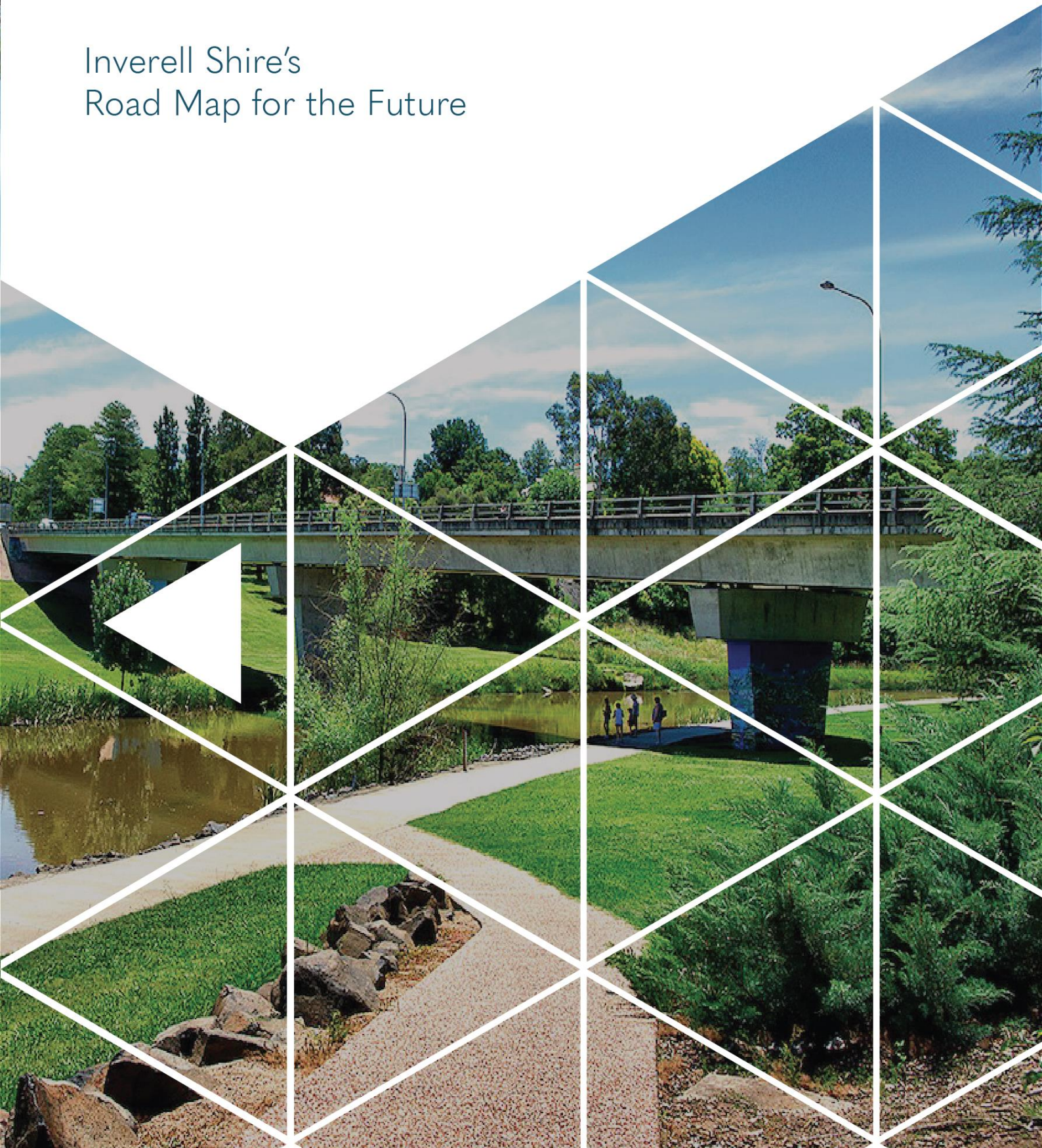


# Community Strategic Plan 2009-2029

Inverell Shire's  
Road Map for the Future



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# Mayor's Message

There are many issues that will impact on the future of Inverell Shire. These range from international issues such as economic globalisation and climate change to local issues such as connectivity of the region and providing for the community's needs in a changing world. These issues present challenges that need to be met if we are to deliver a sustainable, vibrant future for Inverell Shire.

