

Inverell Shire Council

End of Term Report
2016 – 2021





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Introduction

I am pleased to present this End of Term Report for what has been five (5) years in which Council confronted challenges while at the same time delivering significant achievements. Also, during this period, Council has been engaged in planning a number of major capital projects that will be ready to be delivered in the next term of Council if the Council of the day authorises the commencement of the project.

These major capital projects include:

- Major roundabout on the intersection of the Gwydir Highway and Bundarra Road (Tingha Bridge);
- Inverell Swimming Pool Redevelopment; and
- A new Dog Pound



The highlights of the five (5) years that made up this term of Council are detailed later in this report. Some of those achievements were delivered with the significant support of both the Federal and State Governments. Their support is appreciated and acknowledged.

It is also appropriate that the support provided by our local members, Mr Joyce and Mr Marshall is acknowledged. Their interest in the needs of the Shire and subsequent support enabled Council to receive financial support to deliver vital community infrastructure.

A stylized, handwritten signature in black ink, appearing to read 'P J Henry'.

P J Henry PSM
General Manager





Overview

The 'End of Term' report is a commentary on Council's progress at implementing the Community Strategic Plan during the period 2016 – 2021. The Community Strategic Plan is Council's roadmap for moving the community forward.

The actions in the roadmap are distributed under one of five (5) destinations. These being:

- A recognised leader in the region
- A community that is healthy, educated and sustained
- An environment that is protected and sustained
- A strong local economy
- The communities are supported by sustainable services and infrastructure

The individual activities undertaken by Council and steps along the path to one of these destinations, is shown later in this report. This is not an exhaustive list of activities or projects undertaken by Council but instead will provide an indication of the broad range of services provided by Council.

Key Strategic Challenges

During this term a number of challenges were encountered and addressed by Council. The significant challenges included:

1. Covid 19

For almost two (2) years the community has battled the impacts of the Covid 19 virus and adapted to the restrictions placed on our normal activities.

While Council's finances were negatively affected, the impact was not nearly as significant as the impact on our business community. To ease the burden on the community, Council provided relief by waiving a significant number of fees payable by business, sporting groups and community organisations. In addition, Council provided a number of business support programs during the Covid impact period.

The business community will be a key driver of local economic activity as we emerge from Covid and Council will continue to provide support programs to help with the recovery.

2. Revenue Challenges

During this term Council sought approval for a Special Rate Variation of 14.25% spread over three (3) years. At the end of the three (3) years of above rate pegging increases, the average rate increase per assessment was \$53 per annum. This increase was approved by the Independent Pricing and Regulatory Tribunal.

95% of the rate increase was used to upgrade and improve Council's road network. As a result \$4.8M above normal expenditure levels was expended on roads.

3. Tingha Area Welcomed

In 2019, the Tingha area was welcomed into Inverell Shire.

Since this time Council has worked with local community groups and residents to enhance existing facilities in the village. These improvements include:

- Major upgrades to the Wing Hing Long Museum
- Improvements at Graham Park
- Upgrades to the Tingha Recreation Ground.

A significant project will be starting early in 2022 with the replacement of Walkers Bridge located on Red Hill Road – a single lane timber bridge with a new concrete structure.

4. Copeton Northern Foreshores

This public recreation reserve on the foreshores of Copeton Dam was subject to a major upgrade. This \$5.2M project (funded by the State Government and Council) resulted in the following facilities:

- New amenities building
- A communal hall
- Splashpark & playground
- Shared path network/viewing platforms
- Enhanced picnic shelters and BBQs
- Enhanced campsites
- Caretakers residence and kiosk

These improvements will significantly improve the visitor experience at this popular recreation spot.

5. Additional Support from Federal and State Government

Both the Federal and State Governments provide funding to Councils each year through ongoing programs. This support enables Council to provide a wide range of services to the community.

In a 'normal year' Council receives approximately \$10M from these grant programs. However, during this term Council submitted applications for competitive grant programs and were very successful with many of these applications being approved. The result was that in the last five (5) years Council received an additional \$50M.

These funds were spent on roadworks, improvements to facilities in all the shire's villages, enhancement of sporting facilities and recreation reserves.

6. Natural Disasters

The shire experienced a severe drought, major bushfires and flooding during this term. Each natural disaster presented challenges for our community.

The strength of our community was demonstrated in the determined way each of these challenges was met. The willingness to help others was a key feature of our community's response.

Council sought to support the community in a variety of ways during these natural disasters – from responding to the protection of life and property, clean up and repair activities, funding programs to support home owners and business, funding community events to support the resilience of the community.

Key Signature (Delivery Plan) Projects

At the start of each Council term, the Councillors meet to determine if there are any activities or projects that they wish to have delivered during the term of that Council.

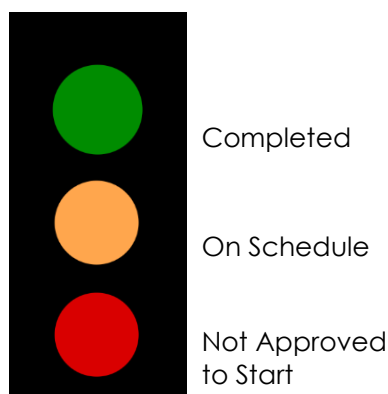
These 'signature projects' are recorded in a document called the Delivery Plan – which is a 'wish list' for the term. The funding of these signature projects is then determined in the preparation of the annual Operational Plan.



These signature projects are in addition to the ongoing service program undertaken by Council.








The table of 'Delivery Plan Projects' shown below, details the projects established as the Council's 'wish list' in 2016. As Council had delivered the majority of these projects by 2019, a review resulted in additional projects being added to the 'wish list' – these projects are also listed.










The table shows the status of each of these projects.








LEGEND
















DELIVERY PLAN PROJECTS (determined in 2016)		OUTCOME	COMMENTS
1.	<u>Tagged Fish Competition</u> Investigate the introduction of a Tagged Fishing Competition at Copeton Dam. A prize is offered for a tagged or identified size fish. This will encourage visitation to the area and supplement the work of the fishing clubs.		<ul style="list-style-type: none"> • Competition held 2018 • Deferred in 2019 due to low water levels in Copeton Dam • Look to holding event in 2020
2.	<u>Arts North West</u> Consideration of renewing membership.		<ul style="list-style-type: none"> • Membership considered in April 2019 • Rejoined Organisation











