

Gwydir Shire Council

**Annual Report
2015/2016**

Welcome to Gwydir Shire Council's Annual Report for 2015-2016

Gwydir Shire Council is committed to serving our community through the provision of infrastructure and services to facilitate and promote safety, prosperity and wellbeing.

We produce an annual report for the benefit of our community and stakeholders, to keep them informed about our operations and activities during the financial year and to provide a record of our investment of funding and resources.

This report provides an overview of Council's progress towards the goals set out in our 10 year Community Strategic Plan and the specific activities outlined in the Delivery Program 2015-2019 and Operational Plan 2015-2016.

Section 8 of the NSW Local Government Act, 1993, requires that all Councils operate in accordance with the following charter:

- To provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
- To exercise community leadership;
- To exercise its functions with due regard for the cultural and linguistic diversity of its community;
- To promote and to provide and plan for the needs of children;
- To properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible;
- To have regard to the long term and cumulative effects of its decisions;
- To bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible;
- To facilitate the involvement of Councillors, members of the public, users of facilities and services and Council staff in the development, improvement and coordination of local government;
- To raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
- To keep the local community and the State Government (and through it, the wider community) informed about its activities;
- To ensure that, in the exercise of regulatory functions, they act consistently and without bias, particularly where an activity of the council is affected; and
- To be a responsible employer.

Council is committed to the delivery of this charter and to transparent reporting and accountability to the community.

Statement of Acknowledgement of the Kamilaroi Aboriginal Nation

We wish to recognise the generations of the local Aboriginal people of the Kamilaroi Nation who have lived in and derived their physical and spiritual needs from this place over many thousands of years as the traditional owners and custodians of these lands.

Mayor and General Manager Introduction

This report provides you with information on our progress towards the four year goals outlined in our Delivery Program 2015 -19. During the year there were many significant achievements and exciting initiatives which we would like to share with you in this Annual Report.

This Annual Report outlines Council's achievements against the performance targets set for the 2015/2016 financial year and provides financial statements of income and expenditure for the year as required under the Local Government Act. In addition, we present Council's Achievements for the 2012-2016 term. This document is on our website.

Long term asset management continues to remain one of our highest priorities for the years ahead. During this past term we have focused on ensuring that the priorities outlined in Council's Strategic Plan, Delivery Program and Operational Plan are achieved.

Profile of the Gwydir Shire

Total Population	5,000	HOUSEHOLD TYPES:	2016
Total Households	2,150	Couple only	700
Average Household Size	2.25	Couple with children	550
Implied Dwellings	2,800	Single parent	150
CHANGE:	2011-16	Other family households	0
Total Population Change	-100	Multiple-family households	0
Average Annual Population Growth (whole of NSW average – 1.42%)	-0.5%	<i>Total family households</i>	<i>1,500</i>
Total Household Change	-50	Lone person	650
Average Annual Household Growth	-0.3%	Group	50
		<i>Total non-family households</i>	<i>700</i>
		Total	2,150

Location

The Gwydir Shire is in the centre of the 'Fossickers Way', a route which offers the traveller a relaxing alternative to the New England or Newell Highways. The Shire encompasses a diverse landscape that is both picturesque and productive and is approximately 560 km north of Sydney, 160 km north of Tamworth along the Fossickers Way, and 85 km north-west of Inverell.

The Shire is 9,122 square kilometres in size and is situated north of Tamworth Regional Council and continues almost to the Queensland border. The southern boundary of the Shire is the Nandewar Range where the Gwydir and Namoi Valleys meet.

The Horton Valley and Cobbadah District are home to some of Australia's most highly regarded beef cattle studs. These enterprising farmers use the latest artificial breeding and agronomic technology to produce beef of exceptional quality. Meat sheep and merinos that grow high quality wool are also grazed in this area. The Gwydir River enters the Gwydir Shire where it spills from the Copeton Dam and meanders in a westerly direction through the towns of Bingara and Gravesend.

The Gwydir valley is well known for irrigated and dry land cropping as well as livestock production. In addition to the traditional crops of wheat, barley, oats and sorghum, there are olive groves, pecan nuts and freshwater fish farms in the Gravesend district. Heading northwest from the timbered surrounds of the town of Warialda and the close-knit community of Coolatai, the countryside opens into an undulating vista of basalt farmland. This part of the Shire which includes the villages of Crooble, Croppa Creek and North Star, is known as the 'Golden Triangle'.

Farmers using advanced farming techniques, such as minimum tillage and satellite guidance systems, produce a variety of high yielding crops including wheat, barley, sorghum, maize, chick peas, canola and cotton. This area also has several cattle feedlots which supply grain fed beef to the Australian domestic market and export markets throughout the world.

Our Council

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 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.

5. Our Service Values

- To aim to exceed your expectations
- To act on our commitments as quickly as possible
- To evaluate our service, by asking you the customer
- To use your complaints as an opportunity to put things right and to take actions to ensure that the problem does not reoccur
- To value your privacy by treating confidentially all personal information that you give us.

Council Meetings

Council meetings are open to the public and held on the fourth Thursday of the month commencing at 9.00 am in the Council Chambers of 33 Maitland Street, Bingara and 54 Hope Street, Warialda on a rotational basis. From the December cycle meetings will commence at 4.00pm during the daylight saving period. Council also holds a Community Services and Planning Committee and Public Infrastructure Committee meeting on the second Thursday of the month commencing at 9.00am. From the December cycle these meetings will also commence at 4.00pm during the daylight saving period. Residents and ratepayers are encouraged by Council to attend Council and Committee meetings. Nine Councillors, representing the whole Shire are elected to Council and ordinarily serve a four year term. Council's Mayor and Deputy Mayor are elected on an annual basis by Councillors.

Contacting your Councillors

All Councillors can be contacted by mail at Locked Bag 5, BINGARA NSW 2404. Councillors are your elected representatives and can be contacted by the public at any time. On request, Councillors are also available to speak at public engagements such as school or educational functions, community groups and business and industry meetings.

Integrated Planning and Reporting

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) Framework. This framework was introduced by the NSW Government to facilitate a strong and sustainable local government system by ensuring all local councils have in place strategic plans, underpinned by community priorities and supported by appropriate resources.

The IP&R Framework encourages councils to view their various plans holistically to understand how they relate to each other, and in doing so, leverage maximum results.

Ultimately, it aims to provide greater accountability and transparency in local government, by strengthening councils' strategic focus, streamlining reporting processes and making it easier for the community to understand and track councils' progress on identified priorities.

The key documents included in the IP&R Framework, and an overview of their functions, is provided below.

Community Strategic Plan

This is the highest level plan that a council will have and is prepared for a minimum period of 10 years. The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future, and to plan strategies for achieving these goals. It should be developed and delivered as a partnership between the council, state agencies, community groups and individuals, and should address a broad range of issues that are relevant to the whole community.

Resourcing Strategy

This strategy addresses the resources – time, money, assets and people – required to deliver the long-term community aspirations expressed in the Community Strategic Plan. It comprises three elements: long term financial planning, workforce management planning, and asset management planning.

Delivery Program

This is a statement of commitment to the community by each newly elected Council outlining its priorities for achieving the community's long-term goals (as identified in the Community Strategic Plan) during its four year term of office.

Operational Plan

Supporting the Delivery Program is an annual Operational Plan. It spells out the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

Annual Report

This document is one of the key points of accountability between a council and its community. It focuses on the council's implementation of the Delivery Program and Operational Plan to help the community understand how the council has been performing, both as a business entity and a community leader.

