ✓ | ✓ | ✓ | ✓ | | DC&BS | | |
| 4.2.3.4 Provide information to Council and the community regarding grant funding opportunities. | ✓ | ✓ | ✓ | ✓ | | DC&BS | | |

| STRATEGY | | | | | | | |
|--|-------------|---------|---------|---------|--|----------------|---------------------|
| 4.2.4 Develop and maintain a skilled and well equipped work force at a sustainable level to support service delivery requirements. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 4.2.4.1 Establish and implement relevant training for all employees. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Alignment of resources to achieve the Community Strategic Plan ⊕ Implementation of the Workforce Plan ⊕ Trainee/Apprentice employment rate | DC&BS | |
| 4.2.4.2 Determine initiatives to assist in maintaining a productive and motivated workforce. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.4.3 Monitor performance of IT systems in place and continually investigate alternate options to improve the performance of Council's operations. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.4.4 Attend to IT user requests and provide appropriate training to individuals/groups on various IT systems to improve operational efficiency. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 4.2.4.5 Develop a trainee/apprentice employment program. | | ✓ | | | | DC&BS | |

OUTCOME**4.3****COUNCIL'S BUSINESS ACTIVITIES ARE AN IMPORTANT SECTOR OF THE LOCAL ECONOMY AND PROVIDE FINANCIAL RETURNS TO THE COMMUNITY****STRATEGY****4.3.1****Deliver a profitable contracting business that is competitive with private industry and doesn't impact on delivery of core Council services.****Actions over Four Year Term of Council**

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|---|--------------------|----------------|----------------|----------------|----------------------------|-----------------------|----------------------------|
| 4.3.1.1 Maintain RMS contractor classification to allow Council to service contract work on State highways. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Annual operating results | DW&TS | |
| 4.3.1.2 Promote Councils contracting capability to neighbouring Councils subject to there being no impact on Councils core functions. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 4.3.1.3 Ensure Council contact plant hire pricing is reviewed on a regular basis in line with its competitors. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |

5. ECONOMIC DEVELOPMENT

| OUTCOME | | | | | | | |
|---|-------------|---------|---------|---------|---|----------------|--|
| 5.1 A COMMUNITY WITH A STRONG AND DIVERSE ECONOMIC BASE THAT SUPPORTS AND IMPROVES THE LIFESTYLE OF ITS RESIDENTS | | | | | | | |
| STRATEGY | | | | | | | |
| 5.1.1 Take a proactive and flexible approach to the pursuit of new business with a particular focus on increasing the diversity of local industry and promoting our highway location. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 5.1.1.1 Proactively pursue industry to relocate to Gilgandra. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number of new businesses established | DCB&S | NSW Making It Happen Making NSW the easiest state to start a business |
| 5.1.1.2 Continue to foster and promote the importance of the purchase of goods and services locally. | ✓ | ✓ | ✓ | ✓ | ⊕ Number of businesses in agricultural supply chain | DCB&S | |
| 5.1.1.3 Monitor opportunities and impacts associated with our proximity to mining development. | ✓ | ✓ | ✓ | ✓ | ⊕ Agricultural industry contribution to local economy | DCB&S | Becoming the leading Australian state in business confidence |
| 5.1.1.4 Ensure an adequate supply of industrial land is available to match our Shires growth potential. | ✓ | ✓ | ✓ | ✓ | ⊕ Industrial land availability | DCB&S | |
| 5.1.1.5 Explore ways of attracting government support industries to establish in our Shire. | | | | | ⊕ Vacant industrial land | DCB&S | |
| 5.1.1.6 Explore the opportunity for sand mining in the Castlereagh River | | | | | | | |
| 5.1.1.7 | | | | | | | |

