



2016/
21

END OF
TERM REPORT



GILGANDRA
SHIRE COUNCIL

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The idea of “when pigs fly” is an expression of the resilience and strength of our community. It represents the endless possibilities available and the promise for future positive opportunities when we allow ourselves to think BIG...

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MESSAGE FROM THE MAYOR AND COUNCILLORS



CR DOUG BATTEN
Mayor



CR ASH WALKER
Deputy Mayor



CR SUSAN BAKER



CR GINA JOHNSON
Resigned 29/11/19



CR BRIAN MOCKLER



CR NOEL MUDFORD



CR DEIDRIE NADEN



CR GREG PEART



CR NOEL WRIGLEY



The term of this Council commenced in September 2016 with nine elected Councillors, under the guidance of newly appointed General Manager, David Neeves.

Council faced many adversities throughout this term, commencing with a declared natural disaster flood event shortly after the 2016 elections, followed closely by a severe three-year drought, one of the worst ever recorded for our region. The breaking of the drought was followed by another natural disaster flood event which helped to produce a bumper grain harvest, but also saw record numbers of mice ravage all parts of our LGA.

Despite these adversities, Council managed to return sound financial results. Over the term Council invested \$41.8M in Capital Works culminating in a record \$11.5M delivered in 2021/22. The projects have renewed ageing assets and delivered exciting new infrastructure to enhance the liveability of the Gilgandra Region.

The announcement by the Federal Government to construct the nation-building Melbourne to Brisbane Inland Rail in 2017 dominated many political discussions between elected officials and our local community throughout this term. In addition, Council represented the community in relation to the possible effects of Coal Seam Gas and met with the management of Wesfarmers Ltd in 2019 in an effort to abort the announced closure of the Target Country store in the CBD.

Acknowledgment shall be given to the concerted efforts this Council made to represent community interest at times of great uncertainty.

As your elected Councillors, we have worked collaboratively with our community through difficult times, bringing forward unique and innovative ways to strengthen and activate the community, to attract grants and investments whilst building trust and respect with other Councils of the Orana region as well as State and Federal Governments.

Council still remains the largest employer in the community with over 230 employees, generating \$14.7M (2020/21) in wages back into the local economy. Thank you to the staff who have contributed to our success. Core services have been delivered, together with key programs to enhance the health, wellbeing and social connectedness of our community.

In November 2019 we farewelled Cr Gina Johnson and would like to acknowledge her 11 years of service as a Councillor.

It has been both humbling and a privilege to serve the Gilgandra Shire community over the past 5 years and 3 months – a term extended by 15 months as a result of the COVID-19 pandemic.

It is with pleasure that we submit this report to close out the 2016-2021 Gilgandra Shire Council term.

Councillors
COUNCILLORS

ECONOMIC DEVELOPMENT

CBD ACTIVATION

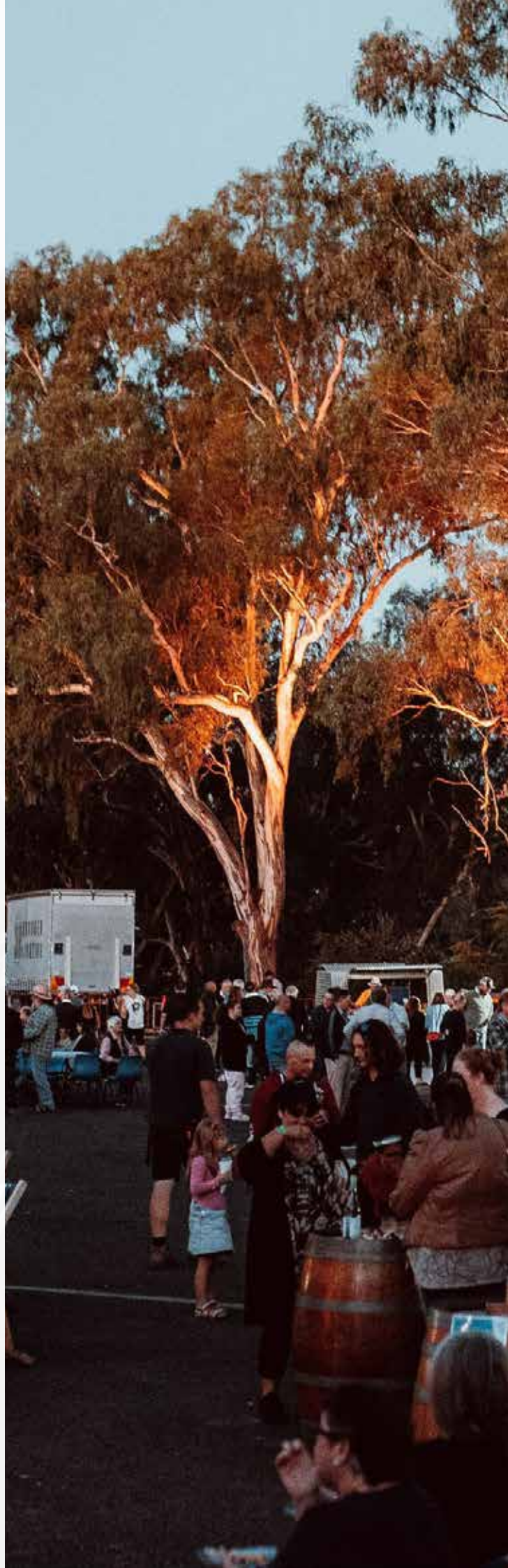
GILGANDRA ACTIVATION BLUEPRINT

In early 2019, Gilgandra received the devastating news that the only major clothing and homeware retailer in Gilgandra, Target Country, would be closing its doors in July 2019. Despite Council representations and discussions with Wesfarmers Ltd management for a reprieve and presentation of options for consideration, the store did indeed close. With challenges associated with the changing face of retail, online shopping, the risk of residents migrating to larger towns for shopping and the increase in vacant stores generally in main streets regionally, Council in September 2019 commissioned the Gilgandra Activation Blueprint (the Blueprint) to look at opportunities to stimulate and grow our CBD and wider region. The completed Blueprint identified an eight point action plan:

1. Strengthen the structure plan for the township
2. Create a CBD Community Hub - The GIL
3. Connect the CBD tourist anchor and revitalised river corridor
4. Create gateway entrances
5. Activate key CBD spaces
6. Support local businesses to thrive
7. Build on local and community events
8. Strengthen an industrial and agribusiness precinct

The Blueprint guided Council to purchase the former Target Country building in late 2019 for use as a Library and Community Hub. The following actions/activities have been achieved:

- Purchase of Target building
- Activation with the GIL Collective for close to 12 months
- Shop Local programs and Christmas markets
- Meet Me @ Miller Street laneways activation project
- The Mill on Miller plaza
- Connecting GCP to CBD – Windmill Walk
- The GIL Library Hub planning and design
- Several of enquiries for vacant buildings
- BIG Ideas program for local business grants
- Shire signage program roll out
- Gilgandra Region website
- Grow Gilgandra program – business training and support initiatives
- Commencement of Blueprint 2.0





12 Days of Christmas

The 12 days of Christmas involved more than 50 businesses, makers and artists co-locating in the former Target Country building in the heart of Gilgandra CBD. With prolonged drought conditions impacting the region at the time, the pop-up store offered a centralised shopping experience showcasing existing businesses and Gilgandra's local products and services generating in the vicinity of \$50,000 in retail sales, with 20% of sales from customers outside the region.

Date	December 2019
Cost	\$11,500
Funding	GSC

The GIL Collective

The GIL Collective operates out of the former Target Country building, with the doors opening to the public and online in June 2020. Home to the Visitor Information Centre, products from Gilgandra region's artists, makers and businesses along with hot desks, free WiFi, baby change and family friendly areas – there is something for everyone. The GIL Collective currently has over 50 regional stockists and will continue to operate until early 2022 when construction of the new GIL Library Hub gets underway.

Date	2019 - 2021
Cost	\$100,000
Funding	GSC



The GIL Collective 2020



Shop Local Campaign

Shop Local is an important part of Council's Grow Gilgandra program and is a great way to recognise and celebrate the value of supporting local.

The program has altered slightly in its composition and delivery in response to the environmental challenges of the respective years.

In 2020 the campaign was increased to provide support across more Gilgandra Region businesses and showcase the extensive range of services and gifts that can be purchased locally. Christmas Twilight markets in 2020 were a celebrated event for Gilgandra, bringing together stallholders, local business, community and of course Santa at the end of a year that saw many new challenges due to COVID.

Date	Cost	Impact
2016-2017	\$15,000	From 2019 to 2021, the Shop Local campaign has injected a staggering \$1.96M into Gilgandra's economy.
2017-2018	\$10,000	
2018-2019	\$50,000	
2019-2020	\$50,000	
2020-2021	\$25,000	
Funding	GSC	





Shop Local draw 2020



Gilgandra Christmas Markets 2020





Meet Me @ Miller Street

Meet Me @ Miller Street trialled the connection and activation of the CBD through rationalising unused spaces behind the main street shops and converting blank canvas laneways into key attractions with excitement to be found both high and low. Greenery, wayfinding signage and art installations to the main street also helped transform the spaces. The creation of a riverside shared use zone combined with traffic calming measures such as speed bumps and reduced speed also created the possibility of the space being used in unique ways for enjoyment by the whole community. This whole project was about trialling unique interventions in the CBD, which has led to the confidence in exploring further long-term initiatives to create connected and enjoyable shared spaces.

The idea of “when pigs fly” is an expression of the resilience and strength of our community. It represents the endless possibilities available and the promise for future positive opportunities when we allow ourselves to think BIG...

Date	December 2020
Cost	\$ 60,000/\$20,000
Funding	State/GSC





Under The Gums

Under the Gums was a community activation event held on the banks of the Castlereagh River.

The event brought the community together to graze the delights of local and regional producers, enjoy a laugh and live music together while experiencing the riverside in a new light.

Food and drink stalls from local and regional producers, businesses and community groups were featured, with over 1,000 people enjoying the event together. What a special night it was!

Date	April 2021
Cost	\$16,980/\$10,000
Funding	State/GSC

The Mill on Miller

Building on the success of the Streets as Shared Spaces Meet Me @ Miller Street trial project, a plaza area is being developed to link the heart of Gilgandra with the natural beauty of the Castlereagh River and established Windmill Walk. The program includes landscaping, a new stage area for events and activations, improved accessibility, lighting and public art.

The plaza area is adjacent to the planned GIL Library Community Hub.

Date	2020/21
Cost	\$598,198/\$60,316
Funding	State/GSC

Big Ideas Program

The Business Improvement Grant (BIG Ideas Program) is an exciting new initiative to support businesses to think BIG and grow, supporting the activation Blueprint for Gilgandra Region. There is an exciting mix of initiatives set to take shape for 20 businesses, thanks to just over \$100,000 in funding from Council and investment from local businesses of over \$260,000. Not only will the projects have a positive impact on the services available, they will also support the revitalisation of our streetscape, creating a vibrant and welcoming environment for tourists.

