



A Community for Everyone

*Inverell Shire's
Road Map For The Future*

*2009-2029
Strategic Plan*





Contents Page

Introduction	3
Community Aspirations	4
Part One Background	5
About This Plan	6
Part Two Strategic Plan Our Vision	8
The Legend	9
How It Fits Together	10
Road Map For The Future	11
Linking Destinations	18
Implementing The Plan	19



Introduction

Inverell Shire is a dynamic and creative community which provides strong opportunities for its citizens to enjoy a quality lifestyle. The area is endowed with natural resources and citizens who adopt a progressive and inclusive approach to life. These values are encapsulated in the Shire's Vision Statement – "A Community for Everyone."

It is inevitable that in the future, the community will be faced with challenges that must be addressed. As a community we must be vigilant to the early warning signs that these challenges are approaching and then be prepared to act decisively in response.

In responding to these challenges Inverell Shire needs to take control of its own destiny. While acknowledging that the Shire is part of a Region and that an integrated approach to challenges is required, the Shire will not be constrained from celebrating and strengthening its own identity.

This plan was developed to respond to and manage these challenges. The plan outlines where we wish to be as a community - our Destinations. It also details the strategies to be pursued as a means of making progress towards our Destinations. It recognises that our citizens seek to live in a healthy and safe community that has access to life long learning opportunities.

This plan responds to the recently released NSW Government's State Plan by starting a process to bring all stakeholders together to achieve our community's desired outcomes. The plan our future direction.

Achievement of our Destinations will require cooperation and commitment if the vision is to become a reality. Everyone must work together to bring the community's hopes alive.



Community Aspirations



Part One

Background



*Inverell Shire's
Road Map for the Future*

About This Plan

This document was developed by Inverell Shire Council to articulate its community's aspirations. As this plan embraces the aspirations for the Shire's diverse communities, this plan is for everyone.

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 group meetings.

The delivery of the aspirations articulated in this plan relies on the collaborative and committed effort between government, business and the community.

The need for a collaborative and committed effort resulted in the Council adopting as its Mission:

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



Note: 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.

The Challenges Ahead

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

Inverell Shire Council's Employment Land Strategy emphasises that the population and demographic context provides an important basis for assessing future requirements. The areas identified included the recent growth in population since 1991 more specifically in the township of Inverell, along with the predicted forecast based on dwelling and housing trends to an expected population increase to 17,000 by 2031.

To cater for this expected growth and demographic profile, a variety of accommodation choices and services will need to be provided.

The Shire will continue to rely on the transport network as a method of connecting with the Region and beyond for social, personal and economic reasons. Ensuring that the required infrastructure is suitable to meet these needs and encouraging strong public transport links is a major challenge.

Various reports indicate that the Australian Environment is under stress, with a decline in the health of our biodiversity, waterways and soils. With the uncertainty over climate change and its impacts on these natural resources, the challenge to maintain and enhance our natural environment will be a constant in the decision making process. The importance of a secure, high quality water supply in the sustainability of our region cannot be underestimated.

The vibrancy of the industrial, commercial and professional services sectors are a key ingredient to the success of our region. The need to retain, grow and attract business is essential to provide employment opportunities. The Shire must position itself as a premier location for business.

Access to education is essential if a Community is to respond to the many challenges confronting a modern society. Access to education should be universal and "life long" learning opportunities should be pursued.

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

The success of our journey towards our vision will be dependent upon the ability of government, business and the community to collaborate. The need for a coordinated approach between all stakeholders is essential.

Part Two

Strategic Plan (Our Vision)

“A community for all”



*Inverell Shire's
Road Map for the Future*

How to Read this Plan

Inverell Shire Council's planned future direction is divided into three separate documents each interdependent. These documents provide information on the direction the Council is going to take, the actions to progress towards the direction and how the Council is going to measure the level of achievement.

The first of these documents is the Strategic Plan. The Strategic Plan provides information on the aspirational goals (defined "Destinations") for the Community, including the Council's Mission and the Purpose.

The Delivery Plan is a four (4) year plan outlining the "Term Achievements" which align directly to the Destinations defined in the Strategic Plan. This document provides greater detail on the strategies to be used to achieve progress towards the Destinations. Term Achievements are the framework used in the construction of the Management Plan.






The final document being the Management Plan, defines "Operational Objectives" and activities undertaken by Council and the officers responsible. The document includes information on Key Performance Indicators (KPIs) and measurable expected outcomes. The KPIs and activities contained in the Management Plan are to fulfill the Operational Objectives that support the Term Achievements and therefore assist in making progress towards the Destinations contained in the Strategic Plan.

Below is a legend that is common between the:

- Inverell Shire Council Strategic Plan.
- Inverell Shire Council Delivery Plan.
- Inverell Shire Council Management Plan.

