



INVERELL
SHIRE COUNCIL

Four Year Delivery Plan 2016 - 2020

Revised for 2016 Land Values, 1.5% 2017/2018 IPART Rate Peg
and 2016/2017 increases in State Government Charges



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PROFILE OF THE SHIRE

Inverell is a thriving regional commercial and service centre, reaching an estimated target area of 60,000 people, offering opportunities for resourceful companies and individuals, as well as support services for both commerce and industry. The following matters are highlighted.

The Area:

The Shire of Inverell covers an area of 8,623 square kilometres of rich farm and grazing land, including large mineral deposits, particularly tin and sapphires – the area produces a significant proportion of the world's sapphires.

Inverell is situated on the Macintyre River in the central New England Tablelands. It is 590 metres above sea level, 689 kilometres by road from Sydney, 437 kilometres from Brisbane and only a short drive to the popular mid and northern coastline of eastern Australia. The town is situated on the Gwydir Highway, which connects western New South Wales with the eastern seaboard.

The People:

The Inverell Shire offers a diverse lifestyle for residents and visitors, while the clean country environment promotes a healthy and relaxed lifestyle. The Australian Bureau of Statistics (ABS) Regional Profile Figures for Inverell recorded a population of approximately 16,846.

The Economy:

Inverell Shire is unique in that it continues to experience sound growth. Inverell itself is an emerging Major Regional Centre.

Inverell features diverse retail, manufacturing, professional services, construction and agricultural sectors. They are all major contributors to the local economy. Tourism, in particular, is a growing industry in the Region. These are supported by Inverell's unique "Growing Inverell Program".

The most recent Business Retention and Expansion survey conducted through the Growing Inverell Program highlighted the following:

- Local Employment has increased 15% over the last two years.
- 56.6% of businesses expect an increase in profit.
- 51% of businesses listed Inverell as above average in terms of business infrastructure and services.
- 5% of Inverell Shire Businesses are involved in International Trade.

The Climate:

Inverell experiences four distinct seasons. The average maximum Summer temperature is 29 degrees Celsius. The average maximum Winter temperature is 18 degrees Celsius. Inverell's average annual rainfall is 850 millimetres.

The Environment:

The Inverell Shire has a unique natural environment consisting of two major river systems, two major water storage dams, Copeton and Pindari, two National Parks (Kwiambal and Kings Plains), 10 State Forests, as well as numerous wilderness areas.

Inverell Shire Council faces the challenge to ensure that the environment is protected and enhanced, facilitating a healthy and safe lifestyle for all and to promote biodiversity. This aim must be achieved while ensuring an equitable balance between the environment and social and economic development.

Inverell Shire Council has sound water resources and its water supply has not been impacted by the severe drought and resulting water shortages faced across much of Eastern Australia. Council recognises the need to promote the responsible use of water.

Inverell's air is crisp and clean. Council has recently participated with the State Government in the Wood Smoke Reduction Program.

Housing:

Inverell Shire offers a broad range of housing and lifestyle alternatives. These range from unit accommodation, to duplexes, small residences through to executive residences on small and large lots (up to approximately 1,200 square metres), and a wide variety of larger lifestyle lots of 1 hectare and over. Inverell offers a range of Retirement and Aged Care housing and accommodation alternatives. Aged Care facilities are also available at Ashford. The industry leading H N McLean Memorial Retirement Village is located in Inverell. Building activity remains strong in Inverell Shire and has been at record levels for the last four years. There continues to be strong development activity across the Shire.

Education:

Inverell Shire is well catered for in respect of educational opportunities with a wide range of alternatives from pre-school through to secondary school. In the 2012 Business Retention and Expansion Service Satisfaction Survey, Inverell School's received a score of 99% as being good to excellent.

TAFE NSW has a campus in Inverell and Inverell is in close proximity to the University of New England. A University of New England Outreach Centre is located at Inverell TAFE.

Northern Inland Community College Inc. has a branch in Inverell with a commitment to provide lifelong learning opportunities that meet peoples' education and skills training needs.

Culture:

Cultural activities play an important part in the vibrancy of our Shire. The Inverell Art Gallery is located in Council's Cultural Precinct in Inverell and is supported by Council. A number of annual cultural events are conducted including the Venetian Carnival and the Sapphire City Floral Festival. The Tom Roberts Festival is conducted every four years.

Inverell Shire also enjoys a rich heritage, reflected in its built and natural environment. Council recognises the importance of its Communities Cultural Assets. Council established a Cultural Advisory Committee (Inverell Cultural Group) in 2007.

MAP OF THE INVERELL LOCAL GOVERNMENT SHIRE



COUNCILLORS PROFILE

The Inverell Shire Council is made up of 9 Councillors, who elect the Mayor and Deputy Mayor from this body for the ensuing 9 months. The Councillors are elected by residents and ratepayers of the Shire every four years. The last general election was held in September 2016.



Cr Paul Harmon
Mayor



Cr Anthony Michael
Deputy Mayor



Cr Di Baker



Cr Paul King



Cr Kate Dight



Cr Mal Peters



Cr Stewart Berryman



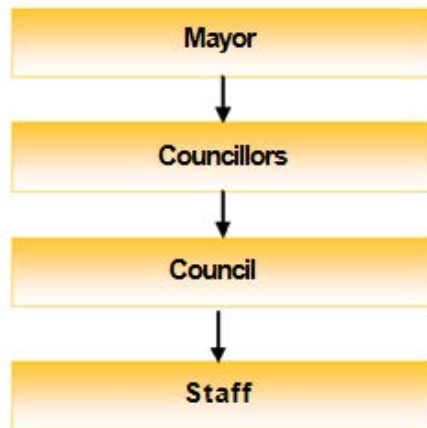
Cr Neil McCosker



Cr Jacki Watts

ORGANISATIONAL STRUCTURE

The overall structure of the Inverell Shire Council is shown in the chart below. The organisation consists of the elected members, the General Manager and two divisional Directorates.



Role of the Major Players

The Mayor

- To provide leadership and guidance to the community.
- To exercise policy-making functions between meetings of the Council.
- To preside at meetings of the Council.
- To represent Council at civic and ceremonial functions.
- To facilitate communication between the community and the Council by way of correspondence by telephone, face to face meetings and inspections.

The Councillors

- To represent the interests of the residents and ratepayers.
- To provide leadership and guidance to the community.
- To facilitate communication between the community and the Council.
- To attend meetings of the Council.

The Council

- To determine Council policies and objectives
- To direct and control the affairs of the Council in accordance with the Local Government Act.
- To review the performance of the Council and its delivery of services, and the management plans and revenue policies of the Council.
- To represent at all times the needs of the community as a whole.

The Staff

- To provide advice and support to Council.
- To plan, organise, administer, control and review the activities of Council.

How Your Council Functions

Council consists of nine Councillors and is the ultimate decision making body for the organisation. Council receives and acts upon advice from Council Officers, Advisory Sub-Committees and Terminating Committees/Working Parties.

The elected member should reflect the views of the community and is primarily responsible for making decisions on policy matters and the allocation of funds for Council services.

The *Local Government Act 1993*, provides for the General Manager to exercise the day-to-day management of the Council.

Advisory Sub-Committees:

These particular committees address specialist issues under their jurisdiction. They consist of Councillors and public representatives and are requested to advise only on matters relating to the appropriate function/s. Advisory Sub-Committees report to Council on a regular basis making recommendations in relation to policy and planning.