A 2016 report from New South Wales Department of Planning and Environment forecasts Inverell LGA to grow by 12 per cent by 2031.

To cater for this expected growth and our demographic profile, a variety of accommodation choices and services will be required.

The Shire will continue to rely upon the transport network as a method of connecting with the region and beyond for social, personal and

economic reasons. Ensuring the required infrastructure is suitable to meet these needs and encouraging strong public transport links is a major issue.

Environmentally, the uncertain impact of climate change on our natural resources presents a challenge to how we maintain our natural environment. The importance of a secure water supply in sustaining our region cannot be underestimated.

The vibrancy of the industrial, commercial and professional service sectors is key to the success of the region. The need to retain, grow and attract business is essential to provide employment opportunities.

Access to education is essential to respond to many challenges and

should be universal for lifelong learning opportunities.

The health of our community is a major issue for the future. Changing lifestyles, characterised by a decrease in physical and cultural activity has implications for the provision of health services in our community.

The success of our journey towards our vision will rely on the collaboration of government, business and the community. The need for a coordinated approach between all stakeholders is essential.

**Cr Paul Harmon**  
Mayor





# About this Plan

This document was developed by Inverell Shire Council to articulate the community's aspirations.

In preparing this document, Council utilised a variety of methods to ascertain the aspirations of the Shire's residents – community meetings, surveys and small focus groups.

The delivery of the aspirations outlined in this plan relies on the collaborative and committed effort of

government, business and the community.

The Community Strategic Plan is just one component of our integrated planning and reporting framework, which includes our ongoing commitment to engage with our community, along with our culture of continuous improvement, which underpins all of Council's activities.

It links directly to Council's Delivery Plan, which outlines four year plans for

Council to reach its aspirations and also the Operational Plan, which provides a financial and resource action plan to be carried out over a 12-month period.

Throughout the document the word 'sustainability' is used regularly. This word means different things to different people, but in its simplest form it means leaving the world better than when you found it.

Inverell Shire is a dynamic and vibrant community which includes the communities of Ashford, Bonshaw, Delungra, Gilgai, Inverell and Yetman.

The area is endowed with natural resources and residents who adopt a progressive and inclusive approach to life.

While acknowledging that the Shire is part of a region and that an integrated approach to challenges is required, it is vital that the Shire continues to celebrate and strengthen its own identity.

The 2009-2029 Community Strategic Plan identifies challenges ahead that Inverell Shire will need to address to take control of its own destiny.

This plan was developed to respond to and manage the challenges. It outlines where we wish to be as a community – our Destinations and the strategies for achieving progress towards these Destinations.

The plan recognises our residents seek to live in a healthy and safe community, with access to lifelong learning opportunities.

The Community Strategic Plan responds to the New South Wales Government's Integrated Planning and Reporting framework by fostering a process to bring all stakeholders together to achieve our community's desired outcomes.

This is our roadmap for the future.

Achievement of our Destinations will require cooperation and commitment to realise our Vision. Everyone must work together to ensure Inverell Shire is truly 'a community for everyone'.





## Our Vision

A community for everyone.

## Our Mission

To work with the community in providing and facilitating the provision of services that enhance the quality of life for all residents.

## Community Aspirations

Progressive

Healthy

Safe

Flexible

Opportunity

Inclusion

Learning

## Our Values

### Leadership:

The effective implementation of Council's Strategic and Management Plans.

### Knowledge:

The essential context for understanding the activities being undertaken to reach our goals.

### Partnerships:

Stakeholder and community partnerships ensure ongoing dialogue on the future of the Shire.

### Participation:

Commitment and effort from all stakeholders is required through encouragement and support.

### Planning:

Development of action plans, new policies and funding sources will achieve Council's mission.



# Our Shire

## Location

Inverell Shire is situated in the Northern Tablelands of New South Wales. It is located on the Gwydir Highway, 90 minutes north west of Armidale and 7 hours north west of Sydney.

The Shire stretches north to the Queensland border and is surrounded by Moree Plains, Gwydir, Glen Innes-Severn and Armidale Regional LGAs.

## History

Before the arrival of European settlers in 1827, the Inverell district was inhabited by the people of the Anaiwan and Kamilaroi nations.

By 1835, squatters had moved into the district, establishing large sheep and cattle stations.

The 1870s brought the discovery of tin deposits, followed by silver, diamonds and sapphires.