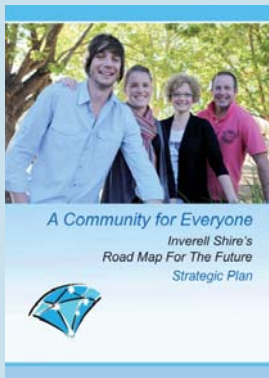
This format allows for easy understanding of the links and processes between the various activities and their relationship to the overall Destinations for the Community to achieve. Throughout the documents, the colour associated with the relevant Destination has been used to provide for easy use and understanding of the activities listed, along with highlighting the Destination, the Term Achievements and Operational Objectives it is aligned to.

Legend

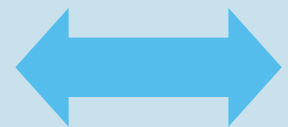
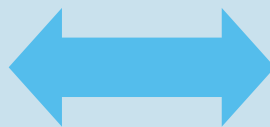
Destinations	Icon	Code	Colour
1. A recognised leader in the broader context.		R	Yellow
2. A community that is healthy educated and sustainable.		C	Blue
3. An environment that is protected and sustained.		E	Green
4. A strong local economy.		B	Purple
5. The community is supported by sustainable services and infrastructure.		S	Orange

How it all fits together

**Strategic Plan
Strategies
20 Years**

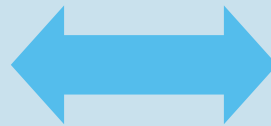
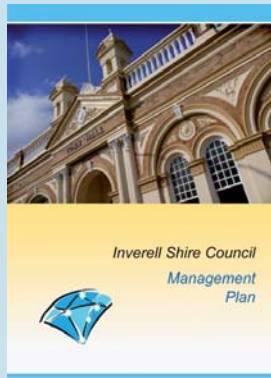


**Delivery Plan
Term Achievements
5 x 4 Years**



Strategies	Term Acheivements
Destinations	Delivery
<p>R</p> <p>1. A recognised leader in the broader context.</p> <p><i>R.01 Inverell Shire is promoted and distinguished regionally, nationally and internationally.</i></p>	<p>R.01.01 <i>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.</i></p>
<p>C</p> <p>2. A community that is healthy, educated and sustained.</p> <p><i>C.01 Facilitate the provision of a broad range of services and opportunities which aid the long term sustainability of the community.</i></p>	<p>C.01.01 <i>Advocate on behalf of the community for the provision of services which meet community needs and expectations.</i></p>
<p>E</p> <p>3. An environment that is protected and sustained.</p> <p><i>E.01 Promote sustainable agricultural activities.</i></p>	<p>E.01.01 <i>Environmental community impact management.</i></p>
<p>B</p> <p>4. A strong local economy.</p> <p><i>B.01 Business, institutions and Council are working cooperatively towards agreed initiatives to strengthen and expand the Shire's economic base.</i></p>	<p>B.01.01 <i>Planning Instruments and policies compliance.</i></p>
<p>S</p> <p>5. The Communities are supported by sustainable services and infrastructure.</p> <p><i>S.01 Sound Local Government Administration, Governance and Financial Management are provided.</i></p>	<p>S.01.01 <i>Communication Strategic Plan.</i></p>

Management Plan Operational Achievements 20 x 1 Year



Supportive Plans

- Social Plan
- Cultural Plan
- Financial Management Plan
- Infrastructure Development Plan
- Equal Employment Opportunity Plan
- Council Land Use Management Plan
- Occupational Health and Safety Management
- State of the Environment Report
- Tourism Strategic Plan
- Community Strategic Plan
- Water 25 Year Strategic Plan
- Sewerage 25 Year Strategic Plan
- Road Infrastructure 10 Year Financial Asset Management Plan

Operational Achievements

Management

R.01.01.01 Increase marketing programs that present Inverell Shire as the attractive, vibrant rural centre of the New England Northwest, designed to distinguish it from other parts of New England and attract visitors.

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.

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.






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.

S.01.01.01 To ensure communities have cost effective access to communication services.



Road map for the future towards
“A Community for Everyone”

Destinations

Destinations	Icon	Code	Colour
1. A recognised leader in the broader context.		R	Yellow
2. A community that is healthy educated and sustainable.		C	Blue
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Destination One



A recognised leader in the broader context.

Giving priority to the recognition of the Shire as a vital component of the New England North West Region through Regional Leadership.

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 through shared environmental, social, and economic systems and structures. The Shire will play a critical and energetic role in maintaining these structures and obtaining an equitable development of the New England North West region.

Why is it important?

This community must be proactive in forging a prominent position for itself within the Region. With this enhanced position in the Region comes a responsibility for displaying regional leadership. Through the use of its advocacy role, the Shire can positively benefit other linked population centres in the Region.

