

Delivery Program

for the financial years

2022/23

to 2025/26

Gunnedah

Shire Council





TABLE OF CONTENTS

Mayor's Introduction	2
General Manager's Introduction	3
Integrated Planning and Reporting Framework	4
Reading the Plan	5
Financial Projections	6
Theme 1: Engaging and Supporting the Community	7
Theme 2: Building Our Shires' Economy	12
Theme 3: Retaining Our Quality of Life	14
Theme 4: Protecting and Enjoying Our Beautiful Surrounds	17

Mayor's Introduction



On behalf of my fellow Councillors, I am proud to present the first Delivery Program for the Council elected in December last year. Elections were delayed for over a year due to the effects of COVID-19. The Delivery Program covers the four financial years 2022/23 to 2025/26. It sets out the work Council plans to do to help achieve the desired future for Gunnedah Shire that is described in the Community Strategic Plan 2017 to 2027. The Community Strategic Plan has also been reviewed to ensure it remains current and reflects the priorities of the communities that make up Gunnedah Shire. Over the past four years, Council has continued to engage with the community about a range of plans and policies and we are grateful for the contributions and involvement from many of you. Your thoughts and suggestions are valued and have been heard.

When reading the Delivery Program, you will see how it connects to the four themes and outcomes of the overarching strategic plan. It shows where Council plays a role and details the projects and programs that will be carried out over the four years. Overall, it contains 148 actions, which is an ambitious work schedule to which we are all committed. We look forward to working with all players across the community on the Delivery Program to help build the future of our Shire. Together we can achieve great things.

Thank you,

Councillor **Jamie Chaffey** Mayor.

Pictured above:
Your Council (from Left)

Councillor **Kate McGrath**,
Councillor **Robert Hoddle**,
Councillor **Ann Luke**,
Councillor **Murray O'Keefe**,
Councillor **Jamie Chaffey** Mayor,
Councillor **Rob Hooke** Deputy Mayor,
Councillor **Colleen Fuller**,
Councillor **David Moses**,
Councillor **Juliana McArthur**.

General Manager's Overview



I am pleased to present the Delivery Program for 2022/23 to 2025/26.

The Delivery Program is an essential component of our Integrated Planning and Reporting Framework. It is a four-year plan that links the Community Strategic Plan strategies to corresponding actions.

The unusual times described in last year's Delivery Program introduction continue. It is the "new normal" to live with the COVID-19 pandemic, plus we are also seeing the aftermath effect – prices increasing and heightened scarcity of resources and contractors. This has occurred largely following stimulus funding from the state and federal government, in an attempt to increase new projects. The global impacts of the Russian invasion of Ukraine have exacerbated things further, causing an additional upward pressure on pricing and commodity availability. This stimulus funding, however, provided a significant opportunity for capital expansion and renewal which normally would not have been possible without requiring significant revenue increases from the community.

Gunnedah Shire Council's dedicated staff continue to strive, delivering efficient and quality everyday services, continually improving processes and practices, in addition to delivering the extraordinarily expanded and accelerated capital works program. The Delivery Program aims to achieve Council's continued financial sustainability whilst planning for growth and a positive future for our community.

The 10-year Community Strategic Plan was endorsed in the 2017-18 financial year and has set the future blueprint for Gunnedah Shire. Engaging with the community and building on their ideas has formed the direction for the next 10 years and has resulted in the completion of many major and minor projects already.

This Delivery Program continues Council's focus on the realisation of shared visions with the Gunnedah Shire community and has been reviewed by the newly elected Council.