Current Advisory Sub-Committee include:

- Local Emergency Management,
- Conduct Review
- Precinct Committees – Ashford, Yetman and Delungra.
- Traffic

Terminating Committees/Working Groups:

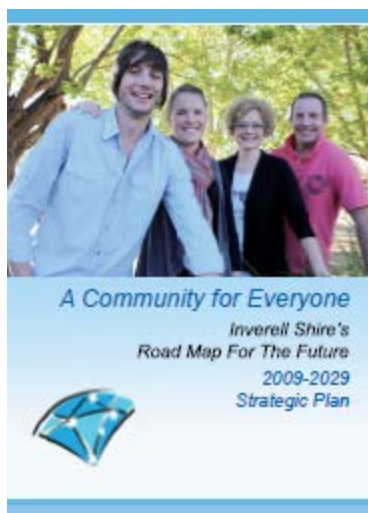
These Committees are appointed where any matter before Council or a Committee requires detailed investigation. Meetings are held on an “as required” basis and terminate once the matter under investigation is reported to Council for determination.

Section 355 Committees:

Section 355 Committees are formed under this section of the *Local Government Act, 1993* to “*care, control and manage appropriate functions*”. These Committees operate under authorities delegated by Council and report annually to Council. These include the Great Inland Fishing Festival, Sapphire City Festival and Inverell Sports Council.

HOW IT ALL FITS TOGETHER

Strategic Plan Strategies 20 Years



Delivery Plan Term Achievements 5 x 4 Years



Strategies	Term Achievements
Destinations	Delivery
<p>R1. A recognized leader in the broader context.</p> <p><i>R.01 Inverell Shire is promoted as a distinguished regionally, nationally and internationally.</i></p>	<p><i>R.01.01 Inverell is recognized 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>C2. 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><i>C01.01 Advocate on behalf of the community for the provision of services which meet community needs and expectations.</i></p>
<p>E3. An environment that is protected and sustained.</p> <p><i>E.01 Promote sustainable agricultural activities.</i></p>	<p><i>E.01.01 Environmental community impact management.</i></p>
<p>B4. 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><i>B.01.01 Planning instruments and policies compliance.</i></p>
<p>S5. The Communities are supported by sustainable services and infrastructure.</p>	

Operational Plan
Operational Achievements

Supportive Plan



- 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.

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 Operational Plan.






The final document being the Operational 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 Operational 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 Operational 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

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

DESTINATION ONE

A Recognised leader in a broader context.

Strategy R.01	<i>Inverell Shire is promoted and distinguished regionally, nationally and internationally.</i>	
Term Achievements	Partnerships	Responsibility
R.01.01 <i>Inverell is recognised locally and throughout the New England area, as a vibrant, diverse, innovative and attractive rural centre, with a range of services and experiences complemented by those available in Armidale and Tamworth.</i>	<i>Business Community. Community. Council. Federal Government. Inverell Chamber of Commerce and Industry. Local Government New South Wales.. State Government.</i>	<i>GM</i>
Strategy R.02	<i>Inverell exhibits the qualities of and operates as one of the three principle centres, (Inverell, Armidale and Tamworth) of the New England North West area as reflected by its strong economic, cultural and social diversity.</i>	
Term Achievements	Partnerships	Responsibility
R.02.01 <i>Inverell's attractive Central Business District provides an expanding range of economic, social and lifestyle services to the New England North West area and South Queensland.</i>	<i>Federal Government. Neighboring Regional Councils. Private and Public Businesses. State Government.</i>	<i>GM</i>
Strategy R.03	<i>Villages offer a range of district level services and lifestyles reflective of their historic traditions.</i>	
Term Achievements	Partnerships	Responsibility
R.03.01 <i>The Villages offer a range of district level retail and services to its surrounding community.</i>	<i>Community. Council. Government Agencies. Private and Public Businesses.</i>	<i>GM</i>
Strategy R.04	<i>Inverell Shire positively influences policy on rural and regional growth.</i>	
Term Achievements	Partnerships	Responsibility
R.04.01 <i>Joint responses and initiatives are regularly developed with neighboring Councils and regional organisations on rural and regional issues.</i>	<i>Neighboring Regional Councils. Private and Public Businesses. State Government</i>	<i>GM</i>

Strategy R.05	<i>Provide access to services in the Shire equivalent to or better than that in other major regional areas.</i>	
Term Achievements	Partnerships	Responsibility
R.05.01 <i>A plan that identifies the required services to be provided to this community by other levels of Government is in place, which will act as a basis for Council's advocacy for service equity.</i>	<i>Council. Federal Government. Government agencies. Non government agencies. State Government.</i>	<i>GM</i>

Strategy R.06	<i>Council ensures it is able to provide resources to effectively deliver its Strategy and Programs.</i>	
Term Achievements	Partnerships	Responsibility
R.06.01 <i>Council provides adequate resources to deliver its programs and has introduced measures to increase its capacity to deliver cost effective and efficient services.</i>	<i>Councillors. Council Staff.</i>	<i>DCS</i>
R.06.02 <i>Council's financial sustainability is being managed through best practices, diverse investment strategies and asset management control.</i>	<i>Councillors. Council Staff.</i>	<i>DCS</i>

Strategy R.07	<i>Council is recognised for and distinguished by its management, innovation and customer service.</i>	
Term Achievements	Partnerships	Responsibility
R.07.01 <i>Council's operating culture is flexible, efficient, integrated and aligned to Council's strategic objectives and program delivery.</i>	<i>Councillors. Council Staff.</i>	<i>GM</i>

Strategy R.08	<i>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.</i>	
Term Achievements	Partnerships	Responsibility
R.08.01 <i>A targeted program of advocacy and policy discussion is being conducted with the active cooperation of others with interests and benefits around social, environment, economic and infrastructure priorities.</i>	<i>Local Government New South Wales. Partnered Councils.</i>	<i>GM</i>

DESTINATION TWO

A community that is healthy, educated and sustained

Strategy C.01	<i>Facilitate the provision of a broad range of services and opportunities which aid the long term sustainability of the community.</i>	
Term Achievements	Partnerships	Responsibility
C.01.01 <i>Advocate on behalf of the community for the provision of services which meet community needs and expectations.</i>	<i>Council. Federal Government. Private Service Providers State Government.</i>	<i>GM</i>
C.01.02 <i>Manage on behalf of the community issues which impact on or threaten the medium and long term sustainability of the community.</i>	<i>Community Organisations. Council. Federal Government. State Government.</i>	<i>GM</i>
C.01.03 <i>Facilitate community development and growth through the support of community groups.</i>	<i>Community Organisations. Council. Federal Government. State Government.</i>	<i>GM</i>

Strategy C.02	<i>Seek to ensure developments make adequate provision for services that meet the needs and expectations of the community.</i>	
Term Achievements	Partnerships	Responsibility
C.02.01 <i>Council advisory services and collaborative partnerships are encouraging developments with the capacity for the provision of appropriate open spaces, community facilities and other community needs.</i>	<i>Council. Developers. Transport providers. Utility providers. State Government</i>	<i>DCES</i>

Strategy C.03	<i>Promote an ordered and safe Community.</i>	
Term Achievements	Partnerships	Responsibility
C.03.01 <i>Compliance and regulation programs have been developed and implemented to provide a safe environment for citizens and visitors.</i>	<i>Council. Federal Government. State Government.</i>	<i>DCES</i>
C.03.02 <i>Appropriate management plans and facilities are developed and implemented in partnership with emergency services.</i>	<i>Council. New South Wales Ambulance Service. New South Wales Fire Brigade. New South Wales Police Service. New South Wales Rural Fire Service (RFS). New South Wales State Emergency Service (SES). New South Wales Volunteer</i>	<i>DCES</i>

Rescue Association (VRA)