Date	2020/21
Cost	\$101,887/\$260,00
Funding	GSC/Local Businesses

Town and Village Signage

New signage was designed with community input, capturing the key themes of:

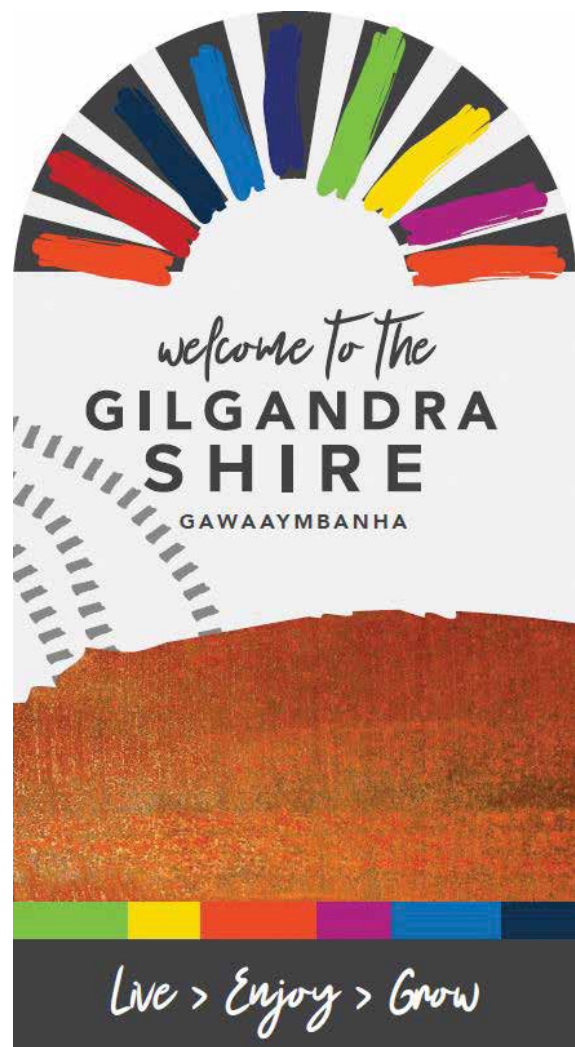
- Windmills
- Coo-ee March
- Castlereagh River
- Aboriginal Heritage; and
- Agriculture

In a mix of colour and country, the signs create a fresh and vibrant impression. The town entry pieces in particular capture the spirit of Gilgandra Shire with individual elements that reflect the local character of our township and our villages and are a true attraction in their own right.

Date	2020/21
Cost	\$175,000
Funding	State/GSC



GSC GILGANDRA SHIRE COUNCIL www.gilgandra.nsw.gov.au





Launch of Gilgandra Region Website

Gilgandra Region website was launched in May 2021 and showcases Gilgandra as a place to visit, stay and explore. There are plenty of tips on what to see and do, including planned itineraries for your next trip. The Gilgandra Region is steeped in history, known for our welcoming community and incredible natural landscape, located on the junction of three major highways and as a region is the gateway to the Warrumbungle National Park. The website encourages travellers to include Gilgandra Region in their next adventure.

Date	2020/21
Cost	\$11,000
Funding	GSC

Significant Planning for The GIL Library Hub

A key activation driver for invigorating the main street of Gilgandra is the revamp of the former Target Country store into a modern new Library and community hub centre, 'The GIL Library Hub'. Equipped with technologies, youth spaces, reading nooks, meeting rooms, business incubation, office space and community kitchen, the GIL Library Hub will be a social and connected space for all. The adjacent plaza, the Mill on Miller will be linked with the outdoor deck overlooking the Castlereagh River, with green spaces, event stage, seating, greenery and equipped for community markets and street stalls. There will be access to public toilets and the area will be adorned with street art, signage and links to the Gilgandra Cultural Precinct via the Windmill Walk. The project enhances and complements existing assets and investment in the main street area.

Date	2020/21
Cost	\$3,631,714
Funding	Federal/State/GSC





CBD STAGE II

A dedicated caravan, RV and big rig parking and service area, complete with dump point and access to water, has been created adjacent to the Castlereagh River to attract visitors to the CBD. The project also involved extension of the Windmill Walk into the CBD and included beautification of the area.

Date	2017-2019
Cost	\$500,000
Funding	State/GSC









winter WONDERLAND

GILGANDRA 2019

The Winter Wonderland event launched on Friday, 5 July 2019 at 5pm with a festival atmosphere and an estimated 2000 people in attendance.

Created by a group of enthusiastic local businesses, the project had widespread support in the business community, with all main street businesses decorating their shop fronts with winter themes and many remaining open into the evening. Market stalls, a winter themed dress up competition for the kids and a silent disco all added to the atmosphere.

The biggest feature was a lighting display on several local shop facades which remained in place for three weeks and attracted many locals and visitors.

Date	2019/20
Cost	\$18,000
Funding	GSC/Sponsorship

PROUD SPONSORS:

 **Bendigo Bank**

**INLAND
RAIL** 





GILGANDRA CULTURAL PRECINCT STRATEGIC PLAN

In 2019, Council was successful in a NSW Government Regional Cultural Fund grant for the Gilgandra Cultural Precinct (GCP). This includes upgrades to the Cooe-ee Heritage Centre (CHC), as well as the Windmill Walk, linking the CBD to the Gilgandra Museum.

This grant followed extensive Council and community consultation and the development of Council's Gilgandra Cultural Precinct Strategic Plan which focusses on 3 key themes within Gilgandra:

- Military heritage, including the Cooe-ee March
- Landscape, including the natural environment and agriculture
- Aboriginal heritage

The main outcomes and priorities focus on:

- Generating local community ownership and pride
- Being a visitor destination
- Support and encouragement for local and regional cultural and artistic expression
- Understanding, knowledge and respect for local history, heritage and environment
- The economic benefit to Gilgandra Shire

Community consultation saw 96% of respondents agree with the future direction of the CHC.

The GCP seeks to link the Gilgandra Museum, CHC, Windmill Walk and sound shell event space to the CBD, supporting cultural expression, active lifestyles and activation of the precincts. With upgrades to the CHC, landscaping, murals, yarn circle, free camping trial space, driveable access, new façade for the Gilgandra Museum, signage and Cooe-ee soldier silhouettes paving the way, the space will be an integration of the cultural elements with modern, inviting spaces for locals and visitors alike to enjoy.







INLAND RAIL READY

Gilgandra Shire Council has made a strong resource commitment to being Inland Rail Ready. Along with funding to undertake some of the projects that will be outlined, Council seconded the Economic Development Manager into the role of Inland Rail Project Manager to ensure the community and Council is able to actively engage with all stakeholders, driving the strategic vision of preparing the community and maximising opportunities offered by the project (pre and post construction).

Gilgandra Shire Council has a long history of involvement in the Inland Rail Project with lobbying efforts involving other Councils dating back to 2004. The ever-increasing freight task between Victoria and Queensland is clearly evident in a Newell Highway community like Gilgandra and prompted collaborative lobbying efforts to address the issues. Memberships with the Australasian Railways Association and the NSW Permanent Way Institute have assisted Council to make industry connections and help guide our legacy project development.

Recent achievements include:

GILGANDRA INDUSTRIAL PRECINCT – OFF NEWELL HIGHWAY SOUTH

\$3.9M in funding was secured through the Growing Local Economies Fund to develop this industrial precinct. A change in legislation between the project development and implementation has seen this project delayed. The NSW Biodiversity Offset Scheme has produced a significant challenge in the implementation of this project and it is the first project where Council has seen the full impact and cost of the scheme.

There has been close to 18 months invested trying to find a reasonable and financially acceptable outcome to the Biodiversity Offset Scheme credit liability.

The aim has always been to have the development ready for Inland Rail opportunities. This is still achievable and is aligning with the timeframe of Inland Rail construction.

Date	2016/17
Cost	\$3,900,000
Funding	State

INTERFACE IMPROVEMENT PROGRAM (IIP) ROUND 1

Gilgandra Shire Council was a joint proponent to upgrade the Gilgandra to Coonamble rail line and provide multi direction connectivity to Inland Rail. The project progressed through two assessment gateways towards development of a full strategic business case.

INTERFACE IMPROVEMENT PROGRAM (IIP) ROUND 2

Gilgandra Shire Council was the only Local Government body to successfully make application for multiple projects (Round 1 and 2) under the IIP Program. The successful Round 2 announcement was made in May 2021 with work commencing in the last few weeks of the 2021 financial year. The fact Gilgandra Shire Council has multiple projects is a demonstration of a proactive approach to Inland Rail and success beyond our size and capacity.

Post construction opportunities for the Curban interface are being explored.

ROAD RAIL GRADE SEPARATION

Council successfully lobbied the State and Federal Governments to secure an announcement to grade-separate the proposed Inland Rail and Castlereagh Highway 20km north of Gilgandra – this project is valued at \$40 million.

ROADS OF STRATEGIC IMPORTANCE

Council successfully lobbied for the upgrade of the Newell – Oxley – Castlereagh link road in Gilgandra and associated intersection development. This announcement was made in the 2021 Budget and is a joint NSW State and Federal project valued at \$40 million.

NARROMINE TO NARRABRI PROJECT ENVIRONMENTAL IMPACT STATEMENT (EIS)

Gilgandra Shire Council led a partnership with Narromine Shire Council to review and respond to the Inland Rail. This EIS was over 8000 pages and contained 90 individual reports, documents and books of maps.

Council facilitated the engagement of a suitably skilled company to assist both Gilgandra and Narromine Shire Councils prepare a detailed and technically proficient response to a critical State significant infrastructure project.

A council of our size simply does not have the technical resources on staff to undertake this work. In addition, the timeframes to undertake the review and submissions were incredibly tight with only 40 business days to undertake the work. The submission period was made even more difficult as the exhibition period was 8 December through to 7 February, a particularly busy and difficult period for contractor availability.

The joint approach with Narromine Shire Council not only saved money through collaboration; more importantly it enabled both councils to fund technical experts to ensure a timely and quality submission.

CASTLEREAGH RIVER BEAUTIFICATION

Gilgandra Shire Council has commenced planning an ambitious project to beautify and restore the Castlereagh River from Bridge Street through to the Gilgandra Cultural Precinct. The project involves removing accumulated sand and sediment from within the river to create a picturesque permanent water body which would enable water-based recreational activities and passive use for visitors and locals. The project is set to inject new life into Gilgandra by improving water security for the town, reducing flood risk and connecting the Golf Course and Racecourse to existing walking tracks, whilst activating riverside commercial opportunities within the CBD. Preliminary investigations have been undertaken to determine quality and quantity of the sand available to be removed, the type of weir required, estimated costings, planning process involved and job creation prospects as a result of the project.

GILGANDRA INDUSTRIAL PARK - ENTERPRISE DRIVE

Developed in the previous term of Council, all eight sites have now been sold.

- » 5 businesses are operational
- » 1 business is under its second phase expansion
- » 1 project is under development
- » 1 project has development approval

Date	2016-21
Income	\$509,114
Funding	GSC

AERO PARK RESIDENTIAL SUBDIVISION

The masterplan for this residential subdivision allows for 55 mixed size lots to cater for future residential demand. A new sewer pump station has been installed and mains power and telecommunications have been completed for the whole subdivision, whilst Stage 1 of the project has connectivity to water and sewer services.

Date	2016/17 – 2018/19
Cost	\$2,000,000
Funding	GSC

MOTIVATIONAL SPEAKER – ALISA CAMPLIN

As part of Small Business Month, Council engaged motivational speaker and Gold Medalist at the 2002 Winter Olympics, Alisa Camplin, to address the community.

Date	2016/17
Cost	\$5,000
Funding	State



SENSE OF PLACE

OUR VOLUNTEERS

Gilgandra Shire Council has over 200 volunteers across its various services, providing valuable assistance in many areas.

Council provided a High Tea for volunteers in the 2016/17 year and hosted a combined Christmas Party at the end of each year since with the exception of 2020 due to COVID restrictions.

In August 2018, Council also recognised 50 years of Meals on Wheels in Gilgandra and acknowledged the outstanding contribution of Mrs Janine Byrne and Mrs Leonie Prout in being volunteers since the commencement of the service.



Volunteers' High Tea 2017

Meals on Wheels 50th Birthday celebrations 2018



Meals on Wheels 50th Birthday celebrations 2018



GILGANDRA

Hunter Park

- In Hunter Park, Gilgandra, a new playground was installed in 2017/18, along with two new accessible toilets, an irrigation system and CCTV (\$430k).
- A BBQ, shade shelter, accessible seating and paths were added in 2019/20.
- With close proximity to the Gilgandra Swimming Pool and playground area, Hunter Park has become an attractive facility for families, both local and visiting.

- The Peter Veness Skate Park was expanded to include a half pipe and HIPS (with small launch and main launch), Jumpbox and Spine and a Grindblock. It is wonderful to see the skate park being used all the time, a popular stop after school and for school holiday programs.

