



2022/2024 DELIVERY PLAN



INVERELL
SHIRE COUNCIL

CONTENTS

Our Vision **Page 3**

Our Plans for the Future **Page 5**

Our Organisation **Page 6**

Our Delivery Plan **Page 7**

Key Principles **Page 8**

Service Strategies **Page 9**

Special Projects **Page 17**

Long Term Financial Plan **Page 19**



INVERELL
SHIRE COUNCIL

Our Vision

‘A PROGRESSIVE AND COHESIVE COMMUNITY’

Council will display the required level of civic leadership required for our communities to be resilient, progressive and inclusive.

We will support and encourage the business sector in order that the local economy is diverse and strong.

We will advocate on behalf of our communities to ensure that services are available for a healthy, safe and educated lifestyle. We will protect and support our natural and built environment.

We will deliver services and construct infrastructure that our community needs.

Our Mission

‘TO WORK WITH THE COMMUNITY IN PROVIDING AND FACILITATING THE PROVISION OF QUALITY SERVICES THAT CONTRIBUTE TO THE PROGRESS AND COHESIVENESS OF THE COMMUNITY’

Our Values

WHEN PURSUING OUR MISSION WE WILL STRIVE TO DISPLAY:

- Selflessness
- Teamwork
- Respect
- Integrity
- Vision
- Excellence

Our Mission

INVERELL SHIRE COUNCIL WILL:

- Work with the community
- Provide quality services
- Strive for progress and cohesion

Our Mission

**'TO WORK WITH THE COMMUNITY IN PROVIDING
AND FACILITATING THE PROVISION OF QUALITY
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Our Values

**WHEN PURSUING OUR
MISSION WE WILL STRIVE
TO DISPLAY:**

Selflessness
Teamwork
Respect
Integrity
Vision
Excellence

Our Commitment

INVERELL SHIRE COUNCIL WILL:

Work with the community
Provide quality services
Strive for progress and cohesion

Our Plans for the Future

INTRODUCTION

Every Council is required to prepare a number of connected plans, that sets out how Council intends to work for the community in the short and long term. These plans are the Community Strategic Plan, the Delivery Plan and the Annual Operational Plan.

These plans are based on the community's priorities.

1. COMMUNITY STRATEGIC PLAN (CSP)

The Community Strategic Plan is our primary strategic document. It sets out our shared goals and aspirations for the future as well as the Council's mission and purpose.

2. DELIVERY PLAN

This plan brings the aspirations and objectives set out in the CSP into reality. The Delivery Plan is a four (4) year plan, outlining the 'Term Activities', which aligns directly with the objectives defined in the Strategic Plan. The Delivery Plan provides greater detail on the strategies to be used in the construction of the Operational Plan.

3. OPERATIONAL 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.

Our Organisation

COUNCIL



GENERAL MANAGER



DIRECTOR

CIVIL AND ENVIRONMENTAL SERVICES



Statutory and Strategic Planning
Environmental and Public Health
Building Control
Waste Management Services
Public and Private Swimming Pools
Caravan Park Supervision
Cemetery Operations
Regulatory Services and Compliance
Heritage Matters
Survey & Design
Works Branch Operations
Major Drainage
Fleet Operations
Private Works
Weight of Loads
Sporting Facilities Services
Parks & Reserves Services
Local Emergency Management
Water Services
Sewerage Services
Traffic Management Services
Bridges Maintenance & Constructions
Roads Maintenance Services
Roads Construction Services

DIRECTOR

CORPORATE & ECONOMIC SERVICES



Corporate/Strategic Planning
Corporate/Administrative Services
Economic Development
Property Development
Financial Services
Information Services
Workforce Services
Asset Management
Rural Addressing
Procurement & Contracts
Depot Services
Fleet Management Services
Library Services
Tourism Services
Cultural Development
Community/Social Development
Community Services
Aerodrome Services
Rural Fire Service liaison
State Emergency Service liaison

OUR DELIVERY PLAN



1. KEY PRINCIPLES

When Council undertakes the wide range of services 'mandated' by the Community Strategic Plan, a number of key strategies guide the delivery of these services. These strategies seek to place Council in a position to be able to deliver services on an ongoing basis and to discharge its stewardship responsibilities on behalf of the community.