How will we know when we are reaching our Destination?

- o Inverell Shire is recognised as a member of the trinity (Inverell, Armidale and Tamworth) of commercial, education, health and lifestyle centres of the New England North West Region.
- o 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.
	<i>Giving priority to the recognition of the Shire as a vital component of the New England North West Region through Regional Leadership.</i>
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 area 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 historic traditions.
R.04	Inverell Shire positively influences policy on rural and regional growth.
R.05	Provide access to services in the Shire equivalent to or better than that in other major regional areas.
R.06	Council ensures it is able to provide 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.

Giving priority to the Shire as a sustainable and equitable place that promotes health, well being, life long learning and lifestyle diversity.

What does it mean?

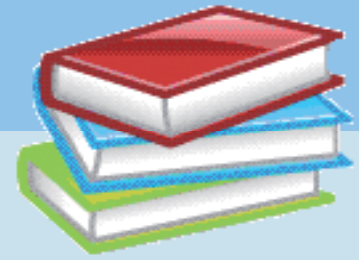
Communities will be safe, harmonious and attractive with unique character. New developments will have easy access to shops, jobs and transport. Residents will have access to recreational, cultural and social facilities. The Shire's residents have access to health services, education, opportunities and employment. People who are in need or are experiencing personal difficulties will find the assistance they require within the Shire.

Why is it important?

Our communities are the heart and soul of the Inverell Shire. Each community exhibits pride in their own characteristics and are proud of their place within the Shire. A strong community needs diversity, healthy lifestyles, as well as educational and work opportunities. Services and facilities are available to all who live and work in the Inverell Shire - including young people, older people and people with disabilities. Through encouraging sound urban design, appropriate development and improving our localities, our communities will continue to grow and thrive.

How will we know when we are reaching our Destination?

- o There are diverse services and support for people that require assistance.
- o The health outcomes of the communities are improving.
- o There are diverse learning opportunities and life long learning is embraced by the community.
- o Residents have equitable access to services, recreational, cultural and social facilities in their community.
- o Residents and visitors feel safe in harmonious communities that provide opportunities for families, young people and children.
- o Residents celebrate their communities through engagement.
- o Communities are welcoming and attractive.



C

Destination Two	A community that is healthy, educated and sustained.
	<i>Giving priority to the Shire as a sustainable and equitable place that promotes health, well being, life long learning and lifestyle diversity.</i>
Strategies	
C.01	Facilitate the provision of a broad range of services and opportunities which aid the long term sustainability of the community.
C.02	Plan for the provision of accommodation around transport and activity nodes.
C.03	Promote 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	Contribute to the health of the community by 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	Facilitate the provision of 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 are requiring support.
C.14	Facilitate the provision of opportunities for residents to gain employment.
C.15	The social well being and health of individuals and communities within the Shire is being maintained and improved.
C.16	Families and children are valued and supported to enable them to contribute to the economic, cultural and social well being of the Shire.
C.17	Promote Inverell Shire as an integral component of the cultural fabric of the New England North West Region.

Destination Three



An Environment that is protected and sustained.

Giving priority to sustainable agriculture, protection and conservation of lands, rivers, waterways, bio-diversity and the built environment.

What does it mean?

The integrity of the Shire's agricultural industry is maintained and sustainable growth opportunities are pursued. The Shire's rural landscape, rivers, creeks, bushland and the inhabiting fauna will be protected and enhanced.

Why is it important?

Agricultural activities underpin the economic well being of the Shire. Protecting and enhancing the health of the Shire's natural environment is essential for current and future generations.

How will we know when we are reaching our Destination?

- o The operational environment for farms creates the opportunity for sustainable agriculture.
- o Soil structures sustain viable agricultural activity.
- o The health of our waterways is improving.
- o There is an increase in vegetation cover that improves the land, stabilises the soil and cleanses the waterways.
- o The community values its natural and built heritage.



Destination Three	An Environment that is protected and sustained.
	<i>Giving priority to sustainable agriculture, protection and conservation of lands, rivers, waterways, bio-diversity and the built environment.</i>
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 stong local economy.

Giving priority to 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.

Why is it important?

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.

How will we know when we are reaching our Destination?

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



B

Destination Four	A strong local economy.
	<i>Giving priority to economic and employment growth and the attraction of visitors.</i>
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



The Communities are supported by sustainable services and infrastructure.

Giving priority to the provision of community focused services and the mainenance, enhancement and upgrade of infrastructure.

What does it mean?

Our communities are supported and enhanced by a wide range of services and infrastructure. These services and infrastructure provide the foundation on which the community will grow. The provision of suitable services and infrastructure will be provided through private and public partnerships. The delivery methods for services and infrastructure to the community will change as new technology and innovations occur.