3.	<u>Cultural Plan</u> Update and Review the current plan to reflect current and future cultural needs, including a cultural audit.		<ul style="list-style-type: none"> • Review completed • Draft plan to be presented to Council in August, 2019
4.	<u>Ashford Caravan Park</u> Ascertain the plans of the Ashford Bowling Club to provide accommodation.		<ul style="list-style-type: none"> • Supported the Ashford Bowling Club to secure grant to install 3 accommodation units at Club
5.	<u>Tourist Information Boards</u> Prepare designs for tourist boards for the villages of Yetman and Ashford.		<ul style="list-style-type: none"> • Designs finalised • Quotes sought • Erected by Nov 2019
6.	<u>Ashford Community Garden</u> Assist the Ashford Aboriginal Land Council investigate the establishment of a Community Garden in Ashford.		<ul style="list-style-type: none"> • Ashford Land Council no longer wishes to pursue the project
7.	<u>Renewable Energy</u> Promote and encourage Inverell Shire as an alternative renewable energy region/shire to businesses which generate electricity. Investigate opportunities to produce alternative energy close to towns and villages.		<ul style="list-style-type: none"> • New England declared 'a Renewable Energy Hub' • State Government developing projects/policies to support community take up of renewable energy
8.	<u>Inverell Equestrian Grounds</u> Investigate the expansion of the equestrian grounds, including the provision of a granite area on the southern side behind the seating, (in preparation for the stable/storage complex and for parking and possible funding opportunities).		<ul style="list-style-type: none"> • Seating installed • Stables built
9.	<u>Invasive Trees</u> Formulate plan to maximize native species of trees in roadside reserves and eradicate invasive trees.		<ul style="list-style-type: none"> • Annual tree maintenance program (for road reserves) funded in budget for past two (2) years. Council has secured \$100K from LLS to manage Osage Orange infestation along the Macintyre River in the Shire. Mapping complete. Program being formulated. Removal of other invasive species along riverbank adjacent to Inverell ongoing. Planting of native species consistent with TCRP. Currently Investigating vegetation restricting Frasers Creek in Ashford.

10.	<p><u>Lighting</u> Investigate the improvement of street lighting including the position of street signs and street lights to illuminate signs at night.</p> <p>Add lighting to Campbell Park, Victoria Park and intersections at Byron-Campbell, Byron-Otho, Byron-Vivian and along CBD footpaths.</p>		<ul style="list-style-type: none"> • Investigations complete • Additional decorative lighting will be installed at an appropriate time
11.	<p><u>Land Use</u> Review Land Use Management Strategy mainly in regards to residential land plus associated developer fees and charges.</p>		<ul style="list-style-type: none"> • Review of Council policy regarding Developer Fees and Charges • Incentives introduced
12.	<p><u>Tingha Road Drainage (vicinity of Pioneer Village/Racecourse)</u> Investigation study into the creation of wetlands behind the Racecourse and Cameron Park to address stormwater in low lying area along Tingha Road.</p>		<ul style="list-style-type: none"> • Consulting engineer currently working on a plan for drainage in the area and considering wetland feasibility.
13.	<p><u>Riverbanks</u> Establish an ongoing program to clear riverbanks of willow trees and noxious plants through Inverell township.</p>		<ul style="list-style-type: none"> • Ongoing maintenance and clearing of noxious plants on Riverbank (Lake Inverell to Ring Street Bridges)
14.	<p><u>Bonshaw Telstra Tower</u> Advocate for improving mobile phone coverage. Following installation of tower, reception is still patchy within 3kms of village.</p>		<ul style="list-style-type: none"> • Lobbying undertaken • Successful in having project included on 'black spot' list
15.	<p><u>Bonshaw Hall</u> Investigate the provision of internal amenities, air conditioning and replacement of side stairs and the hall being designated as an Evacuation Centre for emergencies.</p>		<ul style="list-style-type: none"> • Grant funding obtained • Air conditioning installed • Amenities building being constructed
16.	<p><u>Bonshaw Park & Public Toilets</u> Investigate the development of the park adjacent to school as a rest area with dry composting toilets.</p> <p>Bruxner/Ashford T junction rest area – bins and toilet.</p>		<ul style="list-style-type: none"> • Existing public toilets refurbished • Waste bins installed at Ashford/Bruxner Way intersection
17.	<p><u>Yetman Water Supply</u> Investigate improvement of water pressure throughout the village.</p>		<ul style="list-style-type: none"> • Works completed. New 150mm diameter water main installed to improve flow & residual pressure
18.	<p><u>Speed Limit through Yetman</u> Investigate the installation of slowing bumpers to reduce traffic speed through village.</p>		<ul style="list-style-type: none"> • Report presented to Council, November 2018. No further traffic calming measures to be implemented. Situation to be monitored.

19.	<u>Yetman Signage</u> Reinstatement of Yetman sign at intersection of Warialda Road and the Bruxner Way, 1km from Yetman township.		<ul style="list-style-type: none"> • Signage has been reinstated.
20.	<u>Villages Clean Up</u> Encourage/enforce clean up of vacant block within the villages.		<ul style="list-style-type: none"> • Orders issued to landowners on an as required basis
21.	<u>Heavy Vehicle Route Enhancement Strategy</u> Prepare a strategy to facilitate ease of access and usage of the Shire Road Network by heavy vehicles, including the provision of services such as parking, vehicle lay-by and associated amenities.		<ul style="list-style-type: none"> • Project underway and consultant brief prepared after discussion with RMS. Brief currently being reviewed in relation to NEJO Regional Transport Strategy Project.
22.	<u>Drainage Upgrade – Granville Street</u> Investigate drainage upgrade for northern end of Granville Street / Henderson Street area.		<ul style="list-style-type: none"> • Council has undertaken works to clean out the natural drainage line adjacent to the unformed Murray Street which services this precinct. Any additional drainage upgrade is a major project that would require significant design works. Council's current funding priority for storm water drainage levy funds is the completion of the Gilgai drainage upgrade.
23.	<u>Public Toilets – Inverell</u> Investigate the provision of public toilets in Otho Street.		<ul style="list-style-type: none"> • Investigations ongoing • No suitable site identified at this point in time
24.	<u>Lake Inverell</u> Investigate the reticulation of water sewerage outlet water to above Lake Inverell.		<ul style="list-style-type: none"> • Council currently completing preliminary feasibility assessment
25.	<u>Development Control Plans</u> Review Council's Development Control Plans.		<ul style="list-style-type: none"> • Report presented to August Civil Committee advising of development of statewide DCP template as part of planning reform process. Action on hold pending completion of statewide process

26.	<u>Sealed Cycling/Triathlon Track</u> Investigate a Master Plan for Lake Inverell, including the provision of a 1.5km sealed cycling/triathlon track, potential funding sources and supporting infrastructure.		<ul style="list-style-type: none"> • Project completed (final asphalt surface to be placed in October)
27.	<u>Inverell Pound</u> Investigate the relocation of Inverell Dog Pound.		<ul style="list-style-type: none"> • Site chosen (Burtenshaws Road) • Plans prepared • Funds to be allocated in future budgets
28.	<u>Inverell Airport Patient Transport Shelter</u> Investigate the construction of a shelter for patients that need to be transported from Inverell by the Air Ambulance.		<ul style="list-style-type: none"> • Investigated • Existing cover can be utilised
29.	<u>Mobility Access / Safety within Inverell Central Business District (CBD)</u> Review / audit the current service provision for residents and visitors who use gophers, wheelchairs and walking aids. Facilitate improvements that respond to their needs, including development of a mobility map.		<ul style="list-style-type: none"> • Investigation completed • Remedial action plan developed • Progressively addressing priorities as part of PAMP funding
30.	<u>Public Seating within CBD</u> Review public seating across the CBD with the intention of increasing the quantity and quality of covered public seating.		<ul style="list-style-type: none"> • Style of seating selected • Seating will be installed progressively
31.	<u>Bus Public Safety Awareness</u> Investigate opportunities to increase public awareness of bus stop safety, including provision of educational signage at bus shelters throughout the Shire.		<ul style="list-style-type: none"> • Grant funding being sought for installation of signs • Messaging determined
32.	<u>Road Speed Signage – Guyra-Bundarra Road Intersection</u> Review current speed limits approaching the intersection of Guyra Road and Bundarra Road and investigate opportunities to reduce speed limit to 60km/hr at the intersection.		<ul style="list-style-type: none"> • New signs installed
33.	<u>Wood Street-Byron Street Roundabout</u> Investigate risks to road safety and opportunities to improve visibility for motorists entering the roundabout.		<ul style="list-style-type: none"> • Report presented to Nov 2017 Civil Meeting addressing this issue. Each roundabout in CBD has been tested against the relevant Austroads standards and all are compliant. No further action.