Strategy C.04	<i>Improve the integration of natural and built environments.</i>	
Term Achievements	Partnerships	Responsibility
C.04.01 <i>Development Controls are promoting excellence in rural design that balances the protection and enhancement of the natural environment with the needs of the citizens.</i>	<i>Builders. Council. Property Developers. State and Federal Government bodies.</i>	<i>DCES</i>
Strategy C.05	<i>Create clean and attractive streets and public places.</i>	
Term Achievements	Partnerships	Responsibility
C.05.01 <i>Council's maintenance programs are improving and enhancing the cleanliness and safety of streetscapes.</i>	<i>Community. Council. Related local community groups.</i>	<i>DCES</i>
Strategy C.06	<i>Reduce the consumption of non-renewable resources.</i>	
Term Achievements	Partnerships	Responsibility
C.06.01 <i>Council has developed and implemented a Community Waste management program that:</i> <i>a) educates the community,</i> <i>b) undertakes resource recovery initiatives; and</i> <i>c) minimises resource utilisation.</i>	<i>Community. Council. Recyclers. Schools. Waste Collectors. Youth leaders.</i>	<i>DCES</i>
Strategy C.07	<i>Provide local opportunities for recreation, cultural and social activities.</i>	
Term Achievements	Partnerships	Responsibility
C.07.01 <i>Council has locally focused cultural programs and initiatives that facilitate forums, networks and training opportunities that are conducive to strengthening relationships between tourism, arts, heritage, sports and recreational interests.</i>	<i>Council. Heritage Council. Indigenous Cultural groups. Inverell Art Gallery. Related Council Communities. Related Communities.</i>	<i>DCS</i>

<p>C.07.02 The Shire's recreational areas and facilities are contemporary and conducive to the communities wellbeing.</p>	<p>Council. Federal Government. Related local community groups. Sports Council. State Government.</p>	<p>DCES</p>
<p>C.07.03 The youth of Inverell are supported by programs and initiatives that increase opportunities for young people to work, live and train in the Inverell Shire.</p>	<p>Council. Federal Government. State Government. Schools. Related local community groups.</p>	<p>DCS</p>
<p>Strategy C.08 Reduce the risk to the community arising from emergency events.</p>		
<p>Term Achievements</p>	<p>Partnerships</p>	<p>Responsibility</p>
<p>C.08.01 Shire-wide waterway management strategies are being implemented.</p>	<p>Local Land Services. Council. Disaster Plan Committee. State Government.</p>	<p>DCES</p>
<p>C.08.02 Council provides advisory services for residential, commercial and rural property management consistent with best practices and government guidelines</p>	<p>Local Land Services. Council. Disaster Plan Committee. New South Wales Fire Brigade. New South Wales Rural Fire Service (RFS). NSW State Emergency Service (SES).</p>	<p>DCES</p>
<p>Strategy C.09 Create a strong sense of community identity.</p>		
<p>Term Achievements</p>	<p>Partnerships</p>	<p>Responsibility</p>
<p>C.09.01 The community is recognised for its preservation and conservation of cultural heritage.</p>	<p>Community. Community Service groups. Council. Indigenous Cultural groups. Local funeral related Industries. Local History groups.</p>	<p>DCES & DCS</p>
<p>C.09.02 Council is actively supportive of community groups achieving their objectives.</p>	<p>Council. Village Precinct Committees.</p>	<p>DCS</p>
<p>Strategy C.10 Contribute to the health of the community by promoting healthy lifestyles and practices.</p>		
<p>Term Achievements</p>	<p>Partnerships</p>	<p>Responsibility</p>

C.10.01 <i>Council is actively supportive and involved in programs and initiatives that promote and contribute healthy lifestyles and practices.</i>	<i>Council. Hunter New England Area Health Service. Related Health Care organisations.</i>	<i>DCES</i>
Strategy C.11	<i>Develop a range of educational and skills development opportunities to meet the requirements of the community.</i>	
Term Achievements	Partnerships	Responsibility
C.11.01 <i>The Shire's culture of lifelong learning is nurtured and promoted with increased access to learning opportunities that contribute to an improved quality of life.</i>	<i>Community College of the Northern Inland. Council. Employment Agencies. Government Agencies. Inverell Chamber of Commerce and Industry. New South Wales Technical and Further Education (TAFE). Schools. Training related organisation. Universities.</i>	<i>DCS</i>
Strategy C.12	<i>Facilitate the provision of affordable housing and accommodation to meet the requirements of the Shire's residents.</i>	
Term Achievements	Partnerships	Responsibility
C.12.01 <i>Council through facilitation and advocacy to government departments promote the provision of affordable housing.</i>	<i>Community Housing. Community Services agencies. Council. New South Wales Department of Housing. Private Developers.</i>	<i>DCS</i>
Strategy C.13	<i>Facilitate activities that improve the quality of life for people who are requiring support.</i>	
Term Achievements	Partnerships	Responsibility
C.13.01 <i>Council encourages collaboration between community services providers in the provision of sustainable community services.</i>	<i>Council. Government Agencies. Government Representatives. Related community groups. Retirement Villages.</i>	<i>DCS</i>
Strategy C.14	<i>Facilitate the provision of opportunities for residents to gain employment.</i>	
Term Achievements	Partnerships	Responsibility

<p>C.14.01 <i>Council is actively seeking collaboration with and between, educational departments, employment agencies, and public and private organisations for economic and employment growth.</i></p>	<p><i>Council. Employment Agencies. Government Agencies. Government Representatives. Investment decision makers. Industrial and Commercial agents. Training related organisation. Inverell Chamber of Commerce and Industry.</i></p>	<p><i>DCS</i></p>
<p>Strategy C.15</p>	<p><i>The social well being and health of individuals and communities within the Shire is being maintained and improved.</i></p>	
<p>Term Achievements</p>	<p>Partnerships</p>	<p>Responsibility</p>
<p>C.15.01 <i>Strategies are in place to respond to the social and health needs of the community.</i></p>	<p><i>Council. Commercial Landlords. Commercial Property Developers. Education and Health related organisation representatives. Inverell Chamber of Commerce and Industry.</i></p>	<p><i>DCES</i></p>
<p>C.15.02 <i>Council is providing a diverse range of literature in all contemporary mediums to support the educational and recreational needs of the community.</i></p>	<p><i>Council. New South Wales State Library. Other related community groups.</i></p>	<p><i>DCES</i></p>
<p>Strategy C.16</p>	<p><i>Families and children are valued and supported to enable them to contribute to the economic, cultural and social well being of the Shire.</i></p>	
<p>Term Achievements</p>	<p>Partnerships</p>	<p>Responsibility</p>
<p>C.16.01 <i>Services are provided to meet the diverse needs of families and to support the development of children.</i></p>	<p><i>Church groups. Community. Council. Federal Government. Schools. Local Children Service Providers. State Government. Local Cultural groups.</i></p>	<p><i>GM</i></p>
<p>Strategy C.17</p>	<p><i>Promote Inverell Shire as an integral component of the cultural fabric of the New England North West Region.</i></p>	
<p>Term Achievements</p>	<p>Partnerships</p>	<p>Responsibility</p>

C.17.01

Inverell is recognised as an integral component of cultural diversity and excellence in the New England North West Region.

*Councils in the New England Region.
GM
Cultural Organisations.
Federal Government.
Government Departments.
State Government.*

DESTINATION THREE

An environment that is protected and sustained.