The early 1900s saw the disaggregation of large land holdings into productive family farms and Inverell developed into a regional centre by 1950.

The establishment of Copeton Dam in the 1970s assured Inverell a reliable long-term water supply and provided a strong platform for sustainable economic and population growth.

## Environment

Inverell is nestled in the Macintyre Valley and supports productive rural communities producing beef, sheep and wool, as well as cereal crops.

The landscape has a diverse range of soils and terrain, which supports a broad range of grazing and cropping enterprises.

The area is home to significant patches of remnant woodland, including state significant ecological communities such as Box Gum Grassy Woodlands.

The Shire's waterways, including the Macintyre, Severn and Dumaresq Rivers are popular recreational fishing destinations and have healthy native fish populations, including Murray Cod and Golden Perch.



## Population

Inverell Shire's population is 16,936, making it the third largest LGA in the New England North West region.

New South Wales Department of Planning and Environment states Inverell Shire is predicted to grow by 12.2 per cent by 2031.

In the 2015-2016 financial year, development worth \$54.04 million was approved in Inverell Shire.

## Economy

Inverell LGA produces a growth rate of 2.79 per cent, making the Shire one of the fastest growing centres in New South Wales.

Inverell Shire contributes a Gross Regional Product of \$819 million to the economy and our agriculture sector dominates industry output, driven by broadacre cropping and cattle.

The largest employer in Inverell Shire is Bindaree Beef, with other prominent employers including BOSS Engineering, McLean Memorial Retirement Village and Inverell Shire Council.

## Inverell Shire

**Area:**  
8,623km<sup>2</sup>

**Population:**  
16,936

**Climate:**  
Mean minimum temperature 7.4° C  
Mean maximum temperature 23.9° C

**Elevation:**  
584m

**Rainfall:**  
780mm

**Labour force:**  
6,339

**Businesses:**  
1,588



# Our Plans

The Community Strategic Plan is our primary strategic document. It sets out our shared goals and aspirations (Destinations) for the future.

The way we bring those aspirations and goals into reality is outlined in our Delivery Plan. The Delivery Plan is a four (4) year plan, outlining the 'Term Achievements' which align directly with the Destinations defined in the Strategic Plan.

The Delivery Plan is reviewed annually to establish which objectives set out in the Community Strategic Plan can be achieved within Council's available resources and an Operational Plan of actions for the coming year is created.

Each Operational Plan action relates to a Delivery Program strategy, which is then linked to a priority in the Community Strategic Plan.

This ensures that Council's long-term planning is consistent with the current and future needs of the community.

The below legend is used across the Community Strategic Plan, Delivery Plan and Operational Plan.

This format shows links between the various activities and their relationship to the Destinations.

Throughout the documents, the colour associated with the

relevant Destination has been used to provide for easy use and understanding of the activities listed as well as illustrating links to Term Achievements (Delivery Plan) and actions outlined in the Operational Plan.

The following two pages provide an overview of how the Integrated Planning and Reporting process and how the Community Strategic Plan fits within this process.



## Community Strategic Plan

20 years

## Delivery Plan

Term Achievements

5 x 4-years

## Operational Plan

Operational Achievements

20 x 1-year

### Destination 1: A recognised leader in the broader context (Code R)

#### R.01

Inverell Shire is promoted and distinguished regionally, nationally and internationally.

#### R.01.01

Inverell is recognised locally and throughout the New England area, as a vibrant, innovative and attractive rural centre, with a range of services and experiences complemented by those available in Armidale and Tamworth.

#### R.01.01.01

Increase marketing programs that present Inverell Shire as the attractive, vibrant rural centre of the New England North West, designed to distinguish it from other parts of New England and attract visitors.

### Destination 2: A community that is healthy, educated and sustained (Code C)

#### C.01

Facilitate the provision of a broad range of services and opportunities which aid the long-term sustainability of the community.

#### C.01.01

Advocate on behalf of the community for the provision of services which meet community needs and expectations.

#### C.01.01.01

To provide leadership and advocate to ensure the community is provided with a broad range of services and opportunities commensurate with other large regional councils.

### Destination 3: An environment that is protected and sustained (Code E)

#### E.01

Promote sustainable agricultural activities.

#### E.01.01

Environmental community impact management.

#### E.01.01.01

To establish measures and processes to protect the built environment and safety of the residents of the Shire through both direct control and education.