34.	<u>Recreational Park – Ring Street</u> Explore the opportunity to utilise the old railway site in Ring Street as a recreational area, incorporating the historical significance of the site.		<ul style="list-style-type: none"> • No public use of the site is permitted
35.	<u>Business and House Numbers</u> Investigate opportunities to encourage businesses and residents to clearly display street numbering, to assist with emergency services including display of street numbers on poles at the start / end of the street.		<ul style="list-style-type: none"> • Numbering of CBD premises undertaken • Installation of numbers to commence during 2019
36.	<u>Street Lighting</u> Investigate opportunities for improving street lighting at intersection of Melia Close-Old Stannifer Road and at Schwenkes Lane, adjacent to Gilgai Public School.		<ul style="list-style-type: none"> • Wind/solar light installed
37.	<u>Road Widening and Drainage</u> Investigate opportunities for road widening and improving drainage at sites including Schwenkes Lane, Cameron Street, Inverell-Gilgai Road and throughout Gilgai.		<ul style="list-style-type: none"> • Gilgai drainage works continuing consistent with Council's adopted priorities. Upgrade of Wood St between Stannifer and Park Streets is almost complete. Cameron St and Inverell-Gilgai Road drainage being investigated as part of Delivery Plan Item #12.
38.	<u>Shared Pedestrian/Cycle Pathway – Gilgai to Inverell</u>		<ul style="list-style-type: none"> • Aboriginal scoping study carried out • Full Archaeological survey to be conducted (estimated cost \$10K) • Option to upgrade certain points on the natural pathway from Pioneer Village to Mountain Bike Track (estimated cost \$12K)

DELIVERY PLAN PROJECTS (determined in 2019)	OUTCOME	COMMENTS
39. <u>Construction of half-court basketball facility</u> Activate youth-friendly open space, including construction of half-court basketball facility		<ul style="list-style-type: none"> • Half court basketball facility constructed in youth-friendly open space area adjacent to Lions Park
40. <u>Upgrade sporting facilities at Tingha Recreation Reserve</u>		<ul style="list-style-type: none"> • Facilities upgraded
41. <u>Remembrance Wall</u> Install a 'baby remembrance wall' at a suitable public place		<ul style="list-style-type: none"> • Plans prepared • Tenders called • Contract not entered into • Project currently pending
42. <u>Youth Engagement</u> Prepare a program of youth activities targeting youth in the shire's villages, including transport options		<ul style="list-style-type: none"> • Program of youth activities conducted • Youth Council established
43. <u>Residential Land in Shire Villages</u> Investigate the availability of land suitable for residential development in the shire's villages		<ul style="list-style-type: none"> • Investigation pending
44. <u>Inverell CBD Lighting</u> Investigate decorative lighting effects for Inverell CBD		<ul style="list-style-type: none"> • Investigation pending
45. <u>Upgrade Inverell Dog Pound</u>		<ul style="list-style-type: none"> • Plans prepared • Site identified
46. <u>Upgrade Jones Road near Green Valley Farm</u>		<ul style="list-style-type: none"> • Upgrade not programmed to date
47. <u>Improve Drainage in Murray Street, Inverell</u>		<ul style="list-style-type: none"> • Plans pending
48. <u>CBD Renewal</u> Continue the implementation of the Town Centre Renewal Plan		<ul style="list-style-type: none"> • Plans prepared

Highlights

March 2016 - 2017

Destination 1 – A recognised leader in the broader context:

- Participation in Road Funding meetings with the Roads and Maritime Services;
- Participation in New England Northwest Regional Tourism meetings
- Participation in New England Destination Management Hub.
- Participated in meetings with New England Councils Joint Organisation of Councils in the New England. Secretariat for the Group.
- Participated in Border Region Organisation of Councils Meeting.
- Seeking grants for the benefit of the community
- Cinema Under the Stars series for Shire villages
- Commenced White Ribbon Australia workplace accreditation.

Destination 2 – A community that is healthy, educated and sustained:

- Facilitation role for "Linking Together Centre" and development of strong partnerships with Best Employment, State and Federal Government funding bodies;
- Assist with Sapphire City Festival;
- Assist with Grafton to Inverell cycle race;
- Partnering with Family NSW to provide Playgroup activities at Tingha and Inverell.
- Participation in New England Cooperative Library
- Working with BEST Employment in respect of the auspicing of Connections Disability Service
- Commenced White Ribbon Community Project
- Commenced Yetman Hall Upgrade
- Facilitate the Big Bike Ride to support NSW Bike Week
- Drafted Inclusion Action Plan
- Drafted Crime Prevention Plan
- Hosted two International Women's Day functions with 180 participants

Destination 3 – An environment that is protected and sustained:

- Partnering with Local Land Services in "Nandewar Brigalow Bio Links Program;
- Riverbank cleanup adjacent to Campbell Park
- Installed Solar/Wind Turbine Lighting in Waratah Park
- Completed grant funded landscaping and installation of solar/wind turbines at Waratah Park
- Installed Solar/Wind Turbine Lighting in Lions Park and along Old Bundarra Road
- Weed control on Dumaresq River
- Invasive species removal of river weeds in Inverell
- Remove Harrisia Cactus at Yetman
- Partner with RSM Fishing Club in Gone Fishing Day Event
- Installed Solar lighting along Captain Cook Drive footpaths
- Heritage grants awarded to seven recipients

Destination 4 – A strong Local Economy:

- Participated in a wide range of Tourism and Marketing Shows;
- Participated in Inverell Promotional Activities with the Inverell Chamber of Commerce and Industry

- Ongoing discussions with Bindaree Beef in respect of their major expansion.
- Commence “Retail Revamp” program for small business
- Participate in Eat Drink Live New England
- Delivered 4 Small Business Workshops with 71 participating business

Destination 5 – The Communities are served by sustainable services and infrastructure:

- Commenced and completed a range of Road Upgrade Projects on the Regional Road and Local Road Network;
- Completed a significant quantum of Shire Roads Gravel Resheeting;
- Completed a significant quantum of heavy patching throughout the Shire;
- Completed Councils 2016/2017 bitumen reseal program;
- Completed 2015/2016 Financial Statements – sound financial result achieved. With no audit issues raised.
- Commenced upgrade works at Inverell Sports Complex
- Completed installation of new playground equipment in Lions Park
- Completed infrastructure works at Bellevue Park
- Completed 2016/2017 Footpath Programs – Roslyn Street and Lake Inverell
- Called Tenders for Tin Tot Bridge replacement and the upgrade works at the Inverell Sewerage Treatment Plant.
- Implementing White Ribbon Australia workplace accreditation.
- Completed installation of New Shelters at Waratah Park (Grant Funded)
- Completed new Ashford Sportsground Amenities Block
- Completed public art installation in Henderson Street Roundabout
- Install outdoor gym at Yetman Recreation Ground.
- Village grants awards to ten community groups

March 2017 - 2018

Destination 1 – A recognised leader in the broader context:

- Participation in Road Funding meetings with the RMS;
- Participation in New England Northwest Regional Tourism meetings
- Participation in New England Destination Management Hub.
- Participated in meetings with New England Councils Joint Organisation of Councils in the New England. Secretariat for the Group.
- Participated in Border Region Organisation of Councils Meeting.
- Seeking grants for the benefit of the community
- White Ribbon Australia workplace accreditation implementation with final workplace survey underway.
- Sponsor acquisition prize of Inverell Art Prize
- Initiate inaugural NAIDOC week art exhibition
- Secure Country Cricket Championships for Inverell
- Host Australia Day Celebrations across the Shire
- Secure funding for community noticeboards in the Shire's Villages
- Participation in the Northern Inland Risk Management Group
- Match Standard flood lighting installed at sporting complex
- Host elite rugby league clinics with Pacific Sports Marketing
- Partner with Pathfinders to host youth scavenger hunt

Destination 2 – A community that is healthy, educated and sustained:

- Women in Business workshops for 188 women
- Youth Opportunities Programs in progress for to engage young people aged 12-20 with 232 participants
- Joint initiative with BEST Employment to commence free learn to swim classes
- Facilitation role for "Linking Together Centre" and development of strong partnerships with Best Employment, State and Federal Government funding bodies;
- Assist with Sapphire City Festival;
- Assist with Grafton to Inverell cycle race;
- Participation in New England Cooperative Library
- Working with BEST Employment in respect of the management rights of the Linking Together Centre.
- White Ribbon Community Project action plan being implemented with final workplace survey underway.
- Participate in the community Violence Prevention Team movie night at Waratah Park South Inverell.
- Completed Yetman Hall Upgrade
- Completed Yetman Recreation Centre Upgrade and cricket pitch upgrade
- Facilitate Grandparents Day
- Augment launch of Inverell Park run
- Successful grant submission from Social Housing Community Infrastructure
- Secured Funding for LTC building modifications to assist in the establishment of a drop-in centre. Quotation phase now complete
- Secure funding for upgrade of Library Management System
- Support youth week initiatives with movie screening
- Crime Prevention Plan public exhibition completed.

Destination 3 – An environment that is protected and sustained:

- Partnering with Local Land Services in River Rehabilitation & Weeds Removal Programs;
- Remove Harrisia Cactus at Yetman

- Remove Water Lettuce at Beebo West
- Participated in Cross Borders Working Group on weed control meetings
- Participated in Northern Inland Regional Waste meetings
- Submitted grant applications for two new transfer stations and remediation works at four rural landfills
- Ongoing works at May Street Park to improve riverbank environment.
- Adopted Open Space Strategy
- Completed draft LEMP
- Assist Yetman community to secure weed funding for Mimosa Bush control on Yetman Common.
- Erect educational signage on Macintyre River for river rehabilitation program.
- Outreach National Science Week activities at Inverell Public School
- Secure funding from Local Land Services for river rehabilitation in Inverell
- Upgrade pathway at Ross Hill Reserve
- Further improvements at the Inverell Landfill.

Destination 4 – A strong Local Economy:

- Complete TCRP renewal of Otho Street
- Participated in a wide range of Tourism and Marketing Shows;
- Participated in Inverell Promotional Activities with the Inverell Chamber of Commerce and Industry
- Secure funding for Small Business up skilling workshop
- Completed upgrade works at Inverell Airport Terminal
- Liaised with Fly Corporate on the commencement of new Regular Passenger Transport (RPT) service from Brisbane – Inverell – Moree – Brisbane
- Support Inverell Chamber of Commerce's "Shop Local & Festival of Christmas campaigns"
- Cod Cash Fishing Tournament event completed for 2018 with over 700 registered competitors. Project review underway.
- Public art installed in Ashford and Yetman

Destination 5 – The Communities are served by sustainable services and infrastructure:

- Community signage funding secured for Bonshaw
- Commenced and completed a range of Road Upgrade Projects on the Regional Road and Local Road Network;
- Completed a significant quantum of Shire Roads Gravel Resheeting;
- Completed a significant quantum of heavy patching throughout the Shire;
- Completed Councils 2017/2018 bitumen reseal program;
- Completed 2016/2017 Financial Statements – sound financial result achieved.
- Upgrades of infrastructure at Inverell Pool
- Completed upgrade works at Inverell Sports Complex
- Completed replacement of Tin Tot Bridge
- Commenced upgrade works at the Inverell Sewerage Treatment Plant.
- Implementing White Ribbon Australia workplace accreditation with final workplace survey underway.
- Recreation Grants awards four community groups
- Community consultation for Open Space Strategy
- Continual Roll out of Solar Lighting Infrastructure.
- Secure funding for assessment of Higher Mass Vehicle network expansion.
- Participation in the Northern Inland Risk Management Group
- Complete extension of Inverell cycleway in Belgravia
- Completed installation of new scoreboard at Varley Oval
- Review of Council's Business Continuity Plan underway

March 2018 - 2019

Destination 1 – A recognised leader in the broader context:

- Secure \$200K funding to extend CCTV network and Solar lighting in Campbell Park
- Participation in Road Funding meetings with the Roads and Maritime Services;
- Participation in New England Northwest Regional Tourism meetings
- Participation in New England High Country Destination Management Hub.
- Participated in meetings with New England Councils Joint Organisation of Councils. Secretariat for the Group.
- Participated in Border Region Organisation of Councils Meeting.
- Seeking grants for the benefit of the community
- Sponsor acquisition prize of Inverell Art Prize
- Assist with the running of Country Cricket Championships in Inverell
- Participation in the Northern Inland Risk Management Group
- Secure funding for the development of an Arts & Cultural Strategic Plan
- Secure \$2.5M funding to facilitate an \$8M upgrade of the Inverell Livestock Exchange.
- Completed installation of Illuminator lighting system to sportsgrounds to increase lighting efficiency
- Facilitate high speed data connectivity between Admin, Library, Tourism buildings.
- Assist with establishment of Blaze Aid Camp at Inverell showground
- Install entrance Signage for Bonshaw

Destination 2 – A community that is healthy, educated and sustained:

- Youth Opportunities Programs in progress for to engage young people aged 12-20 with 1430 participants
- Joint initiative with BEST Employment to commence free learn to swim classes – 80 participants
- Assist with Sapphire City Festival;
- Participation in New England Cooperative Library
- Working with BEST Employment in respect of the management rights of the Linking Together Centre.
- Host Grandparents Day with 150 participants
- Completed Sale of Land for Unpaid rates
- Assisted with preparation for Armistice Day
- Host grant writing workshops with 36 participants
- Assist more than 30 community groups and schools to apply for grant funding
- Commence upgrade of Library Management System.
- Youth week events engage more than 350 youth.
- Sponsor 2019 Inverell & Ashford Shows

Destination 3 – An environment that is protected and sustained:

- Partnering with Local Land Services in River Rehabilitation & Weeds Removal Programs;
- Completed Harrisia Cactus program at Yetman
- Remove Water Lettuce at Beebo West
- Completed a Cats Claw program on Dumaresq River
- Commenced an Osage Orange Program along the Macintyre River
- Participated in Cross Borders Working Group on weed control meetings
- Participated in Northern Inland Regional Waste meetings
- Ongoing works at May Street Park to improve riverbank environment.