Eric Groth

General Manager

Integrated Planning and Reporting Framework

Community Strategic Plan	Council Delivery Program	Council Annual Operational Plan	Council Annual Report
<p>The Community Strategic Plan covers the ten-year period 2017 to 2027. It sets out the future direction the community wants for Gunnedah Shire. It is a community owned document with the following parts:</p>	<p>The four-year Delivery Program sets out the actions Council will take to achieve the strategic outcomes where it has a role. It aligns with the elected term of the Councillors and is supported by the following resource documents:</p>	<p>Council's annual Operational Plan details the budget and tasks to be undertaken for the financial year</p>	<p>The Annual Report for Council sets out financial performance and the accomplishments of Council for the financial year</p>
<p>The vision for the Shire: "A prosperous, caring and proud community reflected in the achievements and aspirations of the people."</p>	<ul style="list-style-type: none"> • Workforce Plan • Asset Management Plan • Long Term Financial Plan 	<p>It connects to the Delivery Program at the action level and allocates responsibility for the completion of tasks. Consequently, it is organised around the management structure of Council</p>	<p>It shows the progress being made to achieve the Delivery Program</p>
<p>The values that will guide our culture and future choices. Community Spirit Environmental Care Lifestyle Access</p>	<p>Council can have three roles: (1) Provider – where it is legally required to provide a service or chooses to do so. (2) Facilitator – where Council assists other groups or organisations (3) Advocate – where Council speaks up and lobbies on issues important to the community</p>		
<p>Four themes that group similar outcomes: 1. Engaging and Supporting the Community 2. Building Our Shire's Economy 3. Retaining Our Quality of Life 4. Protecting and Enjoying Our Beautiful Surrounds</p>	<p>The actions Council takes will either be programs that happen from year to year or projects that have a beginning and an end</p> <p>Everything can't be done at once, so priorities need to be set over the four years</p>		
<p>The desired Strategic Outcomes and Strategies for each theme. What the community wants to see happen</p>	<p>The Delivery Program connects to the Community Strategic Plan at the Strategic Outcome level</p>		
<p>To achieve this desired future, everyone needs to play a part so the plan lists who needs to work together to achieve the strategic outcomes</p>	<p>Responsibility for completion of actions is set at Directorate level</p>		
<p>Performance indicators to measure progress</p>			

Reading the plan

The draft Delivery Program covers the 2022/23 (year 1), 2023/24 (year 2), 2024/25 (year 3) and 2025/26 (year 4) financial years.

It is organised around the themes of the Community Strategic Plan and the associated Strategic Outcomes. The Strategic Outcomes are highlighted. The strategies for each Strategic Outcome are also listed, and Council's actions align with the strategies.

It is important to note that Council cannot do everything, so there may be no actions for some strategies.

The actions Council takes will either be programs that happen from year to year or projects that have a beginning and an end.

The shading in the year columns show when the action is scheduled to happen.

Responsibility for completion of the action is set at Council Directorate Level. GM is General Manager, CS is Corporate Services, IS is Infrastructure Services and PES is Planning and Environmental Services.

The following table shows the layout:

Theme (1)

Community Strategic Plan Outcomes and Strategies	Code	Council Delivery Program Actions	Year 1	Year 2	Year 3	Year 4	Resp
1: Strategic Outcome							
1.1.1 Strategy	1.1.1.1	Action					CS
1.1.2 Strategy	1.1.2.1	Action					GM

Financial Projections

Projected financial snapshot 2022/23 to 2025/26	2022/23	2023/24	2024/25	2025/26
Income from Continuing Operations	\$	\$	\$	\$
Rates & Annual Charges	20,412,394	20,943,770	21,488,973	22,048,368
User Charges & Fees	9,515,754	9,741,193	9,993,399	10,253,080
Other Revenues	849,572	860,514	872,306	884,919
Grants & Contributions provided for Operating Purposes	13,845,290	14,283,519	14,622,918	14,181,692
Grants & Contributions provided for Capital Purposes	1,604,494	1,203,543	1,233,632	1,264,472
Interest & Investment Revenue	859,150	775,261	792,407	819,905
Total Income from Continuing Operations	47,086,654	47,807,800	48,003,635	49,452,436
Expenses from Continuing Operations				
Employee Benefits & On-Costs	19,335,701	19,675,925	20,122,392	20,581,960
Borrowing Costs	744,876	697,526	658,704	618,217
Materials & Contracts	10,940,469	10,916,449	11,041,706	10,932,952
Depreciation & Amortisation and Impairment of non-financial assets	13,017,561	13,412,296	12,975,312	12,744,228
Other Expenses	1,507,867	1,886,579	2,076,500	2,189,669
Total Expenses from Continuing Operations	45,546,474	46,588,775	46,874,614	47,067,026
Operating result from Continuing Operations	1,540,179	1,219,025	2,129,021	2,385,410
Net Operating Result for the Year	1,540,179	1,219,025	2,129,021	2,385,410
Net Operating Result before Grants and Contributions provided for Capital Purposes	(64,315)	15,482	895,389	1,120,938