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|---|--|--|--|--|--|--|--|
| Explore the viability of a project to establish hangars for rental at the Gilgandra Aerodrome | | | | | | | |
|---|--|--|--|--|--|--|--|

| STRATEGY | | | | | | | |
|---|-------------|---------|---------|---------|--|----------------|---|
| 5.1.2 Encourage, nurture and support new and existing businesses | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 5.1.2.1 Provide support for existing business and facilitate opportunities for business development and growth | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Shop vacancy rate ⊕ Skills gap ⊕ Business confidence | DCB&S | Regional Plans Capitalise on the Regions strengths in agriculture |
| 5.1.2.2 Participate in industry groups and initiatives and encourage local business participation | ✓ | ✓ | ✓ | ✓ | | DCB&S | Expand Tourism and related business |
| 5.1.2.3 Have structured engagement with our accommodation industry in recognition of their economic contribution. | ✓ | ✓ | ✓ | ✓ | | DCB&S | |

| STRATEGY | | | | | | | |
|--|-------------|---------|----|----|---|----------------|---------------------|
| 5.1.3 Work collaboratively with industry and stakeholders to develop an economic development plan | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 5.1.3.1 Develop an Economic Development Plan in consultation with PEDC, local business, Council and other stakeholders to guide the economic | 17 | 18 ✓ | 19 | 20 | ⊕ Economic Development Plan implemented | DCB&S | |

| | | | | | | | |
|---|--|--|--|--|--|--|--|
| development and sustainability of the Gilgandra Shire | | | | | | | |
|---|--|--|--|--|--|--|--|

STRATEGY

5.1.4 Encourage and support employment initiatives and programs.

Actions over Four Year Term of Council

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|--|-------------|---------|---------|---------|---|----------------|---|
| 5.1.4.1 Promote school based and adult traineeships/apprenticeships in the community | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Community employment rate ⊕ Participation rate in initiatives and programs | DCB&S | Premiers Priorities Creating Jobs. A commitment to the creation of 150,000 new jobs by 2019 Driving public sector diversity. Doubling the number of Aboriginal and Torres Strait Islander people in senior leadership and increasing the proportion of women in senior leadership roles to 50% in the government sector in the next 10 years NSW Making It Happen Increasing the proportion of people completing apprenticeships and traineeships to 65 percent by 2019 Regional Plans Develop strategies to meet the skills shortages and achieve full employment across the region |
| 5.1.4.2 Support unemployment programs and encourage community acceptance and local participation | ✓ | ✓ | ✓ | ✓ | | DCB&S | |
| 5.1.4.3 Commit to the appointment of trainees and apprentices as opportunities arise. | | | | | | | |
| 5.1.4.4 Pursue involvement in an immigrant attraction program | | | | | | | |

STRATEGY

| 5.1.5 Maximise the economic benefit of inland rail construction and ongoing operation | | | | | | | |
|--|-------------|---------|---------|---------|--|----------------|---------------------|
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 5.1.5.1 Put forward Gilgandra as an ideal construction hub for Inland Rail in our region. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Economic benefits gained and industry established in our Shire associated with the Inland Rail project | DCB&S | |
| 5.1.5.2 Proactively pursue industries/businesses associated with the Inland Rail Project. | ✓ | ✓ | ✓ | ✓ | | DCB&S | |

| OUTCOME | |
|---------|--|
| 5.2 | A COMMUNITY WITH A REPUTATION AS A GREAT PLACE TO LIVE, STOP, STAY OR JUST SPEND TIME WHERE VISITORS ARE WELCOMED AND EMBRACED |

| STRATEGY | | | | | | | |
|---|-------------|---------|---------|---------|---|----------------|---|
| 5.2.1 Capitalise on visitation due to our location on the junction of three major highways. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 5.2.1.1 Deliver professional visitor information services promoting the attractions and services of the Shire. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Visitor numbers ⊕ Demographics of visitors | DCB&S | Regional Plans Expand Tourism and related business |
| 5.2.2.2 Reinvigorate Gilgandra with a fresh promotional campaign. | | | ✓ | | | DCB&S | |
| 5.2.2.3 Continue involvement in the push to have the Warrumbungle National Park | | | | | | | |

| | | | | | | | |
|---|--|--|--|--|--|--|--|
| become accredited as a UNESCO Geopark | | | | | | | |
| 5.2.2.4 | | | | | | | |
| Develop a position in relation to freedom camping | | | | | | | |

STRATEGY

5.2.2 Work collaboratively with industry and stakeholders to develop a tourism destination plan.

Actions over Four Year Term of Council

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|---|----------------|----------------|----------------|----------------|--|----------------|--|
| 5.2.2.1 Develop an economic development strategy to guide the economic development and sustainability of Gilgandra Shire. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ➤ Tourism destination plan implemented | DCB&S | Regional Plans Expand Tourism and related business |

STRATEGY

5.2.3 Sustain the population of Gilgandra Shire and grow the population in age brackets where the percentage is below the State average.

