



2022/2032

COMMUNITY STRATEGIC PLAN



INVERELL
SHIRE COUNCIL

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INVERELL
SHIRE COUNCIL



Mayor's Message

This Community Strategic Plan sets out a vision for our community; our priorities and aspirations.

This plan was initiated by our community and has been reviewed by Council in 2022. We are confident that this document accurately reflects the views of our Community and sets the direction for Council's actions.

It should be acknowledged that achievement of this vision will require Council and the community to work together. everyone has a role to play.

The various aspects of Council's role in delivering on this vision is discussed in this document.

I look forward to acknowledging our achievements in future years as we move toward Inverell Shire being the progressive and cohesive community we strive to be.

Cr Paul Harmon

Mayor

Acknowledgement of Country

**Inverell Shire Council acknowledges the
Traditional Owners and Custodians of Country
and their continued connection to the land and waters
within the Inverell Shire local government area
and we pay respect to
Elders past, present and future.**

Our Vision

‘A PROGRESSIVE AND COHESIVE COMMUNITY’

Council has an aspiration that our community will be recognised as being progressive in both ‘thought and deed’ and united in promoting diversity and social inclusion. To progress towards this aspiration, Council will need to work on achieving a series of objectives.

In this document, these objectives have been grouped under four (4) themes:



Leadership



Prosperity



Liveability



Services and Infrastructure

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’

The Council’s vision for the community is implemented by a partnership of this organisation, that is Inverell Shire Council (Councillors and staff) and the Community.

In this partnership, the organisation will:



Work with the community



Provide quality services



Strive for progress and cohesion

The mission statement is an articulation of Council's intent.

The mission statement also acknowledges the vital role that the community plays in achieving our vision. The community, either individuals, groups or organisations, contribute to the fabric of community life. Therefore it is essential that Council work with the community.

Council's Role

In delivering on the vision for our community, Council undertakes a variety of roles – depending on the issue before Council or the action required to be taken to address a particular issue.

Council can be:



A Leader

Who is aware of community issues, focuses on developing a response to these issues, encourages all stakeholders to be involved and applies ethical and principled responses from the organisation.



An Advocate

Who expresses the community's view to decision makers in other levels of government.



A Partner

Who works with other service providers and stakeholders to achieve the best possible outcomes for the community.

