



# **GUNDAGAI SHIRE COMMUNITY PLAN**

## **2012-2022**

*Adopted 22 May 2012*



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## FOREWORD

The Gundagai Shire Community Plan 2012-2022 is the first ten year community strategic plan that Council has prepared under the Integrated Planning and Reporting Framework which all NSW councils have to comply with. Local government is now required to take a longer term view of its future direction. This comes at a time when community needs and expectations are changing, the demand for infrastructure maintenance and renewal is very high, especially given the natural disasters of recent years, and the Council's overall revenue base is declining in relative terms. The plan tries to balance community expectations with sound financial planning and acknowledges that much of Council's role is advocacy for services that are the responsibility of other tiers of government.

Long term strategic planning is essential for our future sustainability. The community plan addresses the areas that the community is most concerned about, including transport infrastructure, main street upgrade, economic development, local employment, heritage, maintaining quality services for the aged and improved youth facilities, along with the desire to continue being a family friendly community with a strong community spirit.


This is the community's plan and it reflects the community's input. Gundagai Shire Council sincerely thanks those members of the community who contributed through completing the surveys and providing feedback at meetings. The community owns this plan and the community has charged Council with the responsibility for delivering the outcomes articulated in it.

The plan is a dynamic instrument and will be reviewed and updated on a regular basis.

As your Council, we are committed to the efficient management of your assets so that Gundagai Shire continues as a prosperous rural community long into the future.



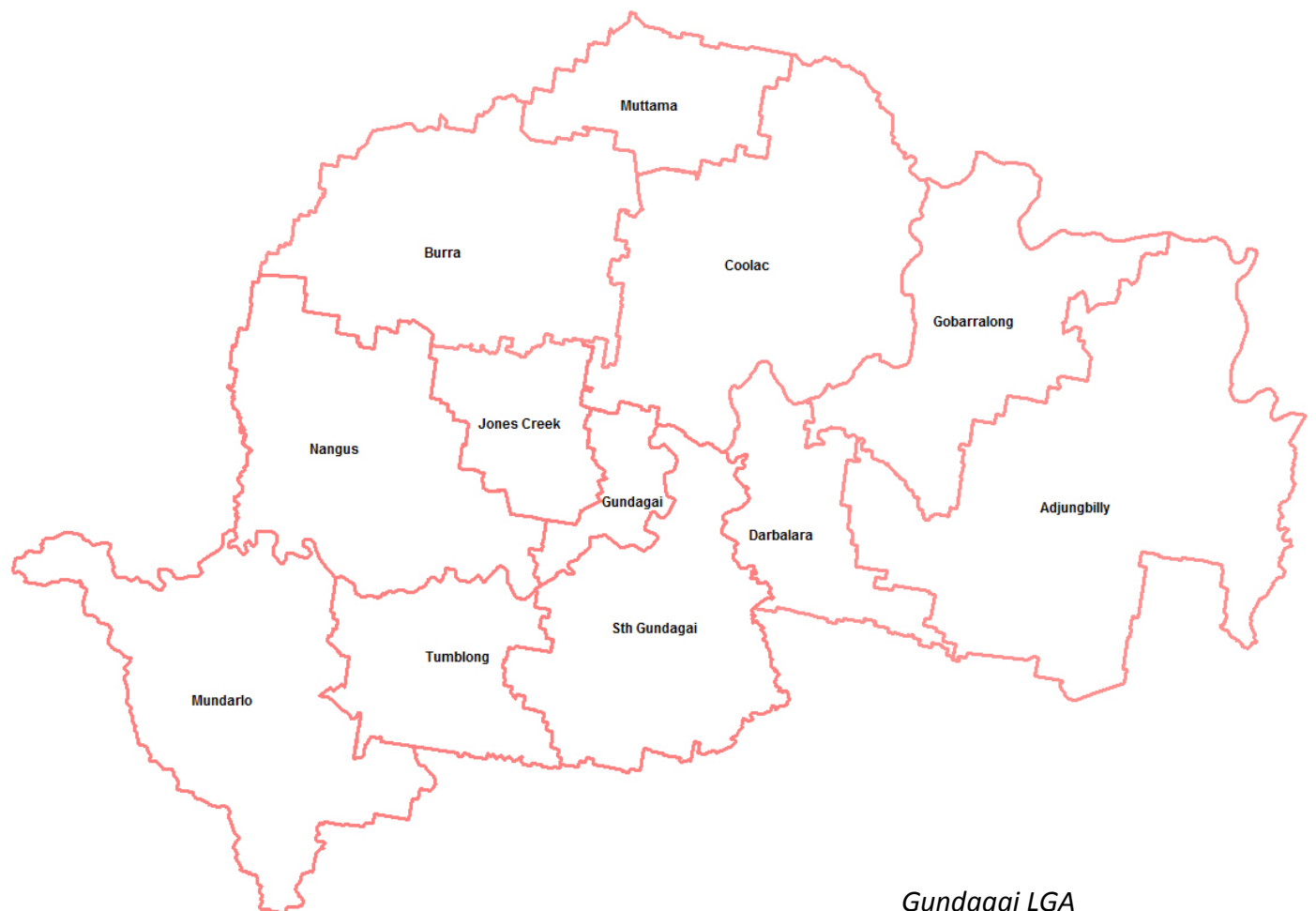
**Cr A J McAlister**  
**Mayor**



**G A J Tickner**  
**General Manager**



*Gundagai shown as part of REROC in NSW*



*Gundagai LGA*

## OUR VISION AND VALUES

While over the years Gundagai Shire Council had developed some statements to describe its role in advancing the future of the Shire, the community engagement process that drove the development of this Gundagai Shire Community Plan provided members of the community with an opportunity to describe their aspirations for their community in the next ten years. At the same time, they were asked to nominate the qualities of the Gundagai Shire they valued most.

### Vision statement

Gundagai Shire is a safe and friendly thriving rural community where all residents are part of the strong community spirit and benefit from access to quality education, employment, services and facilities which meet the needs of the community. New residents and visitors are welcome to enjoy the relaxed and healthy lifestyle, scenic beauty and unique heritage and to contribute to our sustainable growth and prosperity.