- Development of Soundtracks mobile App for Goonoowigall Conservation Area.
- Complete installing walking tracks and seating at Ross Hill Reserve

Destination 4 – A strong Local Economy:

- Participated in a wide range of Tourism and Marketing Shows;
- Participated in Inverell Promotional Activities with the Inverell Chamber of Commerce and Industry
- Secure funding for Small Business up skilling workshop in marketing
- Celebrated Fly Corporate first anniversary of the new Regular Passenger Transport (RPT) service from Brisbane – Inverell – Sydney.
- Collaborate with Community groups to develop proposals for Drought Communities Programs –secured Drought Communities Funding
- Sponsorship of Eat Drink Live
- Facilitate round one of Sapphire Wind Farm community Benefit Fund
- Partner with Fishing Australia to develop promotional film of Inverell LGA
- Partner with ARC, emergency services and government agencies to assist in Tingha Plateau bushfire recovery
- Host Drought Community events in 5 locations.

Destination 5 – The Communities are served by sustainable services and infrastructure:

- Commenced and completed a range of Road Upgrade Projects on the Regional Road and Local Road Network;
- Completed a significant quantum of Shire Roads Gravel Resheeting;
- Completed a significant quantum of heavy patching throughout the Shire;
- Completed Councils 2018/2019 bitumen reseal program;
- Completed 2017/2018 Financial Statements – sound financial result achieved.
- Commenced upgrade works at the Inverell Sewerage Treatment Plant.
- Commenced assessment of Higher Mass Vehicle network expansion.
- Upgrade of Inverell Town Hall Annex to Create a multipurpose Arts Space
- Facilitate transition of Inverell Family History Group's premises to Inverell Library.
- Commence infrastructure works at Inverell Sports Complex, Inverell Tennis Club, Lake Inverell, Inverell Skate park and Criterium Circuit valued at \$2.9M
- Commence 12 projects to upgrade community infrastructure under Drought communities Programme
- Installation of air conditioning at Bonshaw Hall

March 2019 - 2020

Destination 1 – A recognised leader in the broader context:

- Tingha boundary realignment effective 1 July, 2019;
- Participated in road funding meetings with the Roads and Maritime Services;
- Participated in New England High Country Destination Management Hub;
- Participated in meetings with New England Council's Joint Organisation of Councils;
- Participated in Border Region Organisation of Councils Meeting;
- Participated in NAIDOC Committee meetings;
- Seeking grants for the benefit of the community;
- Sponsor acquisition prize of Inverell Art Prize;
- Development of Inverell Shire Cultural & Arts Strategy;
- Participated in the Northern Inland Risk Management Group;
- Assist with establishment of Blaze Aid Camp at Inverell showground;
- Install entrance signage for Bonshaw;
- Assist Gilgai School spring fete with 500 attendees;
- Host 2019 Grandparents Day event;
- Audit Risk & Improvement Committee transitioning from establishment to assuming the functions of the committee;
- Review of WHS and establishment of working group to implement reforms;
- Implementation of Vault software for integrated WHS management;
- Completed Council Strategic Planning review of future projects for this term of Council;
- Launch online recruitment software; and
- Host Australia Day ceremonies across the Shire.

Destination 2 – A community that is healthy, educated and sustained:

- Youth Opportunities Programs in progress to engage young people aged 12-20;
- Assist with Sapphire City Festival;
- Secure NSW Government funding for upgrades of Tingha Rec ground, half court basketball facility installation and youth events – Total \$275K;
- Participation in New England Cooperative Library;
- Host school holiday sport & arts programs for 149 youth;
- Host TAFE training for 24 youth to gain job-ready skills;
- Host grant writing workshops with 36 participants;
- Assist more than 30 community groups and schools to apply for grant funding;
- Commence upgrade of Library Management System;
- Launch the Books for Babies program for all Shire newborns;
- Secure funding for school holiday pool program in Inverell and Ashford;
- Commenced Inverell CCTV upgrade; and
- Participation in work experience programs with local schools;
- Host summer holiday youth programs for 120 children; and
- Completed Inverell Tennis Club, Clubhouse upgrade.

Destination 3 – An environment that is protected and sustained:

- Partnering with Local Land Services in River Rehabilitation & Weeds Removal Programs;
- Commenced an Osage Orange Program along the Macintyre River;
- Participated in Cross Borders Working Group on weed control meetings;
- Participated in Northern Inland Regional Waste meetings;
- Ongoing works to improve riverbank environment in Inverell;
- Secured grant funding for the rehabilitation of Gum Flat & Nullamanna Landfills;

- Completed LED lighting upgrade at Inverell Library;
- Commenced LED street lighting upgrade in partnership with Essential Energy;
- Hosted an art competition for students K-Y6 to promote anti-litter campaign; and
- Installed Tesla battery bank at Administration Centre.

Destination 4 – A strong Local Economy:

- Participated in a wide range of Tourism and Marketing Shows;
- Participated in Inverell promotional activities with the Inverell Chamber of Commerce and Industry;
- Secured Drought Communities Program funding to support small business and infrastructure upgrades;
- Sponsorship of Eat Drink New England;
- Facilitated two rounds of Sapphire Wind Farm Community Benefit Fund;
- Partnered with Fishing Australia to develop promotional film of Inverell LGA;
- Supported the Chambers “Choose Inverell” campaign;
- Commenced \$5M upgrade of Copeton Northern Foreshores, funded by NSW Government;
- Working with Inverell RLX to upgrade saleyards.

Destination 5 – The Communities are served by sustainable services and Infrastructure:

- Commenced and completed a range of Road Upgrade Projects on the Regional Road and Local Road Network;
- Completed a significant quantum of Shire Roads Gravel Resheeting;
- Completed a significant quantum of heavy patching throughout the Shire;
- Commenced Council's 2019/2020 bitumen reseal program;
- Completed 2019/2020 Financial Statements – sound financial result achieved;
- Progressing with upgrade works at the Inverell Sewerage Treatment Plant;
- Adopted Drought Management Plan;
- Commenced permanent water conservation measures and education campaign;
- Progressing with infrastructure works at Inverell Sports Complex, Inverell Tennis Club, Lake Inverell, and Criterium Circuit valued at \$2.7M;
- Secured RMS Drought Relief-Heavy Vehicle Access funding for upgrade works on Jardine Road;
- Secured State Government funding for SH12/Tingha bridge roundabout;
- Completed refurbishment of public amenities in Sinclair Park;
- Commenced refurbishment of public amenities in Campbell Park
- Completed TCRP works in Byron Street, between Campbell and Vivian streets;
- Commenced LED Street Lighting Upgrade;
- Host official opening of Inverell Off Road Recreation Circuit with state level criterium; and
- Completed extensions & upgrade to Ashford Skate Park and Inverell Skate Park.