### Destination 4: A strong local economy (Code B)

#### B.01

Business, institutions and Council are working cooperatively towards agreed initiatives to strengthen and expand the Shire's economic base.

#### B.01.01

Planning instruments and policies compliance.

#### B.01.01.01

To ensure the physical development of the Shire is in accordance with community needs and expectations, adopted planning instruments and policies.

### Destination 5: The communities are supported by sustainable services and infrastructure (Code S)

#### S.01

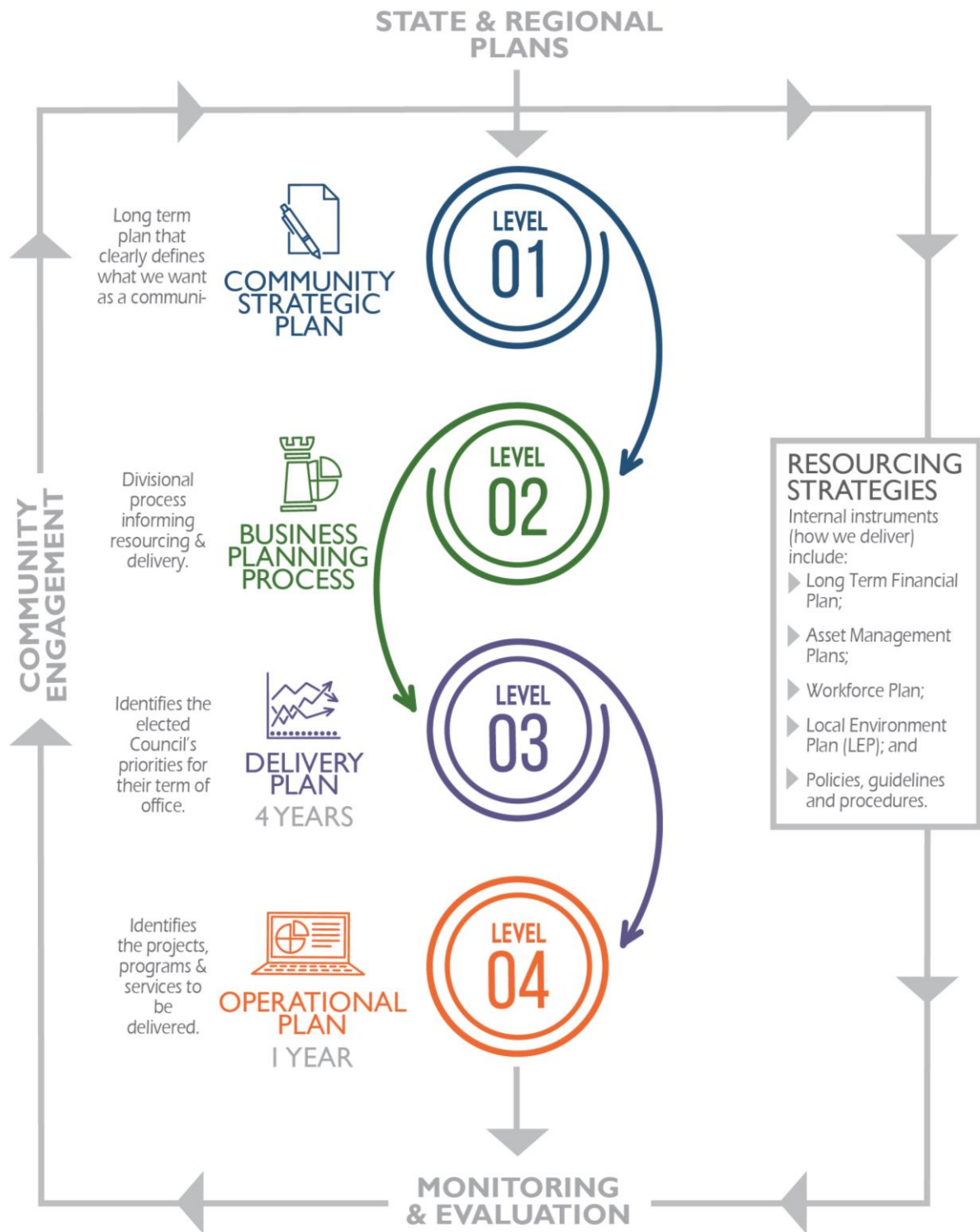
Sound Local Government administration, governance and financial management are provided.