Actions over Four Year Term of Council

| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
|---|----------------|----------------|----------------|----------------|--|----------------|---|
| 5.2.3.1 Ensure an adequate supply of residential land is available to match our Shires growth potential | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ➤ Population growth statistics ➤ Residential land availability ➤ Vacant residential land | DCB&S | NSW Making It Happen Increasing housing supply across NSW by delivering more than 50,000 approvals every year |
| 5.2.3.2 Promote Gilgandra as a great place to live | ✓ | ✓ | ✓ | ✓ | | DCB&S | |
| 5.2.3.3 | | | | | | | |

| | | | | | | | |
|--|---|---|---|---|--|-------|--|
| Target prospective residents in the census age group categories where Gilgandra is below the state average | ✓ | ✓ | ✓ | ✓ | | DCB&S | |
| 5.2.3.4 Capitalise on our proximity to our major regional centre being the city of Dubbo. | ✓ | ✓ | ✓ | ✓ | | DCB&S | |
| 5.2.3.5 Develop a marketing plan for the Aero Park residential subdivision in line with the determined development strategy for this land. | | | | | | | |

6. ASSET MANAGEMENT AND SERVICE DELIVERY

| OUTCOME | | | | | | | |
|---|--|----|----|---------|--|----------------|---------------------|
| 6.1 | A COMMUNITY WITH WELL CONSTRUCTED, MAINTAINED AND MANAGED PUBLIC INFRASTRUCTURE INCLUDING WATER AND SEWER INFRASTRUCTURE, PUBLIC BUILDINGS AND FACILITIES, PLANT AND EQUIPMENT | | | | | | |
| COUNCIL STRATEGY | | | | | | | |
| 6.1.1 | Develop and implement asset management policies, strategies and plans. | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 6.1.1.1 Review all asset management plans. | 17 ✓ | 18 | 19 | 20 ✓ | ⊕ Implementation of asset management strategy and plans ⊕ Service levels determined | DC&BS | |
| 6.1.1.2 Establish Levels of Service for all infrastructure assets. | ✓ | ✓ | ✓ | ✓ | | DES | |
| 6.1.1.3 Ensure all infrastructure assets are inspected and conditionally rates in accordance with the determined level of service. | ✓ | | | | | | |
| 6.1.1.4 Implement water / sewer and stormwater asset management plans | | | | | | | |

| COUNCIL STRATEGY | | | | | | | |
|---|-------------|---------|---------|---------|---|----------------|---|
| 6.1.2 Develop and implement forward works infrastructure programs and plans. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 6.1.2.1 Ensure all Council buildings are maintained in a safe and operable condition. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | <ul style="list-style-type: none"> ⊕ Condition of public infrastructure assets ⊕ Number of complaints ⊕ Community satisfaction rates ⊕ Levels of service ⊕ Secure potable water supplies | DES | Premiers Priorities Building infrastructure. Deliver key infrastructure projects on time and on budget including WestConnex, NorthConnex, CBD/South East Light Rail, Sydney Metro Northwest and City and Southwest, Pacific Highway upgrades, Northern Beaches Rapid Transit, Newcastle Light Rail and the Northern Beaches Hospital. |
| 6.1.2.2 Provide a swimming pool facility. | ✓ | ✓ | ✓ | ✓ | | DCD&S | |
| 6.1.2.3 Provide an effective sewer connection to all land parcels in the Gilgandra village area. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.1.2.4 Provide a potable town water supply to Gilgandra that meets Australian Drinking Water standards. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.1.2.5 Provide a safe and effective urban stormwater drainage system. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.1.2.6 Maintain Gilgandra and Tooraweenah aerodromes to legislative standards. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.1.2.7 Ensure that cemeteries are maintained at a standard acceptable to the community. | ✓ | ✓ | ✓ | ✓ | | DC&BS | |
| 6.1.2.8 Plant fleet maintained and updated to reflect needs. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.1.2.9 | ✓ | | | | | | |