March 2020 - 2021

Destination 1 – A recognised leader in the broader context:

- Participated in road funding meetings with the Roads and Maritime Services;
- Participated in New England High Country Destination Management Hub;
- Participated in meetings with New England Council's Joint Organisation of Councils;
- Participated in Border Region Organisation of Councils Meeting;
- Participated in NAIDOC Committee meetings;
- Participated in 2020 NAIDOC Celebrations;
- Seeking grants for the benefit of the community;
- Sponsor acquisition prize of Inverell Art Prize;
- Participated in the Northern Inland Risk Management Group;
- Audit Risk & Improvement Committee transitioning from establishment to assuming the functions of the committee;
- Host Australia Day events throughout Shire;
- Review of WHS and establishment of working group to implement reforms; and
- Completed Council Strategic Planning review of future projects for this term of Council.

Destination 2 – A community that is healthy, educated and sustained:

- Assist with Sapphire City Festival; (did not proceed due to COVID restrictions)
- Secure funding to install solar lighting at Tingha Recreation Reserve;
- Secure NSW Government funding for extension of shared path network in Inverell;
- Participation in New England Cooperative Library;
- Assist 10 community groups to apply for grant funding;
- Participation in work experience programs with local schools;
- Commence an 18 month long youth activities program;
- Completed Lake Inverell upgrade;
- Continue \$5M Upgrade of Copeton Dam Northern Foreshores;
- Secure funding for infrastructure projects including Off Leash Dog Area, Taylor Avenue Long Jump Facilities and TCRP Stage 3 - \$1.4M;
- Complete public art mural in Yetman;
- Conduct summer school holiday youth activities program;
- Install new covered grandstand and sports field irrigation at Tingha Recreation Ground;
- Complete Construction of half court basketball court in Inverell;
- Assist with the relocation of Inverell community Gardens; and
- Secure funding for bus shelters across Shire.

Destination 3 – An environment that is protected and sustained:

- Partnering with Local Land Services in River Rehabilitation & Weeds Removal Programs;
- Commenced an Osage Orange Program along the Macintyre River;
- Participated in Cross Borders Working Group on weed control meetings;
- Participated in Northern Inland Regional Waste meetings;
- Ongoing works to improve riverbank environment in Inverell;
- Finalise grant funded rehabilitation of Gum Flat & Nullamanna Landfills;
- Completed LED lighting upgrade at Inverell Library;
- Commenced LED street lighting upgrade in partnership with Essential Energy; and
- Host an art competition for Tingha students K-Y6 to promote anti-litter campaign.

Destination 4 – A strong Local Economy:

- Participated in Inverell promotional activities with the Inverell Chamber of Commerce and Industry;
- Complete Stage 3 TCRP upgrade in Byron Street;
- Supported small business in Inverell Shire through small grants program;
- Facilitated round one of Sapphire Wind Farm Community Benefit Fund;
- Partnered with 'Buy from the Bush' to host small business workshops;
- Commenced management of Tingha Gems Caravan Park;
- Supported the Chamber's "Choose Inverell" campaign;
- Commenced \$5M upgrade of Copeton Northern Foreshores, funded by NSW Government;
- Completed Inverell RLX \$8.5M upgrade of saleyards;
- Commenced redevelopment of Tourism Inverell website; and
- New television campaign to promote Inverell.

Destination 5 – The Communities are served by sustainable services and Infrastructure:

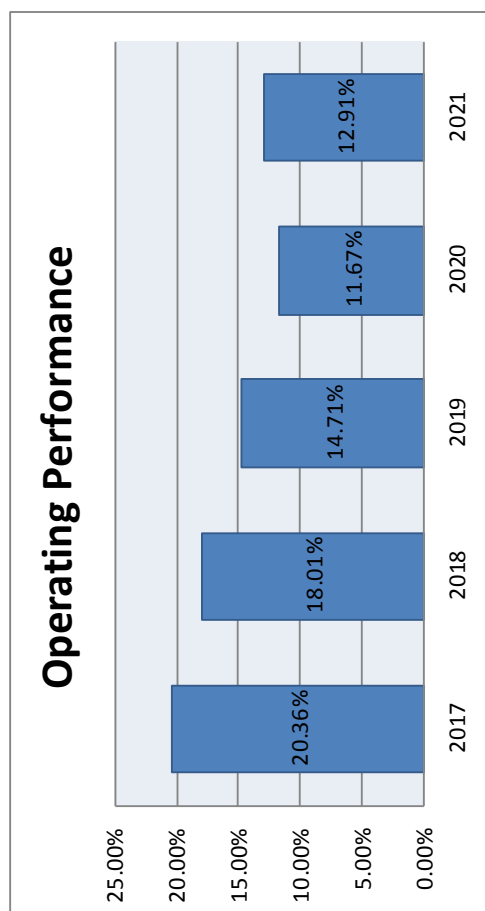
- Commenced and completed a range of Road Upgrade Projects on the Regional Road and Local Road Network;
- Completed a significant quantum of Shire Roads Gravel Resheeting;
- Completed a significant quantum of heavy patching throughout the Shire;
- Commenced Council's 2020/2021 bitumen reseal program;
- Completed 2019/2020 Financial Statements – sound financial result achieved;
- Progressing with upgrade works at the Inverell Sewerage Treatment Plant;
- Commenced permanent water conservation measures and education campaign;
- Complete RMS Drought Relief-Heavy Vehicle Access funding for upgrade works on Jardine Road;
- Complete construction of Inverell Sports Complex Athletics Precinct;
- Secured State Government funding for SH12/Tingha bridge roundabout;
- Commence upgrade of Mathers Bridge, Nullamanna;
- Completed refurbishment of public amenities in Sinclair Park;
- Commenced refurbishment of public amenities in Campbell Park;
- Install permanent shade shelters at Ashford Pool and Ashford Skate Park;
- Complete upgrade at Ashford Water Treatment Plant;
- Commence upgrade of Bonshaw Water Supply;
- Secure funding to upgrade Ashford Caravan Park;
- Commenced LED Street Lighting Upgrade; and
- Completed installation of 4 bus shelters under the Country Passenger Transport Infrastructure Program.

Financial Performance

At the end of the term of this Council, the External Auditor for Council has stated that 'Council is in a strong financial position' and is 'sustainable into the future'.

Each year of the current term, Council delivered a balanced budget, even after an elevated level of activity occurred from that originally budgeted for at the start of the financial year.

Attached is a snapshot of a set of ratios, developed by the Office of Local Government, to assess Council's financial performance.