Strategy E.01		<i>Promote sustainable agricultural activities</i>	
Term Achievements	Partnerships	Responsibility	
E.01.01 <i>Council is facilitating a coordinated approach to achieving an ecologically, economically and socially sustainable agricultural sector in the Inverell Shire and the region.</i>	<i>Local Land Services. Community organisations. Council. Country Women’s Association of New South Wales (CWA). Federal Government. Land Care Groups Landowners. New South Wales Government – Agriculture. Rural Council. Rural Youth.</i>	<i>DCES</i>	
E.01.02 <i>Council adopts Animal Welfare Best Practices for its operations.</i>	<i>Agricultural industry representatives. Australian Government Department of Primary Industries (DPI.) Fisheries and Forestry. Council.</i>	<i>DCES</i>	
Strategy E.02		<i>Council’s strategies to achieve sustainable, productive use of rural lands and preservation of the rural qualities are implemented.</i>	
Term Achievements	Partnerships	Responsibility	
E.02.01 <i>Council’s adopted strategic planning documents and development control plans are being implemented as the basis for future rural land use decisions.</i>	<i>Community. Council. Department of Planning. Department of Primary Industry (DPI). Government departments. New South Wales Farmers. Local Land Services (LLS). Relevant State agents.</i>	<i>DCES</i>	
Strategy E.03		<i>Protect, rehabilitate and manage all impacts on the built and natural environment.</i>	
Term Achievements	Partnerships	Responsibility	

E.03.01 <i>Industrial and residential estate areas designed constructed and maintained to deliver ecologically sustainable outcomes.</i>	Local Land Services. Community. Council. Developers. Government departments. Landcare groups.	DCES
E.03.02 <i>Programs to reduce environmental degradation and the loss of biodiversity through weed invasion have been developed and implemented.</i>	Local Land Services. Council. Government. Land care groups. Other Councils.	DCES
E.03.03 <i>The Shire's built and natural heritage is being promoted, protected and conserved.</i>	Community. Council. Government. Heritage Groups. Indigenous Cultural groups. Land Owners.	DCES
E.03.04 <i>A community environmental impact assessment has been completed to identify resources that must be preserved and protected</i>	Local Land Services. Business. Community. Council. Government.	DCES

Strategy E.04	<i>Conserve and rehabilitate core vegetation on Council land and manage major impacts on corridors and remnant bush lands.</i>	
Term Achievements	Partnerships	Responsibility
E.04.01 <i>The biological diversity on Council controlled land is being protected and conserved through partnerships and the implementation of a biodiversity conservation and bushland management strategy</i>	Local Land Services. Council. Department of Primary Industries (DPI). Fisheries and Forestry. Fishing Clubs. Land care groups. Roadside Environment Committee.	DCES

Strategy E.05	<i>Manage human impacts on the Shire's unique diversity of plants and animals.</i>	
Term Achievements	Partnerships	Responsibility
E.05.01 <i>Council continues to minimise the community impact on the Shire's bio-diversity.</i>	Local Land Services. Community. Council. Government. Land Managers.	DCES
E.05.02 <i>Council has a partnership program in place to promote companion animal welfare.</i>	Community. Council. Department of Primary Industry (DPI). Landowners. Royal Society for the Prevention of Cruelty To Animals (RSPCA).	DCS

Strategy E.06	<i>Protect and manage significant natural features and landscapes.</i>	
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Term Achievements	Partnerships	Responsibility
<p>E.06.01 <i>Council has a partnership program to identify, protect and maintain the Shire's Natural Heritage strategy.</i></p>	<p><i>Local Land Services. Community. Council. Indigenous Cultural Groups. Land care groups. Landowners.</i></p>	<p><i>DCES</i></p>

<p>Strategy E.07</p>	<p><i>Inverell Shire conducts itself as a responsible environmental practitioner through prudent consumption of resources and recycling initiatives.</i></p>	
Term Achievements	Partnerships	Responsibility
<p>E.07.01 <i>Council leads the Shire by advocacy, example and partnerships for sustainable waste management initiatives.</i></p>	<p><i>Community. Council. Federal Government. Northaven Inverell. Regional Council Groups. State Government.</i></p>	<p><i>DCES</i></p>

DESTINATION FOUR

A strong local economy

Strategy B.01		<i>Business, institutions and Council are working cooperatively towards agreed initiatives to strengthen and expand the Shire's economic base.</i>	
Term Achievements		Partnerships	Responsibility
B.01.01 <i>The Shire's business community, learning institutions and training institutions are working in an integrated way to strengthen and develop the Shire's economic base.</i>		<i>Businesses. Council. Employment and Training Agencies. Federal Government. Inverell Chamber of Commerce and Industry. Investors. State Government. Technical and Further Education (TAFE).</i>	<i>DCS</i>
Strategy B.02		<i>Plan for and promote the clustering of specific business and industry sectors in commercially appropriate locations.</i>	
Term Achievements		Partnerships	Responsibility
B.02.01 <i>Networks and clusters of similar economic activity are developing in appropriate areas.</i>		<i>Council. Federal Government. Industry/Developers. NSW Environmental Protection Authority (EPA). State Government.</i>	<i>DCES</i>
Strategy B.03		<i>Facilitate access to services and infrastructure including education, training and research for business.</i>	
Term Achievements		Partnerships	Responsibility
B.03.01 <i>A collaborative relationship between Council and businesses in the Shire is established and maintained, that is conducive to economic growth and business sustainability.</i>		<i>Federal and State Governments. Business Owners. Council. Employment Agencies. Inverell Chamber of Commerce and Industry. Private Training Organisations. TAFE.</i>	<i>DCS</i>
Strategy B.04		<i>Develop and promote the Shire as the place for business establishment.</i>	
Term Achievements		Partnerships	Responsibility

B.04.01 Council is working with relevant organisations to identify and cultivate market and development opportunities.	Council. Industry and Investment NSW. Inverell Chamber of Commerce and Industry. Regional Development Australia Northern Inland.	DCS
B.04.02 The means of attracting economic contributors to the Shire have been incorporated in to relevant programs.	Commercial Landlords. Commercial Property Developers. Council. Industry and Investment NSW. Inverell Chamber of Commerce and Industry. Targeted organisation representatives.	DCS
B.04.03 Develop and implement a business marketing strategy.	Council. Industry and Investment NSW. Inverell Chamber of Commerce and Industry. Targeted organisation representatives.	DCS

Strategy B.05	Assist business to integrate with the community and natural environment.	
Term Achievements	Partnerships	Responsibility
B.05.01 Businesses intending to relocate from other regional centres and or cities are systematically identified and are being encouraged to locate to Inverell or surrounding areas.	Federal and State Governments.. Council. Industry and Investment NSW. Federal Government. Inverell Chamber of Commerce and Industry.	DCS

Strategy B.06	Plan for and promote private and commercial businesses and residential, industrial and commercial development.	
Term Achievements	Partnerships	Responsibility
B.06.01 Sufficient and serviced lands are available to meet the Shire's business development and residential needs.	Council. Infrastructure Providers.	DCS
B.04.02 Council is a proactive partner in all activities to improve the economic sustainability of the Shire's Industrial/Commercial sector.	Business Owners. Council. Developers. Infrastructure Providers. State Government.	DCS

Strategy B.07	Promote a competitive, dynamic and progressive business environment that improves market value.	
Term Achievements	Partnerships	Responsibility
B.07.01 Programs are implemented that broaden the Shire's economic base and are conducive to promoting a competitive market environment.	Business Owners. Council. Developers. Infrastructure Providers. Inverell Chamber of Commerce	GM

*and Industry.
State Government.*

Strategy B.08

Promote Shire communities as a destination for visitors.

Term Achievements

Partnerships

Responsibility

B.08.01

Programs are in place that promote the Shire as a unique holiday experience.

*Council,
Caravan Parks.
Hotel/Motel/B&B Management.
Mobile Home/Caravan
Associations.
Related tourism
owner/operators.
Inverell Chamber of Commerce
and Industry.*

DCS

Strategy B.09

Generate economic benefits to the Shire by increasing visitation from domestic, regional, national and international market sectors.

Term Achievements

Partnerships

Responsibility

B.09.01

Programs are attracting domestic and international visitors for cultural and recreational events, exchange programs, educational and training experiences.