| | | | | | | | |
|--|--|---|---|---|--|-------|--|
| Maintain a basic reticulated non-potable water supply to Tooraweenah village area and monitor the village's population to determine service expansion feasibility. | | ✓ | ✓ | ✓ | | DW&TS | |
|--|--|---|---|---|--|-------|--|

| COUNCIL STRATEGY | | | | | | | |
|--|-------------|---------|---------|---------|--|----------------|--|
| 6.1.3 Encourage and support a well resourced emergency response capability. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 6.1.3.1 Support local emergency and rescue service agencies in their delivery of services to Gilgandra Shire area. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Natural disaster response times ⊕ Community satisfaction rate ⊕ Community activity | DW&TS | Regional Plans NSW Emergency Management Plan (EMP) |
| 6.1.3.2 Maintain active local emergency management committee in line with State Emergency and Rescue Management Act. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.1.3.3 Provide support for SES, RFS joint accommodation project | | | | | | | |

| OUTCOME | |
|---------|--|
| 6.2 | A COMMUNITY SERVICED BY A SAFE, RELIABLE AND EFFICIENT TRANSPORT NETWORK |

| COUNCIL STRATEGY | |
|------------------|---|
| 6.2.1 | Improve existing road infrastructure to meet community needs. |

| Actions over Four Year Term of Council | | | | | | | |
|--|-------------|---------|---------|---------|---|----------------|--|
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 6.2.1.1 Strategically maintain a ten year plan for all future improvements to Shire bridges. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | <ul style="list-style-type: none"> ⊕ Condition of road network ⊕ Length of new/renewed pavement ⊕ Trends in traffic accidents ⊕ Number of complaints ⊕ Community satisfaction rates ⊕ Levels of service | DW&TS | <p>NSW Making It Happen Ensuring that 90% of peak travel on key road routes is on time</p> <p>Reduce road fatalities by at least 30% from 2011 levels by 2021</p> <p>Regional Plans Improve regional transport</p> |
| 6.2.1.2 Provide and maintain road access for all residents except during periods of extreme weather | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.2.1.3 Provide and maintain a network of safe and effective bridges, culverts and causeways. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.2.1.4 Maintain and construct streets and roads in accordance with Council's adopted road classifications. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.2.1.5 Inspect all pits and culverts annually. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.2.1.6 Undertake annual Roads to Recovery program. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.2.1.7 | | | | | | | |

| | | | | | | | |
|---|---|---|---|---|--|-------|--|
| Maintain and improve the regional road network within the Shire in association with Roads and Marine Authority. | ✓ | ✓ | ✓ | ✓ | | DW&TS | |
| 6.2.1.8 Explore options for ongoing access to gravel sources for road making in our Shire. | | ✓ | | | | DW&TS | |
| 6.2.1.9 Consider the establishment of a rural roads user group to provide input on transport renewal and upgrade works. | | | | | | DW&TS | |

| COUNCIL STRATEGY | | | | | | | |
|---|----------------|----------------|----------------|----------------|--|----------------|---|
| 6.2.2 Provide a network of pathways that link wheelchair pedestrians, pedestrians and cyclists to important destinations. | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 6.2.2.1 Implement the elements of the Pedestrian Access Mobility Plan (PAMP) as resources and funding permit. | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | <ul style="list-style-type: none"> ⊕ Implementation of Pedestrian Access Mobility Plan (PAMP) ⊕ Number of complaints ⊕ Community satisfaction rates | DW&TS | Regional Plans Improve regional transport infrastructure and services |

| OUTCOME | | | | | | | |
|--|---|-----------|----------------|-----------|--|-----------------------|----------------------------|
| 6.3 | A COMMUNITY WITH QUALITY GREEN SPACES THAT ENCOURAGE PEOPLE TO BE ACTIVE AND INVOLVED IN THEIR BUILT AND NATURAL SURROUNDS | | | | | | |
| COUNCIL STRATEGY | | | | | | | |
| 6.3.1 | Provide a range of parks, gardens, reserves and sporting recreational facilities to an acceptable level and suitable for passive recreational and sporting activities. | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 6.3.1.1 Develop and implement an open space and recreation plan. | 17 | 18 | 19 ✓ | 20 | ⊕ Implementation of open space and recreation plan | DW&TS, DC&DS | |