### Our community values

- A family friendly safe community with a strong community spirit and opportunities to engage in a healthy and active lifestyle.
- A strong commitment and connections to the area and a conviction to maintain its heritage and character.
- A rural lifestyle that is relaxed, safe and tranquil with little traffic and no pollution.

### Guiding principles

The Gundagai Shire Community Plan has been developed and based on two sets of guiding principles - social justice and sustainability.

The **social justice** principles of equity, rights, access and participation, reflect the Department of Local Government's Social Justice Framework 2008–2012 and state that:

- There is **equity** in the distribution of resources
- **Rights** are recognised and promoted
- People have fairer **access** to the economic resources and services essential to meet their basic needs and to improve their quality of life, and
- People have better opportunities for genuine **participation** and consultation about decisions affecting their lives.

These principles are intrinsic to the work at Gundagai Shire Council.

The **sustainability** principles, devised within the United Nations Environment Program (UNEP), provide a framework to develop a consensus around a sustainable development policy and programs. The principles, listed below, cover the functioning of a sustainable place.

- Provide a long-term vision based on: sustainability; intergenerational, social, economic and political equity; and the individuality of the place.
- Achieve long-term economic and social security.
- Recognise the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
- Enable communities to minimise their ecological footprint.
- Build on characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.
- Recognise and build on the distinctive characteristics of cities, including their human and cultural values, history and natural systems.
- Empower people and foster participation.
- Expand and enable cooperative networks to work towards a common, sustainable future.
- Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
- Enable continual improvement, based on accountability, transparency and good governance.



# ABOUT THE PLAN

## What is integrated planning and reporting?

The **Gundagai Shire Community Plan** is our community strategic plan and represents a new approach to planning for our Shire and its communities.

It builds on our rich history, defines the long term aspirations and strategic priorities for the community and sets out what actions Council will take to work towards achieving its vision. It has a long-term, ten year focus and deals with social, environmental and economic issues as well as civic leadership. The plan also describes how we will measure our progress over time.

Our community strategic plan is supported by a ten year Resourcing Strategy that includes the:

- **Asset Management Plan**, which provides detailed information on the type and condition of our assets and how they will be managed in the future;
- **Workforce Management Plan**, which outlines how we will ensure that our staff have the right skills to deliver our desired outcomes over the next 10 years; and
- **Long Term Financial Plan (LTFP)** that brings the budget, resourcing and asset management components together and details how initiatives and actions will be funded. It provides a sound basis for financial decision making.

The State Government's Integrated Planning and Reporting Framework also requires that we prepare a four year Delivery Program and an Operational Plan each year. The annual Operational Plan will detail the actions that will be undertaken over the next twelve months to implement the strategies and achieve the outcomes outlined in the community strategic plan. The Operational Plan will provide detailed information on council's annual budget.

Together, these plans form Gundagai Shire Council's integrated planning framework.

## How the documents relate and integrate



## Our approach to planning and reporting

Under the integrated planning framework, we will review the Gundagai Shire Community Plan every four years, giving us the opportunity to refine actions and priorities to reflect the progress we have made. This will also enable us to incorporate and better respond to the changing needs and priorities of our community over time. A new four year delivery program will be prepared after the election of each council.

Of course, Gundagai Shire Council does not exist in isolation; we are part of a larger natural, social, economic and political environment that influences our future. As a community, we need to work with our regional partners, other levels of governments and organisations and must also align our outcomes with the NSW 2021 State Plan.

The Council will continue to provide leadership for both the issues that it has influence over, as well as those wider and more complex community aspirations over which it has little or no control. In this sense, we will act as an advocate for the community by building effective relationships with other levels of government, regional groups and service providers.

While we have worked with our community to prepare this plan, Council acknowledges that there are some aspirations and priorities which the plan cannot deliver. This may be due to limitations on our existing funds or the limits of the Council's jurisdiction. However we will continue to work towards achieving these outcomes through strengthened regional partnerships and by advocating and working with the State and Federal governments.

The Gundagai Shire Community Plan belongs to all the residents of the Shire and relies on everyone in the community to work together to achieve the outcomes we seek for our future.

## The planning framework



## Reviewing, reporting and measuring success

### Reviewing and reporting

There are a number of statutory responsibilities that Gundagai Shire Council must comply with in reviewing and reporting on progress to both its community and to government bodies.

**Community strategic plan:** this is called the Gundagai Shire Community Plan and it must be reviewed every four years, by 30 June in the year following the local government elections; at that time the planning period must be rolled forward by at least four years.

A report on the progress of the implementation of the community strategic plan must be presented at the final meeting of an outgoing council.

**Review of long term financial plan:** the long term financial plan must be updated on an annual basis and reviewed in detail as part of the four yearly review of the community strategic plan.

**Asset management strategy:** Council will report on the condition of their assets in the annual financial statements.

**Delivery program:** the delivery program must be reviewed and updated each year when preparing the operational plan. A new delivery program must be prepared after local government elections to cover a four year period.

**Annual report:** the annual report to the Gundagai community will outline Council's achievements in implementing its Delivery Program and the Gundagai Shire Community Plan.

### Measuring success

**Community indicators:** These indicators help track the trends in sustainability, wellbeing and liveability of Gundagai Shire and its success in achieving the community outcomes in the Gundagai Shire Community Plan. Most of these indicators are about whole-of-community performance, not just Council's performance. A community's wellbeing is both subjective (people's satisfaction with their lives) and objective (the measurable material conditions affecting people's lives and future opportunities). There are often a number of factors outside Council's control that will significantly affect the achievement of the outcomes.

The community indicators measure elements relating to the quadruple bottom line, reflect the relationships between social, ecological, economic and governance outcomes and provide a comprehensive picture of the wellbeing of the community.

**Measures:** The measures assist in measuring performance in terms of efficiency and effectiveness of Council's planning and service delivery. They will help determine whether the objectives in the community plan are met.