Theme 1: Engaging and Supporting the Community

Community Strategic Plan Theme (1) Outcomes and Strategies	Code	Council Delivery Program Actions	Year 1	Year 2	Year 3	Year 4	Resp
1.1 Community leadership is strengthened, and volunteers are engaged							
1.1.1 Increase volunteer opportunities especially for young people and people with disability	1.1.1.1	Help increase volunteer participation for young people via Youth Interagency					CS
1.1.2 Support and celebrate volunteers as positive role models	1.1.2.1	Promote and deliver the Australia Day program					CS
1.1.3 Build the capacity of community organisations and sporting groups to remain sustainable in the long term	1.1.3.1	Identify grant opportunities for community organisations and administer the section 356 Community and Sports Small Grants Program					PES
	1.1.3.2	Assess requests for financial assistance in the form of minor donations and distribute in accordance with Section 356 of the Local Government Act					GM
1.1.4 Encourage and support village hall committees and progress associations, service groups, action groups and other community organisations involved in delivering activities and programs that benefit the local community	1.1.4.1	Work with service groups, village progress associations and hall committees on community projects					PES
1.1.5 Work with Aboriginal and Torres Strait Islander communities on activities and programs	1.1.5.1	Work with the community members on the Gunnedah Shire Council Reconciliation Action Plan					PES
1.1.6 Work with multicultural communities on activities and programs	1.1.6.1	Engage with multicultural community organisations, including Multicultural Gunnedah, in relation to activities, programs and events					PES

THEME 1: ENGAGING AND SUPPORTING THE COMMUNITY

1.2 Council is a sustainable, ethical and efficient organisation						
1.2.1 Foster a strong organisational culture which strives for best practice and continued improvement in all operations	1.2.1.1	Provide training and induction on corporate policies and procedures				CS
	1.2.1.2	Implement employee performance management systems				GM
	1.2.1.3	Continually improve Council operations				GM
	1.2.1.4	Review current Human Resource policies and procedures				GM
	1.2.1.5	Update the Workforce Plan				GM
	1.2.1.6	Prepare a four-year implementation plan for service reviews				GM
	1.2.1.7	Deliver customer service to the community and across the organisation				CS
1.2.2 Position Council as an employer of choice, promoting a safe, healthy, inclusive and innovative working environment	1.2.2.1	Ensure workplace health and safety policies and procedures deliver a safe working environment				GM
	1.2.2.2	Design and implement a training and development plan for the organisation				GM
	1.2.2.3	Develop policies that assist employee recruitment and retention				GM
	1.2.2.4	Develop a succession plan for key positions in the organisation				GM
1.2.3 Share resources and undertake collaborative projects with others where there is a net community benefit to do so	1.2.3.1	Collaborate and share resources with other Councils and organisations in the community				GM
	1.2.3.2	Help the local emergency management committee review emergency management plans				IS

THEME 1: ENGAGING AND SUPPORTING THE COMMUNITY

<p>1.2.4 Improve Council’s financially sustainable position, delivering value for money services to the community</p>	1.2.4.1	Ensure compliance with statutory reporting obligations					CS
	1.2.4.2	Work towards complying with new guidelines for Risk Management and Internal Audit for local councils in NSW					CS
	1.2.4.3	Deliver financial management services across the organisation, including systems and controls to communicate and manage Council’s financial performance					CS
	1.2.4.4	Deliver information technology across the organisation, including the information technology capital works program					CS
	1.2.4.5	Manage Council’s fleet and plant					IS
	1.2.4.6	Ensure rates and charges are modelled, levied and collected in accordance with statutory and Council requirements					CS
	1.2.4.7	Manage Council’s loan portfolio					CS
	1.2.4.8	Maximise the return on Council’s investment portfolio					CS
<p>1.2.5 Continue to work so that Council has good governance and transparent decision-making</p>	1.2.5.1	Deliver records management across the organisation					CS
	1.2.5.2	Comply with the Integrated Planning and Reporting process					CS
	1.2.5.3	Provide Council with business papers, meeting notices and minutes.					CS
	1.2.5.4	Provide a framework to manage risk across Council’s operations					CS
	1.2.5.5	Manage Council’s governance and policy framework, including internal audit via the Audit Committee					CS
<p>1.3 Increased local investment from other sources including the State and Commonwealth governments, as well as developers</p>							
<p>1.3.1 Identify and secure grant funding and explore opportunities for partnerships to provide for new and upgraded assets, infrastructure and services</p>	1.3.1.1	Document ‘shovel-ready’ projects to take advantage of grant opportunities					PES
	1.3.1.2	Identify funding opportunities to assist with delivery of projects in infrastructure strategies and asset management plans					IS
<p>1.3.2 Build relationships with all levels of government and strongly advocate for our local interests and projects</p>	1.3.2.1	Advocate our operational interests with local community groups, regional organisations and the State and Federal Governments					GM
<p>1.3.3 Advocate for local facilities and services to receive funding from mining and other major developments</p>	1.3.3.1	Make submissions for funding on major project applications					PES