Recording our progress

This section provides an outline of Council's progress against the actions set out in the Delivery Program 2015 - 2019. Like the Delivery Program, it is structured around five themes as identified in the Community Strategic Plan 2015 - 2025. Under each theme is a summary of the key achievements and strategic outcomes delivered in 2015 - 2016, relevant to that objective. Achievements are shown with the relevant item number from the Delivery Program. The full list of actions and their associated progress is attached.

Key - Explanation to the attached actions spreadsheet.

2014/2015	2015/2016	2016/2017	2017/2018	Key Performance Indicator (KPI)	Measures and Targets (Workload, Efficiency & Effectiveness)	I	E	G	M	Responsible Officer	Comments on Actions	Completed	On-Target	Not On-Target	Past Due	No Status/Deferred
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The first four (4) columns represent the years over which the action will take place. The columns representing (I, E, G and M) represent the source of funding i.e. Internal, External, Grant funded, or a Mixture of all three).

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	Delivery Plan 2014/2018 Operational Plan 2014/2015 - Adopted 30th June 2014																	
2																		
3		2015/2016	2016/2017	2017/2018	2018/2019	Key Performance Indicator (KPI)	Measures and Targets (Workload, Efficiency & Effectiveness)					Responsible Officer	Comments on Actions	Completed	On-Target	Not On-Target	Past Due	No Status/Deferred
4								I	E	G	M							
5																		
6	Operational Plan Actions																	
7	1. STRATEGY 1 A Healthy and Cohesive Community																	
8	1.1 Community Health																	
9	1.1.1 Improve health and family support services for all members of our community																	
10	1.1.1.1 Advocate on behalf of service providers and community groups for additional family support services and facilities, including day care	x	x	x	x	1.1.1.2 Number of services provided to the community (4)	Number of interagency meetings attended on behalf of services provided (4 per year)			x		OCD						
11	1.1.1.2 Facilitate the provision of services that aim to reduce alcohol and drug abuse in the community	x	x	x	x	1.1.1.3 Number of events aimed at support and reducing risk of harm	Continued involvement in CDAT. Number of programs delivered-2			x		OCD						
12	1.2 Youth																	
13	1.2.1 Engender a positive youth culture																	
14	1.2.1.1 Assess priorities and develop a Youth Strategy, foster relationships with other service providers and support youth programs.	x	x	x	x	1.2.1.1 Number of programs developed. Number of programs supported	Implement Youth Strategy through consultation with young people.			x		OCD						
15	1.2.1.2 Engage young people in developing their futures	x	x	x	x	1.2.1.2 Number of hours allocated to service delivery	Number of young people accessing existing services - 15 hours provided per week			x		OCD						
16	1.2.1.3 Undertake community education of the aspirations and contribution of young people	x	x	x	x	1.2.1.3 Number of examples of participation in community activities	> 50 of young people participating in the organisation and attending of events per year.			x		OCD						
17	1.2.1.4 Develop and maintain youth centre	x	x	x	x	1.2.1.4 Number of hours allocated to service delivery	4 hours allocated to programs each week in both Bingara and Warialda			x		OCD						
18	1.2.1.5 Foster relationships between Council and other service providers to maximise the provision of and effectiveness of youth services, especially the GLR	x	x	x	x	1.2.1.5 Foster related services engaged in youth programs.	Number of interagency meetings attended on behalf of services provided (4 per year)			x		OCD						
19	1.2.1.6 Undertake a study to identify job opportunities for youth in the Shire		x			1.2.1.6 Number of participants prepared to provide opportunities for young people	> 10 the existing number of participants.	x				OCD						
20	1.3 Older People																	
21	1.3.1 Promote the active participation of our elderly citizens in our community																	
22	1.3.1.1 Identify and support initiatives that create new opportunities for the participation of older people in our community.	x	x	x	x	1.3.1.1 Resident participation in community events.	>5% resident participation in community activities			x		OCD						
23	1.3.1.2 Promote a youth mentoring role for interested older residents.		x			1.3.1.2 Promote mentoring programs across the Shire.	3 across the Shire			x		OCD						
24	1.3.2.1 Undertake a community survey with the ageing to identify housing needs and priorities.		x			1.3.2.1 Community Survey Complete	Number of persons surveyed >25%	x				OCD						
25	1.3.2.2 Collate information for the private sector ageing providers.				x	1.3.2.2 Identify market requirements and land holdings available and seek development opportunities	Yes/No	x				OCD						
26	1.3.3.1 Identify areas of need for respite services and in-home support and make provisions for their ongoing improvement.	x				1.3.3.1 Report to Council on options for respite services an in-home support	Report to Council	x				OCD						
27	1.3.3.2 Continue and expand partnerships with service providers to ensure the provision of home help and assistance to frail, older and disabled people.	x	x	x	x	1.3.3.2 Continuation of involvement in community care meetings	Staff attended >6 meetings per year	x				OCD						
28	1.4 Community Leisure Activities and Facilities																	
29	1.4.1 Invest in facilities and activities that promote community leisure activities																	
30	1.4.1.1 Identify leisure priorities of the community.	x				1.4.1.1 Provision of recreation services	Program participation greater than 5% of overall population of urban area.			x		OCD	no hard data available for actual participation rates					x