**Targets:** Identify the desired strategic outcome.

## NSW 2021 State Plan

NSW 2021, released by the NSW Government in 2011, is a ten year plan setting priorities for action and guiding resource allocation. It is based around the following five strategies, with clear targets and accountabilities.

- Rebuild the economy
- Return quality services
- Renovate infrastructure
- Strengthen our local environment and communities
- Restore accountability to government.

The Gundagai Shire Community Plan, while focusing on local outcomes and actions, reflects the priorities of the State Plan and the broader goals and targets for our region. The relevant State goals relating to each outcome are identified under the theme. The implementation of the Gundagai Shire Community Plan will contribute to the achievement of the outcomes of NSW 2021.

## Regional activities - REROC

Gundagai Shire Council is a member of the Riverina Eastern Regional Organisation of Councils (REROC), a voluntary association of thirteen General Purpose Councils and two water county councils located in the eastern Riverina region of NSW. REROC covers an area in excess of 43,000 sq. kms and a population of approximately 140,000.

REROC activities are focused very clearly in three areas:

- Resource sharing
- Finding regional solutions for local problems
- Regional representation.

As a REROC member, Gundagai Shire Council will seek to maximise opportunities to benefit from the economies of scale that are created when the purchasing needs of member councils are pooled together. The Workforce Management Plan details ways that Gundagai will aim to develop its intellectual property through sharing knowledge and expertise and professional development as well as creating opportunities to share staff with more highly specialised skills.

## Partnerships

As a small rural council, Gundagai Shire Council will always face the challenges of having limited resources, a limited ability to increase revenue, and difficulties in recruiting and retaining skilled staff. However, Gundagai Council has worked with the regional group of councils, state and federal governments and their various departments, and other regional and community organisations to expand delivery of services, enable new and better ways of doing things, and achieve the outcomes for the Gundagai community.

The following represent current active partnerships and working relationships that Gundagai Shire Council has established:

- Member of the Canberra Regional Leaders Forum
- Snowy Valleys Way project – a joint venture between Gundagai, Tumut, Tumbarumba, Towong and Indigo Shires
- Regional landfill facilities – with other neighbouring councils developed a new regional landfill at Jugiong in Harden Shire
- Riverina Eastern Regional Organisation of Councils (REROC) based in Wagga Wagga
- Riverina region - State government regional planning areas
- Regional Development Australia - Riverina is focused on strategic developments in the Riverina including Gundagai
- Department of State and Regional Development provides advice on individual business enterprises or community economic development programs
- REROC for functions such as internal audit program
- Rural Fire Services.

# SNAPSHOT OF GUNDAGAI SHIRE

## Gundagai – unique historic town

While relatively small in area (2,458 sq kilometres) and in population (3,851 people in 2006), the Shire of Gundagai holds a significant place in the Australian psyche. Gundagai town and countryside, its characters and landmarks, from the early days of European settlement, have been immortalised in song and verse, story and plays. Through these popular poems and songs Gundagai has come to represent the authentic Australian country town.

For thousands of years before white settlers, the indigenous Wiradjuri people took advantage of the abundant natural resources of the area; living and hunting along the wide Murrumbidgee River and its tributaries, and from the wooded high country in the south-east to the hills and gentle slopes around the centre and the open pasture land in the west of the Shire. The banks of the Murrumbidgee near present-day Gundagai were a frequent meeting place of the Wiradjuri.

After the first European explorers passed through the area in the 1820s, a handful of pioneers brought their sheep to the fertile grazing land on the Murrumbidgee floodplain. Gundagai township steadily grew on the river bank around the spot chosen as the best place for crossing the Murrumbidgee River (referred to as ‘The Crossing Place’).

Gundagai village was officially gazetted in 1838 and the Post Office opened in 1843, but its site on the bank of the broad river was subject to flooding. In 1852 there was a major flood that destroyed the majority of the town’s buildings and 75 people lost their lives. Following this the town was redeveloped on higher ground to the north and south of the river flats. The Gundagai Courthouse and Gaol, built in 1859 and still standing today, was one of the first stone buildings in the new town.

As well as swaggies, drovers, shearers, bullockies, miners, Chinese workers and other bush characters, Gundagai Shire had its share of Australia’s infamous bushrangers with records of incidents going back to 1838. Members of Ben Hall’s gang were active in the area in the 1860s and in 1879 Captain Moonlight was involved in a police shooting with his subsequent trial held at Gundagai Courthouse.

From the mid 1800s to the early 1900s, Gundagai’s fortunes were booming with its rich agricultural and pastoral industries, gold mining and its important location on the main route between Sydney, northern NSW, and Victoria.

In 1858 this route was known as The Great Southern Road, joining Sydney with Albury, and declared one of the three main roads in the colony of NSW. Reinforcing the road’s critical role for transport, the Prince Alfred Bridge, the first iron truss bridge in NSW, was built across the river in 1867 along with a timber viaduct across the wide floodplain. At a total length of 921 metres it was the longest bridge in NSW until 1932 when the Sydney Harbour

Bridge was completed. The road was renamed the Hume Highway in 1928 and in 1977, with the opening of a new concrete and steel bridge, the highway bypassed the town.

Steamers travelled the Murrumbidgee River plying their trade between Gundagai, Wagga Wagga and Hay in the 1860s and 70s. The Main Southern railway line reached Gundagai in 1886. By 1902, a 819 metre long railway bridge was built across the river to take the railway further south to Tumut.

Gundagai was declared a Municipality in 1889 and Gundagai Shire formed by amalgamation with the Municipality of Adjungbilly Shire was gazetted in 1923. In 1932 the internationally famous monument and tourist attraction, the Dog on the Tuckerbox was unveiled at Snake Gully, five miles from Gundagai, as a tribute to the area's pioneers and bullockies. Gundagai is a treasure trove of fascinating aspects of Australia's past, all in one lovely little town.

## **Gundagai Shire today**

Gundagai Shire is part of the Eastern Riverina agricultural region of NSW. The Murrumbidgee River, one of NSW's most important rivers, and the Hume Highway, the main transport route between Australia's two biggest cities Sydney and Melbourne, cross the Shire running approximately from the north-east to the south-west. The river and the highway have always, and continue to play a crucial role in the development and economy of the Shire.