THEME 1: ENGAGING AND SUPPORTING THE COMMUNITY

1.4 An engaged community that is involved in the decision-making process						
1.4.1 Build relationships with all levels of government and strongly advocate our local interests	1.4.1.1	Participate in organisations and groups that bring levels of government together				GM
1.4.2 Provide meaningful opportunities for the community to have a say in decision-making	1.4.2.1	Provide a range of engagement approaches for the community to provide feedback on Council activities				CS
1.4.3 Communicate information proactively through a range of mediums to reach target audiences	1.4.3.1	Deliver communication, media liaison and community engagement through a variety of platforms to provide information, promote Council services and gain community feedback. "Explain our why all the time"				CS
1.5 Strategically managed infrastructure						
1.5.1 Provide and maintain safe, serviceable and accessible public facilities, parks and infrastructure including roads, footpaths and stormwater drains	1.5.1.1	Operate and maintain Council quarries				IS
	1.5.1.2	Maintain and renew Council's regional road assets				IS
	1.5.1.3	Provide services and capital works for Gunnedah Memorial Park Cemetery, Hunter Street Cemetery and villages				IS
	1.5.1.4	Complete the Roads Maintenance Council Contract works for Transport NSW				IS
	1.5.1.5	Undertake the bridge maintenance program				IS
	1.5.1.6	Plan and deliver the kerb and gutter maintenance and renewal programs				IS
	1.5.1.7	Plan and deliver the rural sealed road maintenance and renewal programs				IS
	1.5.1.8	Plan and deliver the rural unsealed road maintenance and renewal programs				IS
	1.5.1.9	Plan and deliver the urban streets maintenance and renewal programs to ensure car, bicycle and pedestrian safety				IS
	1.5.1.10	Deliver the airport capital works and maintenance program				IS
	1.5.1.11	Deliver the commercial properties maintenance and renewal programs				IS
	1.5.1.12	Deliver the Gunnedah Regional Saleyards capital works and maintenance programs				GM
	1.5.1.13	Advance a future development plan for the Showground site as part of the Open Space Strategy				IS
	1.5.1.14	Review and implement the community housing capital works and maintenance programs				IS

THEME 1: ENGAGING AND SUPPORTING THE COMMUNITY

<p>1.5.2 Provide and maintain efficient water and sewerage systems that support a growing community</p>	1.5.2.1	Operate the Gunnedah sewage treatment plant to comply with licence conditions					IS
	1.5.2.2	Deliver sewerage services across the Shire in accordance with best practice					IS
	1.5.2.3	Deliver water services across the Shire in accordance with best practice					IS
	1.5.2.4	Ensure compliance with the Public Health Act Water Quality Assurance Framework					IS
	1.5.2.5	Maintain and renew Council's water assets					IS
	1.5.2.6	Maintain and renew Council's sewer assets					IS
<p>1.5.3 Develop best practice asset management practices for sustainable development</p>	1.5.3.1	Update asset management plans across the organisation, including asset revaluation programs					IS
	1.5.3.2	Deliver geographical information services across Council and to the community					CS
	1.5.3.3	Investigate strategies to ensure the local road network and regional transport provide for the future growth of Gunnedah Shire					IS
	1.5.3.4	Investigate strategies to ensure water and sewer infrastructure provides for the growth of Gunnedah Shire					IS
<p>1.5.4 Implement and maintain strategies and developer contribution plans to require contributions to not unfairly burden ratepayers or future developers</p>	1.5.4.1	Investigate, implement, and maintain strategies and developer contribution plans					PES IS