#### S.01.01

Communication Strategic Plan.

#### S.01.01.01

To ensure communities have cost effective access to communication services.





# Destination One

A recognised leader in the broader context

## Objective

The Shire is recognised as a vital component of the New England North West and a regional leader.

## What does it mean?

Inverell Shire is vital to the sustainability and growth of the New England North West region. The Shire is linked to the region environmentally, socially and economically.

The Shire will play a pivotal role ensuring the continued vibrancy of the region and obtaining equitable development of the New England North West.

## Our Destination

- Inverell Shire is recognised as a member of the trinity (Inverell, Armidale, Tamworth) of commercial, education, health, and lifestyle centres of the New England North West region.
- Local Government, health, education and government support services and infrastructure are provided at levels equal to or better than major regional centres.





# Destination One

A recognised leader in the broader context

## Strategies:

R.01	Inverell Shire is promoted and distinguished regionally, nationally and internationally.
R.02	Inverell exhibits the qualities of and operates as one of the three principal centres of the New England North West, as reflected by its strong economic, cultural and social diversity.
R.03	Villages offer a range of district level services and lifestyles, reflective of their historical traditions.
R.04	Inverell Shire positively influences policy on rural and regional growth.
R.05	Access to services in the Shire is equivalent to, or better than other major regional centres.
R.06	Council ensures it provides resources to effectively deliver its strategy and programs.
R.07	Council is recognised for and distinguished by its management, innovation and customer service.
R.08	Council leads the community by influencing and participating in policy development to the benefit of the Shire through partnerships and alliances with government, regional interests, Shire groups and communities.



# Destination Two

A community that is healthy, educated and sustained

## Objective

The Shire is a sustainable and equitable place that promotes health, wellbeing, life-long learning and lifestyle diversity.

## What does it mean?

A strong community needs diversity, healthy lifestyles as well as educational and work opportunities.

The Shire's inclusive services and facilities are available to all who live and work in Inverell Shire.

Through sound urban design, appropriate development and improving our localities, our communities will continue to grow and thrive. People who are in need will find the assistance they require within the Shire.

## Our Destination

- Diverse and equitable services, facilities and support are available to the community, including lifelong learning opportunities.
- Communities are attractive, welcoming and celebrated.
- Residents and visitors feel safe in harmonious communities that provide opportunities for families, youth and children.
- The health outcomes of the community are improving.





# Destination Two

A community that is healthy, educated and sustained

Strategies:	
C.01	Provision of a broad range of services and opportunities aid the long term sustainability of the community.
C.02	Provision of transport and activity nodes is planned.
C.03	Inverell Shire promotes an ordered and safe community.
C.04	Improve the integration of natural and built environments.
C.05	Create clean and attractive streets and public places.
C.06	Reduce the consumption of non-renewable resources.
C.07	Provide local opportunities for recreation, cultural and social activities.
C.08	Reduce the risk to the community arising from emergency events.
C.09	Create a strong sense of community identity.
C.10	Promoting healthy lifestyles and practices.
C.11	Develop a range of educational and skills development opportunities to meet the requirements of the community.
C.12	Provide affordable housing and accommodation to meet the requirements of the Shire's residents.
C.13	Facilitate activities that improve the quality of life for people who require support.
C.14	Provide opportunities for residents to gain employment.
C.15	Maintain and improve the social and physical wellbeing of individuals and communities.
C.16	Support the community to enable them to contribute to the economic, cultural and social wellbeing of the Shire.
C.17	Promote the Shire's role in the cultural fabric of the New England North West.



# Destination Three

An environment that is protected and sustained

## Objective

Sustainable agriculture, protection and conservation of the natural resource managements recognised as a vital component of the New England North West and a regional leader.

## What does it mean?

Inverell Shire is vital to the sustainability and growth of the New England North West and is linked to the region environmentally, socially and economically.

The Shire will play a pivotal role ensuring the continued vibrancy of the region and obtaining equitable development of the New England North West.

## Our Destination

- Land managers adopt sustainable land management techniques.
- Soil health sustains viable agricultural activity.
- The health of our waterways is improving.
- Increased ground cover and biodiversity improves our natural resources.
- The community values its natural and built heritage.