Gundagai's economy relies on its rural industries and more than 80% of the Shire is cleared for dryland cropping and grazing. This traditional farming area produces high quality lucerne hay, horticultural products and cereal crops on the rich alluvial river flats and from the rolling hills come wool, lambs, beef and forestry. Orchard fruits, vegetables and large amounts of honey are produced in the Shire and viticulture is becoming increasingly important.

These rural industries employ a quarter of the Shire workforce (25% in 2006), followed by food and accommodation employing 12%, manufacturing 10%, retail 9% and health and social care 8% of local workers. Since the 2001 census, the food and accommodation industry was the fastest growing area of employment (up by 4.3% in 2006). Currently, the two major secondary industries in Gundagai are the Gundagai Meat Processors Plant, the Shire's largest single employer, and D J Lynch Engineering, contractors involved in major construction projects.

Gundagai township, where 80% of Shire residents live, is roughly in the middle of the Shire and half way between Sydney and Melbourne, a 2 hour drive from Canberra and less than one hour to Wagga Wagga. It is easily accessible to surrounding regional centres and its location by the Hume Highway provides for reasonable travel times on the high speed dual carriageway.



Gundagai, with its surrounding villages of Coolac, Tumblong, Muttama, Nangus and Adjungbilly, is a stable community with 74% of residents having lived in the same locality for more than 5 years (ABS 2006). Many families still living here today are descended from the early settlers. Over the decades those families have endured floods and extreme droughts, and enjoyed prosperous times as well as hard times. This resilience and pride in shared heritage is part of Gundagai's strength and its appeal.

There are, however, challenges for the future of Gundagai Shire and its community. Some of these include low population and employment growth and, like many other places in Australia, an aging population. The heavy reliance on agriculture can be a challenge for the Shire's economy, and at the same time, the Shire (and the region) is experiencing a decline in job opportunities, particularly for young people.

Gundagai Shire Council is working with its community to sustain and improve community resilience, wellbeing and the quality of life and to preserve the heritage values of the area.

## Community at a glance

(Based on ABS Census data 2006)

- Gundagai Shire area covers 2,458 sq Kms
- The Shire population is 3,851
- 2,350 persons live in Gundagai town
- The median age across the Shire is 40 years
- There are 1,013 families
- 342 residents live in lone person households
- 45% households have internet connections
- 23% population are children less than 14 years and 29.4% are aged over 55 years
- 27% population currently engaged in education (school, TAFE, university etc)
- 1,747 persons in total workforce
- 56.3% workforce is in full time work
- 46% workforce have post school qualifications
- 5.1% of total workforce were unemployed
- 9.6% of youth (15-24 years) were unemployed
- 21.4% of total workforce are employed on sheep, beef, cattle and grain farms
- 6.5% of total workforce works in cafes, restaurants and fast food outlets
- Accommodation services and retail trade are largest employers of youth
- 28% population over 15 years are involved in some sort of volunteer work
- 71% either own their homes or are paying them off
- Only 18% of natural vegetation cover remains in the Gundagai Shire

## COMMUNITY ENGAGEMENT

Gundagai Shire has a proud history of planning its future. Whether in terms of its environmental plans, social plans or economic development initiatives, the Council and community have worked together in partnership to build a proud and prosperous Shire.

A Community Engagement Strategy was developed and implemented to involve the Gundagai Shire community throughout the process of developing a community strategic plan. This aimed to ensure that the community's values, aspirations and concerns were heard, understood and considered. This process built on a past history of working closely with the community so that they are actively contributing to the future of their community. In a small rural shire such as Gundagai the community contributes both in developing ideas and also in supporting their implementation through its very active community organisations and high level of volunteerism.

The Community Engagement Strategy used diverse and appropriate activities to encourage public input including:

- A short, sharp survey (four questions) to encourage input on key concerns and issues and priorities for the future.
- Meetings with key stakeholder groups such as business groups, tourism body, community organisations and community target groups such as youth and aged persons.
- Meetings with elected Council representatives and key Council staff
- A number of opportunities for individual community members to find out more about the process, ask questions, complete the survey and provide input and comments. Individual community members were able to discuss the proposed plan at an open forum in the Council offices and also at a main street stall. As Council was also keen to access the views of the farming community a stall was established at the Gundagai Show and over a five hour period the community were able to find out more about the process, provide feedback and complete the surveys.
- Use of local newspaper and council's web site to tell community what Council is doing and how they could contribute. All engagement processes (survey, public meetings, attendance at the show) were well publicised by local print media and on Council's website.

The strategy included both qualitative as well as quantitative tools. While the level of engagement did not need to be extensive due to the small population it was transparent and well publicised.

## Response to survey

The total number of survey respondents was 341. Of these, 161 came from the general population and 180 were from the high school students. This response level represented 11.56 per cent of the total population of the Shire aged 13 years or more and 31 per cent of the youth population. The level of response has more than met the accepted industry standard and provides a satisfactory level of confidence that the results are an accurate reflection of the community's views.

The collective vision of the survey respondents for their town and Shire in 10 years time seems to be that Gundagai should remain the nice, small, friendly and welcoming place that it is now, where people can enjoy a relaxed country lifestyle and benefit from a strong community spirit. These were the stand-out attributes most often mentioned, both by the general community and by high school students, when describing the type of place people would like Gundagai to be in the future.

## Key messages from community

There was a strong consistency in the messages and input received from the community. All stakeholder groups adopted a broad approach when considering the Shire's future and shared a strong commitment to their community. The key areas for focus that have been identified during the community engagement activities include:

- Economic growth reflected by more employment opportunities for youth, increased business activity and a growth in tourism. Underlying this will be an increase in population.
- Maintaining and fostering the strong sense of community and friendliness of the Shire
- Developing community and recreational programs, activities and facilities to support all members of the community and in particular, youth and the aged.
- Improving infrastructure especially local roads and an upgrade of the main street
- Long term planning and community leadership

These areas are all reflected in and supported by the themes of leadership, community, infrastructure, environment and economy.