Date	2017-2020
Cost	\$552,860
Funding	State

Date	2020-2021
Cost	\$165,000
Funding	State



Peter Veness Skate Park upgrade 2021







Jordana Park

Improvements to Jordana Park comprised a shade shelter over the picnic table, a water bubbler, half-court basketball, a mural and turfing of the site.

Date	2017-2019
Cost	\$72,963
Funding	Federal /State

Ernie Knight Oval

Upgrades to Ernie Knight Oval included installation of a new tank and upgrade to irrigation system to provide an improved playing surface.

Date	2018/19
Cost	\$97,874
Funding	State



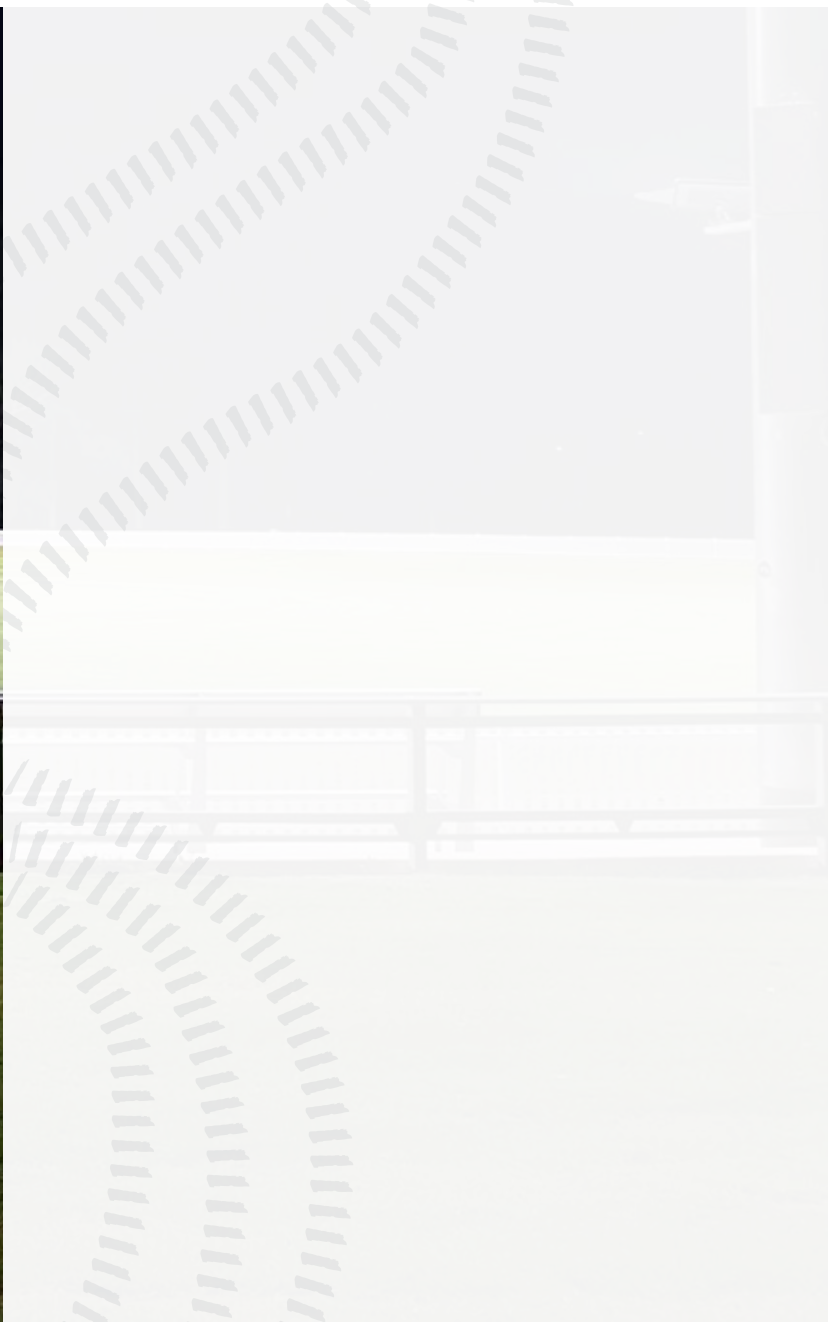


McGrane Oval

McGrane Oval is looking proud with state of the art playing field lighting, new picket fencing around the main oval, new perimeter fencing, a new electronic scoreboard, public address system, two new dual netball/basketball courts, two full length cricket nets, freshly painted grandstand with new handrails to improve accessibility and the creation of a raised viewing area for spectators. All toilet facilities underneath the grandstand and the referees' room have been renewed, as have a second set of toilet facilities nearer to the junior league and netball/basketball playing fields.

A strong focus has been on improving accessibility with the provision of a concrete concourse and accessible toilet to meet Disability Inclusion Action Plan initiatives.

Date	2019-2021
Cost	\$1,398,306
Funding	State/GSC



TOORAWEEAH

The residents of Tooraweenah are loving the new play and exercise equipment in their Park. There is also a new tennis hit-up wall and basketball hoop near the tennis courts, along with a new cricket net at the Oval.

The GK Rohr Warrumbungle Viewing Platform, some 800m from the village, offers a great view of the Warrumbungle Mountains and features a bronze returned soldier sculpture and covered seating area.

The sculpture, designed and completed by ex-local Brett Garling in 2018, was an Armistice Project and was officially opened by returned serviceman, Mr "Sonnie" Sandford.

A pathway has recently been completed to link the Viewing Platform with the village.



Returned Soldier sculpture



ARMATREE

With input from the Armatree Progress Association and the Gilgandra Museum & Historical Society, eight history boards, reflecting past sporting, business and education of the area, were installed in the Armatree Memorial Park.

Date	2020/2021
Cost	\$22,700
Funding	State

A six metre high sculptured metal tree was also constructed and erected in the same precinct to represent the community.

"Trees lend themselves easily to metaphor, but nowhere more so than in the country and especially in the community of Armatree. A place where we have all put down our roots and taken sustenance from the soil, where we each share an unbreakable bond with the sky and the fertile ground beneath it. The metaphor and narrative of trees extends itself to the seed pods of trees, some fall close by and take root, others float far away on the wind, not dissimilar to the children of Armatree. Trees prosper in times of good weather, and in tough dry times they look a bit shabby and forlorn, not unlike the farmers of Armatree at this present moment. But, like the community of Armatree, they remain rooted here no matter what. Trees have deep and tenacious roots."

- Margaret Windeyer

Date	2020-2021
Cost	\$75,000
Funding	State



YARRANDALE Soldier Settlement Area



YARRANDALE SETTLEMENT AREA HWY

NAME	BLOCK
G.W. Hodgson	179
S.A.A. Hodson	180
Edith Corrie	181
J. Corrie	182
J.E. Corrie	183
H. Corrie	184
Unsettled	185
H. Hodges	186

WORLD WAR II SOLDIER SETTLEMENT

...



MAP 2 - WARRAGREEN SETTLEMENT

NAME	BLOCK
Joseph Neville Tull with wife Sheila	M
Alan Robert Maloney with wife Betty	L
Patrick John Corrie with wife Belle	O
Archie Frank Lucas with wife Marge	P
Robert George Smith with wife Phyllis	F
Perry Roy Evans with wife Joan	T
James John Fordham with wife Mary	S
Robert Bruce Edwards with wife Erna	R
Donald Robert Grant (never married)	Q
James Hugh Percival with wife Doreen	N
Geoffrey William Blackburn with wife Edna	K
Charles Bernard (never married)	J

Today (2021) Barry Malone, Garry Fordham and Ted Chamley, sons of the original Soldier Settlers, combine to man the Blocks drawn by their fathers. Garry Fordham also now owns 'Varcoe'.

The owners of Bullagreen Estate were left with two small blocks, one of 1,812 acres and the other of 1,950 acres. Deciding that these remaining blocks were too small for economic use, the owners sold them in April 1951.

The holdings in the area remained and subdivided blocks include 'Berida', 'Myall View', 'Alloway', 'Underburn' and 'Mt'

REMAINING SET
FROM LEFT: ED
ALLAN MALONE
MARY FORDHAM



FUNDED COMMUNITY INFRASTRUCTURE PROJECTS

COMMUNITY INFRASTRUCTURE	PROJECT DESCRIPTION
Little Athletics	Storage shed upgrades
CWA Tooraweenah	Building renovations
Curban Hall	Shelter steps and steel seating
Gilgandra Tennis Club	Building renovations and painting
Tooraweenah Pre School	Under 5 play equipment
Gilgandra & District Cricket Association	Oval cricket pitch and portable grandstand upgrade, Tooraweenah
Gilgandra High School	Wellness Centre flooring and internal painting
Gilgandra Sporting Club	Replace pump on Castlereagh River
Gilgandra Speedway	New toilet and shower block
Gilgandra Basketball Association	Air conditioning and painting in gym
Gilgandra Racecourse	Installation of water bore
Gilgandra Golf Club	Upgrade existing watering system
Rising Sun	Installation within War Memorial precinct

COMMUNITY EVENTS

Gular Rugby Launch	2019 Season Launch, Mental Health Day
Gilgandra Jockey Club	New Year Carnival
Black Dog Ride	Mental health awareness event
Coonamble Landcare	Five family Dustbuster Days

GILGANDRA SHOWGROUND

Gilgandra Showground Trust	Luncheon pavilion, function area
Gilgandra Pony Club	Renovations to clubhouse
Gilgandra Show Society	Annual show 2019
Gilgandra Show Society	Dust to Dusk music event 2018

TOORAWEENAH SHOWGROUND

Tooraweenah PA & H Association	Kitchen and grandstand upgrade
Tooraweenah PA & H Association	Annual show 2019



Black Dog Ride, Armatree 2020



HUNTER PARK SPORTS AND RECREATION PRECINCT

These plans are the first step for Council and have included identifying the needs of user groups, making the space workable within Hunter Park and planning for future opportunities in the Precinct.

The concept plans for the Precinct have been endorsed by the Gilgandra Sports Council and include:

- A 50m swimming pool, all abilities access, separate learn to swim and water splash pool
- Shaded viewing areas, generous grassed seating areas
- Amenities
- Multipurpose ClubHouse
- Two full size multipurpose basketball courts and spectator area
- A modern indoor gymnasium and fitness spaces
- A youth centre including a "chill out" youth space
- Office and administration areas
- A central access and egress point and shared kiosk and canteen area facilities

- Four new tennis courts
- Extensive on-site parking
- External lighting and CCTV

This is an ambitious project estimated to cost between \$12m to \$15m. Council has embarked on this bold vision as a result of clear representation made by the community to modernise the pool, basketball courts and the Youth Centre:

"To create a Multipurpose Indoor Sports Centre which provides for a modern youth centre, gymnasium and outdoor public swimming pool which supports the growth and development of sports and recreation in Gilgandra"

No budget allocation has been made to the construction stage of the new Precinct at this time, however, these plans will be used in pursuit of funding opportunities from other levels of Government.



Hunter Park Sports and Recreation Precinct plans 2021



COUNTRY HALLS PROGRAM

With Stronger Country Communities funding, the following improvements were completed to our much loved community halls:

- Tooraweenah War Memorial Hall - structural foundations improved and drainage issues rectified
- Curban Community Hall - sub-floor piers renewed
- Armatree CWA - sub-floor piers reinforced, outdoor space concreted
- Gilgandra CWA Hall - new kitchen and appliances
- Gilgandra Shire Hall - accessible toilet facilities and soon to be installed upgraded cooling and heating

Date	2018-2020
Cost	\$283,932
Funding	State

INSTALLATION OF DEFIBRILLATORS

Gilgandra's first defibrillator was installed in 2016/17 with numbers currently standing at ten. Many of these units were provided through grant assisted programs or community groups. These units are located at:

- Gilgandra Community Plaza (Pharmacy wall) – externally located
- Gilgandra Post Office – externally located
- Gilgandra High School Office/Foyer
- St Joseph's School Office
- Gilgandra Fitness Centre
- Gilgandra Swimming Pool
- McGrane Oval – externally located
- Men's Shed
- Armatree Hotel – externally located
- Curban Hall – externally located

GILGANDRA PRESCHOOL

Gilgandra Preschool operates out of a Council-owned building at 6 Court St, Gilgandra. In 2019/20, Council assisted the Preschool Committee by way of project management for an extensive renovation and extension.