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3																			
4																			
5																			
31	1.4.1.2 Lobby for financial assistance from relevant Government departments.	x				1.4.1.2 Funding obtained for recreation projects, specifically Bingara Gym	Yes/No					x	OCD	Grant funding of \$25k achieved from NSW Sport and Rec.	x				
32	1.4.1.3 Continue to explore ways to maximise the potential of Council's recreational resources.			x		1.4.1.3 Report to Council on recreation infrastructure utilisation	Yes/No	x					OCD						
33	1.4.1.4 Further develop the community based gym for Bingara and surrounds.	x				1.4.1.4 Bingara Gymnasium developed	Yes/No					x	OCD	Fitness Centre completed and fully operational	x				
34	1.4.1.5 Continue to provide support for Warialda Fitness Centre.	x	x	x	x	1.4.1.5 To provide safe effective and modern facilities.	Cost neutral						OCD	membership numbers down on last year. Lack of Formal Exercise Classes considered to be the reason			x		
35	1.5 Cultural and Community Events																		
36	1.5.1 Support community cultural programs and provision of appropriate facilities																		
37	1.5.1.1 Undertake an analysis of the existing cultural and community events and identify Council support priorities.		x		x	1.5.1.1 Undertake analysis	Report to Council					x	OCD						
38	1.5.1.2 Partnership with Arts North West to develop arts and cultural events and activities with the Shire.	x	x	x	x	1.5.1.2 Continued involvement in Arts North West ON TOUR, a program coordinated by Arts North West to generate and promote touring product for the Roxy Theatre	Number of events supported					x	OCD						
39	1.6 Volunteers																		
40	1.6.1 Promote and support the initiatives and achievements of our volunteers																		
41	1.6.1.1 Support local Volunteering Australia initiatives in the Shire	x	x	x	x	1.6.1.1 Volunteer participation	>50% of identified volunteer places filled.	x				x	OCD						
42	1.6.1.2 Maintain a volunteer register	x				1.6.1.2 Volunteer register maintained	Yes/No	x					OCD						
43	1.6.1.3 Recognise the efforts of volunteers by ensuring that achievements are regularly incorporated into Council's communications, and through community awards	x				1.6.1.3 System implemented to recognise and report on volunteer achievements	Yes/No	x					OCD						
44	1.6.1.4 Hold a volunteers' thank you function each year.	x	x	x	x	1.6.1.4 Volunteer recognition function held every year	Yes/No	x					OCD						
45	1.7 Community Participation of people with a disability																		
46	1.7.1 Facilitate community involvement of disabled persons in the Shire																		
47	1.7.1.1 Implement the Disability Access Action Plan for the Shire				x	1.7.1.1 Number of actions implemented on time	20% of actions complete	x					OCD						
48	1.7.1.2 Identify and rectify any barriers to the involvement of residents with a disability in the activities promoted by the Shire	x	x	x	x	1.7.1.2 Compliance with the Access and Equity Statement	All services provided with information regarding Access and Equity issues.	x					OCD						
49	1.7.1.3 Partner with Arts North West's Art and Disability Program - Heading West which supports professional coordination between, and development of, arts and disability projects and their stakeholders.	x	x	x	x	1.7.1.3 Number of events coordinated	One event per year					x	OCD						
50	1.8 Community Transport																		
51	1.8.1 Improve community transport for local access																		
52	1.8.1.1 Provide access to transport for young and transport disadvantaged members of the community.		x			1.8.1.1 Number of people accessing the service.	>50 per year	x					OCD						
53	1.9 Community Safety																		
54	1.9.1 Support crime prevention																		
55	1.9.1.1 Develop a Community Safety Plan		x			1.9.1.1 Community Safety Plan	Yes/No	x					BEST	Work has commenced		x			
56	1.9.1.2 Research potential implementation of "Safer by Design" initiatives to strengthen the existing safe community character		x			1.9.1.3 Shire Audit	20% meeting Safer by Design principles	x					BEST	Generally relates to public and commercial buildings, infrastructure and public space and is considered in the DA assessment.		x			
57	1.10 Community Diversity																		
58	1.10.1 Recognise and celebrate diversity within our community																		
59	1.10.1.1 Facilitate further study into the aboriginal heritage of the area, and identify significant sites and provide support for the proposed Aboriginal Reconciliation Centre at Mvall Creek	x	x	x	x	1.10.1.1 Collaborate with other levels of government	Yes/No				x		OCD						

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3																			
4																			
5																			
60	1.10.1.2			x		Develop interpretation, signage and communications plan for sites representing cultural diversity in the Shire	Develop plan and signage	Yes/No			x		OCD						
61	1.10.1.3	x	x	x	x	Support the activities of Arts North West in its endeavours to generate creative opportunities within the Shire, including the Aboriginal Cultural Support Program	Ongoing collaboration	Yes/No				x	OCD						
62	1.11 Heritage																		
63	1.11.1 Promote heritage conservation that enhances the Shire's identity and social, economic and environmental sustainability																		
64	1.11.1.1			x		Implement the Shire wide heritage study after community consultation	Shire wide heritage study adopted	Yes/No				x	BEST	Progress has been slow, property details and ownership being confirmed.		x			
65	1.11.1.2	x	x	x	x	Develop a conservation focus that celebrates the Shire's history	Heritage assessment with Development	100% of assessments				x	BEST	Heritage has been considered with all developments assessed.	x				
66	1.11.1.3	x	x	x	x	Initiate contact with indigenous groups to develop cooperation with the LLS, local Landcare and heritage projects	1.11.1.3 contacts with Land Councils	2 contacts with Land Councils per year				x	BEST	Contact has been made with the Anaiwan and Moree Land Councils along with NWLLS and OEH to develop local projects.	x				
67	1.12 Town Character																		
68	1.12.1 Maintain the friendly community atmosphere of our urban centres																		
69	1.12.1.1	x				Work with the local business community to promote a friendly service ethic towards their customers	1.12.1.1 Promote participation in the Small Business Friendly Charter	>4 businesses per year	x				OCD						
70																			
71	1.12.1.2	x	x	x	x	Encourage and assist building owners to present their buildings in the best possible maintained state	1.12.1.2 Report presented to Council on the aesthetics of CBD's	Yes/No	x				BEST	Business awnings have been assessed in Warialdra with remedial works being undertaken.	x	x			
72	2. BUILDING THE BUSINESS BASE (Economy)																		
73	2.1 Increase in-migration																		
74	2.1.1 Target demographic groups who are aligned (to the attractions of the Shire) and accessible (i.e. not undergoing major lifestyle shift). Potential groups are older or retirees and young families, especially from the central and north coast areas																		
75	2.1.1.1			x		Undertake analysis of target groups and potential growth businesses for Shire	2.1.1.1 Analysis undertaken	Yes/No	x				OCD						
76	2.1.1.2			x		Leverage off strong welcome program which exists informally	2.1.1.2 Development of Welcome Program	Yes/No	x				OCD						
77	2.1.1.3			x		Promote Shire assets such as golf courses, fossicking, excellent fishing, bushwalking etc. in attracting young retirees	2.1.1.3 Inclusion in the Tourism Plan	Yes/No	x				OCD						
78	2.1.1.4	x				Identify young families' targeted opportunities	2.1.1.4 Inclusion in the Tourism Plan	Yes/No	x				OCD						
79	2.1.1.5				x	Develop a comprehensive marketing plan to better target the Council's investment in promoting the Shire	2.1.1.5 Development of overall Marketing Plan for promotion of Gwydir Shire Council	Yes/No	x				OCD						
80	2.2 Identifying the shire's unique position in the regional economy																		
81	2.2.1 Increase the Shire's presence in the region																		
82	2.2.1.1			x		Catalogue opportunities and resources needed for establishment of new and expanded industries and businesses	2.2.1.1. Prepare document and report to Council	Yes/No	x				OCD						
83	2.2.1.2	x	x	x	x	Champion the Australian Rural Roads Group	2.2.1.2 Number of financial members and endorsements from Federal Government	Increase financial memberships by 2% per year and 2 official endorsements per year	x				OCD						
84	2.3 Tourism																		
85	2.3.1 Implement and facilitate a tourism brand and strategy																		
86	2.3.1.1	x				Update the review of the Gwydir Shire Tourism Plan	2.3.1.1 Tourism Plan Process review	Yes/No	x				OCD						
87	2.3.1.2		x			Develop a comprehensive marketing plan to better target the Council's investment in promoting the Shire	2.3.1.2 Develop a Marketing Plan	Yes/No	x				OCD						
88	2.3.1.3	x	x	x	x	Identify opportunities for the Shire to leverage off regional themes to establish leadership in tourism	2.3.1.3 Work with neighbouring LGA's on business initiatives	Ongoing	x				OCD						