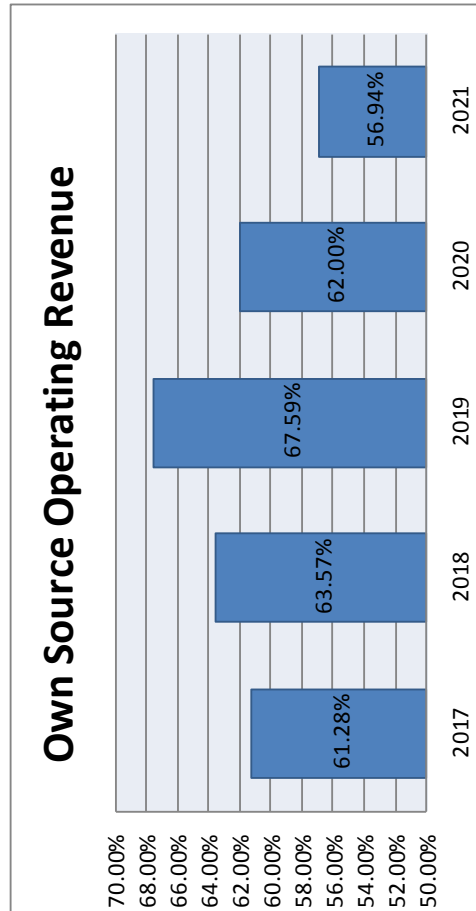


Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenues

Commentary on results

This ratio indicates that Council's operating revenue, excluding capital grants, are sufficient to cover operating expenditures. The Tcorp benchmark for this ratio is to have a result of better than -4% each year. The State Government benchmark is break even or better over a three year period which Council has achieved for these benchmarks for all five years in the combined fund.



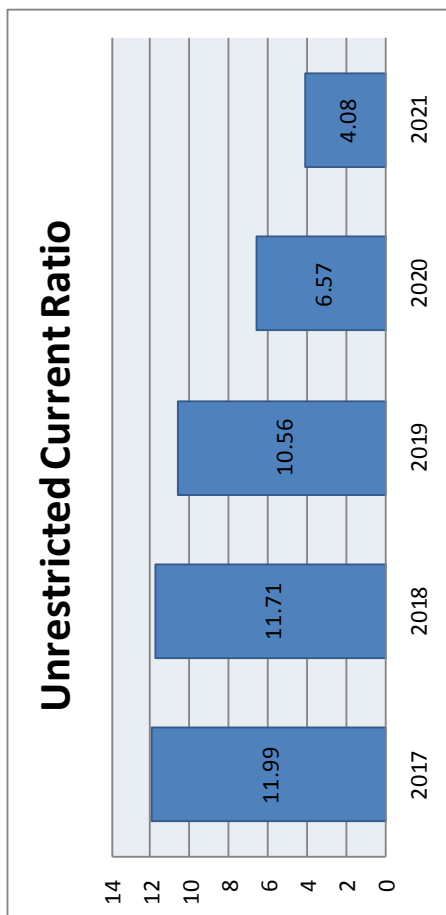
Purpose of operating performance ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on results

Council's own source revenue ratio has remained above the Tcorp benchmark of greater than 60% over four years, 2017-2020, with 2021 being impacted by the large amount of additional grants and contributions received in 2020/2021 due to COVID 19 stimulus projects.

The State Government benchmark requires Council's own source operating revenue to be greater than 60% over a three year average, which Council has achieved for all five years in the combined fund.

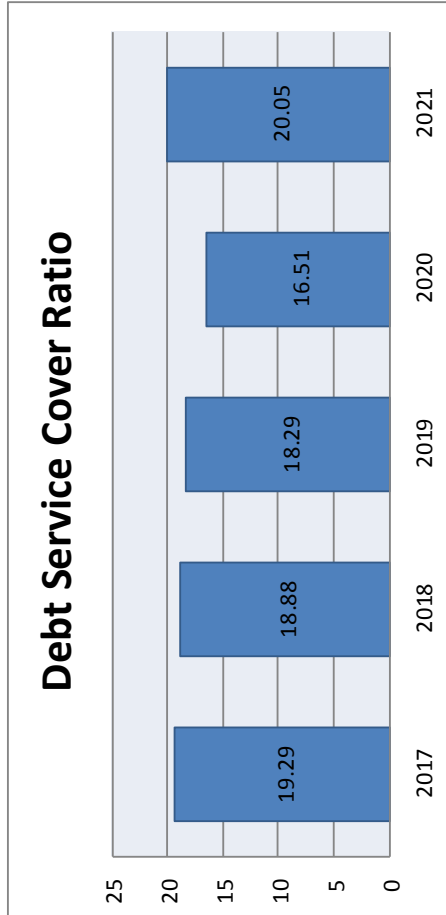


Purpose of operating performance ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on results

The Unrestricted Current Ratio is a financial indicator which represents Council's ability to meet its debt obligations as they fall due. The Tcorp Benchmark for this ratio is 1.50 which Council has achieved in all five years. The 2020 & 2021 ratios declined due to a decrease in Current Assets, now shown as Non-Current assets, due to an increase in long term investments.

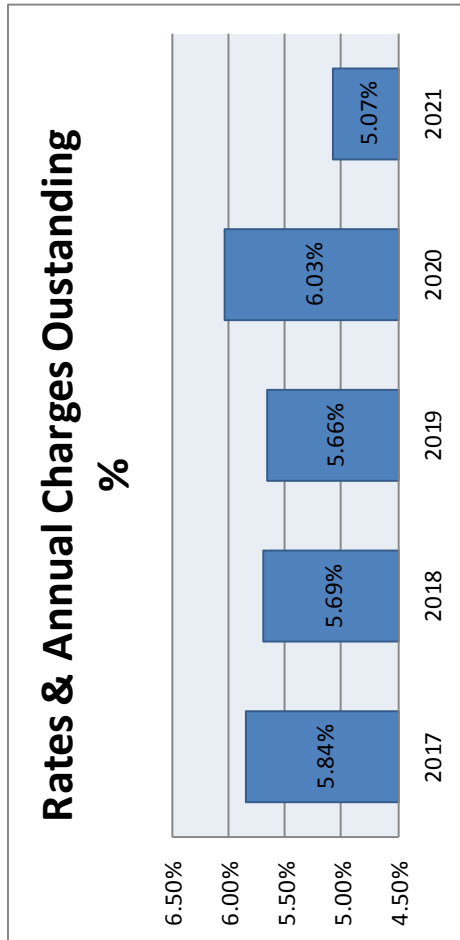


Purpose of operating performance ratio

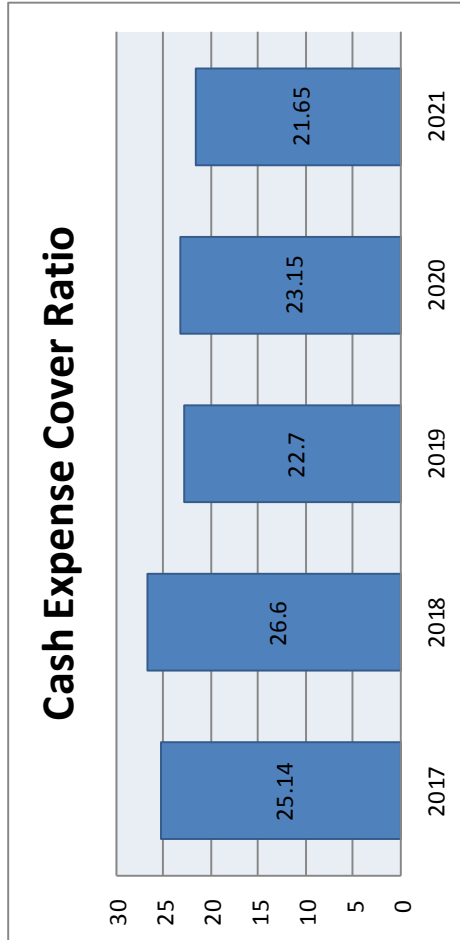
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Commentary on results