Theme 2: Building Our Shire's Economy

Community Strategic Plan Theme (2) Outcomes and Strategies	Code	Council Delivery Program Actions	Year 1	Year 2	Year 3	Year 4	Resp
2.1 A growing population and diversified economy							
2.1.1 Develop a diversified and resilient economy.	2.1.1.1	Implement the Gunnedah Economic Development Strategy					PES
2.1.2 Support local business including small businesses across the Gunnedah Shire	2.1.2.1	Deliver a range of activities and assist with Small Business Month					GM
2.1.3 Actively encourage new industry to set up in the area	2.1.3.1	Provide support through the Business Partner Program and the business concierge service					PES
	2.1.3.2	Continue to develop Gunnedah Shire economic development marketing and promotional materials					PES
2.1.4 Support affordable and available stock of industrial and commercial property	2.1.4.1	Develop an Employment Lands Strategy for the Shire					PES
2.2 Access to our goods, services and markets							
2.2.1 Maintain adequate parking availability in business and industrial areas	2.2.1.1	Maintain and renew Council's carpark assets					IS PES
	2.2.1.2	Review the car parking strategy for Gunnedah					IS
2.2.2 Secure supply chains	2.2.2.1	Work with the Commonwealth Government to achieve the Gunnedah intermodal freight terminal					GM
	2.2.2.2	Pursue interest in and funding for the Gunnedah Processing Precinct					GM
	2.2.2.3	Undertake a local road network strategy					IS
	2.2.2.4	Leverage opportunities with the Inland Rail project					GM
2.2.3 Assess opportunities to sustainably maximise use of the airport to improve economic outcomes	2.2.3.1	Research economic opportunities for the airport					PES

THEME 2: BUILDING OUR SHIRE'S COMMUNITY

2.3 Increased tourism and promotion of the Gunnedah Shire						
2.3.1 Actively seek to bring business, sporting and cultural events to the Gunnedah Shire	2.3.1.1	Advise and support community groups and businesses conducting events that promote local tourism				CS
	2.3.1.2	Ensure the future development of the showground helps with the attraction of events				IS
	2.3.1.3	Support the delivery of a diverse range of events across the Shire including, Ag-Quip, NAIDOC Week and the Week of Speed				CS
2.3.2 Market Gunnedah Shire as a tourist destination.	2.3.2.1	Provide information services for visitors and the community				CS
2.3.3 Develop and support local tourist attractions	2.3.3.1	Implement agreed actions from the Destination Management Plan				CS
2.4 The Gunnedah Shire is an attractive place to invest						
2.4.1 Improve access to telecommunication, broadband and electrical services						
2.4.2 Work together so that the businesses, shops, the CBD and industrial areas are well presented	2.4.2.1	Secure Council ownership of the main street				GM
	2.4.2.2	Continue main street beautification				IS
2.5 Skilled workforce and quality local educational opportunities						
2.5.1 Encourage new residents, with skills, to the area to supplement our skilled workforce	2.5.1.1	Maintain and promote the Gunnedah live and job websites				PES
2.5.2 Advocate for quality educational services and seek opportunities in the tertiary sectors for facilities and courses that meet our regional training needs	2.5.2.1	Continue working with the Skills & Training Working Group				PES
	2.5.2.2	Coordinate and manage the Gunnedah Community Scholarship Fund				CS

Theme 3: Retaining Our Quality of Life

Community Strategic Plan Theme (3) Outcomes and Strategies	Code	Council Delivery Program Actions	Year 1	Year 2	Year 3	Year 4	Resp
3.1 Quality lifestyles and support for our older residents							
3.1.1 Maintain education, training and employment opportunities for older people							
3.1.2 Support of aged care facilities, as well as programs that support aged persons to remain independently living in their own home	3.1.2.1	Deliver aged care support services to eligible elderly people across GoCo's catchment					GoCo
	3.1.2.2	Deliver community transport to eligible elderly people and younger people with disabilities through the Go Co Community Transport Service					GoCo
3.2 Improved housing affordability							
3.2.1 Encourage a mix of housing types that is affordable, adaptable, accessible and suited to community needs	3.2.1.1	Adopt and implement the Gunnedah Shire Housing Strategy					PES
3.2.2 Lobby the State and Federal governments for measures to improve housing affordability and access to public housing stock	3.2.2.1	Seek opportunities to lobby government about increasing the provision of public housing					PES
3.3 Villages are vibrant and sustainable							
3.3.1 Support village hall committees and progress associations; build their capacity to deliver village improvement programs							
3.3.2 Advocate for quality transport links between Gunnedah and villages							
3.3.3 Implement initiatives that deliver attractive, well-serviced villages whilst retaining the unique identity of each location	3.3.3.1	Retain the character of the villages through the village beautification and improvement program					IS
	3.3.3.2	Deliver the halls and centres capital works and maintenance programs					IS
3.4 Reduced crime and anti-social behaviour							
3.4.1 Foster crime prevention and community safety through partnership with police and other community organisations	3.4.1.1	Collaborate with the Crime Prevention Working Group					PES
	3.4.1.2	Review and adopt the Crime Prevention Plan					PES
3.4.2 Lobby for continued increase in local police presence so that our town remains a safe and pleasant place to live	3.4.1.3	Deliver the Crime Prevention Plan					