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3								I	II	G	M							
4																		
5																		
89	2.3.1.4 Continued involvement in Arts North West arts trail, Country Art Escapes	x	x	x	x	2.3.1.4 Involvement in website development	Ongoing				x	OCD						
90	2.4 Rural and Agriculture																	
91	2.4.1 Encourage sustainable land management practices 2.4.2 Support the existing agricultural industry as well as providing new opportunities																	
92	2.4.2.1 Support the continued use of rural land for the sustainable commercial production of primary products and minimise the impact on other (non-agricultural) uses	x				2.4.1.1 use of rural land for sustainable commercial production	<2 complaints about farming operations				x	BEST	No complaints received	x				
93	2.4.1.2 Continue the Council's partnership with LLS	x	x	x	x	2.4.1.2 partnership with LLS	>1 grant application per year approved	x				BEST	Two Grants received from NWLLS.	x				
94	2.4.1.3 Continue to support the Council's existing "Right to Farm" Policy	x				"Right to Farm" Policy	100% advisory note included on 149 Planning Certificates	x				GM		x				
95	2.4.1.4 Promote the advantages of the Primary Industries Trade Training Centre	x	x	x	x	2.4.1.4 Primary Industries Trade Training Centre use	>10 training activities held per year				x	GM			x			
96	2.4.2.1 Investigate opportunities for diverse agricultural options and support add-on opportunities for existing agricultural businesses (e.g. Processing, Farm stay, B&B etc.)		x			2.4.2.1 Development of an action plan to support the Shire's agricultural businesses	Yes/No	x										
97	2.4.2.2 Support value added opportunities for local produce	x	x	x	x	2.4.2.2 value added opportunities for local produce	# products marketed through Council actions				x	OCD						
98	2.4.2.3 Partner with UNE, CSIRO and related groups to identify opportunities	x	x			2.4.2.3 Partner with UNE, CSIRO and related groups	# meetings attended	x			x	BEST	The Carbon Farm project has been identified.	x				
99	2.4.2.4 Actively promote the location of the 'inland' rail corridor within the Shire	x	x	x	x	2.4.2.4 promote the location of the 'inland' rail corridor	# meetings attended					DTS	Inland rail has been confirmed to be on the existing corridor from Moree to North Star. A decision by ARTC is expected by December 2016 on the route from North Star in to Queensland.		x			
100	2.4.2.5 Investigate any opportunities to reduce electricity costs within the Shire through the introduction of a community based alternative energy production scheme.	x				2.4.2.5 Active instigation of the development of funding changes to electricity cost	% reduction in costs					DTS	Low power LED lighting program was completed in 2016.		x			
101	2.5 Employment																	
102	2.5.1 Maximise employment and training opportunities for the community 2.5.2 Encourage employment in Shire through leveraging off regional facilities and programs 2.5.3 Support increased capacity and skills within local business 2.5.4 Encourage the improved provision of accommodation options																	
103	2.5.1.1 Source additional funding for employment and training programs	x	x	x	x	2.5.1.1 Seek grant opportunities - ongoing	Ongoing				x	OCD						
104	2.5.1.2 Continue the development of the GLR initiative	x	x	x	x	2.5.1.2 Ongoing Commitment	Ongoing				x	OCD						
105	2.5.1.3 Shire to become a registered training organisation	x				2.5.1.3 RTO established	Yes/no	x				OCD						
106	2.5.2.1 Continue existing partnerships with New England Institute of TAFE and other appropriate service providers regarding apprenticeships and VET	x	x	x	x	2.5.2.1 Ongoing commitment	Ongoing				x	OCD						
107	2.5.3.1 Undertake mentoring programs in place to up skill and improve local business opportunities	x	x	x	x	2.5.3.1 Ongoing Commitment	Ongoing				x	OCD						
108	2.5.3.2 Undertake employee training which builds on recognised positive work ethic of local/country people	x	x	x	x	2.5.3.2 Ongoing Commitment	Ongoing	x				OCD						
109	2.5.4.1 Prepare a local housing market study					2.5.4.1 Housing and accommodation development	Number of accommodation beds in LGA, completion of study, Progressive implementation of objectives identified in the study				x	OCD						
110	2.5.4.2 Investigate alternative accommodation options					2.5.4.2 Report to Council on alternative accommodation options	Yes/No	x				OCD						
111	2.5.4.3 Promote development opportunities to private sector housing developers, and/or facilitate appropriate Shire initiatives to meet demand				x	2.5.4.3 PR Plan Developed	Yes/No	x				OCD						
112	2.6 Increased Female participation in the workforce																	
113	2.6.1 Create a range of child care options available to meet growing demand																	

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3																		
4																		
5																		
114	2.6.1.1 Identify and prioritise child care delivery options, both government funded/private services	x	x	x	x	2.6.1.1 Number of additional face to face hours delivered across related services	Greater than those currently offered				x	OCD						
115	2.6.1.2 Explore potential of multi-use facilities, e.g. the youth centre and an after school care program		x			2.6.1.2 Number of programs offered	Greater than those currently delivered				x	OCD						
116	2.7 New Business																	
117	2.7.1 Attract and retain businesses that enhance the longer term viability of the Shire																	
118	2.7.1.1 Review Council's policies to remove barriers to start-up businesses in the Shire			x		2.7.1.1 Business Development Plan for Gwydir Shire Council Developed	Yes/No			x		OCD						
119	2.7.1.2 Identify partnering opportunities to bring new business to Shire			x		2.7.1.2 Part of Business Development Plan	Yes/No			x		OCD						
120	2.7.1.3 Establish business incentive guidelines and policy for adoption by Council			x		2.7.1.3 Part of Business Development Plan	Yes/No			x		OCD						
121	2.7.1.4 Facilitate the provision of assistance to and promotion of local business			x		2.7.1.4 Part of Business Development Plan	Yes/No			x		OCD						
122	2.8 Infrastructure																	
123	2.8.1 Provide infrastructure that supports continued economic development in the Shire																	
124	2.8.1.1 Lobby State and Federal governments for increased funding for critical infrastructure improvements	x	x	x	x	2.8.8.1 Continued persistent lobbying	Sustained or increased funding	x				GM			x			
125	2.8.1.2 Further develop the work of the ARRG	x	x	x	x	2.8.1.2 Active membership and support, instigation of the development of funding changes	Increase financial memberships by 2% per year and 2 official endorsements per year	x				DTS	Slight decline in membership.			x		
126	2.8.1.3 Continue with Council provided programs	x	x	x	x	2.8.1.3 Completion of funded infrastructure programs in each financial year	100% completion	x				DTS	2015 - 2016 Works Program was fully completed and under budget.		x			
127	2.9 Broadband Access and Communication Technology																	
128	2.9.1 Improve communications infrastructure and service to attract new business to Shire																	
129	2.9.1.1 Partner with regional councils and agencies to improve services	x	x	x	x	2.9.1.1 Improve communication services	Investigate >2 options				x	CFO	Some limited sharing of IT information/systems			x		
130	3. AN ENVIRONMENTALLY RESPONSIBLE SHIRE (Environment)																	
131	3.1 Maintain Biodiversity																	
132	3.1.1 Establish an understanding of the extent of biodiversity assets in the Shire																	
133	3.1.1.1 Collate and assess existing biological survey information, and develop a long term vision for biodiversity restoration and protection		x			3.1.1.1 Develop a Biodiversity Action Plan	# Biodiversity Action Plan	x				BEST	Plan is being developed		x			
134	3.1.1.2 Partner with key agencies, institutions, landholders and the community to assist in achieving strategies		x			3.1.1.2 Develop a Biodiversity Action Plan	# Biodiversity Action Plan	x				BEST	Plan is being developed		x			
135	3.1.2.1 Develop and implement a Biodiversity Action Plan for the Shire		x			3.1.2.1 Develop a Biodiversity Action Plan	# Biodiversity Action Plan	x				BEST	Plan is being developed		x			
136	3.1.2.2 Work in partnership with UNE and other institutions to identify research opportunities in biodiversity conservation		x			3.1.2.2 Develop a Biodiversity Action Plan	# Biodiversity Action Plan	x				BEST	Plan is being developed		x			
137	3.1.2.3 Create buffer zones to forests, native vegetation areas		x			3.1.2.3 Develop a Biodiversity Action Plan	# Biodiversity Action Plan	x				BEST	Plan is being developed		x			
138	3.1.3.1 Prepare a Shire Roadside Native Vegetation Management Report and investigate the adoption of a Roadside Native Vegetation Policy		x			3.1.3.1 Shire Roadside Native Vegetation Management Report	# Roadside Native Vegetation Policy	x				BEST	Plan developed, adopted by Council and staff trained.		x			
139	3.1.3.2 Demonstrate best practice in the management of roadside vegetation	x	x	x	x	3.1.3.2 Management of roadside vegetation per Policy	% road works that comply with Policy	x				BEST	50% compliance with Policy.		x			
140	3.1.3.3 Continue native revegetation programs	x	x	x	x	3.1.3.3 Native revegetation programs	# ha revegetated	x				BEST	Native seed and seedling projects have been completed including Halls Creek, Gwydir River, The Living Classroom, Gravesend.		x	x		