The key principles are:

A. MAINTAIN FINANCIAL SUSTAINABILITY

COUNCIL WILL:

- i) Have adequate cash reserves to assist with the funding of major infrastructure projects,*
 - ii) Pursue responsible and sustainable spending on services required by the community,*
 - iii) Ensure the level of service provided by Council can be funded in the long term,*
 - iv) Review operations to identify cost effective methods of delivering services (continuous improvement),*
 - v) Utilise loan borrowings if Council determines a major capital project will deliver intergenerational community benefits,*
 - vi) Pursue grant funding wherever possible.*
-

B. FOCUS ON ASSET MANAGEMENT

COUNCIL WILL:

- i) Allocate funds towards maintaining community assets in a 'satisfactory' condition,*
 - ii) Identify the need for new and upgraded assets,*
 - iii) Ensure that the Long Term Financial Plan has capacity to maintain the new and upgraded assets prior to acquiring/building the assets,*
 - iv) Manage the corporate risks.*
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2. SERVICE STRATEGIES

2.1 LEADERSHIP

‘WE WILL BE AN ACCOUNTABLE AND RESPONSIBLE COUNCIL THAT WILL BE INVOLVED WITH THE COMMUNITY AND RESPONSIBLY MANAGE PUBLIC RESOURCES’



Objectives
Where do we want to be?



Strategies
How will we get there?

1. COUNCIL IS RESPONSIBLE & ACCOUNTABLE

- 1.1 Partner, engage and communicate with our community to make informed decisions and deliver services, projects and initiatives
- 1.2 Provide the community with responsible and accountable decision making when undertaking the civic duties of Council
- 1.3 Advocate on behalf of the community for outcomes important to the community

2. COUNCIL IS SUSTAINABLE AND PLANS FOR THE FUTURE

- 2.1 Provides clear long-term plans for the future
- 2.2 Operates in a financially sustainable and responsible manner
- 2.3 Council's long-term financial plan is based on sound asset management information and is affordable and responsible

3. COUNCIL IS COGNISANT OF CURRENT ISSUES

- 3.1 Community networks are established to inform Council on community issues
- 3.2 Council has a strong working relationship with other levels of Government and the community issues being addressed by the Government



Partners who can help achieve our objectives

- ✓ Residents and local groups
- ✓ Federal and State Members of Parliament
- ✓ Office of Local Government
- ✓ Other relevant State Agencies
- ✓ Media
- ✓ Local Government NSW



Outcomes - *How do we know we've arrived?*

MEASURE	BENCHMARK
Decisions made by Council made in open session	90%
Community consultations with local groups/community	6 per annum
Council has unrestricted cash reserves to meet liquidity needs	\$1.5M - \$4M
Council complies with legislative strategic tasks and Integrated Planning and Reporting.	Achieved
Council receives an unqualified Audit Report each year	Achieved

2.2 PROSPERITY

‘THE SHIRE HAS A DIVERSE, STRONG LOCAL ECONOMY THAT PROVIDES OPPORTUNITIES THAT CONTRIBUTE TO THE QUALITY OF LIFE FOR THE COMMUNITY’





Objectives

Where do we want to be?



Strategies

How will we get there?

1. A FRAMEWORK IS IN PLACE TO MAXIMISE ECONOMIC OPPORTUNITIES

- 1.1 Council provides suitable zoned and sized land to facilitate development.
- 1.2 Business development and investment is encouraged.

2. THE VISITOR ECONOMY IS SUPPORTED

- 2.1 Tourism opportunities are supported.
- 2.2 Events that foster cultural, recreational and community interaction is supported.

3. THE SHIRE IS REGARDED AS A DESTINATION TO LIVE, WORK AND INVEST

- 3.1 Council supports opportunities for business expansion.
- 3.2 Advocate for a competitive and progressive agricultural and business environment.

Partners who can help achieve our objectives

- ✓ Transport for NSW
- ✓ Destination NSW
- ✓ Transport Operators
- ✓ Peak representative bodies for business / agriculture / industry



Outcomes - How do we know we've arrived?

MEASURE	BENCHMARK
The Shires average 3 year Gross Regional Product is increasing	90%
Visitor numbers through the Visitor Information Centre exceed benchmark and visitor data released by Destination NSW is increasing	60,000 per annum
Asset Renewal	The Building and Asset Renewal Ratio is greater than 100% (average over 3 years)
Infrastructure condition	The Infrastructure Backlog Ratio is less than 2%

2.3 LIVEABILITY

‘OUR COMMUNITY IS HEALTHY, SAFE, EDUCATED AND OFFERS OPPORTUNITIES FOR PEOPLE OF ALL AGES AND ABILITIES. WE VALUE OUR NATURAL AND BUILT ENVIRONMENT’



Objectives

Where do we want to be?