## Most valued qualities

The qualities that the Gundagai residents value most about living in the Shire include:

- A family friendly safe community with a strong community spirit and opportunities to engage in a healthy and active lifestyle
- Having strong commitment and connections to the area and a conviction to maintain its heritage and character
- A rural lifestyle that is relaxed, safe and tranquil with little traffic and no pollution
- Services such as health, local schools and sporting facilities and activities are important

One of Gundagai's strengths is that the whole community shares the concern about keeping Gundagai's identity and unique heritage alive and strong. That shared feeling contributes to community cohesion and Gundagai's strong community spirit.

The values coincide with a very settled community, much of which has lived in the same area for many years, and they are reflected in the community's views on what kind of future they want for Gundagai.

## Key challenges for the community

- **Economy**- lack of jobs for young people, attracting tourists, employment growth and low population growth
- **Infrastructure**- poor roads and the age and condition of Gundagai's public infrastructure such as roads, bridges and heritage buildings
- **Community** – very limited public transport, an ageing population and maintaining the identity of Gundagai
- **Leadership** –sustainability of council and effective planning for the future which is a reaffirmation of the importance of this current community strategic planning process.

Some of these challenges are shared by other rural communities and a whole of government response is required if they are to be effectively addressed.

## HOW TO USE THIS PLAN

The Gundagai Shire Community Plan provides the long term vision and a set of desired outcomes for the Gundagai Shire which the local community aspires to achieve. It is composed of five themes:

- Leadership
- Community
- Infrastructure
- Environment
- Economy

These themes provide the focus and direction for the development of objectives and strategies that will deliver the sustainable outcomes to achieve our vision. Each theme contains:

- An explanation of its scope
- The community outcomes that it seeks to achieve
- Key objectives
- Strategic actions that will be implemented over the next four year period
- Community indicators that will be used to measure progress against the community outcomes
- Targets
- An outline of the relevant key actions in NSW 2021 and how we are addressing them.

## Roles of Council

Council will take different roles in the implementation of each strategy. This recognises that communities and local councils do not exist in isolation. Council may have any of the following roles in implementing an action.

**Provider** – where the objectives and strategic actions fall within Council’s responsibility

**Facilitator** – where assistance can be given to others

**Advocate** – where council speaks on behalf of its community and the funding and implementation of strategies will be the responsibility of other agencies

## Glossary of terms used

**Vision:** A concise statement about the sort of community Gundagai Shire aspires to in the future; it reflects what the community values and wants to achieve.

**Theme:** These are the big picture areas around which the plan is based. They generally relate to community, economy, place, environment and governance and are aligned with the quadruple bottom line. They were confirmed through the consultation process.

**Community outcomes:** These are the big picture results that the community wants to achieve under each theme. They are focused on the end result rather than how to get there.

**Key objectives:** These are high level, guide the specific strategies and define how to achieve the outcomes.

**Strategic actions (4 year):** Actions that will be implemented over the four year term of a council to achieve the key objectives; they are the key strategies in the Delivery Program.

**Actions (1 year):** These one year actions set out in the Operational Plan are based on the 4 year strategic actions.

# LEADERSHIP

*Inclusive, transparent and effective governance supported by a highly efficient organisation that demonstrates leadership to the community by being environmentally and financially sustainable and valuing its residents and staff. Leadership underpins all activities at Gundagai Shire Council*

## Community outcomes relating to leadership

<b>OUTCOME 1</b>	Good governance with demonstrated transparency and accountability
<b>OUTCOME 2</b>	Community is engaged, informed, participates in decision making and contributes to future of the Shire
<b>OUTCOME 3</b>	Sustainable management of financial resources and people and the delivery of quality services to the community
<b>OUTCOME 4</b>	The Shire's natural and built heritage is enhanced through land use planning and environmentally sustainable development practices that protect the rural lifestyle
<b>OUTCOME 5</b>	Strong and effective networks and partnerships are established with other levels of government and regional and local organisations

## Community indicators relating to leadership

- Good governance
- Participation in community engagement activities
- Highly skilled workforce
- Long-term financial sustainability
- Sustainable development
- Effective regulatory compliance
- Development controls and approvals
- Efficient and effective service delivery
- Effective partnerships

## Relationship to NSW 2021 – the State Plan

<b>OUTCOME 1</b>	Goal 31: Improved government transparency Goal 30: Restore trust in State and Local government as a service provider Goal 28: Ensure NSW is ready to deal with major emergencies and natural disasters
<b>OUTCOME 2</b>	Goal 24: Make it easier for people to be involved in their communities
<b>OUTCOME 3</b>	Goal 30: Restore trust in state and local government as service provider Goal 2: Rebuild State finances
<b>OUTCOME 4</b>	Goal 29: Restore confidence and integrity in the planning system

## Other relevant plans and strategies

- Local Environmental Plan
- Long Term Financial Plan
- Asset Management Plans
- Workforce Management Plan
- Gundagai Shire Local Disaster Plan
- Shire Flood Plans
- Local Environmental Profile and Planning Strategy 2008

## Leadership – what we will do

Key Objectives	Target	4 year strategic actions/ Delivery Program
<b>OUTCOME 1: Good governance with demonstrated transparency and accountability</b>		
<b>1.1 Provide good governance and administrative support for Council and the organisation that is accountable, transparent and meets all legislative requirements</b>	Improved performance against suite of good governance indicators	<p>Implement an effective integrated risk management strategy</p> <p>Develop and maintain effective and well tested emergency management plans</p> <p>Support Council's elected representatives for their role in the community</p> <p>Ensure all procurement meets legislative and policy requirements and delivers best value for the community and the Council</p> <p>Provide information services and infrastructure that adequately support the organisation</p>