*Arts and Culture Advisory
Board.
Council.
Industry and Investment NSW.
Inverell Chamber of Commerce
and Industry.
Local Industry.
People to People International.
Sports Council.*

DCS

DESTINATION FIVE

The community is supported by sustainable services and infrastructure

Strategy S.01	<i>Sound Local Government Administration, Governance and Financial Management are provided.</i>	
Term Achievements	Partnerships	Responsibility
S.01.01 <i>Council has implemented leading practice ethical and corporate governance standards.</i>	<i>Council.</i>	<i>GM</i>
S.01.02 <i>A sound long term financial position is maintained.</i>	<i>Council.</i>	<i>DCS</i>
S.01.03 <i>Council provides a safe, supportive, equitable, and appropriately equipped workplace environment.</i>	<i>Council.</i>	<i>GM</i>
S.01.04 <i>The organisation embraces new technology, systems and processes to improve efficiency and effectiveness</i>	<i>Council.</i>	<i>DCS</i>
S.01.05 <i>Best Practice in Procurement and Inventory Management have been adopted and implemented.</i>	<i>Council.</i>	<i>DCS</i>
S.01.06 <i>Council has implemented programs and initiatives that increase public awareness of Council's role in supporting community lifestyles.</i>	<i>Council. Media.</i>	<i>GM</i>
S.01.07 <i>A contemporary system of risk management and internal control is operating.</i>	<i>Council. Council's Insurers</i>	<i>DCS</i>
S.01.08 <i>Council has developed and implemented a fleet management strategy that adopts fleet and plant equipment best practices and benchmarking and is reflective of Energy Efficiency Best Practices (EEBP).</i>	<i>Council. Suppliers.</i>	<i>DCES</i>
S.01.09 <i>Best Value principles specified in the Local Government Act along with contemporary asset management processes have been implemented for asset sustainability.</i>	<i>Council. Division of Local Government. Local Government New South Wales.</i>	<i>DCES</i>
S.01.10 <i>Best Practice in Land Use Administration has been adopted and implemented.</i>	<i>Council.</i>	<i>DCES</i>

Strategy S.02	<i>Council displays leadership, community engagement and collaboration with others.</i>	
Term Achievements	Partnerships	Responsibility
S.02.01 <i>Council is managing it's statutory requirements and the needs of a participatory community in a transparent and balanced way.</i>	<i>Community. Council.</i>	<i>GM</i>

Strategy S.03	<i>Council provides equitable services; consistent with available resources and priorities to meet the Shire's identified needs and preferences.</i>	
Term Achievements	Partnerships	Responsibility
S.03.01 <i>Services and programs that Council provides are determined based on equity, customer requirements and community benefits, best value and excellence.</i>	<i>Community. Council. Government bodies.</i>	<i>DCS</i>

Strategy S.04	<i>Council's workforce and workplace match contemporary and emerging organisational needs and requirements.</i>	
Term Achievements	Partnerships	Responsibility
S.04.01 <i>Council's workforce is appropriately planned, skilled, and empowered and Council is recognised as an employer of choice.</i>	<i>Council Management and Staff.</i>	<i>GM</i>

Strategy S.05	<i>Attractive and vibrant town centres, local centres and community meeting places are provided.</i>	
Term Achievements	Partnerships	Responsibility
S.05.01 <i>Local centres, community facilities and prominent meeting places are increasingly valued and recognised by the community as a focus of their village and feature of the Shire.</i>	<i>Community. Council. Precinct groups.</i>	<i>DCS</i>

Strategy S.06	<i>Established population centres are revitalised and people have pride in the community in which they live.</i>	
Term Achievements	Partnerships	Responsibility
S.06.01 <i>A program of renewal for village facilities is implemented that contributes to a sense of community identity and cohesiveness.</i>	<i>Community. Council. Precinct Groups.</i>	<i>DCS</i>

Strategy S.07	<i>Provide accessible and usable recreational facilities and services that meet the needs of the community.</i>	
Term Achievements	Partnerships	Responsibility
S.07.01 <i>Recreational and leisure facilities and services meet community needs and are maintained to promote optimal utilisation.</i>	<i>Arts and Culture Advisory Board. Council. Community Groups. Precinct Groups. Sports Council and groups.</i>	<i>DCES</i>
Strategy S.08	<i>Civil infrastructure is secured, maintained and used to optimum benefit.</i>	
Term Achievements	Partnerships	Responsibility
S.08.01 <i>An asset management strategy is in operation for civil infrastructure that optimises its use and maintained to agreed standards fit for contemporary purpose.</i>	<i>Council. Federal Government. State Government. Suppliers.</i>	<i>DCES</i>
Strategy S.09	<i>Council's buildings, parks and open space assets are maintained to a standard fit for their contemporary purpose.</i>	
Term Achievements	Partnerships	Responsibility
S.09.01 <i>A building asset management strategy is in operation that maintains Council's assets to appropriate standards fit for contemporary purposes.</i>	<i>Community Groups. Council.</i>	<i>DCES</i>
Strategy S.10	<i>Maintain and enhance a safe, efficient and effective local road network.</i>	
Term Achievements	Partnerships	Responsibility
S.10.01 <i>Road network capacity, safety and efficiency are improved and traffic congestion is reduced.</i>	<i>Community. Council. Federal Government. Inverell Traffic Committee. New South Wales Roads and Roads and Maritime Services. State Government.</i>	<i>DCES</i>
Strategy S.11	<i>Facilitate the sharing of information and ideas through remote communications.</i>	
Term Achievements	Partnerships	Responsibility
S.11.01 <i>Through collaborative partnerships and community advocacy, initiatives are being implemented to provide cost effective communications services to the community.</i>	<i>Business Owners. Developers. Council. Communication Providers. Federal Government. State Government.</i>	<i>DCS</i>

S.11.02	<i>Inverell, through collaborative partnerships, has programs and initiatives to increase computer literacy within the community.</i>	Council. Communication Provider. Education providers. Inverell Chamber of Commerce and Industry. Technology related businesses.	DCS
Strategy S.12		<i>Provision of safe and efficient networks to ensure connectivity between populations.</i>	
Term Achievements	Partnerships	Responsibility	
S.12.01	<i>Inverell continues to be serviced by domestic Air Services.</i>	Air Service provider. Civil Aviation Authority (CASA). Community. Council. State and Federal Government.	DCES
S.12.02	<i>A sustainable and strategic approach to the management of Council's Assets is undertaken.</i>	Council.	DCES
S.12.03	<i>Programs and initiatives to reduce the incidence of overloaded vehicles using the road system are implemented.</i>	Council. New South Wales Police. New South Wales Roads and Roads and Maritime Services. North West Weight of Loads Committee. Transport Operators.	DCES
S.12.04	<i>Programs to improve the road system and promote road safety that are meeting community, environmental and economic needs are being implemented.</i>	Adjoining Councils. Council. Federal Government. Local Businesses. New South Wales Police. New South Wales Roads and Roads and Maritime Services. Service Clubs. Schools. State Government.	DCES
S.12.05	<i>A Bridge Management Plan has been developed and implemented that meets the community needs and Council's duty of care obligations to the community.</i>	Adjoining Councils. Council. New South Wales Roads and Roads and Maritime Services. Federal Government. State Government.	DCES
S.12.06	<i>A program of prioritised works has been developed and is being implemented in partnership with the State and Federal Government to maintain the efficiency of major roads as demand grows.</i>	Community Groups. Council. Federal Government. New South Wales Roads and Maritime Services. State Government.	DCES

Strategy S.13	<i>Provide communities with a quality potable water supply, effective drainage and sewerage systems.</i>	
Term Achievements	Partnerships	Responsibility
S.13.01 <i>Council has developed and implemented a sustainable Integrated Water Management Strategy compliant with Government Best Practices and legislation.</i>	<i>Local Land Services. Council. Federal Government. New South Wales Department of Water and Energy. New South Wales Environmental Protection Authority (EPA). State Government.</i>	<i>DCES</i>
Strategy S.14	<i>Increase the number of people walking and cycling, particularly for journeys within the community.</i>	
Term Achievements	Partnerships	Responsibility
S.14.01 <i>Programs and initiatives are being implemented that encourage alternate methods of transport that increase community health and wellbeing.</i>	<i>Australian Bicycle Council. Community. Council. Developers. Pedestrian Council of Australia Related business and sporting groups.</i>	<i>DCES</i>
Strategy S.15	<i>Promote the effective integration of waste management and recycling services.</i>	
Term Achievements	Partnerships	Responsibility
S.15.01 <i>Council has an integrated waste management plan that not only meets statutory recycling levels but also meets environmental and community demands.</i>	<i>Community. Council. Federal Government. State Government. Waste Management Service Providers Industry.</i>	<i>DCES</i>