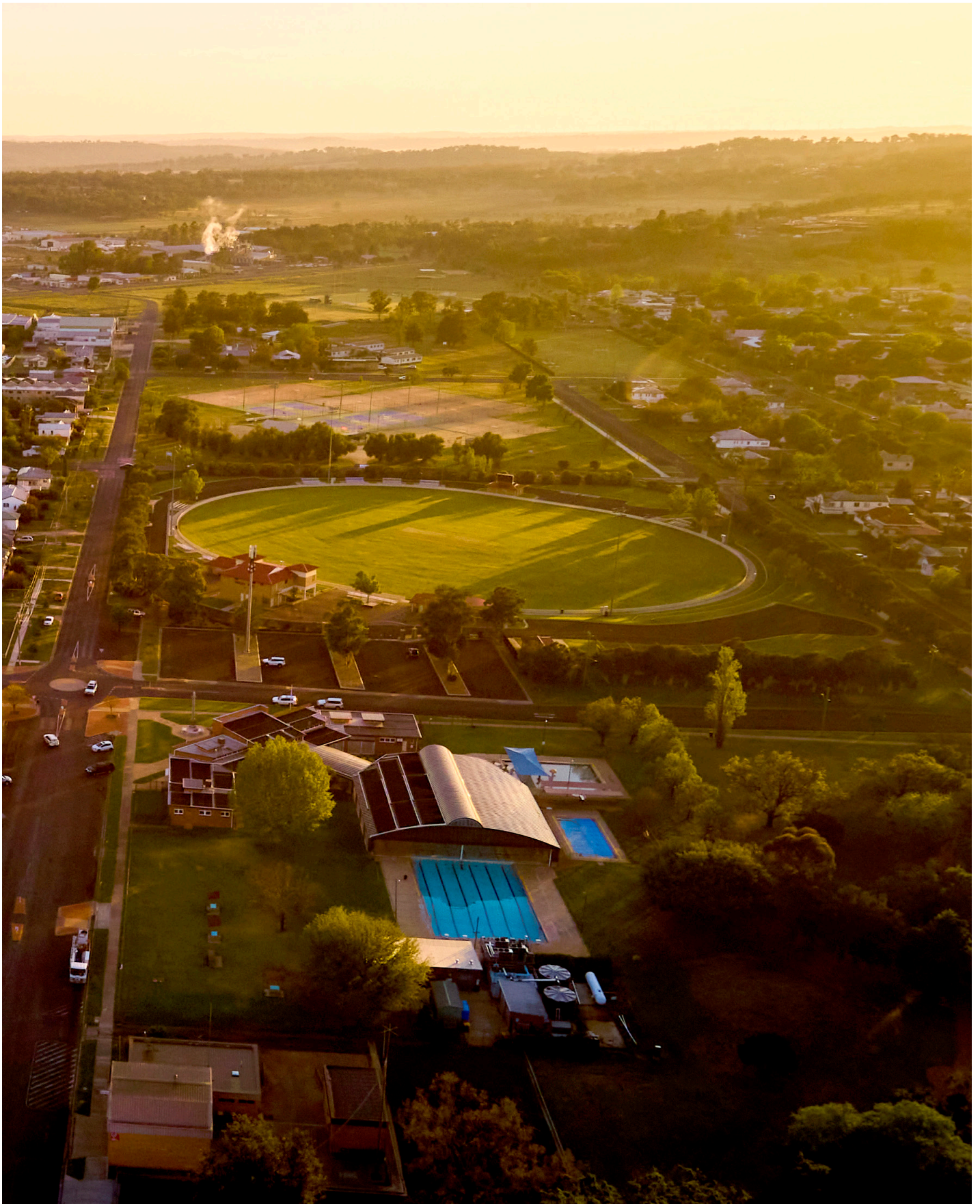


A Provider

Of services in an effective and efficient manner.



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



REQUIRED OUTCOME



The Shire is a progressive and inclusive community. The required level of civic leadership is brought to bear on community issues.

WHAT DOES IT MEAN?

One of Council's most important responsibilities is providing a clear direction for the community and providing the necessary services and infrastructure. To ensure this occurs, Council needs to know the matters that are having an impact on community life, develop an appropriate response and then provide the right people, the right skills and commitment to deliver this response.

OUR DESTINATION

Inverell Shire is recognised as a community leader; that is respected and delivers an agreed response to the community needs.

 Objectives Where do we want to be?	 Strategies How will we get there?
1. COUNCIL IS RESPONSIBLE AND ACCOUNTABLE	<p>1.1 Partner, engage and communicate with our community to make informed decisions and deliver services, projects and initiatives.</p> <p>1.2 Provide the community with responsible and accountable decision making when undertaking the civic duties of Council.</p> <p>1.3 Advocate on behalf of the community for outcomes important to the community.</p>
2. COUNCIL IS SUSTAINABLE AND PLANS FOR THE FUTURE	<p>2.1 Provides clear long-term plans for the future.</p> <p>2.2 Operates in a financially sustainable and responsible manner.</p> <p>2.3 Council's long-term financial plan is based on sound asset management information and is affordable and responsible.</p>
3. COUNCIL IS COGNIZANT OF CURRENT ISSUES	<p>3.1 Community networks are established to inform Council on community issues.</p> <p>3.2 Council has a strong working relationship with other levels of Government and an understanding of the community issues being addressed by the Government.</p>

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

PROSPERITY

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



REQUIRED OUTCOME

There is economic and employment growth and the visitor economy continues to grow.

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 has sustainable population growth.



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%

LIVEABILITY

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



REQUIRED OUTCOME

The Shire is sustainable and has equitable access to services that deliver health, wellbeing, life-long learning and lifestyle diversity. Our natural environment is preserved and maintained.

WHAT DOES IT MEAN?

A strong community needs diversity, health 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.
- The community values 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.
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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%

SERVICES & INFRASTRUCTURE

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



REQUIRED OUTCOME

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.

OUR DESTINATION

- The community has access to a range of quality 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.



Objectives

Where do we want to be?



Strategies

How will we get there?

1. THE TRANSPORT NETWORK IS SAFE, CONVENIENT AND EFFICIENT

- 1.1** Local and regional roads are maintained to a satisfactory standard.
- 1.2** The road network meets the community's needs in terms of traffic capacity, economic and social connectivity.
- 1.3** The cycleway and pedestrian facilities encourages economic and social connections.
- 1.4** The Stormwater Management System is efficient and effective to the design standard.

2. INFRASTRUCTURE PROVIDED BY COUNCIL IS FIT FOR CONTEMPORARY USE

- 2.1** Council buildings and facilities are available to deliver services at the level approved by Council.
- 2.2** Council utilises modern and efficient plant/equipment to meet operational needs.

3. COUNCIL PROVIDES SERVICES IN A CONSISTENT AND EQUITABLE MANNER

- 3.1** Water and sewer services meet the needs of the Community.
 - 3.2** Waste services effectively integrate waste management and reuse of materials from the waste stream.
 - 3.3** Community amenities are clean and serviceable.
 - 3.4** Council attracts, retains and trains staff so that the organisation has a skilled and diverse workforce.
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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>