Strategies

How will we get there?

1. OUR COMMUNITY IS SAFE, HEALTHY, EDUCATED AND ACTIVE

- 1.1** Provide a range of sport, recreation and play spaces that encourage active participation in a healthy lifestyle.
- 1.2** Advocate for quality medical and health services.
- 1.3** Partner with the NSW Police Force to deliver community safety programs and reduce crime.
- 1.4** Advocate for a broad range of educational opportunities for all members of the community.
- 1.5** Partner with emergency services to reduce the risks from emergency events.
- 1.6** Provide opportunities for recreational, cultural and social events.

2. OUR COMMUNITY IS INCLUSIVE AND ACCESSIBLE

- 2.1** Provide improved access to services, buildings, spaces, places and activities for people with a disability.
- 2.2** Provide services in a manner that supports social interaction.
- 2.3** Partner with responsible agencies to facilitate social and physical wellbeing of the community.

3. OUR NATURAL ENVIRONMENT IS PROTECTED AND SUSTAINED

- 3.1** Partner with local groups and responsible agencies to preserve and maintain our natural environment.
- 3.2** Effectively manage public lands.
- 3.3** Ensure compliance with environmental regulations and controls.

4. OUR BUILT ENVIRONMENT IS FUNCTIONAL AND SUSTAINABLE

- 4.1** Ensure the Council's Local Environmental Plan (LEP) is reflective of community needs and expectations.
 - 4.2** Advocate for telecommunications services that meet current and future community requirements.
-

Partners who can help achieve our objectives

- ✓ Local Community Groups /Clubs
- ✓ Local Land Services
- ✓ State Emergency Services
- ✓ Rural Fire Services
- ✓ NSW Fire and Rescue
- ✓ State Agencies
- ✓ NSW Police Force
- ✓ Hunter New England Health Service





Outcomes - How do we know we've arrived?

MEASURE	BENCHMARK
Community satisfaction with access to public library and cultural spaces.	90%
Community satisfaction with sport, recreation and playground facilities.	90%
Community satisfaction with accessibility to public spaces.	90%
Community satisfaction with access to health services.	60%
Community satisfaction with public safety services.	80%
Community satisfaction with the state of the environment of the Shire.	80%

2.4 SERVICES & INFRASTRUCTURE

‘OUR COMMUNITY IS ENHANCED BY THE PROVISION OF CIVIC SERVICES AND INFRASTRUCTURE. THESE SERVICES ARE PLANNED AND FINANCIALLY SUSTAINABLE’

 Objectives Where do we want to be?	 Strategies How will we get there?
1. THE TRANSPORT NETWORK IS SAFE, CONVENIENT AND EFFICIENT	<p>1.1 Local and regional roads are maintained to a satisfactory standard.</p> <p>1.2 The road network meets the community's needs in terms of traffic capacity, economic and social connectivity.</p> <p>1.3 The cycleway and pedestrian facilities encourages economic and social connections.</p> <p>1.4 The Stormwater Management System is efficient and effective to the design standard.</p>
2. INFRASTRUCTURE PROVIDED BY COUNCIL IS FIT FOR CONTEMPORARY USE	<p>2.1 Council buildings and facilities are available to deliver services at the level approved by Council.</p> <p>2.2 Council utilises modern and efficient plant/equipment to meet operational needs.</p>
3. COUNCIL PROVIDES SERVICES IN A CONSISTENT AND EQUITABLE MANNER	<p>3.1 Water and sewer services meet the needs of the Community.</p> <p>3.2 Waste services effectively integrate waste management and reuse of materials from the waste stream.</p> <p>3.3 Community amenities are clean and serviceable.</p> <p>3.4 Council attracts, retains and trains staff so that the organisation has a skilled and diverse workforce.</p>

Partners who can help achieve our objectives

- ✓ Council Staff
- ✓ Suppliers and Contractors
- ✓ Various State Agencies



Outcomes - How do we know we've arrived?

Note: The ratios and benchmarks are the Financial Performance Indicators prepared by the Office of Local Government.