# Destination Three

An environment that is protected and sustained

## Strategies:

**E.01** Promote sustainable agricultural activities.

**E.02** Council's strategies to achieve sustainable, productive use of rural lands and preservation of the rural qualities are implemented.

**E.03** Protect, rehabilitate and manage all impacts on the built and natural environment.

**E.04** Conserve and rehabilitate core vegetation areas and manage major impacts on corridors and remnant bushland.

**E.05** Manage human impacts on the Shire's unique diversity of plants and animals.

**E.06** Protect and manage significant natural features and landscapes.

**E.07** Inverell Shire conducts itself as a responsible environmental practitioner through prudent consumption of resources and recycling initiatives.



# Destination Four

A strong local economy

## Objective

Economic and employment growth and the attraction of visitors.

## What does it mean?

To underpin sustainable population growth, the Shire's commercial sector will be encouraged to grow and expand. Appropriate services and infrastructure to enhance the commercial sector will be provided. Business will have access to support services including education, training and research.

Inverell is and must remain a service centre for the region. By encouraging stable, ethical and commercially successful businesses, local residents will have access to a wide range of services and work opportunities in the local area.

## Our Destination

- Inverell is identified and recognised as a major regional service centre.
- A diverse range of businesses are sustainable and maintain a long-term presence in the Shire.
- The private sector provides a significant portion of the Shire's workforce.
- Inverell Shire has sustainable population growth.



# Destination Four

## A strong local economy



### Strategies:

B.01	Business, institutions and Council are working cooperatively towards agreed initiatives to strengthen and expand the Shire's economic base.
B.02	Plan for and promote the clustering of specific business and industry sectors in commercially appropriate locations.
B.03	Facilitate access to services and infrastructure including education, training and research for business.
B.04	Develop and promote the Shire as the place for business establishment.
B.05	Assist business to integrate with the community and natural environment.
B.06	Plan for and promote private and commercial businesses and residential, industrial and commercial development.
B.07	Promote a competitive, dynamic and progressive business environment that improves market value.
B.08	Promote the Shire as a destination for visitors.
B.09	Generate economic benefits to the Shire by increasing visitation from domestic, regional, national and international market sectors.



# Destination Five

Supporting the community with sustainable services and infrastructure

## Objective

The provision of community-focused services and the maintenance, enhancement and upgrade of infrastructure.

## What does it mean?

Community growth is supported and enhanced by a wide range of services and infrastructure, including transport, recreational facilities, utilities and telecommunications. Provision of services and infrastructure may be provided through private and public partnerships.

Delivery methods for services and infrastructure needs to be adaptable, innovative, sustainable and also foster growth.

## Our Destination

- The community has access to a range of core and optional services.
- The community has access to a range of well-maintained and appropriate infrastructure, including transport.
- More people are using available technology to connect to the wider Australian community.
- Residents embrace energy efficiency, recycling and waste minimisation.





# Destination Five

Supporting the community with sustainable services and infrastructure

## Strategies:

S.01	Sound local government administration, governance and financial management are provided.
S.02	Council displays leadership, community engagement and collaboration with others.
S.03	Council provides equitable services, consistent with available resources and priorities to meet the Shire's identified needs and preferences.
S.04	Council's workforce and workplace match contemporary and emerging organisational needs and requirements.
S.05	Attractive and vibrant town centres, local centres and community meeting places are provided.
S.06	Established population centres are revitalised and people have pride in the community in which they live.
S.07	Provide accessible and usable recreation facilities and services meet the needs of the community.
S.08	Civil infrastructure is secured, maintained and used to optimum benefit.
S.09	Council's buildings, parks and open space assets are maintained to a standard fit for their contemporary purpose.
S.10	Maintain and enhance a safe, efficient and effective local road network.
S.11	Facilitate the sharing of information and ideas through remote communications.
S.12	Provision of safe and efficient networks to ensure connectivity between population centres.
S.13	Provide communities with quality potable water supply, effective drainage and sewerage systems.
S.14	Increase the number of people walking and cycling, particularly for journeys within the community.
S.15	Promote the effective integration of waste management and recycling services.

Contact details:

Inverell Shire Council  
144 Otho Street  
(PO Box 138)  
Inverell NSW 2360  
Telephone: 02 6728 8288  
Email: [council@inverell.nsw.gov.au](mailto:council@inverell.nsw.gov.au)  
[www.inverell.nsw.gov.au](http://www.inverell.nsw.gov.au)