SENIOR CITIZENS' WEEK CELEBRATIONS

A week-long community program including visits to the local schools and early childhood centres, lunch and local entertainment is an annual event co-ordinated by Council to celebrate Senior Citizens' Week. Nominees for Senior Citizen of the Year were recognised and winners announced.

YOUTH SERVICES

Every school holidays, Youth Services conduct a holiday activity program in addition to their regular school term programs. Highlights have included:

- movie nights at the swimming pool using a large outdoor inflatable screen
- an archery event in conjunction with Mission Australia
- drug and alcohol education
- golf putting competition
- cooking sessions
- movie days
- visit to the Gilgandra Veterinary Clinic
- visit to 2WAR FM radio station
- skating demonstrations and competitions
- bush walking in the Warrumbungles
- trips to Sydney and Wollongong to provide new experiences
- Science Technology Engineering Mathematics (STEM) coding with University of New South Wales and funded by the National Indigenous Centre for Excellence
- Love Bites Training (respectful relationships for teens and adolescents)
- family fun days during NAIDOC week
- Blue light discos and boxing program in conjunction with local Police
- NAIDOC week activities





Australia Day celebration



Australia Day award winners



Australia Day

Reflect. Respect. Celebrate.

AUSTRALIA DAY CELEBRATIONS

The annual Gilgandra Australia Day celebrations have provided the opportunity to recognise the achievements and contributions of local groups and individuals in various categories.

With support from the Gilgandra CWA, Lions Club, SES and the Australia Day Ambassador Program, Australia Day has been an inclusive event and a great opportunity for the community to interact in the relaxed atmosphere of Hunter Park.

GILGANDRA LIFESTYLES (AGED CARE)

Council's aged care and community services were rebranded as Gilgandra Lifestyles in 2018 to take them into the increasingly competitive aged care environment.

Upgrades and highlights over this Council term include:

- Electronic care planning introduced at both Cooee Lodge and Jack Towney Hostels to streamline care of residents.
- Two Villa units upgraded within the Cooee Lodge Retirement Village and two new Villas built, increasing the total number of Villa Units to 63.
- Eight room renovations have been undertaken and both kitchens renovated within the 50 bed Cooee Lodge Hostel.
- Extension of Jack Towney Hostel to create administration offices, new toilet facilities, kitchen upgrade and extension to the free-standing craft room.
- Community care delivered an average of 6,452 meals per year during the Council term.
- Continued support for Community Transport and Community Aged Care Packages.
- Creation of the Gilgandra Life Styles' website.



ORANA LIVING

Formerly Orana Lifestyle Directions, the service was rebranded as Orana Living in 2017/18 in recognition of the competitive NDIS environment. Orana Living now also has its own Facebook page and website.

Council continues to manage six disability properties in Gilgandra, with "the jewel in the crown" being a third purpose-built accommodation project comprising three x 3 bedroom units and two x 2 bedroom units (self contained) plus a common area/communal kitchen and office catering for up to 13 clients with space for staff support on a sleepover shift. This project was fully funded through Orana Living and was completed in May 2021.

Date	2020/2021
Cost	\$3,000,000
Funding	Orana Living

CARLGINDA ENTERPRISES

In addition to provision of disability accommodation, Council continues to provide supported employment for 21 clients through its Carlginda Enterprises division. The team at Carlginda Enterprises manage the Gilgandra Waste Facility, including hand sorting of recycling from both Gilgandra and Bogan Shire Councils.





COMMUNITY ENGAGEMENT

COMMUNICATIONS

In 2017/18 Council made a conscious effort to improve communication with the community. Since then, progress has included:

- Employment of skilled marketing and communications staff
- New Council website www.gilgandra.nsw.gov.au
- Increased social media presence
- Social PinPoint (interactive maps)
- Surveys
- Community newsletters
- Media releases
- Community forums

BRANDING

The Gilgandra Story:

Gilgandra is a town known for windmills, with over 300 once spinning on the horizon of Gilgandra. Even with just a hint of wind, many blades spun into action, building enough momentum to bring life-giving water to the surface and to the community.

Much like the windmills of Gilgandra, the people of our region have spun into action, working together for the greater good of the community. It is a quality that goes back generations and is evident in Gilgandra's rich history.

The "Coo-ee Spirit" began when the tragic news of Gallipoli reached Gilgandra. This spun Bill Hitchen into action with the "Coo-ee March". Starting with only 25 men, the momentum built as they marched all the way to Sydney. On 12 November 1915, approximately 300 men completed the March in Martin Place. Ten more Gilgandra men joined along the way, bringing the town's total complement to 35. Gilgandra was put on the map for this momentous effort. This was the community spirit of lending a hand.

This community spirit is evident still, whether it be in aid for the floods of '55, the Warrumbungle fire of 2009 or assisting farmers during one of the worst droughts in Australia's history.

Led by Council, the Gilgandra people lend a helping hand, and work together giving needed assistance to the community. These charitable and ethical qualities have been ingrained in the community for generations, like the windmill blades turning together, like the Coo-ees marching together, the people of our community work together for the greater good of Gilgandra. Gilgandra is a town built on the success of an active community. It is in the heart of the people and the heart of the land.

Following community consultation, Gilgandra Shire Council rebranded, launching a new corporate logo and new Gilgandra Region logo. Both were developed in a bright style, reflective of the vibrancy of the Gilgandra community, with the colours a nod to GSC's previous logo and linked to the diverse services within GSC, including Gilgandra Lifestyles (aged care), Orana Living (disability services) and Gilgandra Youth Services.

The implementation of staff uniforms in 2019/20 has had a positive influence on staff morale and many complimentary comments have been received from the community.





**GILGANDRA
SHIRE COUNCIL**

Live > Enjoy > Grow



**GILGANDRA
REGION**



gilgandra.nsw.gov.au



ASSET MANAGEMENT AND SERVICE DELIVERY

A total of \$41.022M of capital work projects were completed during the term of Council. Highlights include:

NEW WORKS DEPOT



New works depot admin office 2021

Gilgandra Shire Council's Works Depot has been in operation for over 50 years and Council committed to upgrade the facility as the majority of the existing buildings had exceeded their lifespan and no longer met current safety standards.

The project involved demolition of a number of the existing buildings and clearing the site (including relocation of the existing emulsion tank) and construction of three new buildings - an Office, a Store and a Workshop.

The demolition and construction works were conducted concurrently with sections of the site still functioning during this process.

The outcome is a modern and functional works depot which has improved the safety and amenity of the area as well as improving the working environment for Council staff.

Date	2020/21
Cost	\$4,200,000
Funding	GSC



New works depot workshop 2021

RESIDUAL CURRENT DEVICES

Following a risk audit in 2016/17 Council identified that 169 of its 250 electrical switchboards across all services were non-compliant. Over a two year period all non-compliant buildings were fitted with Residual Current Devices (RCDs) for improved safety.

Date	2016/17-2017/18
Cost	\$200,000
Funding	GSC

WATER AND SEWER UPGRADES

SEWER SERVICE

The sewer business during this term of Council has progressed a number of initiatives that have allowed a transition from finalising asset capability assessments to infrastructure upgrades. These include:

- CCTV inspections for the entire gravity mains network.
- Commencing a sewer pipe relining program – 2.6km completed by 2021.
- Sewer Business Case (SBC) for new Sewer Treatment Plant (STP) at Gilgandra completed and supplied to NSW Department of Primary Industries and Environment. The SBC was a precursor for funding a detailed design and construction of a new STP, which has now been accepted.

Date	2020/21
Cost	\$265,000
Funding	State

STORMWATER

- Privately owned, flood prone land off Chelmsford Avenue was purchased for \$249,562 in 2017/18 to future proof stormwater drainage in that catchment within Gilgandra (Network B).
- In 2020 and 2021 Council commenced a stormwater cleaning and CCTV inspection program. In the two years since its inception just under 3km of stormwater mains have been cleared of roots, silt and other debris.
- The stormwater outlet into the Castlereagh River from Gilgandra at the end of Gumble St was reinstated and upgraded following flood damage from previous years.

TOORAWEEENAH

The Tooraweenah village population of approx. 240 residents were serviced by a non-potable water supply from a well and a bore. The well ran dry around the middle of 2018 and the village was entirely reliant on the bore. As the bore was then the sole source of water for the village, it was considered to be critical infrastructure.

The water balance was precarious though as the yield is only a little above one litre per second with water pumped to reservoirs that can store up to 380 kilolitres.

The consumption of the village ranges between 300-600 kilolitres per week and the village was experiencing water security issues associated with the drought. During this period Council was forced to cart water to Tooraweenah from Gilgandra (a round trip of 76 kms) on several occasions in order to supplement the bore supply and maintain adequate water levels in the storage.

In 2020, Council installed a new bore at Tooraweenah to a depth of 150m that is yielding between 5-6 litres per second. The new bore not only enhances water security to the village but has been found to supply water of better quality. In addition to this bore, Council has replaced 720m of water main that serves as the main conduit between the reservoirs and the village. The old main was 50mm steel pipe which has now been upgraded to 100mm PVC pipe for improved capacity and reliability of supply.

Date	2020/21
Cost	\$300,000
Funding	GSC

GILGANDRA

- In 2016/17 Council replaced two bores that serviced Cooee Lodge and Hunter Park. Both bores were relocated and/or deepened to improve access and reliability.
- In 2017/18 Council commenced replacing three of the town water supply bores located in the Arthursleigh Road/Thompsons Lane area. Two of those bores were completed by 2019 with the last presently under construction.
- A new staircase, designed to comply with current Australian Standards, was constructed to provide access to the top of Council's main water tower, Reservoir 1. A platform at the top of the staircase was also constructed that has sufficient space to house some of Council's telecommunications infrastructure.

Date	2019/20
Cost	\$325,000
Funding	GSC

BRIDGES AND MAJOR CULVERTS

GUMIN GUMIN BRIDGE

Gumin Gumin bridge, located on National Park Road, comprised of a single lane timber bridge over Wambelong Creek before it was replaced by a dual lane reinforced concrete structure.

Date	2016
Cost	\$1,200,000
Funding	GSC



Gumin Gumin Bridge before



Gumin Gumin Bridge 2016

WALLUMBURRAWANG BRIDGE

Originally a dual lane timber bridge located on the Tooraweenah Road that had been load limited since August 2012, the Wallumburrawang Bridge was replaced with a reinforced concrete structure.

Date	2017
Cost	\$805,260
Funding	Federal

WEBBS CROSSING BRIDGE

Located on John Renshaw Parkway, this multi-cell steel pipe culvert located on Walga Creek had experienced significant damage from previous flooding and was replaced with a dual lane reinforced concrete bridge.

Date	2017
Cost	\$549,220
Funding	Federal/State

LUCKIES GULLY BRIDGE

Previously a multi-cell concrete pipe culvert on Bearbong Road, this crossing was replaced with a dual lane concrete bridge.

Date	2016/17
Cost	\$535,070
Funding	Federal

CURBAN BIDDON CULVERT

The community raised concerns about the single lane large box multi-cell structure located on the Curban Biddon Road in relation to its narrow carriageway, poor alignment with the road and erosion of the streambed.

The design of the new culvert incorporated a skewed construction to better align with the creek bed and comprised an increased waterway area.

The structure was realigned to the centre of the road with an increased carriageway width to 7.7m to facilitate the passage of agricultural machinery. The project proved quite challenging in design.