Key Objectives	Target	4 year strategic actions/ Delivery Program
<b>1.2 Council has a clear strategic direction that guides its decision making and planning</b>	4 year delivery program in the Community Plan is implemented	Implement Gundagai's 2012-16 Delivery Program  Review and update on regular basis the integrated planning and resourcing documents
<b>OUTCOME 2: Community is engaged, informed, participates in decision making and contributes to future of the Shire</b>		
<b>2.1 Facilitate strong two way relationships and partnerships with the community and involve them in local planning and decision making</b>	Increase in people participating in community engagement activities	Continue to provide opportunities for community engagement and consultation  Improve Council's communication to the community
<b>OUTCOME 3: Sustainable management of financial resources and people and the delivery of quality services to the community</b>		
<b>3.1 Maintain a strong robust financial position that supports the delivery of services and strategies and ensures long term financial sustainability</b>	Achieving long term financial sustainability	Ensure peak performance of financial operations, systems and information including the long term financial planning that supports Council's asset management strategies and overall performance  Identify and follow-up opportunities to increase Council's revenue base including grant funding opportunities to deliver additional income to fund major projects
<b>3.2 Develop a skilled workforce that delivers high quality services and products in a safe and healthy work environment</b>	Highly skilled and safe workforce	Implement the Workforce Management Plan to support all staff to deliver community outcomes  Provide a safe and healthy environment for staff, contractors and community
<b>3.3 Provide quality well managed services and facilities that meet service standards and community expectations</b>	Efficient and effective services and facilities	Provide quality customer services to all residents  Provide and maintain a clean and attractive streetscape and provide clean public conveniences  Provide well managed, safe and environmentally friendly waste removal and disposal services  Provide, maintain and operate a sewage disposal system  Provide efficient, appropriate and dignified cemetery operations and services

Key Objectives	Target	4 year strategic actions/ Delivery Program
<b>OUTCOME 4: The Shire's natural and built heritage is enhanced through land use planning and environmentally sustainable development practices that protect the rural lifestyle</b>		
<b>4.1 Enhance the Shire's natural and built heritage through strategic land use and urban planning that utilises environmentally sustainable development practices</b>	LEP implemented	Implement the comprehensive LEP for the Shire
<b>4.2 Manage new and existing development with a robust framework of policies, plans and processes that are in accordance with community needs and expectations</b>	Improved development controls and approval process	<p>Determine development applications in an efficient and effective manner based on merit</p> <p>Ensure construction/industrial sites have appropriate environmental control measures in place</p>
<b>4.3 Implement effective regulatory strategies, local laws, and compliance programs to manage the impact of development and maximise public and environmental health and safety</b>	Effective regulatory compliance program	<p>Manage the public and environmental health through implementation of education, encouragement and enforcement policies and actions</p> <p>Implement the Shire's regulatory building, food safety, development control, fire safety and animal control functions</p> <p>Provide protection to the local environment in order to maximise the productivity of agricultural land</p>
<b>OUTCOME 5: Strong and effective networks and partnerships are established with other levels of government and regional and local organisations</b>		
<b>5.1 Facilitate strong two way relationships and partnerships with State and Federal governments, the regional group of councils and other organisations and actively advocate on community's behalf</b>	Effective partnerships delivering benefits to community	<p>As a member of REROC contribute to the development and implementation of a three year regional action plan</p> <p>Maintain effective working partnerships with key groups such as the Rural Fire Services, Riverina Regional Library and the Local Government Shires Association (LGSA)</p> <p>Strongly advocate local interests including requests for grant funding with the State and Federal governments on issues such as infrastructure maintenance and renewal, conservation of heritage buildings, maintaining productive agricultural land and the provision of community services and facilities</p>

# COMMUNITY

*Facilitating community connections and providing services to support residents' social, cultural and economic wellbeing through programs which contribute to making the community safe, friendly and cohesive where people have a sense of belonging and security*

## Community outcomes relating to community

- |                  |  |
|------------------|--|
| <b>OUTCOME 6</b> | A healthy rural community with access to a range of services and facilities that meet the community's needs            |
| <b>OUTCOME 7</b> | A strong harmonious and safe community based on a network of families, villages, community groups and local businesses |
| <b>OUTCOME 8</b> | Local heritage and culture are valued, preserved and celebrated  |

## Community indicators relating to community

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Community cohesiveness</li><li>• Participation in sporting, social and recreation activities</li></ul> | <ul style="list-style-type: none"><li>• Safety of community</li><li>• Library patronage</li><li>• Recognition of local heritage</li></ul> |
|--|---|

## Relationship to NSW 2021 – the State Plan

- |                  |  |
|------------------|--|
| <b>OUTCOME 6</b> | Goal 25: Increase opportunities for seniors to fully participate in community life<br>Goal 27: Enhance cultural, creative sporting and recreation facilities |
| <b>OUTCOME 7</b> | Goal 24: Make it easier for people to be involved in their communities<br>Goal 27: Enhance the cultural and natural heritage in NSW                          |

## Other relevant plans and strategies

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Local Environmental Plan</li><li>• Draft Gundagai Youth Plan 2010</li><li>• Social Plan</li><li>• Old Gundagai Goal - Conservation Management Plan 2012</li></ul> | <ul style="list-style-type: none"><li>• Local Environmental Profile and Planning Strategy 2008</li><li>• Gundagai Community Plan 2003</li><li>• Regional Development Australia - Riverina Regional Plan 2010-2015</li></ul> |
|---|---|