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3								I	E	G	M								
4																			
5																			
141	3.1.3.4 Development of a community permaculture garden to help foster an understanding of sustainable living within both Bingara and Warialda	x	B			xW	3.1.3.4 Community permaculture garden	# community permaculture garden in Bingara and Warialda					BEST	A community permaculture garden has been created at the Living Classroom in Bingara.	x				
142	3.1.3.5 Work co-operatively with the agricultural community	x	x	x	x		3.1.3.5 Work with the agricultural community	# of farmers involved with environmental and TLC programs					BEST	Engagement has occurred with farmers through Northern Slopes Landcare	x	x			
143	3.2 Riparian Environments																		
144	3.2.1 Develop and implement initiatives to enhance biodiversity in the Shire's riparian environments																		
145	3.2.1.1 Support the development of re-vegetation corridors in consultation with local owners along waterways	x	x	x	x		3.2.1.1 Re-vegetation corridors in riparian environments	# of properties involved with Bio links program or vege plan with LLS				x	BEST	No private properties have been involved with the Boilinks Projects and has been carried out on public lands.					
146	3.2.1.2 Encouraging controlled access of stock	x	x	x	x		3.2.1.2 Controlled stock access to river	# of properties with controlled access for stock to river				x	BEST	NWLLS Project					x
147	3.2.1.3 Encouraging compatible tourism uses and ameliorating impacts of incompatible uses through improved planning	x					3.2.1.3 Land Use	Land use buffers in LEP				x	BEST	Part of Development Control Plan					x
148	3.2.1.4 Community education programs	x	x	x	x		3.2.1.4 Education programs	# Community education programs				x	BEST	Subjects covered waste, recycling, pet ownership, swimming pools and illegal development	x				
149	3.2.1.5 Partner with CMA to define areas of critical fish loss	x	x	x	x		3.2.1.5 Fish habitat	% critical fish habitat				x	BEST	Engagement with NWLLS to map Gwydir River system.		x			
150	3.2.1.6 Include sustainable fishing as part of the tourism strategy	x	x	x	x		3.2.1.6 Enhanced Riparian Biodiversity	* Sustainable fishing included in Tourism Strategy				x	OC						
151	3.3 Catchment Management																		
152	3.3.1 Ensure an integrated approach to water management within the Shire																		
153	3.3.1.1 Develop a water resource management strategy, in consultation with the community				x		3.3.1.1 Water resource management strategy	Water resource management strategy				x	GM			x			
154	3.3.1.2 Partner with CMA and Landcare groups to revegetate areas affected by degradation within the Shire				x		3.3.1.2 Revegetation strategy	Shire Revegetation strategy				x	BEST			x			
155	3.4 Water Quality and Management																		
156	3.4.1 Improve water quality and management within the Shire																		
157	3.4.1.1 Implement the Integrated Water Cycle Management Strategy	x					3.4.1.1 Integrated Water Cycle Management Strategy	Integrated Water Cycle Management Strategy review				x	TUPM	Work has commenced on the review. Currently obtaining quotations for the preparation of a new Integrated Water Cycle Management Strategy					
158	3.4.1.2 Implement a program of effluent reuse and continue the process of water demand management, and community education programs	x					3.4.1.2 STP effluent reuse	amend STP EPA license to allow effluent reuse				x	TUPM						
159	3.4.1.3 Minimise water pollution by reducing inappropriate land uses	x					3.4.1.3 Land Use	Land use zones in LEP				x	TUPM	Completed. Currently investigating the extension of the sewer system to include North Bingara and Old Keera Road, Bingara (Feasibility Study and draft costings completed)	x				
160	3.4.1.4 Replace/upgrade septic systems identified as contributing to water pollution within villages				x	x	3.4.1.4 OSSM inspections	% of systems inspected every 3 years				x	BEST	OSSM systems are being inspected.		x			
161	3.5 Council's Activities																		
162	3.5.1 Ensure that the Council's activities and operations have minimal impact on biodiversity assets																		
163	3.5.1.1 Co-ordinate and implement effective environmental activities including increased external funding	x	x	x	x		3.5.1.1 Effective environmental activities	% Council's activities and operations assessed and operations resulted in minimal impact on biodiversity assets				x	BEST	Work has commenced		x			
164	3.6 Energy and Greenhouse																		
165	3.6.1 Participate in and encourage energy efficiency and greenhouse gas reduction programs 3.6.2 Protect and encourage greenhouse sinks 3.6.3 Investigate Gwydir's potential to be central to a regional greenhouse offset development																		
166	3.6.1.1 Identify State and Federal programs for Council involvement	x	x	x	x		3.6.1.1 Grants	# of energy efficiency and greenhouse gas reduction grants				x	BEST	Council has developed and adopted the Gwydir Circular Economy which includes the Gwydir Behind the Meter Solar Scheme.		x			
167	3.6.1.2 Work co-operatively with Willoughby City Council to develop programs	x	x	x	x		3.6.1.2 Willoughby City Council joint programs	# of joint energy efficiency and greenhouse gas reduction programs				x	BEST	Council has developed and adopted the Gwydir Circular Economy which includes the Gwydir Behind the Meter Solar Scheme.		x			
168	3.6.2.1 Provide the community with information on the greenhouse implications of vegetation removal and revegetation	x	x	x	x		3.6.2.1 Greenhouse sinks	# education/information on the greenhouse implications of vegetation removal, and revegetation				x	BEST	Work has commenced		x			
169	3.6.3.1 Conduct carbon sequestration offset analysis to identify development opportunities within the Shire					x	3.6.3.1 Carbon sequestration offset analysis	carbon sequestration offset analysis				x	BEST	Council has developed and adopted the Gwydir Circular Economy which includes the Gwydir Behind the Meter Solar Scheme.		x			
170	3.6.3.2 Investigate greenhouse gas emissions off-sets with Regional Organisation of Councils					x	3.6.3.2 Greenhouse gas emissions off-sets	greenhouse gas emissions off-sets				x	BEST	Council has developed and adopted the Gwydir Circular Economy which includes the Gwydir Behind the Meter Solar Scheme. Also working with JO.		x			
171	3.6.3.3 Explore alternative energy options	x					3.6.3.3 Explore alternative energy options	Explore alternative energy options				x	BEST	Council has developed and adopted the Gwydir Circular Economy which includes the Gwydir Behind the Meter Solar Scheme and Biogas Plant.		x			
172	3.6.3.4 Investigate viability and location of ethanol plant					x	3.6.3.4 Ethanol plant viability	ethanol plant viability assessment				x	BEST	Council has developed and adopted the Gwydir Circular Economy which includes the Gwydir Behind the Meter Solar Scheme and Biogas Plant.		x			