FINANCIAL STATEMENTS - THE 2017-2018 DRAFT DELIVERY PLAN ESTIMATED BUDGETS FOR THE ACHIEVEMENT OF COUNCIL'S STRATEGIES IS AS FOLLOWS;

**INVERELL SHIRE COUNCIL
CONSOLIDATED PROFIT AND LOSS STATEMENT
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)
INCLUDING FFF ROADMAP STRATEGY (14.25% SRV REVENUE PATH)**

<i>ESTIMATES FOR</i>	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	<i>\$000</i>
EXPENSES FROM ORDINARY ACTIVITIES										
Employee Benefits & On Costs	13,312	13,694	14,106	14,497	14,955	15,385	15,852	16,334	16,848	17,428
Borrowing Costs	182	159	135	109	82	53	32	16	6	1
Materials & Contracts	5,847	6,011	6,233	6,474	6,682	6,892	7,111	7,367	7,583	7,807
Depreciation	8,226	8,242	8,257	8,271	8,287	8,302	8,318	8,333	8,348	8,364
Other Expenses	4,198	4,296	4,396	4,499	4,604	4,712	4,822	4,936	5,052	5,171
TOTAL EXPENSES FROM ORDINARY ACTIVITIES	31,766	32,401	33,126	33,850	34,609	35,344	36,136	36,986	37,836	38,771
REVENUE FROM ORDINARY ACTIVITIES										
Rates & Annual Charges	(18,473)	(19,387)	(20,360)	(20,866)	(21,385)	(21,916)	(22,461)	(23,020)	(23,592)	(24,179)
User Charges & Fees	(3,446)	(3,511)	(3,578)	(3,647)	(3,717)	(3,789)	(3,863)	(3,939)	(4,016)	(4,096)
Interest & Investment Revenue	(1,027)	(1,027)	(1,027)	(1,027)	(1,027)	(1,027)	(1,052)	(1,077)	(1,127)	(1,127)
Other Revenue	(423)	(426)	(429)	(432)	(435)	(438)	(441)	(445)	(448)	(452)
Grants & Contributions provided for operating purposes	(9,964)	(10,128)	(10,312)	(10,464)	(10,639)	(10,827)	(11,019)	(11,233)	(11,439)	(11,651)
Net Gain/Loss on Disposal of Assets	(196)	(581)	(453)	(660)	(44)	(713)	(299)	(409)	(308)	(317)
TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	(33,530)	(35,060)	(36,160)	(37,096)	(37,247)	(38,710)	(39,136)	(40,121)	(40,930)	(41,822)
(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS	(1,764)	(2,659)	(3,034)	(3,246)	(2,638)	(3,366)	(3,000)	(3,135)	(3,094)	(3,052)
Grants & contributions provided for Capital Purposes	(926)	(937)	(947)	(958)	(969)	(981)	(992)	(1,004)	(1,016)	(1,006)
(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS	(2,690)	(3,596)	(3,981)	(4,204)	(3,607)	(4,346)	(3,992)	(4,139)	(4,110)	(4,057)
Extraordinary Items										
(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES	(2,690)	(3,596)	(3,981)	(4,204)	(3,607)	(4,346)	(3,992)	(4,139)	(4,110)	(4,057)
ADD BACK NON-CASH ITEMS										
Depreciation	(8,226)	(8,242)	(8,257)	(8,271)	(8,287)	(8,302)	(8,318)	(8,333)	(8,348)	(8,364)
Carrying Amount of Assets Sold (Book Value of Plant & Equipment to be sold)	(240)	(240)	(241)	(242)	(242)	(243)	(243)	(244)	(245)	(245)
TOTAL NON-CASH ITEMS	(8,466)	(8,482)	(8,498)	(8,513)	(8,529)	(8,545)	(8,561)	(8,577)	(8,593)	(8,609)
CAPITAL AMOUNTS										
Repayment by Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets	10,578	11,767	11,937	12,617	10,111	12,947	11,595	11,914	11,975	11,939
Principal Loan Repayments	552	576	600	626	653	616	442	399	227	-
TOTAL CAPITAL AMOUNTS	11,130	12,343	12,537	13,243	10,764	13,563	12,037	12,313	12,203	11,939
CONSOLIDATED NET (PROFIT)/LOSS	(26)	265	58	526	(1,373)	672	(516)	(404)	(500)	(727)
INTERNALLY RESTRICTED ASSET MOVEMENTS										
Net Transfers to/From Internally Restricted Assets	23	(267)	(61)	(528)	1,370	(678)	511	399	497	722
UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS	(3)	(2)	(3)	(3)	(3)	(6)	(5)	(5)	(3)	(6)

These Budgets include the FFF Roadmap Strategy 14.25% (14.94% cumulative) Special Rate Variation as this is the only remaining means available to Council to ensure existing Service Levels are met in the implementation of Council's Delivery Plan.

COUNCIL OF THE SHIRE OF INVERELL
CONSOLIDATED BALANCE SHEET
(COMBINED GENERAL, WATER AND SEWERAGE FUNDS)
INCLUDING FFF ROADMAP STRATEGY (14.25% REVENUE PATH)

	Audited											
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS												
CURRENT ASSETS												
Cash and Cash Equivalents	3,824	3,792	3,762	3,441	3,325	2,740	4,052	3,318	3,771	4,110	4,547	5,210
Investments	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010
Receivables	4,785	4,795	4,805	4,815	4,825	4,835	4,845	4,855	4,865	4,875	4,885	4,895
Inventories	605	605	605	605	605	605	605	605	605	605	605	605
Other	83	83	83	83	83	83	83	83	83	83	83	83
Non-Current assets classified as held for sale	481	481	481	481	481	481	481	481	481	481	481	481
TOTAL CURRENT ASSETS	52,788	52,766	52,746	52,435	52,329	51,754	53,076	52,352	52,815	53,164	53,611	54,284
NON - CURRENT ASSETS												
Investments	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Receivables	250	240	230	220	210	200	190	180	170	160	150	140
Infrastructure, Property, Plant and Equipment	615,575	620,504	622,616	625,901	629,340	633,444	635,026	639,428	642,462	645,799	649,181	652,511
Investment Property	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725
TOTAL NON - CURRENT ASSETS	623,550	628,469	630,571	633,846	637,275	641,369	642,941	647,333	650,357	653,684	657,056	660,376
TOTAL ASSETS	676,338	681,235	683,317	686,281	689,604	693,123	696,017	699,685	703,172	706,848	710,667	714,660
LIABILITIES												
CURRENT LIABILITIES												
Payables	2,969	2,914	2,858	2,801	2,743	2,684	2,624	2,563	2,501	2,438	2,374	2,310
Borrowings	529	552	575	600	626	653	617	443	399	227	0	0
Provisions	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024
TOTAL CURRENT LIABILITIES	7,522	7,490	7,457	7,425	7,393	7,361	7,265	7,030	6,924	6,689	6,398	6,334
NON - CURRENT LIABILITIES												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	4,692	4,141	3,566	2,966	2,340	1,687	1,070	627	228	0	0	0
Provisions	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704
TOTAL NON - CURRENT LIABILITIES	6,396	5,845	5,270	4,670	4,044	3,391	2,774	2,331	1,932	1,704	1,704	1,704
TOTAL LIABILITIES	13,918	13,335	12,727	12,095	11,437	10,752	10,039	9,361	8,856	8,393	8,102	8,038
NET ASSETS	662,420	667,900	670,590	674,186	678,167	682,371	685,978	690,324	694,316	698,455	702,565	706,622
EQUITY												
Retained Earnings	502,078	507,558	510,248	513,844	517,825	522,029	525,636	529,982	533,974	538,113	542,223	546,280
Revaluation Reserves	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342
Council equity interest	662,420	667,900	670,590	674,186	678,167	682,371	685,978	690,324	694,316	698,455	702,565	706,622
Minority equity interest	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	662,420	667,900	670,590	674,186	678,167	682,371	685,978	690,324	694,316	698,455	702,565	706,622

FIT FOR THE FUTURE ROADMAP:

Fit for the Future Action Plan

Council's FFF Roadmap required that Council take a number of Key Improvement Actions commencing in 2016/2017. These actions are as follows:

1. Review of Fees and Charges completed annually.
2. Solar Energy Systems installed at Inverell Pool and SES Facilities.
3. GPS Tracking devices installed in the remainder of Council's Plant Fleet.
4. Special Rate Variation Application prepared and approved to commence in 2017/2018.
5. Special Road Renewal Infrastructure Backlog Program completed.
6. Inverell Swimming Pool Asset Renewal Project planning completed.
7. Review of Council's Long Term new Infrastructure needs to support its growing community completed.
8. Annual Review of Operational Efficiency/Effectiveness Program conducted.