## Community - what we will do

Key Objectives	Targets	4 year strategic actions/ Delivery Program
<b>OUTCOME 6. A healthy rural community with access to a range of services and facilities that meet the community's needs</b>		
<b>6.1 Facilitate the provision of services that meet social, health and personal needs for all groups across the community</b>	<p>Increased community cohesiveness</p> <p>Maintain or increase level of satisfaction with health services</p>	<p>Continue to facilitate and promote community services offered by various agencies in the Gundagai Shire Council area</p> <p>Implement the Social Plan</p> <p>Continue to review and implement the long term strategy to upgrade the quality and range of existing health services</p>
<b>6.2 Provide quality library programs and community facilities for leisure, cultural and education opportunities</b>	<p>Increased patronage of library services</p>	<p>Provide a library service across the Shire</p> <p>Upgrade Muttama community hall as funds become available</p>
<b>OUTCOME 7: A strong harmonious and safe community based on a network of families, villages, community groups and local businesses</b>		
<b>7.1 Maintain community values and community spirit through building and fostering community relationships, partnerships and networks</b>	<p>Increased community cohesiveness</p>	<p>Encourage volunteerism within all age groups for social support, recreational pursuits and community services and activities.</p> <p>Encourage activities that promote community spirit. such as local communities organising regular community gatherings</p> <p>Continue to foster and support the Youth Council</p>
<b>7.2 Through strong partnerships provide and support community safety initiatives in relation to disaster management and emergency situations</b>	<p>Safety of community</p>	<p>Provide and maintain support for the Rural Fire Service (RFS) network of volunteers to allow timely and effective bush fire control and suppression</p> <p>Recognise the role of the town Fire and Rescue Brigade in urban fire protection and emergency response and support as required</p> <p>Support the local State Emergency Services and volunteer groups so that they are capable of responding in an adequate manner</p> <p>Co-ordinate the various emergency services to provide most effective disaster management for community</p>

**OUTCOME 8: Local heritage and culture are valued, preserved and celebrated**

**8.1 Recognise and value our community's local heritage and culture including local indigenous culture and history**

Increased recognition of local heritage

Continue to provide the museum both as a repository and for public viewing of valuable local historical memorabilia

Conserve and enhance the historical buildings and structures as funding is achieved

Facilitate the coordination of the different historical groups and heritage assets

# INFRASTRUCTURE

*Physical assets and infrastructure under Council's care are necessary for effective functioning of the community. They protect our environment, connect and strengthen our communities, support our recreational and leisure pursuits and represent our unique heritage*

## Community outcomes relating to infrastructure

- |                   |  |
|-------------------|--|
| <b>OUTCOME 9</b>  | Well maintained and sustainable infrastructure and assets enhance the public domain, improve the amenity and achieve better outcomes for the community |
| <b>OUTCOME 10</b> | Public spaces are attractive, safe and offer a variety of recreational and leisure activities and facilities   |

## Community indicators relating to infrastructure

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Sustainable asset management</li><li>• Efficient and effective service delivery</li></ul> | <ul style="list-style-type: none"><li>• Active participation in sports and physical recreation</li><li>• Road safety</li></ul> |
|---|--|

## Relationship to NSW 2021 – the State Plan

- |                   |  |
|-------------------|--|
| <b>OUTCOME 9</b>  | Goal 19: Invest in critical infrastructure<br>Goal 20: Build liveable city |
| <b>OUTCOME 10</b> | Goal 27: Enhance cultural, creative, sporting and recreation opportunities |

## Other relevant plans and strategies

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Local Environmental Plan</li><li>• Long Term Financial Plan</li><li>• Asset Management Plans</li><li>• Asset Management Strategy</li><li>• Shire Flood Plans</li><li>• Catchment Action Plans</li></ul> | <ul style="list-style-type: none"><li>• Regional Development Australia- Riverina Regional Plan 2010-2015</li><li>• Strategic Business plan: Sewage services</li><li>• Strategic Business Plan: Water supply services</li><li>• Cycleway Plan</li></ul> |
|---|--|

## Infrastructure – what we will do

Key Objectives	Targets	4 year strategic actions/ Delivery Program
<b>OUTCOME 9: Well maintained and sustainable infrastructure and assets enhance the public domain, improve the amenity and achieve better outcomes for the community</b>		
<b>9.1 Provide and maintain sustainable infrastructure and assets that enhance the public domain, improve the amenity and achieve better outcomes for the community</b>	<p>Increased sustainability in management of all asset classes</p> <p>Efficiency and effectiveness of service delivery</p>	<p>Implement 10 year construction program</p> <p>Through effective asset management planning ensure provision of quality roads, waterways, buildings, pathways, footpaths, bridges, major culverts and public reserves</p>
<b>9.2 Facilitate and maintain well managed and integrated local roads and transport infrastructure and support the safety of movement for all users</b>	<p>Increased sustainability of transport infrastructure</p> <p>Increased safety of road users</p> <p>Efficiency and effectiveness of service delivery</p>	<p>Maintain Gundagai's civil infrastructure including roads, footpaths, bridges and traffic facilities to agreed standards as set out in Asset Management Plans</p> <p>Develop and implement strategies to improve safety of all users on roads</p> <p>Continue to implement Cycleways Plan</p>
<b>9.3 Enhance the amenity and appearance of Sheridan Street (main street) to increase its attractiveness and provide an appealing and accessible CBD</b>	<p>Increased sustainability in management of all asset classes</p>	<p>Plan for and construct approved streetscape upgrades as funding permits</p>
<b>9.4 Operate an efficient quarrying service in an environmentally responsible, safe manner that meets all statutory regulations and standards</b>	<p>Increased sustainability in management of all asset classes</p>	<p>Implement restoration plans that reflect the surrounding environment and comply with legislative and accounting reporting requirements</p>
<b>9.5 Provide, maintain and operate a sewage disposal system and treatment works that meets the needs of the community</b>	<p>Efficiency and effectiveness of service delivery</p>	<p>Implement the business plan for sewage and trade waste</p>

Key Objectives	Targets	4 year strategic actions/ Delivery Program
<b>OUTCOME 10: Public spaces are attractive, safe and offer a variety of recreational and leisure activities and facilities</b>		
<b>10.1 Manage and maintain a diverse range of safe and accessible open spaces and provide recreation, sporting and leisure activities and facilities</b>	<p>Increase in participation in sporting and recreation activities</p> <p>Increased sustainability in management of parks and gardens</p>	<p>Continue the upgrade of the swimming pool to provide a safe and secure facility</p> <p>Plan for, achieve funding and construct a skate park</p> <p>Provide playing fields to meet the requirements of the active sporting associations in the Shire</p> <p>Provide parks and gardens that are aesthetically pleasing and are available for passive recreational pursuits</p> <p>Develop a plan for the management of playground equipment</p> <p>Develop and implement a street tree plan</p>



# ENVIRONMENT

*Care and custodianship of the natural environment that is treasured by residents and visitors along with conservation of our natural resources*