Date	2020
Cost	\$363,500
Funding	Federal



Wallumburrawang Bridge 2017



Curban Biddon culvert during construction 2020

LUCAS BRIDGE

Located 1.5km from the Castlereagh Highway on the Breeelong Balladoran Road, a low level, single lane timber bridge approximately 70m long and 4m wide the bridge crossed the Castlereagh River. Following several Natural Disaster events, large amounts of debris accumulated and became wedged against the bridge frame with part of the bridge on the eastern side collapsed making the bridge impassable until repairs could be effected. A Telstra landline that serviced residents on the far side of the bridge was repeatedly broken, affecting communications, including the internet.

The emergency closures of the bridge and load restrictions inconvenienced local users and services, particularly postal service delivery and school bus routes.

In 2021, Council awarded a 'design and construct' contract to replace the timber bridge. The new reinforced concrete bridge is approximately 80m long, 4m higher with dual carriage way. The new bridge is fitted with a communications conduit on the downstream side of the deck for protection of services and improved connectivity to residents on the other side. The bridge is expected to be finished before the end of 2021.

Date	2021
Cost	Estimated \$2,500,000
Funding	Federal



Lucas Bridge before



Lucas Bridge during construction 2021



ROAD MAINTENANCE AND RECONSTRUCTION

Road maintenance has been particularly challenging over this Council's term. Following the natural disaster event that was declared in August 2016, Council spent the next 18 months reinstating roads by repairing the damage. This period led into the 'drought of record' where water was so scarce that grader crews were struggling to continue with any scheduled roadworks.

In March 2019 the Shire experienced flash flooding that was declared a natural disaster event. This was the first of five natural disaster events that were declared with the last being in March 2021. All of these were the result of storm episodes or continued wet weather that seemed to be occurring weekly at times. While this was a welcome change for the Shire with some incredible harvests, it ultimately caused frustration in the community as Council could not maintain the roads to the expected service levels, increasing damage and wet site conditions.

Despite this, Council worked through the NSW Government Disaster Recovery Funding Arrangements (DRFA) to achieve approval for the restoration of approximately \$12M of damage which occurred to our 1250km local road network, including 1000km of unsealed gravel and dirt roads.

There were some other positives that were achieved in addition to the flood damage restoration:

- Wrigley Street rehabilitation between Morris and Station Streets (\$696,000).
- Federation Street upgrade (\$1.27M).
- Berida Bullagreen 14.8km upgrade comprised of funding from Drought Relief Heavy Vehicle Access Program, R2R and Fixing Local Roads (FLR component in progress at end of term). Total spend approx. \$1.65M.
- Second Enterprise Drive industrial estate intersection constructed (\$132,035).
- 131km of road reseals performed.
- 110km gravel re-sheeting performed (\$3.3M).
- \$825,717 Local Roads and Community Infrastructure funding acquired with works in progress.

Date	2016-2021
Cost	\$12,800,000
Funding	Federal/State/GSC



GILGANDRA AERODROME LIGHTING

Replacement of Gilgandra Aerodrome’s runway edge, threshold and end lights with a uniform longitudinal spacing of 60 metres in accordance with industry-best practice set by Civil Aviation Safety Authority (CASA) and MOS139 standards for new runway lighting installations has provided improved safety for aircraft utilising the facility.

Runway 15/33 is an all-weather unsealed runway that is supported by instrument non-precision approach procedures. The runway is 1200 metres in length. It is capable of landing the 55t C130 Hercules aircraft and is regularly utilised by the Royal Australian Air Force for training purposes. The original lights were estimated to be approx. 40 years old.

Date	2020/2021
Cost	Estimated \$165,000
Funding	Federal/GSC

FOOTPATHS, KERB AND GUTTER

Notable achievements over the term include:

- Construction of footpath from the Jack Renshaw Bridge to the Gilgandra Caravan Park.
- Cooee Lodge footpath to Chelmsford Avenue.
- Windmill Walk shared path upgrade from Jack Renshaw Bridge to Gilgandra Museum.
- Footpath, kerb and gutter renewals in Wrigley Street.
- Concrete plinth for McGrane Oval picket fence.

Date	2016-2021
Cost	\$876,000
Funding	Federal/State/GSC



Windmill walk shared path, Gilgandra 2020



Windmill walk shared path, Gilgandra 2021

SES HEADQUARTERS

A new Gilgandra SES Headquarters with 24/7 responsive capabilities in its emergency operations centre which now allow events to be managed at a local level, as well as being a back-up location for other emergency services, has been completed. The building is equipped with modern utilities that provide an effective training space including lighting, space and temperature control. There is adequate storage for required resources including housing the new rescue truck, two flood boats and a caravan. Landscaping has completed the project.

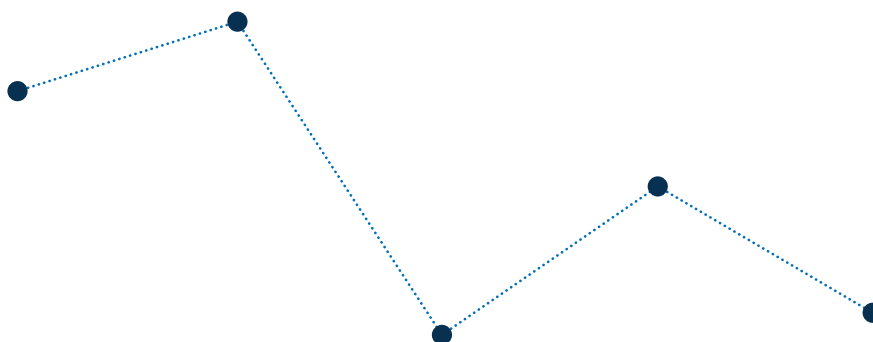
Date	2020/21
Cost	\$798,559
Funding	Federal/State/GSC



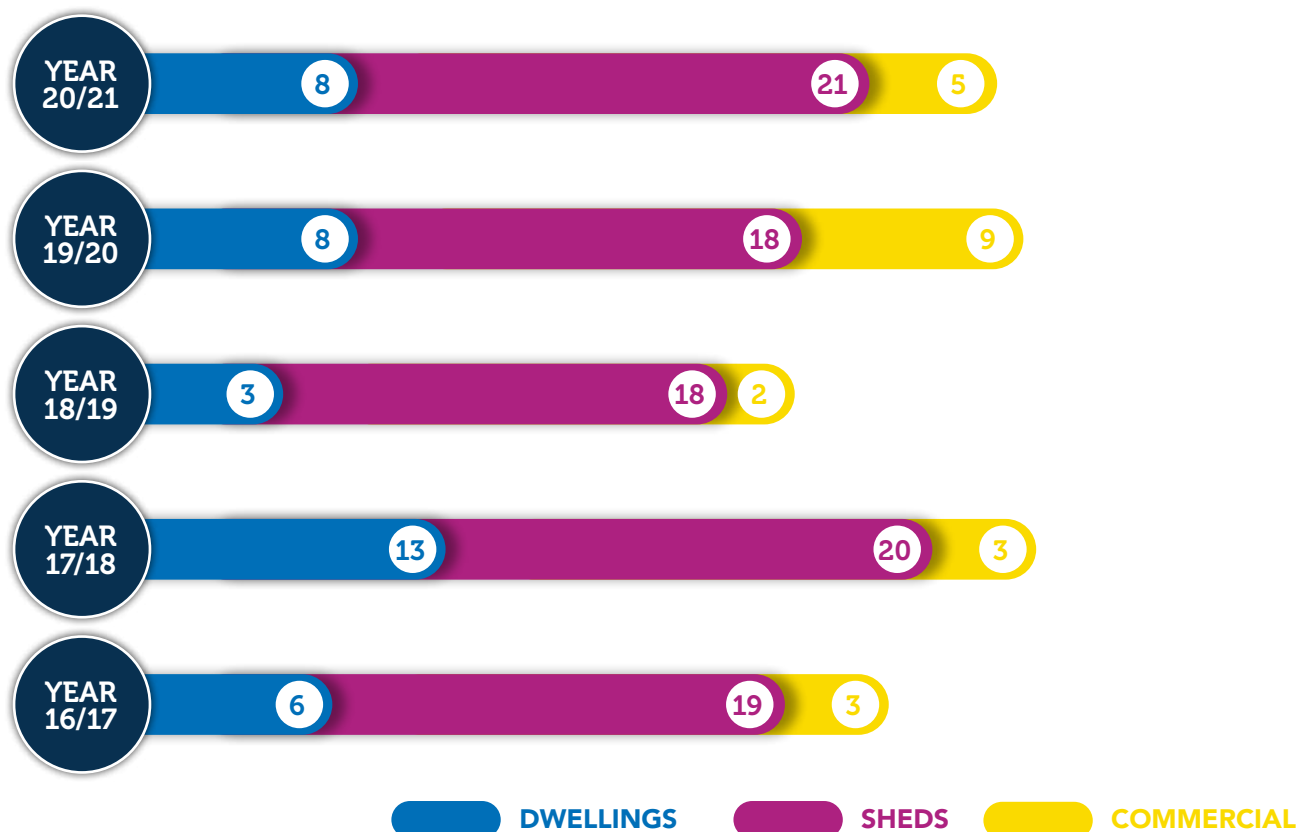
LEGISLATION AND BY-LAWS

DEVELOPMENT AND BUILDING

Over the term of Council, Development Applications have totalled \$29,652,139.



YEAR	2020/21	2019/20	2018/19	2017/18	2016/17
Value	\$8,881,501	\$9,197,127	\$2,620,358	\$5,826,985	\$3,126,168



STRATEGIC LEADERSHIP

COUNCIL DEEMED FIT FOR THE FUTURE

The NSW Government asked IPART to perform the role of the Expert Advisory Panel to assess how councils met the Government's Fit for the Future criteria. Council was asked to prepare proposals as to how they met the criteria, with proposed council amalgamations being considered.

As a result of this process, Gilgandra Shire Council was deemed "Fit for the Future" as a stand alone council.

RURAL ADDRESSING

1 Over a two year period, Council completed the
2 rural addressing program across the Shire with
3 all rural properties now having a unique rural
4 address and relevant address numbers displayed
on a blue post at the entrance to properties.

Date	2016/17 – 2017/18
Cost	\$26,500
Funding	State/GSC

COUNCILLOR TRAINING

Over the course of the term, many "in-house" training or information sessions were provided for councillors.