Council's ability to generate sufficient cash to cover its debt payments is sound and in excess of the Tcorp benchmark 2.0 times for all five years

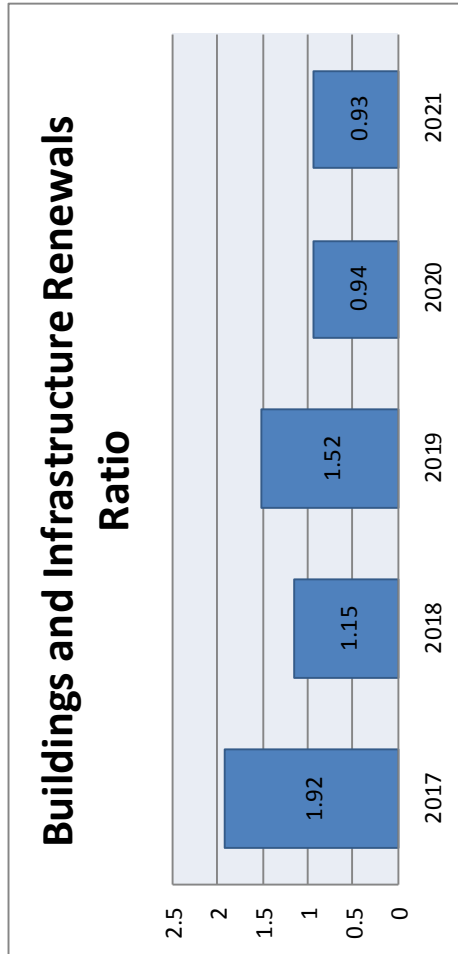


Purpose of operating performance ratio	
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	
Commentary on results	This ratio indicates the percentage of rates and annual charges outstanding at the end of the financial year and is a measure of how well Council is managing debt recovery. Council's five year performance is satisfactory and is better than the Tcorp benchmark of less than 10%.

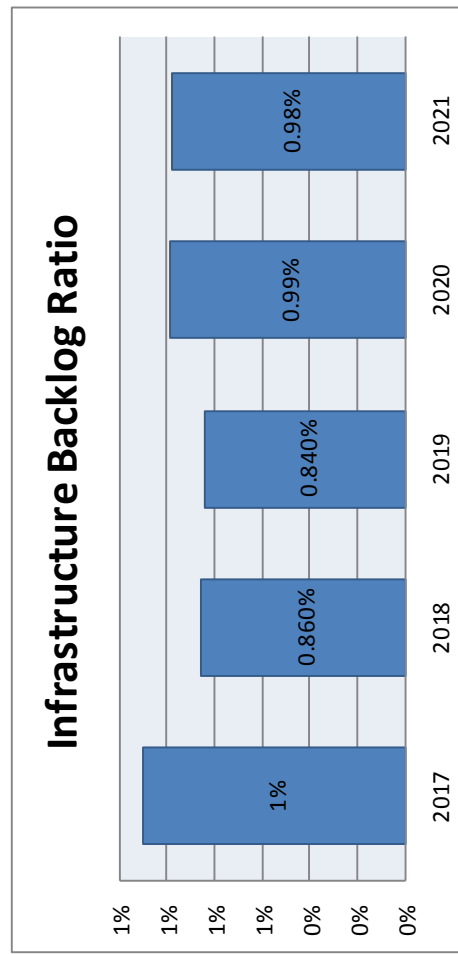


Purpose of operating performance ratio	
This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	

Commentary on results	Council's ability to continue paying for its immediate expenses without additional cash inflow is sound and exceeds the Tcorp benchmark of 3 months.
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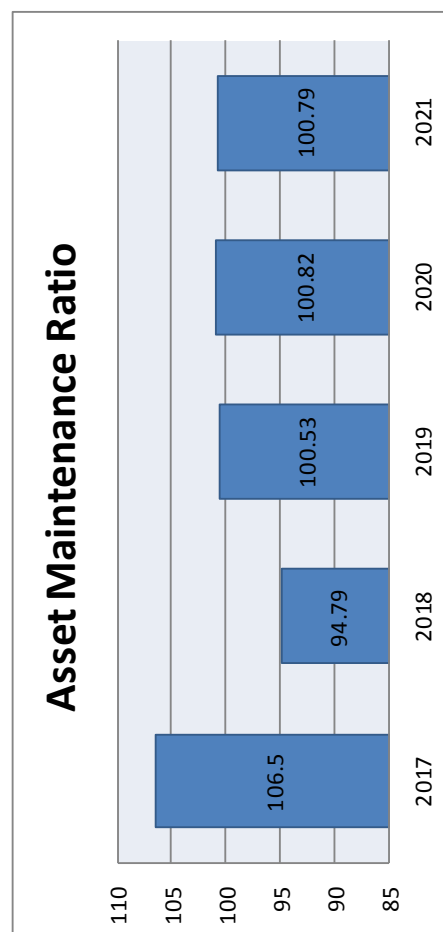


Purpose of operating performance ratio	
	<p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating</p>
Commentary on results	<p>Council's long term objective is to match spending on infrastructure renewals with their systematic deterioration.</p> <p>The Tcorp benchmark is an average of 100% over three years.</p> <p>Councils long term infrastructure renewals exceeds this benchmark on average over the last five years</p>



Purpose of operating performance ratio	
	<p>This ratio shows what proportion the backlog is against the total value of Council's infrastructure.</p>
Commentary on results	<p>Council completed an independent review of its Road Infrastructure Asset Class in 2015 & 2020. The results of this review have been utilised to determine Council's actual Infrastructure Backlog. The State Government benchmark is less than 2%.</p>

Purpose of operating performance ratio	
	<p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating</p>
Commentary on results	<p>Council's long term objective is to match spending on infrastructure renewals with their systematic deterioration.</p> <p>The Tcorp benchmark is an average of 100% over three years.</p> <p>Councils long term infrastructure renewals exceeds this benchmark on average over the last five years</p>



Purpose of operating performance ratio	<p>Compares actual vs. required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog growing.</p>
Commentary on results	<p>The State Government benchmark is greater than 100% which Council exceed in four of the five years. A ratio above 100% indicates that Council is investing enough funds to stop the infrastructure backlog growing. In 2018 Council's maintenance program was impacted by extreme drought conditions preventing to completion of some maintenance activities.</p>