7. LEGISLATION AND BYLAWS

| OUTCOME | | | | | | | |
|--|---|---------|---------|---------|---|----------------|---|
| 7.1 | A COUNCIL THAT APPLIES LEGISLATION AND DEVELOPS AND MAINTAINS POLICIES THAT SUPPORT THE LOCAL COMMUNITY | | | | | | |
| COUNCIL STRATEGY | | | | | | | |
| 7.1.1 | Deliver consistent, timely and transparent regulatory functions in line with the legislation under which Council is require to operate. | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 7.1.1.1 Provide assessments of development and subdivision approvals in a timely manner | 17 ✓ | 18 ✓ | 19 ✓ | 20 ✓ | ⊕ Number of complaints ⊕ Community satisfaction rate | DES | Premiers Priorities Faster housing approvals. Determining 90% of housing and development applications within a 40 day timeline NSW Making It Happen Halving the time taken to assess planning applications for State Significant Developments |
| 7.1.1.2 Provide efficient service to prospective home builders and developers to ensure building standards are maintained | ✓ | ✓ | ✓ | ✓ | | DES | |
| 7.1.1.3 Provide thorough scrutiny of all construction work to ensure compliance with all relevant codes and standards | ✓ | ✓ | ✓ | ✓ | | DES | |
| 7.1.1.4 Maintain public health and amenity by actively responding, investigating and acting on complaints | ✓ | ✓ | ✓ | ✓ | | DES | |
| 7.1.1.5 Regulate new onsite sewerage management systems. | ✓ | ✓ | ✓ | ✓ | | DES | |
| 7.1.1.6 | | | | | | | |

| | | | | | | | |
|--|---|---|---|---|--|-----|--|
| Respond to community requests on matters relevant to regulatory functions. | ✓ | ✓ | ✓ | ✓ | | DES | |
| 7.1.1.7 Ensure the integrity and security of Council's records. | ✓ | ✓ | ✓ | ✓ | | DES | |

8. REPRESENTATION AND COLLABORATION

| OUTCOME | |
|---------|---|
| 8.1 | A COUNCIL THAT ENGAGES WITH OTHER COUNCILS AND SPHERES OF GOVERNMENT TO REPRESENT AND ADVOCATE THE NEEDS OF ITS COMMUNITY |

| COUNCIL STRATEGY | | | | | | | |
|--|--|----|----|----|--------------------|----------------|---------------------|
| 8.1.1 | Establish and maintain strong working relationships with surrounding Councils. | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 8.1.1.1 Maintain active relationships with Orana Regional Organisation of Councils. | 17 | 18 | 19 | 20 | ⊕ | | |

| COUNCIL STRATEGY | | | | | | | |
|--|---|----|----|----|--------------------|----------------|---------------------|
| 8.1.2 | Establish and maintain strong working relationships with elected State and Federal Government representatives from surrounding Councils | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 8.1.2.1 Maintain regular communications with State and Federal members. | 17 | 18 | 19 | 20 | ⊕ | | |

| COUNCIL STRATEGY | | | | | | | |
|---|--------------------|-----------|-----------|-----------|---------------------------|-----------------------|----------------------------|
| 8.1.3 Maintain relationships with government departments and regional organisations that provide services to our community | | | | | | | |
| Actions over Four Year Term of Council | | | | | | | |
| Action | Target Year | | | | Measure of Success | Responsibility | State/Regional Plan |
| 8.1.3.1 Monitor issues such as law and order, education and health that impact on the Gilgandra community. | 17 | 18 | 19 | 20 | ⊕ | | |