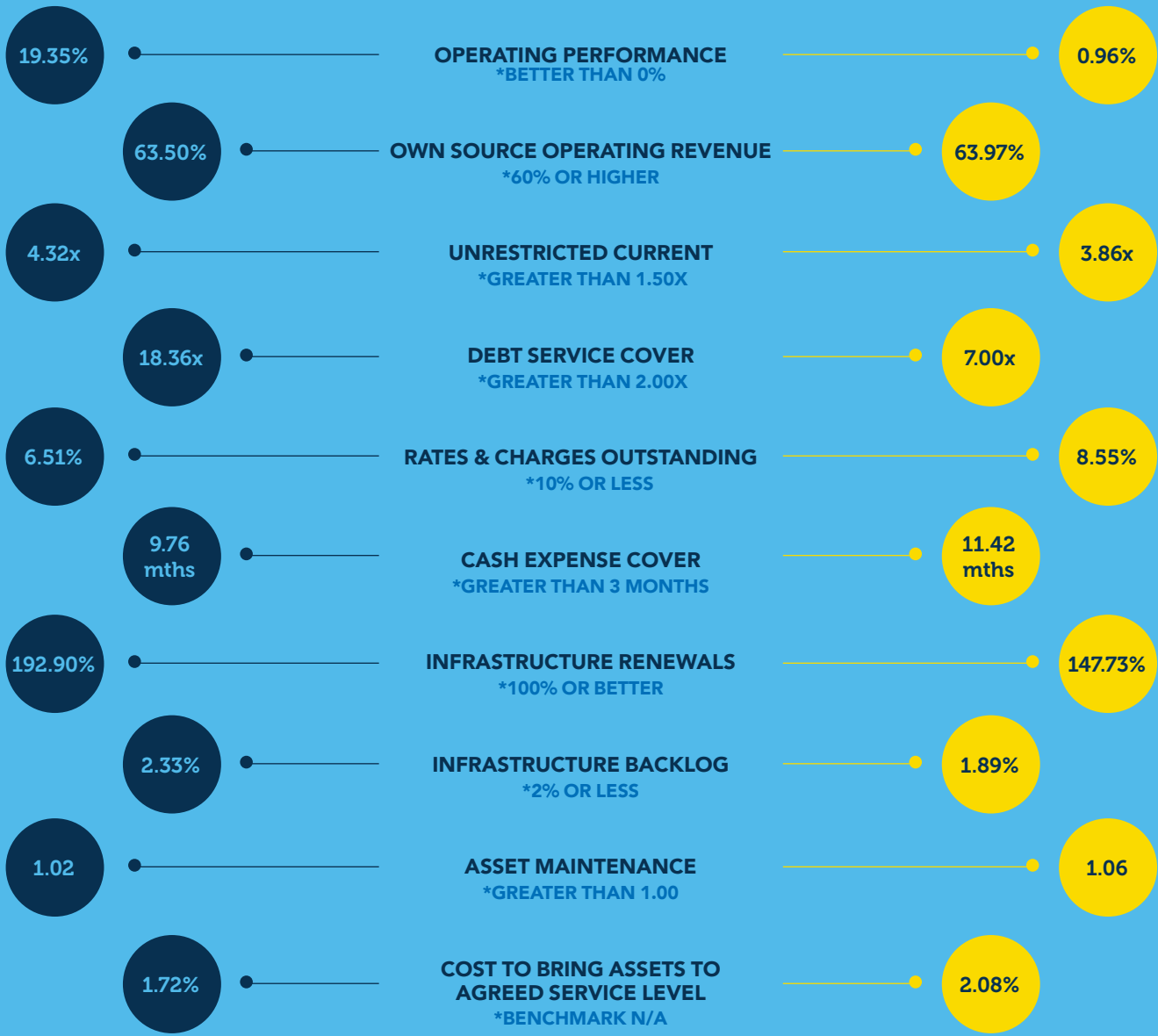
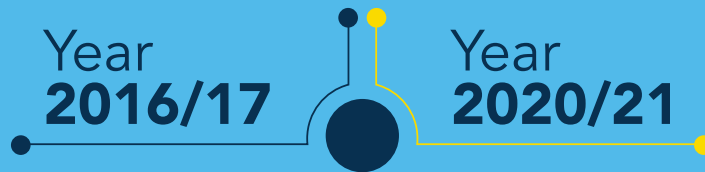
In addition, some councillors attended external courses on the following topics:

- Finance 6
- Good Governance 2
- Community and Stakeholder Engagement 1
- Audit and Risk Management 1
- Integrated Planning and Reporting 1
- Code of Conduct for Councillors 1
- Communicating Council Information 1
- Social Media for Councillors 1



Councillors

FINANCIAL *information*



**BENCHMARKS*

Total Cash and Investments as at 30/06/2021 (increased by \$11.308M from 01/07/2016).



\$29.391M

Accumulated surplus financial results over term.



\$26,357M

Value of successful grant applications.

16/17 = \$1,404,448
17/18 = \$3,308,865
18/19 = \$8,551,779
19/20 = \$3,666,417
21/21 = \$5,580,768



\$22,512,277

TRAINEESHIPS

Throughout this term of Council a conscious effort has been made to offer and promote traineeships and apprenticeships across all sectors.

The majority of care staff employed by Orana Living and Gilgandra Lifestyles are either required or encouraged to complete a Certificate III in Individual Support.

TRAINEESHIPS (2016/17-2020/21)

Additionally, 22 staff commenced or completed the following certification.

Cert III Civil
Construction Plant



Cert III Parks & Gardens



Cert III Concreting



Cert III Horticulture



Cert III Business
Administration



Cert III General
Construction



Cert III Water



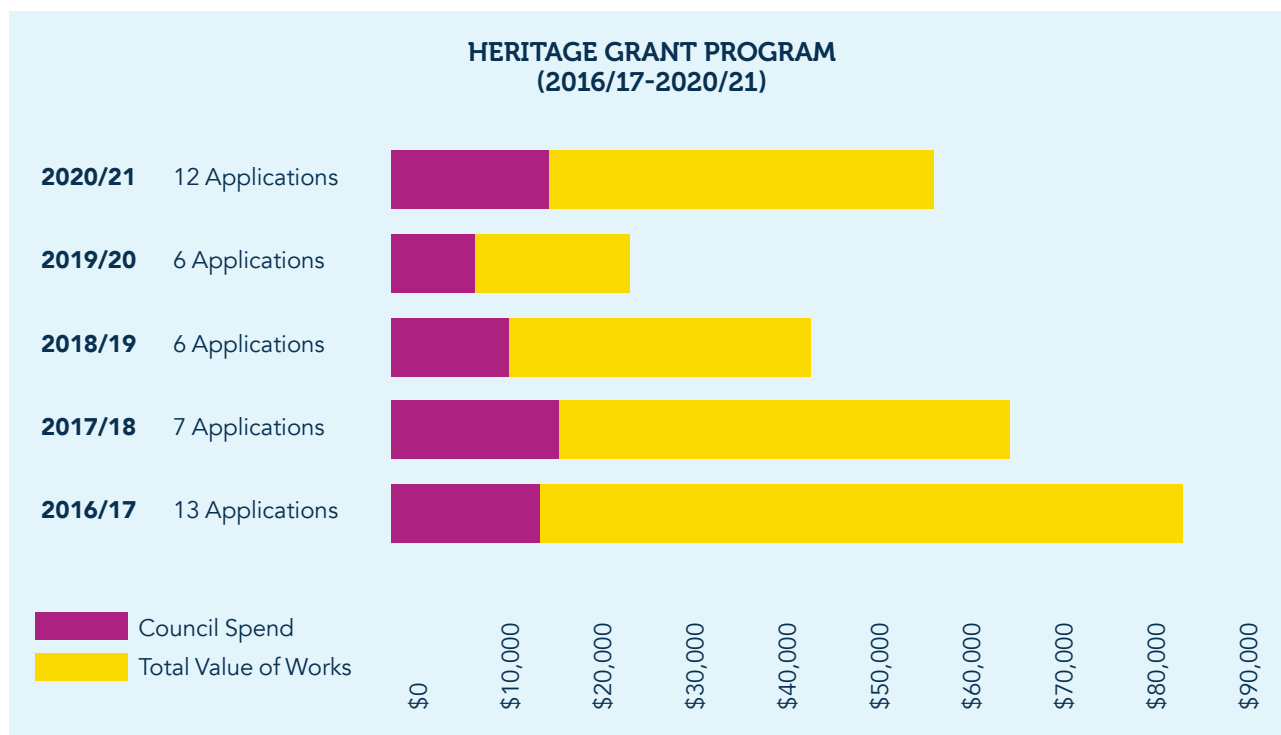
Cert III Heavy
Commercial Vehicle
Mechanical Technology





LAND USE PLANNING AND SUSTAINABLE ENVIRONMENT

HERITAGE GRANT PROGRAM



WASTE & RECYCLING

Council adopted a Long Term Plan of Management which replaces the 2009 Waste Management Strategy. The LTPoM has undertaken an examination of Council’s core waste facilities and services to determine the most cost effective and efficient means of delivering sustainable waste management services to residents over the longer term, while considering risks and ensuring facilities are compliant with relevant legislative obligations.

The Gilgandra Waste Facility is the centrepiece of the LTPoM. Concept designs have been prepared that will provide up to 80 years of residual life for the landfill under current filling volumes. These designs offer guidance on the staging of the landfilling operations and provide the final landform design. Improvements to some current landfilling practices have been identified which should result in better environmental performance and cost efficiencies. Changes will be introduced as to how some materials are managed and will consider how fee structures may need to be reviewed and adjusted routinely to support the sustainable development of the landfill.

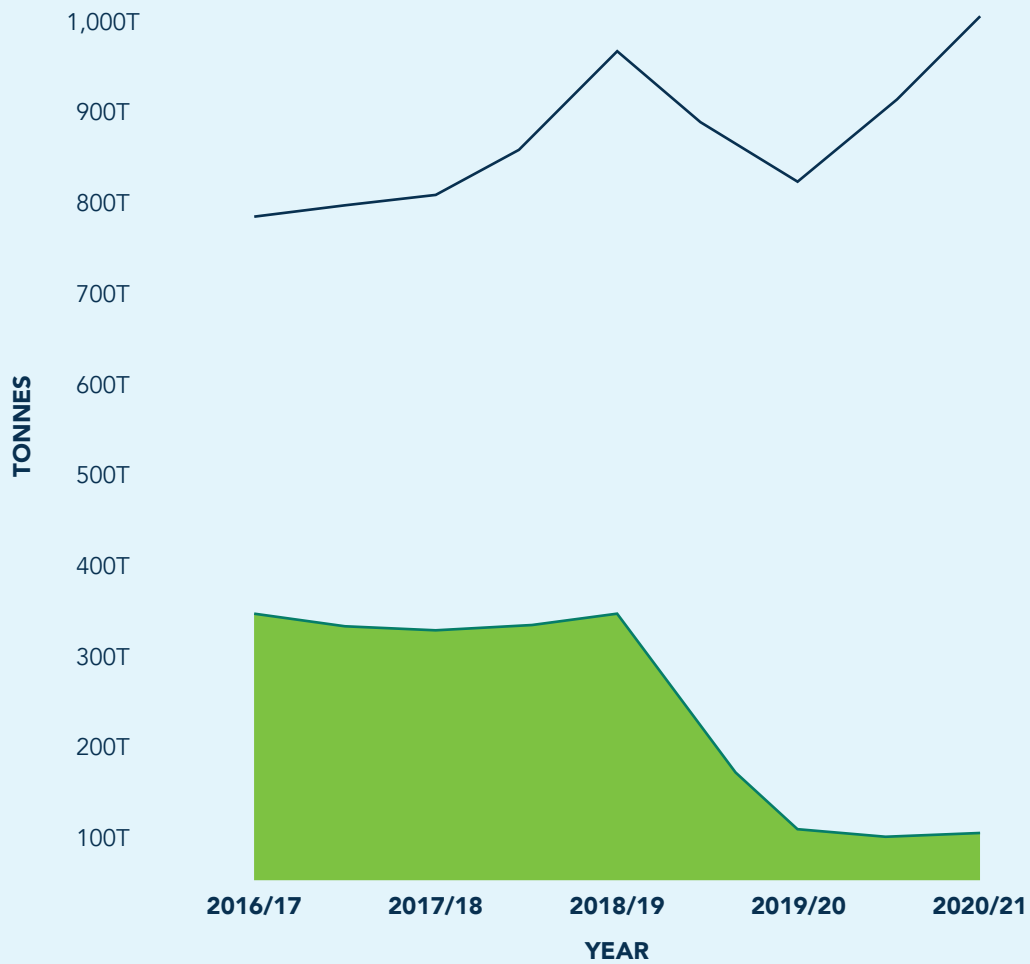
The LTPoM will provide direction and guidance well into the future. The document is reviewed annually to ensure continued relevance, to reflect changes in technologies, to respond to new or amended legislation and to account for any community changed needs or expectations.

A new landfill cell was constructed in 2018/19



New landfill cell construction

WASTE & RECYCLING STATISTICS



— Landfill (waste entombed)
 ■ * Recycling

* China sword and COVID have had a major impact on the recycling industry with available markets and value for products.

REPRESENTATION AND COLLABORATION

LOSS OF MAJOR RETAILER

In early 2019, Gilgandra received the devastating news that the only major clothing and homeware retailer in Gilgandra, Target Country, would be closing its doors in July 2019. Despite Council representations and discussions with Wesfarmers Ltd management for a reprieve and presentation of options for consideration, the store did indeed close.