MEASURE	BENCHMARK
Building and Asset Renewal Ratio	<i>Greater than 100% average over 3 years</i>
Infrastructure Backlog Ratio	<i>Less than 2%</i>
Assets Maintenance Ratio	<i>Greater than 100% average over 3 years</i>
Real Operating Expenditure per Capita	<i>A decrease in Real Operating Expenditure per Capita over time</i>
Dept Service Ratio	<i>Greater than 0% and less than or equal to 20% average over 3 years</i>
Operating Performance Ratio	<i>Greater or equal to break even average over 3 years</i>



3. SPECIAL PROJECTS

In addition to a continuation of Council's recurrent services, asset maintenance and asset renewal programs, Council has determined a number of projects it would like to pursue during the 2022 – 2024 Council term.

DELIVERY PLAN PROJECTS

Project	Initial Estimate	Fund/Achievable
Refurbish Taxi Rank	\$20K	<ul style="list-style-type: none"> • Prepare treatment plan • Seek Transport Infrastructure Grant • Achievable
Extend CBD Renewal	\$TBD	<ul style="list-style-type: none"> • Concept developed Engineering plans yet to be prepared Implementation likely • Retain 'forward plan'
Pedestrian Crossing on O'Connor Street (Inverell High School)	Opportunity Cost	<ul style="list-style-type: none"> • Review the Traffic Management Plan for IHS • Achievable
More Shade Tables Victoria Park and Lake Inverell	\$TBD	<ul style="list-style-type: none"> • Included in Masterplan being prepared by Ross Planning • Achievable
Document Local Aboriginal History	Opportunity Cost	<ul style="list-style-type: none"> • Investigate the proposal • Investigation achievable
Upgrade Tingha Sport & Recreation Ground (Plan)	Opportunity Cost	<ul style="list-style-type: none"> • Sports Council to assess and then prepare upgrade plan • Achievable if the Masterplan is approved
Skate Park in Delungra	\$120K	<ul style="list-style-type: none"> • Prepare Plans • Include in prospectus • Seek grant funding • Planning achievable • Implementation dependent on grants
Upgrade Tennis Courts at Bonshaw Hall	\$150K	<ul style="list-style-type: none"> • Prepare Plan • Needs grant funding • Planning achievable
Provide 2 street lights (Hill & Ward Streets, Bonshaw)	\$20K	<ul style="list-style-type: none"> • 2 solar lights could be provided • Connection to grid more cost • Achievable
Air Conditioning - Yetman Hall	\$150K	<ul style="list-style-type: none"> • No funding source identified
Upgrade Play Equipment Yetman Parks	\$30K	<ul style="list-style-type: none"> • Hall Committee provided with catalogue to prioritise equipment request • Planning achievable
Acquire Additional Land	\$TBD	<ul style="list-style-type: none"> • Awaiting opportunity to make offer

Project	Initial Estimate	Fund/Achievable
Memory Garden	\$40K	<ul style="list-style-type: none">• Plan prepared• Some transpersons committed• Site to be finalised• Achievable
Beautification of Evans Street	\$TBD	<ul style="list-style-type: none">• Plans required to be prepared• Planning achievable• Funding would need to be sourced



LONG TERM FINANCIAL PLAN

Council has prepared a Long Term Financial Plan (LTFP) that reflects Council's aspirations expressed in the Community Strategic Plan and the decisions taken in this Delivery Plan. The LTFP also reflects Council Policy of operating a 'balanced budget'. The LTFP shows that Councils' will seek to be financially sustainable and responsible over the assessed 10 year period.

INVERELL SHIRE COUNCIL CONSOLIDATED PROFIT AND LOSS STATEMENT (COMBINED GENERAL, WATER AND SEWERAGE FUNDS) (INCLUDING ADDITIONAL SPECIAL VARIATION)