## Community outcomes relating to environment

- OUTCOME 11**      Gundagai Shire's distinct and diverse natural environment is valued, protected and enhanced
- OUTCOME 12**      Our natural resources are used wisely

## Community indicators relating to environment

- Biodiversity
- Household waste generation and recycling
- Environmental sustainability
- Water consumption and energy use

## Relationship to NSW 2021 – the State Plan

- OUTCOME 11 and 12**      Goal 22: Protect our natural environment

## Other relevant plans and strategies

- Local Environmental Plan
- Asset Management Plans
- Gundagai Shire Local Disaster Plan
- Shire Flood Plans
- State of the Environment Report
- Catchment Action Plans
- 2005 Native Vegetation of Gundagai Shire Report
- Regional Development Australia - Riverina Regional Plan 2010-2015
- Strategic Business plan: Sewage services
- Strategic Business Plan: Water supply services

## Environment – what we will do

Key Objectives	Targets	4 year strategic actions/ Delivery Program
<b>OUTCOME 11: Gundagai Shire's distinct and diverse natural environment is valued, protected and enhanced</b>		
<b>11.1 Demonstrate leadership in sustainable environmental performance and manage environmental risks and impacts strategically</b>	Increased environmental sustainability	<p>Identify opportunities for increased environmental sustainability by seeking funding for projects aimed at achieving a lower carbon future</p> <p>Contribute to coordinated planning and reporting across local, regional, state and federal areas for the management of the environment</p> <p>Protect natural landscapes and systems in particular our native vegetation and Murrumbidgee River catchment through sharing regional responsibilities</p> <p>As a member of Murray Darling Association and the Tumut River Advisory Committee work to ensure that the water requirements of Gundagai Shire council and its residents are maximised</p>
<b>11.2 Facilitate the protection and enhancement of the Shire's biodiversity and natural heritage</b>	Increased biodiversity sustainability	<p>Work in partnership with the Murrumbidgee Catchment Authority (CMA) to implement a range of management actions to restore, maintain or conserve biodiversity value and where possible utilise a range of existing government agency programs identified in the NSW Biodiversity Strategy</p> <p>Continue to ensure that biodiversity impacts are adequately taken into account in planning, in implementing land use zoning, in development assessment, road construction, weed control and stormwater management.</p>
<b>OUTCOME 12: Our natural resources are used wisely</b>		
<b>12.1 Provide services, infrastructure, information and education that build the capacity of the community to reduce energy and water usage and encourage waste minimisation</b>	Increased sustainability against suite of waste, water consumption and energy use indicators	<p>Provide programs, information and services to increase voluntary recycling and reduce waste to landfill</p> <p>Reuse waste water to provide better recreational facilities and reduce the demand on the water supply</p>

Key Objectives	Targets	4 year strategic actions/ Delivery Program
<b>12.2 Provide, maintain and operate a water supply system that meets the needs of the community and allows for the management of demand and drought in an environmentally responsible manner</b>	Increased sustainability against suite of waste, water consumption and energy use indicators	<p>Encourage the best use of treated water through water saving measures</p> <p>Implement the Business Plan for the water supply</p>

# ECONOMY

*A prospering community where jobs are created, tourism developed, and industry and commercial ventures are encouraged*

## Community outcomes relating to economy

<b>OUTCOME 13</b>	Local businesses and the economy grow
<b>OUTCOME 14</b>	Gundagai is a well recognised tourism destination throughout Australia

## Community indicators relating to economy

- Local employment
- Business growth
- Housing affordability
- Tourism activity

## Relationship to NSW 2021 – the State Plan

<b>OUTCOME 13 and 14</b>	Goal 3: Drive economic growth in regional Australia
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## Other relevant plans and strategies

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Long Term Financial Plan</li><li>• Old Gundagai Project - Conservation Management Plan 1999</li><li>• Old Goal - Conservation Management Plan 2012</li><li>• Strategic Business plan: Sewage services</li><li>• Strategic Business Plan: Water supply services</li></ul> | <ul style="list-style-type: none"><li>• Local Environmental Profile and Planning Strategy 2008</li><li>• Gundagai Community Plan 2003</li><li>• Gundagai Tourism report- Where to next? 2010</li><li>• Regional Development Australia - Riverina Regional Plan 2010-2015</li></ul> |
|--|--|

## Economy – what we will do

Key Objectives	Targets	4 year strategic actions/ Delivery Program
<b>OUTCOME 13: Local businesses and the economy grow</b>		
<b>13.1 Encourage the development or relocation of sustainable employment generating industries and the expansion of local businesses</b>	<p>Business growth</p> <p>Increase in local employment opportunities</p>	<p>Appoint an Economic/Community Development Officer</p> <p>Maintain a close partnership with Regional Development Australia - Riverina</p> <p>Provide users of saleyards with best livestock exchange market for their benefit</p> <p>Provide fully serviced residential land to attract new residents</p>
<b>13.2 Develop and facilitate programs that support business networks, enhance primary production activity and increase business competence and capacity</b>	<p>Increased activities supporting business development</p>	<p>Identify opportunities, programs and funding to maintain and or enhance farming productivity and support the retention of farming population</p> <p>Support business development through partnerships with local and regional organisations and businesses</p> <p>Promote the development of efficient telecommunications technology for business, farms, education and health connectedness</p>
<b>OUTCOME 14: Gundagai is a well recognised tourism destination throughout Australia</b>		
<b>14.1 Facilitate, encourage and assist in the development of strategies, services and attractions that will encourage more tourists and increase tourism expenditure in the Gundagai Shire</b>	<p>Increased levels of tourism activity</p>	<p>Work with Gundagai community and other partners to develop events and facilities that attract and encourage visitors and tourists</p> <p>Adopt an innovative regional approach to tourism development</p> <p>Maintain and improve the tourism infrastructure in the Gundagai Shire area to help attract tourists and visitors</p> <p>Provide infrastructure and facilities to service the development of Gundagai as a place that encourages Recreational Vehicles (RVs) to visit</p>