Why is it important?

Residents expect a wide range of services and infrastructure to sustain their lifestyle. For a community to be sustainable and grow there must be capacity within the services and infrastructure that permits this growth. Inverell Shire needs to be well connected to the wider Australian community through the use of available technologies and effective transport infrastructure.



How will we know when we are reaching our Destination?

- o Communities have access to a range of core and optional services.
- o Communities have access to a range of well maintained and appropriate infrastructure.
- o More people are using available technology to connect to the wider Australian community.
- o People have access to a variety of quality and reliable communication tools.
- o The residents will embrace energy efficiency, recycling and waste minimisation.





S

Destination Five	The Communities are supported by sustainable services and infrastructure.
	<i>Giving priority to the provision of community focused services and the maintenance, enhancement and upgrade of infrastructure.</i>
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.

Linking the Destinations

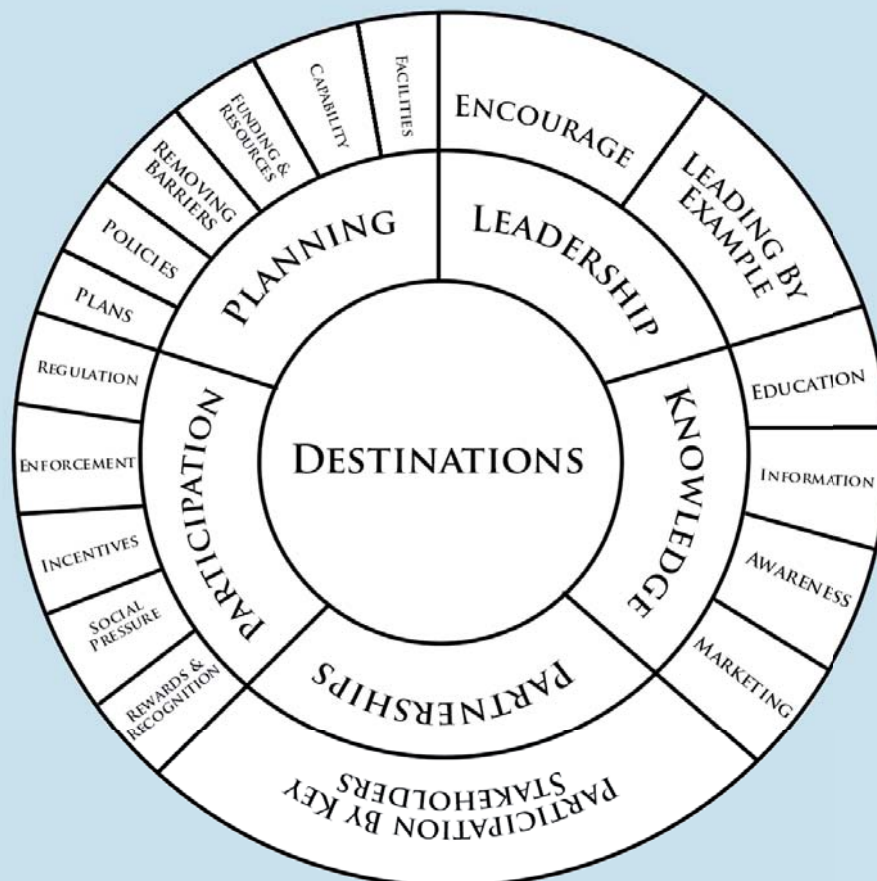
The five (5) Destinations to our vision for the Shire cannot be viewed in isolation – they are not mutually exclusive. For example, creating a community that is sustainable will require the provision of health, education and law/order services. For our retail, commercial and industrial sectors to be competitive will require the provision of sustainable infrastructure and services.

While each Destination will have specific strategies identified for undertaking the journey, there are a number of processes that will be required to be exhibited across all Destinations which will assist in their delivery. These processes include: community leadership; partnerships; participation; knowledge gathering and sharing along with planning.



Implementing the Plan - Council's Mission

- o Community **Leadership** is critical to the effective implementation of Council's Strategic and Management Plans.
- o **Knowledge** provides the essential context for understanding the activities being undertaken to reach our future goals.
- o **Partnerships** involving Council, government, stakeholders and the community need to be nurtured to ensure a continual dialogue on the future of the Shire.
- o **Participation** including commitment and effort from all those with a stake in the future of the Shire is required through encouragement and support.
- o **Planning** and development of action plans, new policies and funding sources to achieve Council's mission.



The Plan is implemented through the Four (4) Year Delivery Program and Annual Management Plan. Its implementation will be measured six (6) monthly through the reviews of the Management Plan and Council's Annual Report.



Council's Vision

A Community for Everyone

Council's Mission

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

Contact Details

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“A Community for Everyone”