THEME 3: RETAINING OUR QUALITY OF LIFE

3.4.3 Encourage community safety by incorporating crime prevention through environmental design principles in new development	3.4.3.1	Manage the CCTV Gunnedah CBD surveillance system in conjunction with the Crime Prevention Working Group						CS
	3.4.3.2	Assess development applications against "The Protocol for the Review of Development Applications between NSW Police and Gunnedah Shire Council"						PES
3.4.4 Strengthen partnership between government and community organisations to identify and develop solutions to address anti-social and at-risk behaviour, including substance abuse and domestic violence								
3.4.5 Compliance and enforcement of compliance with acts, regulations, building codes and standards, such as those related to planning, building, health, parking, animal control, illegal dumping and vegetation	3.4.5.1	Manage the enforcement of local laws						PES
	3.4.5.2	Provide parking control in the Gunnedah central business district and urban streets						PES
	3.4.5.3	Administer the companion animals legislation across the Shire						PES
	3.4.5.4	Provide environmental health services						PES
3.5 Our younger people are attracted, retained and developed								
3.5.1 Work together to provide creative activities for young people after school and during school holidays	3.5.1.1	Conduct school holiday programs and Youth Week						CS
3.5.2 Attract and retain young people and families to our area	3.5.2.1	Develop a youth strategy and define Council's role						PES
3.5.3 Council and local business provide traineeships and apprenticeship opportunities for young people across a variety of industry sectors	3.5.3.1	Seek opportunities for the engagement of trainees and apprentices						GM
3.6 A healthy and active community participating in a diverse range of recreational and cultural activities								
3.6.1 Provide the right places, spaces and services to encourage healthy activity	3.6.1.1	Manage the swimming pool complex for safe use by the community.						IS
3.6.2 Educate the community about healthy lifestyles and disease prevention								
3.6.3 Council supports and facilitates arts and cultural programs in partnership with the community	3.6.3.1	Provide support and coordination for quality cultural services that meet community needs						CS
3.6.4 Maximise opportunities for better use, functionality and accessibility of cultural facilities and spaces	3.6.4.1	Increase access and participation in the venues and amenities in The Cultural Precinct						CS
	3.6.4.2	Develop a business case and funding strategy for the Cultural Precinct Master Plan						CS

THEME 3: RETAINING OUR QUALITY OF LIFE

3.6.5 Encourage use of open spaces, villages and facilities with a broad range of arts and cultural, sporting and recreational activities	3.6.5.1	Deliver library services across the Shire						CS
	3.6.5.2	Support opportunities to increase utilisation of the Show-ground, swimming pool and other key facilities						IS
3.6.6 Encourage safe cycling and walking through development of tracks, parks and cycle ways	3.6.6.1	Deliver the footpaths and bike tracks capital works and maintenance program						IS
	3.6.6.2	Develop and implement a strategy for cycling and walking						IS
3.6.7 Warmly welcome new residents and families, offering assistance to help them integrate into the community	3.6.7.1	Work with real estate agents to identify new residents so they can be welcomed						PES
3.7 Improved access to essential services								
3.7.1 Advocate for access to quality medical and mental health services and facilities								
3.7.2 Regularly review medical facilities and services so that they are adequate to meet the changing needs of a growing community and gaps are identified and addressed	3.7.2.1	Advocate for medical services that meet community needs						PES
3.7.3 Maintain services that support people with a disability, the socially disadvantaged and persons at risk								
3.7.4 Work to continuously improve accessibility, inclusivity and liveability within Gunnedah Shire	3.7.4.1	Participate in initiatives that aim to support low socioeconomic members of the community						PES
	3.7.4.2	Review the Disability Inclusion Plan						PES
3.7.5 Support initiatives which foster connectedness, resilience and opportunity within the early childhood community								