NATURAL DISASTER RELIEF & RECOVERY ARRANGEMENTS (NDRRA)

After the 2016 flood was declared as a Natural Disaster event, it became evident that the Natural Disaster Relief & Recovery Arrangements (NDRRA) guidelines prevented Council from claiming reimbursement for the use of its own workforce costs. This forced Council to rely wholly on contractors for the reinstatement of its infrastructure. The interpretation of these guidelines and the methodology for assessing the level damage, as applied by the appropriate State agency, was also inconsistent with the application by other State jurisdictions. This inconsistency could have disadvantaged Council in relation to the amount the restoration works eligible under the program. Council set about lobbying for changes to the interpretation of the NDRRA Guidelines, which included the future use of Council's own day labour as an eligible recoverable expense. The State's interpretation of how the damage caused by the Natural Disaster event was assessed, approved and delivered was also challenged.

Council's advocacy contributed to the development of the new State guidelines for Disaster Recovery Arrangements. Council's own day labour costs were included as an eligible expense and the methodology used to assess and approve disaster restoration works was changed. In total Council has received approval for in excess of \$16M of funding to restore roads to pre-disaster conditions following flood events in 2016 and 2020.

MICE

A number of growers raised concerns about the lack of proposed Government intervention and the emphasis on a 'fend for yourself' approach in relation to the mice plague in the wheat belt during May-June 2021 and Council sought assistance from the Minister for Agriculture and Western NSW.

This representation influenced the introduction of the NSW Mouse Control Rebate allowing eligible areas of rural and regional NSW to claim rebates on purchases of mouse baits, traps, repellents or cleaning materials.

INLAND RAIL

Inland Rail has been a project discussed for over 100 years. In 2017 the Federal Government made a \$9.6 Billion funding announcement that led to the formal commencement of planning and the construction of the project.

There is no doubt that Inland Rail has consumed a significant amount of time for staff and Councillors. The Greenfield alignment between Narromine and Narrabri (of which 91km is in the Gilgandra Shire) has created considerable angst amongst those impacted landowners and residents and has been a challenge for Council to represent all views on what is ultimately a Federally funded, NSW State Government approved project.

Politically, Council has met with the Deputy Prime Minister on several occasions to lobby for issues on behalf of the local community. Whilst alignment and stakeholder engagement issues dominated the conversations, Council has successfully lobbied on issues including the Water Bore proposal, grade separation at highway crossings, the development of funding programs to look at Inland Rail opportunities. On this final point, Gilgandra Shire Council was the only Local Government council proponent to be successful with two Interface Improvement Projects.

Council has been involved in substantial ongoing dialogue with ARTC that at times has been challenging, frustrating, disappointing and has required a consistent approach to communicate a message that represented both the wider community and also individual issues and concerns. This has been seen by some in the community as insufficient and not reflective of their individual views. Council's engagement with

ARTC has been robust, consistent with other local government councils and ultimately been constrained by the opportunities the NSW State Significant Infrastructure Project approval process facilitates.

Substantial and detailed submissions and representations have been made to both NSW State Government and Senate Inquiries on Inland Rail.

Council representatives have met with a number of delegations of landowners and residents impacted by the Inland Rail Project and answered numerous questions by way of formal and informal correspondence and discussion.

It is reasonable to say that a number of people have been dissatisfied with Council's position not to support particular alignment proposals. This frustration with Council has been challenging, however more recent development indicate the actions of Council have been reasonable, measured and productive when looking at the bigger picture.

Council has led the way in terms of a proactive approach to understand the impacts and opportunity of the Inland Rail project from the view of rail and civil construction contractors.

Membership and attendance at events hosted by the NSW PWI and the Australasian Railway Association has provided excellent industry connections that will hopefully continue as the INLAND Rail Project moves into a construction phase.

SKILLED TO QUALIFIED PROGRAM

Following representation to the Deputy Premier during the drought for funding to host a program to upskill rural workers, Training Services NSW, under the Smart and Skilled, Special Drought Scheme supported Council to create the Skilled to Qualified program for Gilgandra.

The program targeted experienced Ag trained operators without formal qualifications to gain formal qualification in skid steer, loader, articulated truck, excavator and roller operations. The Skilled to Qualified program was a great initiative which supported 23 locals to be employment-ready when Inland Rail construction commences.



MAJOR ENVIRONMENTAL IMPACTS ON GILGANDRA SHIRE

EXTREME WEATHER CONDITIONS

In 2016/17 there were two weather events which caused severe damage to Council's unsealed road network, resulting in two successful submissions for Natural Disaster Declaration under the Natural Disaster Relief and Recovery Arrangements (NDRRA).

Within twelve months dams and creeks dried out and rural road maintenance was restricted due to the unavailability of water and what turned out to be a three year drought. Local farmers and businesses felt the financial stress.

Between March 2019 and March 2021, five natural disaster events were declared, causing high levels of frustration in the community as Council struggled to meet expected levels of road maintenance.

COVID-19 PANDEMIC

The COVID pandemic presented significant challenges for Council, especially the aged care services provided by Gilgandra Lifestyles (Cooee Lodge Hostel and Jack Towney Aboriginal Hostel), community transport, meals on wheels and the full range of disability services.

Council's initial response was rapid to address the challenges associated with the pandemic, ensuring our staff and facilities were equipped with the necessary systems, equipment and support to provide a high level of care to our clients in such a challenging and uncertain time.

Council has over 100 vulnerable people in our care under the Gilgandra Lifestyles' umbrella defined in the high risk categories. Council's response was professional and efficient from the onset of the COVID pandemic to ensure our clients remained well cared for while ensuring contact with their families and loved ones. Council is very proud of the staff efforts and the courteous manner shown to all those in our care.

In addition to this, many of our volunteers who helped Council provide meals on wheels and community transport were aged over 70 which threatened the services provided to the community. Council and the community worked together to respond to the situation where many of our residents were staying home with limited connection to their loved ones. The health and wellbeing of our community is so important and connection in these times is crucial.

Council created a service called GLADIS (Gilgandra Living and Delivering Innovative Services), a local multi service response to enable ongoing provision of our essential community services. Using Community Care funding as a base, council staff were redeployed from services closed as a result of COVID (i.e. gym and Cooee Heritage & Visitor Information Centre) to provide much needed continuity of services and support to the community.

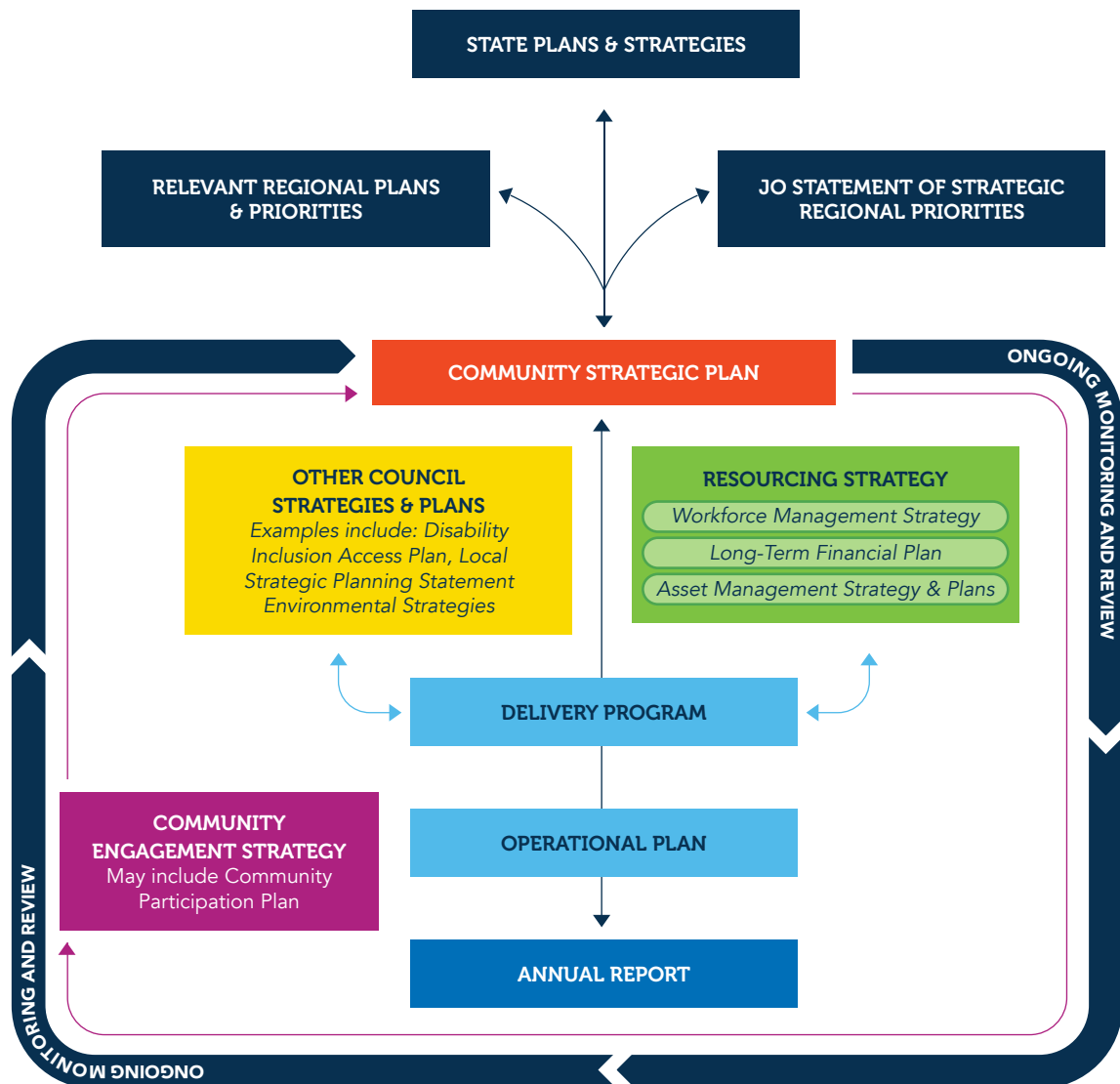
GLADIS offered a range of services including:

- Meals and essential transport.
- Telephone services/phone tree aimed to increase connection and protect vulnerable residents.
- Deliver essential supplies.
- Pick up and drop off books and resources from the Gilgandra Library.
- Foster youth connection through online programs and distributing education packs.
- PenPal program.

ABOUT THIS REPORT

The report showcases the achievements made by Gilgandra Shire Council during its term of office from September 2016 to 30 June 2021 in line with the Integrated Planning and Reporting (IP&R) framework, which came into practice in 2009.

This IP&R Framework details the community's aspirations for a period of at least ten years. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.



With the election of Councillors in 2016, Gilgandra Shire Council adopted a Delivery Program that identified where the Gilgandra community wanted to be at the end of the Councillors' term. This Delivery Program identified the community's priorities and aspirations and how these will be achieved.

The planning process assists in shaping the future by providing the direction for the provision of key projects and services which enable Council to meet the needs of the community and deliver good quality services and facilities.

COMMITTEES

COUNCIL ACTIVITIES WERE MANAGED BY THE FOLLOWING COMMITTEES:

- Aged Care Committee
- Disability Services Committee
- Economic Development Committee
- Sports Council
- Tooraweenah Management Committee

COUNCIL WAS ALSO ADVISED BY:

- Consultative Committee
- Interagency Committee
- Health & Safety Committee
- Traffic Committee
- Tooraweenah Community Technology Centre Management Committee
- Curban Community Hall & Tennis Management Committee
- Tooraweenah Memorial Hall Committee
- Shire Hall User Group

COUNCIL WAS REPRESENTED ON THE FOLLOWING EXTERNAL BODIES AND REPRESENTATIVES FOR 2020/21 WERE:

COUNCILLORS/STAFF	COMMITTEE
Cr Batten, Cr Peart	Castlereagh Macquarie County Council
Cr Wrigley	North West Library
Mayor (as Local Member's representative)	Traffic
Cr Peart, Cr Mockler	Joint Regional Planning Panel
Cr Naden	Orana Arts Board
Mayor	Orana Joint Organisation
Manager Works	Orana Water Utilities Alliance



COUNCIL'S SENIOR LEADERSHIP



DAVID NEEVES
General Manager



NEIL ALCHIN
Director Corporate Services



DARYL COLWELL
Director Infrastructure



JOANNE MANION
Director Community Services



LINDSAY MATHIESON
Director Planning & Environment

GILGANDRA SHIRE COUNCIL CURRENTLY
EMPLOYS 176 PEOPLE FULL TIME EQUIVALENT.