These actions have been progressed in the following manner since October, 2015:

- a) A full review of Council's Long Term Financial Plan, Fees and Charges and Council's Operational Efficiency/Effectiveness Program was conducted in the preparation of the 2016/2017 Operational Plan and Budget. A funding allocation was provided in the 2016/2017 Budget for the continued roll out of GPS Tracking Devices for Council's Plant Fleet.
- b) In respect of these actions it is noted that as the NSW SES are now responsible for the payment of Electricity Charges for SES facilities with Council only contributing 11.3% to the costs. Accordingly the SES Solar Energy Project was moved to the Inverell Art Gallery and matched with Grant Funding to deliver a Solar Energy System at the Gallery, where Council is responsible for the full electricity costs.
- c) GPS tracking has been installed in an additional 40 vehicles. 20 of the targeted plant items remain to be treated.
- d) The Council will be aware that the Special Road Renewal Infrastructure Backlog Program is in progress and will be completed early in 2017/2018 having been delayed by the continuing wet weather. Planning has commenced for the Inverell Swimming Pool Asset Renewal Project.
- e) A brief is being preparing for the possible engagement of a specialist technical consultant to assist in the Swimming Pool plan.
- f) A further review of the Long Term Financial Plan has now been conducted, noting that a range of issues have arisen since June, 2016.
- g) The Efficiency and Effectiveness Program continues.

It is noted that an extensive media and promotion campaign was put in place to publicise Council's FFF Roadmap and these identified actions, being the actions that Council would need to put in place for Council to be declared "Fit for the Future", both initially and on a continuing basis.

The only remaining action to be addressed is then, the FFF Roadmap SRV Application.

The FFF Roadmap requires that for Council to meet the State Governments FFF Program Performance Benchmarks, to be financially sustainable in the short, medium and long term and to meet the Communities current ongoing Service Delivery and Infrastructure needs, that a permanent (Section 508A, Local Government Act, 1993) 14.25% Special Rate Variation (SRV) (14.94% cumulative) above the IPART Rate Peg is required to be phased in over the three (3) year period commencing from 1 July, 2017.

The implementation of Council's adopted and IPART approved FFF Roadmap which is supported by this LTFP ensures that Council meets the requirement that it be Fit for the Future. As detailed in Council's FFF Roadmap, failure to implement the FFF Roadmap will result in Council not being Fit for the Future, Council not being able to deliver current service levels, Council not being sustainable in the short, medium or long term and the growth, Social and Economic Well-being of the Community being negatively impacted.

How will the Special Rate Variation Revenue be spent.

The proposal special rate variation will generate approximately the following additional amounts each year:

• 2017/18	\$ 511,897
• 2018/19	\$ 1,068,613
• 2019/20	\$ 1,678,680
• 2020/21	\$ 1,720,647
• 2021/22	\$ 1,763,663
• 2022/23	\$ 1,807,755
• 2023/24	\$ 1,852,949
• 2024/25	\$ 1,899,273
• 2025/26	\$ 1,946,754
• 2026/27	<u>\$ 1,995,423</u>
TOTAL	\$16,245,654

The additional \$16.2M raised during the period to 2026/2027 will be expended as follows to maintain existing service levels:

- \$4.08M will be allocated to keeping the General Fund Budget in Balance to ensure existing Service Levels across all Council's General Fund functions are maintained;
- \$2.76M to additional maintenance and asset renewal activities on the Rural Road Network to ensure Service Levels are met and the useful lives of the assets are maximised (drainage, bitumen maintenance and patching, roadside slashing, gravel maintenance and patching, vegetation management etc);
- \$1.11M to road grading to enable existing Service Levels to be met as discussed at the October, 2016 Committee Meetings;
- \$5.10M to the Infrastructure Backlog, being for Heavy Patching, Pavement Stabilisation and Rehabilitation on the Regional Road Network;
- \$1.67M for additional Bitumen Reseals and Gravel Resheeting to prevent the Infrastructure Backlog from re-emerging;
- \$0.44M for Culvert and Causeway, Drainage, and Footpath Renewals in the long term;
- \$0.68M to restore Council's Industry Assistance/Joint Industrial Promotions Program
- \$0.40M for Urban Asset Renewals; and
- A very small \$0.01M Operating Surplus for the Ten Year Period.

As shown, the largest proportion of the additional revenue, being \$10.64M will be allocated specifically to the Regional and Shire Road Network, \$0.44M to Culvert/Causeway/Drainage/Footpath Renewals, \$4.08M will be allocated across all Council's General Fund functions to ensure Council's Existing Service Levels across the Organisation can be maintained, noting that many budget areas have not seen a budgetary increase in the last six years outside of increases in unavoidable fixed costs and \$680K to maintaining Council's Industry Assistance/Joint Promotions Budget.. \$0.40M will be allocated over the ten year life of the LTFP to the Urban Areas for additional asset renewals.

The following is the Table from Council's widely publicized FFF Roadmap and Long Term Financial Plan updated as at December, 2016. As shown for 2026/2027 the expenditure pattern established under Council's FFF Roadmap will need to be maintained on a continuing basis, however, the quantum of funding available for Road Asset Renewal will start to again decline from 2026/2027, and further remedial action will need to be taken.