Theme 4: Protecting and Enjoying Our Beautiful Surrounds

Community Strategic Plan Theme (4) Outcomes and Strategies	Code	Council Delivery Program Actions	Year 1	Year 2	Year 3	Year 4	Resp
4.1 Balance between development and environmental protection							
4.1.1 Lobby for planning controls that balance the need for mining, agriculture and the long-term future of the environment							
4.1.2 Ensure development does not negatively impact on flooding	4.1.2.1	Review the Black Jack Creek flood study and plan					PES
	4.1.2.2	Implement Council's Development Control Plan					PES
	4.1.2.3	Investigate the possibility of a weir across the Namoi River and a wetlands water feature					PES
4.2 Native fauna is secured, biodiversity protected, and native vegetation thrives							
4.2.1 Control of noxious weeds and invasive species.	4.2.1.1	Manage compliance with noxious weeds legislation and standards					IS
4.2.2 Protect wildlife habitat, corridors, stands of remnant vegetation and significant natural landscape and soil types	4.2.2.1	Implement State and Federal government requirements for wildlife habitat and natural landscapes					PES
4.2.3 Maintain systems for effective management of bushfires and the potential threats to residential areas	4.2.3.1	Assess developments against NSW legislation and Gunnedah bushfire mapping					PES
4.2.4 Identify, protect and nurture local populations of threatened species, especially the koala population	4.2.4.1	Advance the Gunnedah Shire Koala Sanctuary project					PES
4.3 A secure and high-quality water supply							
4.3.1 Support the protection of waterways							
4.3.2 Investigate opportunities to reduce water consumption	4.3.2.1	Collaborate with Save Water Alliance to deliver educational strategies about water consumption					IS
4.3.3 Secure water supplies to a level that will enable our community to remain sustainable and allows for future growth	4.3.3.1	Implement strategies to ensure the Shire's permanent water allocation is retained					IS

THEME 4: PROTECTING AND ENJOYING OUR BEAUTIFUL SURROUNDS

4.4 Our heritage is valued and protected							
4.4.1 Protect and maintain the appeal of our older buildings, recognising their value to our community	4.4.1.1	Implement controls to protect heritage structures					PES
4.4.2 Promote our heritage in partnership with the community, in particular Aboriginal groups in the area	4.4.2.1	Work with Aboriginal groups to recognise and retain Aboriginal heritage and culture					PES
4.5 Managed exposure and reduced contribution to climate change							
4.5.1 Develop strategies to assess risk and address the local impacts of climate change	4.5.1.1	Develop and implement Renewable Energy Options Strategy					PES
4.5.2 Encourage investment in efficient energy consumption	4.5.2.1	Identify opportunities to reduce the energy consumption of Council					IS
	4.5.2.2	Identify alternative energy sources					IS
4.5.3 Develop and implement a comprehensive community education program to promote sustainable living including sustainable environmental practices for homes, workplaces and public open spaces							
4.6 Our waste is sustainably managed and reduced							
4.6.1 Review and implement a waste management strategy	4.6.1.1	Implement the domestic waste capital works and maintenance program					PES
	4.6.1.2	Continue to be compliant and operate the facilities according to legislation, common standards and licence conditions where applicable					PES
4.6.2 Identify opportunities for increasing community recycling, both volume and type of waste	4.6.2.1	Enforce the contract provisions for waste collection contractors to promote strategies that encourage recycling and reduce waste					PES
4.6.3 Pursue opportunities to reduce the amount of waste produced by households and industry							

THEME 4: PROTECTING AND ENJOYING OUR BEAUTIFUL SURROUNDS

4.7 Enhanced streetscapes and open spaces in Gunnedah and villages							
4.7.1 Beautify the main street and improve the attractiveness of our urban streetscapes	4.7.1.1	Facilitate street lighting across the Shire					IS
	4.7.1.2	Deliver the street tree strategy					IS
	4.7.1.3	Undertake the street cleaning and maintenance program					IS
4.7.2 Beautify and improve the facilities available in our parks and gardens, open space, sporting and recreational areas	4.7.2.1	Implement the parks and gardens capital works and maintenance programs across the Shire					IS
	4.7.2.2	Implement the sporting grounds capital works and maintenance programs across the Shire					IS
	4.7.2.3	Deliver agreed Open Space Strategy actions					IS
4.7.3 Provide attractive town entrances to Gunnedah and villages							



Gunnedah Shire Council