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3																		
4																		
5																		
173	3.7 Waste																	
	3.7.1 Provide infrastructure that supports continued economic development in the Shire 3.7.2 Foster the re-use and recycling of materials and expand current recycling programs 3.7.3 Council lead by example in recycling and waste minimisation																	
174																		
175	3.7.1.1 Implement Council's Waste Management Strategy, in consultation with the community	x				3.7.1.1 reduce waste going to landfill	# Quantity of waste collected / properties serviced				x	BEST	1515/452.38T					
176	3.7.1.2 Partner with agencies to reduce the volume of waste going to landfill	x	x	x	x	3.7.1.2 reduce waste going to landfill	Ongoing				x	BEST	Increased separate of waste at kerb side and landfills.		x			
177	3.7.2.1 Review effectiveness of a recycling strategy to maximise participation		x			3.7.2.1 Increase recycling rate	# of recycling services provided				x	BEST	Kerbside collection provided major residential areas.					
178	3.7.2.2 Promote and inform the community on Council initiatives and options for participation	x	x	x		3.7.2.2 Increase recycling rate	# Quantity of recyclables collected / property serviced	x				BEST	1515/270.31T					
179	3.7.3.1 Encourage recycling, re-use and reduction through office and operational functions	x	x	x	x	3.7.3.1 Increase recycling rate	# of recycling services provided	x				BEST	Recycling and compost bins provided		x			
180	3.7.3.2 Develop and implement an environmentally preferred purchasing policy	x				3.7.3.2 Develop an environmental purchasing policy	Yes/No	x				OCD						
181	3.8 Integrated Planning and Biodiversity Conservation																	
	3.8.1 Ensure the coordination and effective implementation of environmental activities, including increased external funding																	
182																		
183	3.8.1.1 Facilitate external funding for landholders	x	x	x	x	3.8.1.1 biodiversity funding	\$ funding obtained/facilitated				x	BEST	Consulted with NWLLS and Landcare		x			
184	3.8.1.2 Investigate the introduction of incentives or other mechanisms to encourage biodiversity protection		x			3.8.1.2 Implement biodiversity protection action plan	Yes/No				x	BEST	Plan is being developed		x			
185	3.8.1.3 Investigate the possibility of joint funding applications with the CMA and neighbouring Council's to achieve regional biodiversity outcomes		x			3.8.1.3 Implement biodiversity protection action plan	Yes/No				x	BEST	Plan is being developed		x			
186	4. PROACTIVE REGIONAL AND LOCAL LEADERSHIP																	
187	4.1 Sustainability Framing the Council's Strategy and Planning																	
188	4.1.1 Ensure continual improvement in Council's sustainability planning																	
189	4.1.1.1 Regularly review the action plans arising from the Community Strategic Plan	x				4.1.1.1 Review Community Plan biennially	Review Community Plan biennially	x				GM			x			
190	4.1.1.2 Implement the CSP through the Council's Annual Operational Plan	x				4.1.1.2 IP&R documents completed	Yes/No	x				GM			Yes			
191	4.1.1.3 Establish appropriate management reporting procedures to ensure ongoing monitoring and reporting on Council's activities	x				4.1.1.3 IP&R documents completed	Yes/No	x				GM			Yes			
192	4.1.1.4 Require all Council reports to address environmental, social and economic impacts of proposals	x	x	x	x	4.1.1.4 Modify Report Template	Achieved	x				GM			x			
193	4.1.1.5 Maximise opportunities to integrate sustainability issues into all areas of operation	x				4.1.1.5 Sustainability plan	% compliance with Council sustainability plan	x				GM			x			
194	4.1.1.6 Establish monitoring and reporting procedures to evaluate the effectiveness and implementation of the CSP	x	x	x	x	4.1.1.6 Six monthly reporting	Yes/No	x				GM			Yes			
195	4.2 Public Consultation and Engagement																	
	4.2.1 Implement initiatives that enable all members of the community to be involved in and aware of Council activities																	
196																		
197	4.2.1.1 Review Council's current Community Consultation Strategy to develop a comprehensive strategy based on broader stakeholder engagement	x				4.2.1.1 Strategy adopted by Council	Greater number of residents participating in consultation process	x				GM			x			
198	4.2.1.2 Hold an annual Youth forum with report back to Council	x	x	x	x	4.2.1.2 Number of interested persons participating	Number of participants prepared to be involved > those currently involved				x	OCD						
199	4.2.1.3 Ensure the wide dissemination of information on Council and agency services/facilities/ events for community, health, environmental and other services through regular newsletters	x	x	x	x	4.2.1.3 Produce 4 newsletters per year	100%	x				OCD						
200	4.2.1.4 Expand the Council web site and other social media as a source of information and feedback for Council operations	x	x	x	x	4.2.1.4 Ongoing Commitment	Ongoing	x				OCD						
201	4.2.1.5 Expand the 'e-mail tree' of residents for the prompt dissemination of information	x	x	x	x	4.2.1.5 Ongoing Commitment	Ongoing	x				OCD						