FIT FOR THE FUTURE ROADMAP - SPECIAL RATE VARIATION (SRV) BUDGET ADJUSTMENTS for 2016/2017 to 2026/2027

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CORE BUDGET (SURPLUS)/DEFICIT EXCLUDING SRV	(1,556)	96,740	158,060	221,790	287,650	352,430	420,030	489,750	561,770	635,920	858,075
(Based on an annual IPART Rate Peg of 1.5% for 2017/2018 and then 2.5% p.a, Indexation of FAG's Grant and major Grants at 2% to 2.5% and continuation of existing Service Levels and required levels of Asset Renewal, but a reduction in \$150K Industry Assistance and Development Fund annual allocation to \$100K, to account for inadequate 2017/2018 Rate Peg with no other funding sources being available to balance the 2017/2018 Budget.											
ROAD ASSET SPECIFIC RECURRENT ISSUES											
Additional Asset Maintenance and Renewal requirements to meet existing Service Levels across works programs (Rural Road Network)	See Budget	86,000	136,000	186,000	250,000	280,000	308,000	340,000	406,000	430,000	450,000
Restore Joint Industrial Promotions Fund	See Budget	1,929	24,452	74,953	76,827	78,747	80,716	82,734	84,802	86,922	89,093
Less Re-allocation of Funds											
- Minor Roads Gravel Resheeting - North	See Budget	830	1,680	2,550	3,450	4,370	5,310	6,270	7,260	8,270	8,480
- Minor Roads Gravel Resheeting - South	See Budget	1,110	2,240	3,400	4,590	5,810	7,060	8,340	9,650	11,000	11,280
Road Grading - To meet Existing Services Levels		100,000	102,600	105,270	108,010	110,820	113,690	116,650	119,680	122,790	125,830
SUB-TOTAL	(1,556)	282,729	417,192	582,063	714,447	811,817	910,066	1,014,524	1,155,342	1,246,362	1,493,238
INFRASTRUCTURE BACKLOG ISSUES											
Road Infrastructure Backlog Program- Heavy Patching/Stabilisation	See Budget	228,000	599,400	1,096,530	875,500	816,070	595,000	535,000	351,500	-	-
TOTAL BUDGET (SURPLUS)/DEFICIT EXCLUDING SRV	(1,556)	510,729	1,016,592	1,678,593	1,589,947	1,627,887	1,505,066	1,549,524	1,506,842	1,246,362	1,493,238
OTHER IDENTIFIED ROAD ASSET RENEWAL AND UPGRADE NEEDS											
Urban Construction - Additional Asset Renewals required (This budget allocation has not increased since 2010/2011)	See Budget	-	-	-	-	-	50,000	50,000	100,000	100,000	100,000
Asset Renewals - Road Infrastructure Backlog Prevention	See Budget	-	52,000	-	130,000	135,000	250,000	250,000	250,000	400,000	200,000
Asset Renewals Culvert and Causeway/Drainage and Footpath Renewal (Also covers any additional asset renewals required as identified)	See Budget	-	-	-	-	-	-	-	40,000	200,000	200,000
TOTAL ADDITIONAL ASSET RENEWAL SUPGRADE	-	-	52,000	-	130,000	135,000	300,000	300,000	390,000	700,000	500,000
Additional SRV Income (14.25% over 3 years from 2017/2018)	-	511,897	1,068,613	1,678,680	1,720,647	1,763,663	1,807,755	1,852,949	1,899,273	1,946,754	1,995,423
NET CASH (SURPLUS)/DEFICIT AFTER SRV	(1,556)	(1,168)	(21)	(87)	(700)	(776)	(2,689)	(3,425)	(2,431)	(392)	(2,185)

The following Table shows the impact of the proposed FFF Roadmap SRV on each of the Rate Categories for the 3 year implementation period for 2017/2018 to 2019/2020.

INVERELL SHIRE COUNCIL RATE- IMPACT ON RATES OF A 508A SPECIAL VARIATION OF 4.75% p.a. (14.25% SRV) FOR 3 YEARS

RATING CATEGORY	No of Assess	Rateable Value (NR) Sch 1	2016/2017 Average Rate	2017/2018 Average Rate with 1.5% Rate Peg	2017/2018 Average Rate with 4.75% SRV + 1.5% Rate Peg (6.25%)	CUMULATIVE SRV IMPACT YEAR 1 above 2016/2017 Levels	2018/2019 Average Rate with 2.5% Rate Peg	2018/2019 Average Rate with 4.75% SRV + 2.5% Rate Peg (7.25%)	CUMULATIVE SRV IMPACT YEAR 2 above 2016/2017 Levels	2019/2020 Average Rate with 2.5% Rate Peg	2019/2020 Average Rate with 4.75% SRV + 2.5% Rate Peg (7.25%)	CUMULATIVE IMPACT OF SRV IN 2019/2020 above 2016/2017 Levels	Total Cumulative % Increase in Genral Rate	WEEKLY IMPACT IN 2019/2020 OF 14.25% SRV (14.94% Cumulative)	ESTIMATED WEEKLY IMPACT IN 2019/2020 OF THE RATE PEG	WEEKLY INCREASE INCLUDING RATE PEG AND THE SRV IN 2019/2020
Residential - Inverell	4086	229,548,997	\$ 935.84	\$ 949.88	\$ 994.12	\$ 58.29	\$ 973.62	\$ 1,066.20	\$ 130.37	\$ 997.96	\$ 1,143.52	\$ 207.69	22.2%	\$ 2.80	\$ 1.19	\$ 3.99
Residential - General	431	19,680,740	\$ 586.10	\$ 594.90	\$ 622.64	\$ 36.54	\$ 609.77	\$ 667.76	\$ 81.66	\$ 625.01	\$ 716.16	\$ 130.06	22.2%	\$ 1.75	\$ 0.75	\$ 2.50
Residential - Ashford	254	3,120,410	\$ 450.63	\$ 455.59	\$ 476.83	\$ 26.20	\$ 466.98	\$ 511.36	\$ 60.73	\$ 478.66	\$ 548.47	\$ 97.84	21.7%	\$ 1.34	\$ 0.54	\$ 1.88
Residential - Delungra	148	3,059,070	\$ 472.72	\$ 479.81	\$ 502.19	\$ 29.47	\$ 491.80	\$ 538.54	\$ 65.83	\$ 504.10	\$ 577.60	\$ 104.88	22.2%	\$ 1.41	\$ 0.60	\$ 2.02
Residential - Gilgai	106	3,481,100	\$ 534.69	\$ 542.71	\$ 568.02	\$ 33.33	\$ 556.27	\$ 609.15	\$ 74.47	\$ 570.18	\$ 653.28	\$ 118.59	22.2%	\$ 1.60	\$ 0.68	\$ 2.28
Residential - Yetman	67	990,500	\$ 454.98	\$ 468.80	\$ 490.66	\$ 35.68	\$ 480.52	\$ 526.21	\$ 71.23	\$ 492.53	\$ 564.35	\$ 109.38	24.0%	\$ 1.38	\$ 0.72	\$ 2.10
Residential Rural	928	108,632,630	\$ 871.80	\$ 884.87	\$ 926.11	\$ 54.31	\$ 907.00	\$ 993.29	\$ 121.49	\$ 929.67	\$ 1,065.29	\$ 193.49	22.2%	\$ 2.61	\$ 1.11	\$ 3.72
Farmland	1343	649,023,477	\$ 2,572.81	\$ 2,619.20	\$ 2,742.39	\$ 169.59	\$ 2,684.68	\$ 2,941.32	\$ 368.51	\$ 2,751.80	\$ 3,154.28	\$ 581.47	22.6%	\$ 7.74	\$ 3.44	\$ 11.18
Business - Inv. Industrial / Commercial	418	57,378,345	\$ 4,713.50	\$ 4,784.20	\$ 5,006.98	\$ 293.48	\$ 4,903.80	\$ 5,369.77	\$ 656.28	\$ 5,026.40	\$ 5,758.49	\$ 1,044.99	22.2%	\$ 14.08	\$ 6.02	\$ 20.10
Business - Other	142	6,972,098	\$ 1,367.70	\$ 1,368.94	\$ 1,432.79	\$ 65.08	\$ 1,403.16	\$ 1,536.60	\$ 168.90	\$ 1,438.24	\$ 1,648.04	\$ 280.34	20.5%	\$ 4.03	\$ 1.36	\$ 5.39
Mining	0	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
TOTALS	7923	1,081,887,367														
RATE PEG - Actual	2017/2018	1.50%	14.25% SRV implemented at 4.75% p.a.(14.94% Cumulative)plus the Rate Peg for 2017/2018, 2018/2019 and 2019/2020 for a Total Cumulative Increase of 22.2%													
- Estimated	2018/2019	2.50%	Table shows the average weekly increase in General Rates from the Special Rate Variation, both with and without the IPART Rate Peg													
- Estimated	2019/2020	2.50%	For example the average increase in the General Rate for an Inverell Residential Ratepayer is \$4.00 per week in 2019/2020													
RATE PEG CUMULATIVE		6.64%														

This Delivery Plan is to be read in conjunction with Council's Long Term Financial Plan, Asset Management Plans, Annual Operating Plans and Budget, the FFF Roadmap and the Special Rate Variation (SRV) Briefing Paper and supporting documentation, which are available on Council's Website.

This Delivery Plan is subject to ongoing review.

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