ESTIMATES FOR	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$000	\$000	\$000	\$000	\$000
EXPENSES FROM ORDINARY ACTIVITIES					
Employee Benefits & On Costs	15,735	16,201	16,608	17,053	17,466
Borrowing Costs	448	414	383	359	338
Materials & Contracts	8,654	8,962	9,233	9,463	10,106
Depreciation	12,730	12,767	12,805	12,836	12,867
Other Expenses	4,910	5,000	5,112	5,230	5,351
TOTAL EXPENSES FROM ORDINARY ACTIVITIES	42,476	43,344	44,141	44,941	46,128
REVENUE FROM ORDINARY ACTIVITIES					
Rates & Annual Charges	(23,771)	(24,379)	(24,955)	(25,545)	(26,180)
User Charges & Fees	(5,406)	(5,504)	(5,603)	(5,711)	(5,840)
Interest & Investment Revenue	(682)	(948)	(1,224)	(1,224)	(1,224)
Other Revenue	(696)	(701)	(707)	(714)	(721)
Grants & Contributions provided for operating purposes	(12,052)	(12,127)	(12,506)	(12,732)	(12,977)
Net Gain/Loss on Disposal of Assets	(48)	(310)	(104)	(165)	(290)
TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	(42,654)	(43,969)	(45,100)	(46,090)	(47,233)
(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	(178)	(625)	(959)	(1,148)	(1,105)
Grants & contributions provided for Capital Purposes	(941)	(8,801)	(874)	(874)	(875)
(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS	(1,119)	(9,426)	(1,833)	(2,022)	(1,979)
Extraordinary Items					
(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES	(1,119)	(9,426)	(1,833)	(2,022)	(1,979)
ADD BACK NON-CASH ITEMS					
Depreciation	(12,730)	(12,767)	(12,805)	(12,836)	(12,867)
Carrying Amount of Assets Sold (Book Value of Plant & Equipment to be sold)	(663)	(413)	(360)	(640)	(232)
TOTAL NON-CASH ITEMS	(13,393)	(13,181)	(13,165)	(13,476)	(13,099)
CAPITAL AMOUNTS					
Repayment by Deferred Debtors	-	-	-	-	-
Loan Proceeds	(10,000)	-	-	-	-
Acquisition of Assets	22,910	27,270	16,225	15,242	13,663
Principal Loan Repayments	950	789	760	604	391
TOTAL CAPITAL AMOUNTS	13,860	28,059	16,985	15,846	14,054
CONSOLIDATED NET (PROFIT)/LOSS	(652)	5,453	1,987	348	(1,024)
INTERNALLY RESTRICTED ASSET MOVEMENTS					
Net Transfers to/from Internally Restricted Assets	648	(5,456)	(1,991)	(352)	1,020
UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS	(4)	(4)	(4)	(4)	(4)

COUNCIL OF THE SHIRE OF INVERELL
CONSOLIDATED BALANCE SHEET
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)
(INCLUDING ADDITIONAL SPECIAL VARIATION)

	Estimated 2023 \$'000	Estimated 2024 \$'000	Estimated 2025 \$'000	Estimated 2026 \$'000	Estimated 2027 \$'000
ASSETS					
CURRENT ASSETS					
Cash and Cash Equivalents	2,769	2,698	2,712	2,695	2,867
Investments	10,669	11,069	10,869	10,369	11,069
Receivables	3,663	3,664	3,666	3,668	3,670
Inventories	518	518	518	518	518
Contract Assets	1,273	1,173	1,083	1,003	933
Other	447	447	447	447	447
Non-Current assets classified as held for sale	-	-	-	-	-
TOTAL CURRENT ASSETS	19,339	19,569	19,295	18,700	19,504
NON - CURRENT ASSETS					
Investments	55,566	49,566	47,566	47,566	47,566
Receivables	554	553	551	549	547
Infrastructure, Property, Plant and Equipment	785,587	799,677	802,737	804,503	805,067
Investment Property	3,280	3,280	3,280	3,280	3,280
TOTAL NON - CURRENT ASSETS	844,987	853,076	854,134	855,898	856,460
TOTAL ASSETS	864,326	872,645	873,429	874,598	875,964
LIABILITIES					
CURRENT LIABILITIES					
Payables	2,752	2,694	2,635	2,575	2,514
Income Recieved in Advance	-	-	-	-	-
Contract Liabilities	1,395	1,135	905	715	555
Borrowings	790	760	603	391	407
Employee Benefit Provisions	4,910	4,910	4,910	4,910	4,910
Provisions	212	212	212	212	212
TOTAL CURRENT LIABILITIES	10,059	9,711	9,265	8,803	8,598
NON - CURRENT LIABILITIES					
Payables	-	-	-	-	-
Borrowings	9,944	9,185	8,582	8,191	7,783
Employee Benefit Provisions	92	92	92	92	92
Provisions	6,891	6,891	6,891	6,891	6,891
TOTAL NON - CURRENT LIABILITIES	16,927	16,168	15,565	15,174	14,766
TOTAL LIABILITIES	26,986	25,879	24,830	23,977	23,364
NET ASSETS	837,340	846,766	848,599	850,621	852,600
EQUITY					
Retained Earnings	596,167	605,593	607,426	609,448	611,427
Revaluation Reserves	241,173	241,173	241,173	241,173	241,173
Council equity interest	837,340	846,766	848,599	850,621	852,600
Minority equity interest	-	-	-	-	-
TOTAL EQUITY	837,340	846,766	848,599	850,621	852,600