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3																		
4																		
5																		
202	4.2.1.6 Develop web based surveys	x	x	x	x	4.2.1.6 Ongoing Commitment	Ongoing					OC						
203	4.3 Organisation Management and Capacity																	
204	4.3.1 Provide high quality customer services																	
205	4.3.1.1 Review Council service levels to identify strengths, gaps and areas for improvement	x	x	x	x	4.3.1.1 Ongoing Commitment	Ongoing	x				OC						
206	4.3.1.2 Continue to support internal and external development opportunities for staff	x	x	x	x	4.3.1.2 Ongoing Commitment	Ongoing			x		OC						
207	4.4 Workforce Safety																	
208	4.4.1 Provide a safe and healthy work environment that allows for the professional development of all staff																	
209	4.4.1.1 Review Council practices in terms of WH&S regulations and Risk Management Standards	x				4.4.1.1 Annual Risk & OHS Audits	All reported risks/hazards investigated and actioned as per service standards.	x				OC						
210	4.5 Planned Development																	
211	4.5.1 Promote and manage development within sustainability guidelines																	
212	4.5.1.1 Finalise and implement a Shire wide LEP compliant with planning reform, that reflects the longer term sustainability objectives of Shire	x				4.5.1.1 Shire wide LEP	Shire wide LEP	x				BEST	Completed	x				
213	4.5.1.2 Develop a comprehensive planning data base, to monitor all aspects of development in the Shire	x				4.5.1.2 Comprehensive planning data base	Yes/No	x				BEST	Completed	x				
214	4.5.1.3 Identify and create land development opportunities for residential, industrial and other land use needs	x				4.5.1.3 New subdivisions	# of New subdivisions	x				BEST	Residential and Industrial Land subdivisions approved	x				
215	4.5.1.4 Use urban design guidelines to develop a DCP to retain the character of Shire towns	x				4.5.1.4 Town character DCP	town character DCP	x				BEST	Part of Development Control Plan					x
216	4.5.1.5 Promote "Healthy by design" in future planning of land use activities	x				4.5.1.5 "Healthy by design" in future planning of land use activities	% of Development Applications	x				BEST	100%	x				
217	4.6 Infrastructure Initiatives																	
218	4.6.1 Effectively deliver Shire infrastructure																	
219	4.6.1.1 Continue infrastructure actions in roads, waste, water and other programs	x	x	x	x	4.6.1.1 Cost effective waste service	reduce cost of garbage collection service per assessment from 2012 cost				x	DTS			x			
220	Continue infrastructure actions in roads					Ensure adequate availability and safety of roads	>90% road accessibility across the Shire					DTS	Road accessibility is > 94% and will be reassessed in February 2017.	x				
221	Continue infrastructure actions in roads					Ensure adequate availability and safety of roads	<2% decline in motor vehicle accidents					DTS	Decline in motor vehicle accidents is continuing.	x				
222	Continue infrastructure actions in water					Department of Health standards met	98% standard compliance where there is supply interruption connection will be re-established within 24 hours					TUPM	Achieved	x				
223	4.6.1.2 Liaise with RMS, neighbouring Councils, BROCC to resolve issues re regional, freight transport	x	x	x	x	4.6.1.2 Establish partnerships with RMS, neighbouring Councils, BROCC and Namoi R/O to resolve issues re regional freight transport	>80% of scheduled meetings attended				x	DTS	Namoi JO Road Working Group was formed in 2016 and is very active in devising and producing an identified freight transport network. RMS officers are involved in the meetings.		x			
224	4.7 Council's Sustainability Performance																	
225	4.7.1.1 Develop a Council sustainability code of practice	x				4.7.1.1 Code of Practice Developed	Yes/No	x				BEST	For completion in 2016/2017					x
226	4.7.1.2 Undertake sustainability training for all staff, interested community members and elected members.	x	x	x	x	4.7.1.2 Ongoing Involvement	Ongoing	x				BEST						
227	4.8 Financial Sustainability																	
228	4.8.1 Ensure that the Council remains financially sustainable into the future																	
229	4.8.1.1 That the Council's Consolidated Debt Servicing Ratio does not exceed 15%	x	x	x	x	4.8.1.1 Consolidated Debt Servicing Ratio	Consolidated Debt Servicing Ratio <15%	x				CFO			x			
230	4.8.1.2 That the Council's Asset Renewal Ratio moves positively each financial year in this Delivery Plan towards 1 from its current level of 0.48, but with a minimum average target of 0.60	x	x	x	x	4.8.1.2 Asset Renewal Ratio	>0.48 / target 0.60	x				CFO			x			
231	4.8.1.3 That the Council's overall financial position move positively over the next 10 years towards a surplus position before capital grants and contributions	x	x	x	x	4.8.1.3 Financial result assessment favourable	Movement or net Loss < previous year, Net Loss movement YOY = positive	x				CFO			x			
232	4.8.1.4 That the Council's Unrestricted Current Ratio does not fall below 1 with an aspirational target of 2 or more	x	x	x	x	4.8.1.4 Unrestricted Current Ratio	>1.5	x				CFO			x			

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3																		
4																		
5																		
233	4.8.1.5 That the annual program of works detailed in the Council's Asset Management Plans are achieved	x	x	x	x	4.8.1.5 Work completed as per the priority list adopted by Council	Yes/No	x				CFO	Refer to Capex Report					
234	4.8.1.6 Requirement for each Division to not exceed 5% budgeted expenditure without prior approval	x	x	x	x	4.8.1.6 Expenditure budgets to be within	+ or - 10% of original budget	x				CFO				x		
235	4.8.1.7 That the Cash Expense Cover Ratio be >3	x	x	x	x	Revenue Budget	> Original budget	x				CFO				x		
236	4.8.1.8 That the Interest Cover Ratio be >3	x	x	x	x	4.8.1.7 Cash Expense Cover Ratio	>3	x				CFO	No longer reported					
237	4.9 Outward Looking Shire																	
238	4.9.1 Leverage of state and national trends to create business opportunities in the Shire																	
239	4.9.1.1 Identify leadership opportunities for Council through the Border Regional Organisation of Councils (BROC)	x	x	x	x	5.1.1.1 Attended all BROC Meetings	4	x				GM			x			
240	4.9.1.2 Champion local issues at the regional and state level	x	x	x	x	4.9.1.2 Number of examples where the Council has not championed issues of local importance	0	x				GM			x			
241	4.9.1.3 Explore joint tendering opportunities with neighbouring Shires	x	x			4.9.1.3 Number of opportunities explored annually	>1	x				GM			x			
242	4.9.1.4 Identify opportunities for the Shire to leverage off regional themes to establish leadership in tourism	x	x	x	x	4.9.1.4 Number of opportunities identified annually	>1	x				GM			x			
243	4.10 Learning																	
244	4.10.1 Expand and develop a knowledge culture, and continuous education practices																	
245	4.10.1.1 Continue to action the Gwydir Learning Region model	x	x	x	x	4.10.1.1 Ongoing Involvement	Ongoing	x				GM			x			
246	4.10.1.2 Decide on Council's role to implement the identified success factors of the Gwydir Learning Region	x				4.10.1.2 Participate in the development of research for the measurement of success factors	Yes/No	x				GM			Yes			
247	4.11 Governance																	
248	4.11.1 Maintain and enhance Council integrity																	
249	4.11.1.1 Implement leading practice ethical, internal audit and corporate governance standards	x	x	x	x	4.11.1.1 Number of Internal Audit Meetings held per year	2	x				GM				x		
250	4.11.1.2 Review Council's role and develop a unique Gwydir Charter		x			4.11.1.2 Report to Council	Charter complete	x				GM		x				
251	4.11.1.3 Continue to implement the risk management system and operate internal governance controls	x	x	x	x	4.11.1.3 Report to Council	Ongoing	x				GM			x			

Statutory reporting requirements

This section includes reporting requirements prescribed by the Local Government (General) Regulation 2005, including (but not limited to) a summary of Council's legal proceedings, details of contracts awarded by Council, financial assistance contributions to the community, written off rates and charges, and information relating to the Government Information (Public Access) Act 2009 NSW.

Amount of rates and charges written off during the year - s428 (4)(a)

Rates \$1,802.00

Interest \$65.85

Details of overseas visits by councillors, council staff or other persons representing council (including visits sponsored by other organisations)- s428 (4)(b) and cl 217(1)(a)

Nil

Total cost during the year of the payment of expenses of, and the provision of facilities to, councillors in relation to their civic functions. Included in this amount are the following details:	cl 217(1)(a1)	\$217,117 This amount includes the following details
Provision of dedicated office equipment allocated to councillors.	cl 217(1)(a1)(i)	\$5,669
Telephone calls made by councillors.	cl 217(1)(a1)(ii)	\$2,408
Elected Members' Allowance		\$129,433
Attendance of councillors at conferences and seminars.	cl 217(1)(a1)(iii)	\$16,649
Training of councillors and provision of skill development.	cl 217(1)(a1)(iv)	\$5,117
Interstate visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	cl 217(1)(a1)(v)	\$828
Overseas visits by councillors, including transport, accommodation and other out-of-pocket travelling expenses.	cl 217(1)(a1)(vi)	nil
Expenses of any spouse, partner or other person who accompanied a councillor, being expenses payable in accordance with the Guidelines.	cl 217(1)(a1)(vii)	nil
Expenses involved in the provision of care for a child or an immediate family member of a councillor.	cl 217(1)(a1)(viii)	nil

Details of each contract awarded for amounts greater than \$150,000. Includes name of contractor and nature of goods or services supplied and total amount payable under the contract- cl 217(1)(a2)

Reference	Services	Company	Date	Amount
S3904	Provision of pavement	Stabilised Pavements of Australia Pty Ltd	January 2016	\$216,274 plus GST
15/14543	Supply and Spray bitumen products	Fulton Hogan Industries	August 2015	\$2,695,832 ex GST

Summary of the amounts incurred by the council in relation to legal proceedings includes amounts, costs and expenses paid or received -cl 217(1)(a3)

Council advises that legal proceedings have not been taken by or against Council during the reporting period. No amounts of money have been paid or received by way of out-of-court settlements. This does not include any workers' compensation or redundancy packages.