COUNCIL'S ORGANISATIONAL STRUCTURE



THE DELIVERY PROGRAM (USUALLY 4 YEAR TERM) AND ANNUAL OPERATIONAL PLAN ARE BASED ON EIGHT FUNDAMENTAL THEMES, BEING:



ECONOMIC DEVELOPMENT

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



SENSE OF PLACE

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



COMMUNITY ENGAGEMENT

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



ASSET MANAGEMENT AND SERVICE DELIVERY

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



STRATEGIC LEADERSHIP

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



LAND USE PLANNING AND SUSTAINABLE ENVIRONMENT

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



LEGISLATION AND BY-LAWS

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



REPRESENTATION AND COLLABORATION

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

STATUTORY ANNUAL REPORTING REQUIREMENTS

FINANCIAL STATEMENTS **S428 (4)(A)**

Council's audited financial reports are available on our website.

<http://www.gilgandra.nsw.gov.au/Your-Council/About-Council/Financial-information/Financial-Statements>

DELIVERY OF SERVICES **S428 (3)**

Council's Community Strategic Plan 2017/18 – 2026/27, Delivery Program 2017/18-2020/21 and Operational Plan for 2019/20 is available on our website:

<http://www.gilgandra.nsw.gov.au/Your-Council/About-Council/Plans-Strategies>

The report on the review of Council's 2020/21 Operational Plan as at 30 June 2021 is also available on our website:

<http://www.gilgandra.nsw.gov.au/Your-Council/About-Council/Plans-Strategies>

STATE OF THE ENVIRONMENT **S428A**

The Greater Central West Councils' Regional State of the Environment Report 2019/20 (Gilgandra snapshot) is available on our website:

<http://www.gilgandra.nsw.gov.au/Your-Council/About-Council/Plans-Strategies>

RATES AND CHARGES WRITTEN OFF **CL 132**

An amount of \$11,025.36 was written off during the year. In addition, Council has a policy of writing off water charges less than \$2.00 which are considered uneconomic to recover.

Compulsory pensioner rebates for the period total \$131,910.37.

OVERSEAS VISITS **CL 217 (1)(A)**

During the period, Council did not fund any overseas trips for councillors, council staff or other persons.

ELECTED REPRESENTATIVES **CL 217 (1)(A1)(I-VIII)**

Election expenses	NIL
Mayoral allowance	\$25,332.58
Councillor fees	\$96,267.30
Councillor/delegate expenses	\$10,975.18
Telephone costs	NIL
Dedicated office equipment	\$19,026.00
Conference/seminar attendance	NIL
Training and skill development	NIL
Interstate visits	NIL
Overseas visits	NIL
Expenses of any spouse, partner or other person who accompanied a councillor	NIL
Expenses involved in the provision of care for a child or an immediate family member of a councillor	NIL

LEGAL PROCEEDINGS **CL 217 (1)(A3)**

Council incurred legal costs relating to outstanding Rates and Charges totalling \$10,376.80 and \$17,561.70 in general legal costs.

When Council commences legal proceedings for recovery of outstanding debts, it utilises a debt collection agency. All the above costs are recoverable from the individual debtors.

Council is now on a deferred cost arrangement with the current collection agency. Ratepayers involved in legal proceedings pay legal costs directly to the Collection Agency, therefore no charges are levied on the rate card. If a ratepayer chooses to pay directly to Council, only then is the charge levied to the rate card.

Council has full control over the debt collector's actions as each stage of the recovery process must be authorised by Council before the Agency can proceed.

PRIVATE WORKS S67, 67(2)(B) CL 217 (1)(A4)

All private works are carried out on the basis of an estimate - recovery of labour (plus on costs for holidays, etc) as well as standard charges for plant and materials (charged at cost) plus a margin on total costs.

Council adopted its Fees and Charges at its meeting on 23 June 2020. A detailed plant hire charge schedule, and a copy of these Fees and Charges, is available at Council's office upon request. No private works were subsidised in 2019/20.

CONTRIBUTIONS/DONATIONS S356, CL 217 (1)(A5)

Contributions/donations under Section 356 of the Local Government Act 1993 for 2020/21 total \$92,034.19.

MAJOR CONTRACTS AWARDED CL 217 (1)(A2)(I,II)

In 2020/21 Council entered into the following contracts:

- Hire of Trucks and Plant – various contractors, schedule of rates contract
- Design and Construction of Lucas Bridge, Breealong – Saunders Civilbuild, \$1,541,452
- Excavator – Komatsu Australia Pty Ltd, \$285,026.50
- Supply and delivery of aggregates (through Hunter Regional Procurement) – Boral Resources NSW Pty Ltd and Regional Quarries Australia Pty Ltd, schedule of rates contract
- Road rectification package 1 – David Baker Earthmoving, \$478,993.80
- Road rectification package 2 – Semmler's Sand & Gravel, \$298,600.80
- Road rectification package 3 – C & L Gilmour, \$295,644.80
- Construction of Windmill Walk footpath – Central West Machining and Engineering Pty Ltd, \$416,673.33
- Coeee Lodge Hostel Upgrade of rooms 1-5 – Glenn Healey Constructions Pty Ltd, \$349,796.70
- Road rectification package 6 – Semmler's Sand & Gravel, \$347,796.70
- Road rectification package 7 – David Baker Earthmoving Pty Ltd, \$600,784.80
- Road rectification package 8 – C & L Gilmour Pty Ltd, \$727,390.00
- Aggregates and Raw Materials (group tender) – Boral Resources (NSW) Pty Ltd, Holcim Australia Pty Ltd and Regional Quarries Australia Pty Ltd – panel source

EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS CL 217 (1)(A6)

Castlereagh Macquarie County Council has been delegated Council's powers in relation to noxious weeds.

CONTROLLING INTEREST IN CORPORATIONS CL 217 (1)(A7)

Council has no controlling interests in any company.

PARTNERSHIPS, CO-OPERATIVES AND JOINT VENTURES CL 217 (1)(A8)

Council is not involved in any partnerships or joint ventures, but is, however, a member of the North West Regional Library Co-operative and Orana Arts (from 2016-2020).

ACTIVITIES TO IMPLEMENT EEO MANAGEMENT PLAN CL 217 (1)(A9)

Council continues to review and monitor its EEO Management Plan to ensure that its principles are applied in all Council operations in dealing with both staff and the public.

A copy of this document is available on our website: <http://www.gilgandra.nsw.gov.au/Your-Council/About-Council/Plans-Strategies>

Council has a formal policy for EEO implementation in the workplace and such information is communicated to new employees as part of induction.

A breakdown of Council's employees as at 30 June 2021 is as follows:

Number of Employees	247
Number of Aboriginal Employees	39
Number of Female Employees	145
Number of Female Aboriginal Employees	20
Number of Male Employees	102
Number of Male Aboriginal Employees	19

SENIOR STAFF CL 217(1)(B)(I-V)

General Manager, Mr David Neeves, was the only member of Council's staff to qualify as "senior staff" under the Local Government Act 1993. For 2019/20, his remuneration package was \$284,298 including employer's contribution to superannuation, non-cash benefits and fringe benefits tax.

STORMWATER**CL 217(1)(E)**

991m of stormwater mains were cleaned, CCTV inspected and condition rated. Blockages due to debris, tree roots and foreign objects were cleared.

COMPANION ANIMALS**CL 217(1)(F)**

Council's expenditure for 2020/21 was \$172,477.79 which includes employment of a ranger.

Income for the year was \$28,232.88 from companion animal fees and charges, made up of:

Fines	\$15,420.20
Registrations	\$6,576.80
Microchipping	\$470.66
Impounding fees	\$5,745.00
Sales	Nil
Grants/Donations	\$20.20

Pound data collection returns have been lodged with the Office of Local Government.

There were 7 dog attacks reported in the twelve month period.

Education programs were conducted on topics including responsible pet ownership, swimming pools and animal welfare.

Facebook and Council's website were used extensively and successfully to advertise for animal owners and to promote education programs.

An effective rescue network has been established thus reducing the numbers of animals euthanased. The statistics for the past twelve months are:

ANIMAL	NUMBER IMPOUNDED	% RELEASED
CAT	36	8%
DOG	129	66%

ANIMAL	% RESCUED/ SOLD	% DESTROYED
CAT	23%	61%
DOG	20%	13%

One kitten was stolen and one dog died at the pound.

Designated off leash areas include the outside of Ernie Knight Oval and an area to the north of the Cooe Heritage Centre.

SWIMMING POOLS ACT 1992 S22F (1), SP REG CL 23

- Number of inspections of tourist and visitor accommodation = **3**
- Number of inspections of residential premises including re-inspections = **70**
- Number of inspections that resulted in issue of certificate of compliance under s 22D = **54**
- Number of inspections that resulted in issue of certificate of non-compliance under cl 21 = **0**

GIPA ACTIVITY**S125 (1), CL 7 SCHEDULE 2**

Number of formal GIPA applications processed for the period 2020/21 Nil

Number of informal GIPA applications processed for the period 2020/21 Nil

PUBLIC INTEREST DISCLOSURES**S31, CL 4**

Council has a Public Interest Disclosure Reporting Policy in place.

There were no public interest disclosures made in 2020/21.

Public Officer: Mr Neil Alchin

NOTE: A HARD COPY OF ANY DOCUMENT LISTED AS BEING AVAILABLE ON OUR WEBSITE CAN BE OBTAINED FROM COUNCIL'S ADMINISTRATION OFFICE.

The impacts of the COVID-19 pandemic has meant that activities such as promotion of new employment opportunities and volunteer involvement in services were suspended in line with public health orders throughout the year. Despite these restrictions, Council has undertaken the following actions:

Positive Attitudes and Behaviour:

- Continued facilitation of work experience for Orana Living clients at 2WAR FM Community Radio and Australia Post
- Within the parameters of changing public health orders Orana Living clients continued to volunteer to deliver Meals on Wheels and deliver Council's internal mail.
- Development of the position descriptions for supported employees who will work in the yet-to-be established tree nursery project. This project has been delayed by the pandemic conditions.

Service Systems and Processes:

- Continuation of Council's practice to consider universal design principles for new planning projects and developments undertaken by Council
- Ensuring all new policy and services seek to maximise access for people with a disability including delivery of information in accessible formats
- Effort being made to ensure language is simple and appropriate

Livable Communities:

- Active inclusion of the needs of people with a disability in preparation of the architectural design of the new Library Hub. The new Library Hub design will enhance access for people with a range of physical and intellectual disabilities.
- Completion of upgrades and replacement of equipment at the existing pool including upgraded change facilities and lift access into the pool itself.
- Completion of upgraded work at the speedway to enable access to the spectator areas for people restricted to wheelchairs.
- Active inclusion of the needs of people with a disability in preparation of the concept design for the new pool and fitness centre. The concept design is fully compliant with accessibility standards. It will also include fully accessible change facilities. This aspect of the proposed facility will be a first for Gilgandra and the surrounding region.
- Upgrade to concourse at McGrane Oval and provision of accessible toilet facilities
- Completion of a new specialist disability accommodation promoting independent living for up to 13 people
- Consideration given to accessibility when planning activities and events run by Council
- Creation of additional footpaths to link key facilities
- Promotion of community transport options



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GROW

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