Summary of resolutions made under section 67 concerning work carried out on private land, includes summary or details of work, cost of work fully or partly subsidised by council and total amount by which council has subsidised any such work - s67(3) and cl 217(1)(a4)

Nil

Total amount contributed or otherwise granted under section 356 (financially assist others) -cl 217(1)(a5)

See Council Achievements 2012-2016

Statement of all external bodies that exercised functions delegated by council - cl 217(1)(a6)

See Council Achievements 2012-2016

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which council held a controlling interest - cl 217(1)(a7)

Gwydir Shire Council did not hold a controlling interest in any private company in the year ending 30 June 2016.

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated.cl 217(1)(a8)

See Council Achievements 2012-2016

Statement of activities to implement its EEO management plan-cl 217(1)(a9)

Gwydir Shire Council is in the process of drafting an up-to-date EEO Management Plan. The Council is committed to providing a supporting and inclusive workplace that enables all workers to pursue careers, regardless of gender, race, disability or other factors.

There are a minimum of seven (7) trained EEO Contact Officers. They are focused on the provision of guidance and advice to staff while also having a focus on the identification and removal of all forms of workplace discrimination that may present in the workplace.

During the year Council's Grievance Procedure was reviewed and updated in consultation with the senior management. EEO principles are applied in all decision making, with the main focus being recruitment ensuring equal employment for women, members of racial minorities and people with a disability.

Gwydir Council enjoys a successful Apprenticeship and Traineeship Program. Apprentices and trainees are employed in a number of positions within the organisation. Minority groups are encouraged to apply for the Apprenticeship and Traineeship Program.

EEO principles are included in both online pre-employment inductions and manual onsite inductions. A large selection of existing staff undertook Code of Conduct refresher training concentrating on EEO policies and procedures.

Extensive training was undertaken with Aged Care and Social Services staff regarding EEO principles, with a special focus on workplace bullying and harassment.

Statement of the total remuneration comprised in the remuneration package of the general manager, includes - cl 217(1)(b)

Salary	\$234,782.57
Superannuation	\$21,130.43
Non-cash items (vehicle, rent, etc)	\$27,600.00

Statement of the total remuneration comprised in remuneration packages of all senior staff members, expressed as the total (not of the individual members)- cl 217(1)(c)

Nil

A statement detailing the stormwater management services provided - cl 217(1)(e)

Stormwater management activities included maintenance and cleaning of Gross Pollutant Traps in both Warialda and Bingara. These works were undertaken to improve water quality of stormwater entering local rivers and streams.

Capital works were also undertaken in Warialda to improve the facility of stormwater drainage and reduce the impact of localised flooding.

**A statement detailing the coastal protection services provided –
cl 217(1)(e1)**

Not Applicable

The annual report of a council in the year in which an ordinary election of councillors is to be held must include a report as to the state of the environment in the local government area in relation to such environmental issues as may be relevant to the objectives for the environment established by the community strategic plan- s428A(1)

See Statement of Environment Report 2012-2016

Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under s406 and s54P

No s54P agreements have been entered into.

Report on special variation expenditure if required to do so by the instrument made by the Minister - s508(2) and s508A

The amount received by virtue of the special rate variation has been expended in accordance with the instrument made by the Minister.

The amount generated enabled Council to become much for sustainable and fit for the future. It has improved Council's financial position.

This extra cost burden on each household was hard particularly during drought but Council is still of the opinion that it was the best decision for our future.

Report on capital works projects – (Capital Expenditure Guidelines)

See Special Schedule 7

Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation – (Local Government (General) Regulation 2005)

Statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation.	Local Government (General) Regulation 2005 And cl 217(1)(f)
The Warialda pound facility was upgraded as part of the capital works program. The facility was turfed and fenced. Work was done on the kennels at the time of the upgrade. Council's Regulatory Services Officer regularly patrolled all the villages in the Shire. Responded to calls for dog attacks and for animals roaming. Roaming animals that were identified through their microchips were returned to their owners with a compliance order to prevent the animal from roaming and a compliance order to have the animal registered if applicable. Animals that were not able to be identified or unable to contact their owners were impounded. When the owners were contacted the	Guidelines on the Exercise of Functions under the Companion Animals Act

<p>animals were returned to their owners after payment of the applicable charges; impounding and maintenance fees, microchipping and registration (as applicable). Where the owners were not identified the rehoming processes were started. Animals that were not successfully rehomed were transferred to a veterinary facility for euthanasia.</p> <p>Council's Regulatory Services Officer obtained an Authorised Implanter qualification and is able to microchip companion animals. Free microchipping days were held in Bingara and Warialda.</p>	
Includes:	
Pound data collection returns have been lodged with the Division.	16.2(a) Guidelines
Annual Pound data lodged electronically through pet registry web portal as required.	
Data relating to dog attacks has been lodged with the Division.	16.2(b) Guidelines
Dog Attacks are lodged with the division through pet registry web portal within 48 hours as required	
Amount of funding spent on companion animal management and activities.	16.2(c) Guidelines
\$123,277.73	
Companion animal community education programs carried out	16.2(d) Guidelines
GSC produces a range of factsheets for companion animal owners which are distributed physically and information is available online at council's website. Information is also posted on Council's social media. Education and information at free microchipping days.	
Strategies council has in place to promote and assist the de-sexing of dogs and cats.	16.2(d) Guidelines
Application of funding subsidised desexing program. Council fact sheet on registration. Promotion of desexing at free microchipping days.	
Strategies in place to comply with the requirement under section 64 of the Act to seek alternatives to	16.2(e) Guidelines

<p> euthanasia for unclaimed animals.</p>	
<p>Social media advertising-extended holding periods above minimum legislative requirements-transfer of animals that were not rehomed to other rehoming organisations where possible.</p>	
<p>Off leash areas provided in the council area.</p>	<p>16.2(f) Guidelines</p>
<p>Bingara Section of Bingara River Common-crown reserve area under council management All Nations Hill, Hill Street, Bingara. Bicentennial Park</p> <p>Warialda Pioneer Cemetery Park Long Street Triangle Park corner of Long and Mosquito Creek Road (triangle reserve)</p> <p>Gravesend Fenced area bounded by Gwydir Street, Central Street and Warialda Street.</p>	

Information included on GIPA activity - s125(1), cl 7 Schedule 2

Nil

Particulars of compliance with and effect of planning agreements in force during the year - s93G(5)

No planning agreements were in force during the reporting period.

Councils considered to be ‘human service agencies’ under the Act (i.e. councils that provide services directed at carers and/or people being cared for by carers) must report on compliance with the Act for the reporting period in their Annual Report - s8(2)

Not Applicable

Information on the implementation of council’s Disability Inclusion Plan- s13(1)

*Please note: Councils are not required to report on this until the 2017/18 financial year

Recovery and threat abatement plans - Councils identified in a plan as responsible for implementation of measures included in the plan, to report on actions taken to implement measures as to the state of the environment in its area - s220ZT

Council is not responsible for any recovery or threat abatement plans at present.