



COMMUNITY STRATEGIC PLAN



TRANSPORT COMMUNITY ECONOMY LEADERSHIP ENVIRONMENT





TENTERFIELD COMMUNITY STRATEGIC PLAN 2017 - 2027

TABLE OF CONTENTS

Tenterfield Shire Council

INTRODUCTION	4
MISSION & VISION	6
SHIRE SNAPSHOT	8
OVERVIEW	4
RELATIONSHIP BETWEEN PLANS	10
COMMUNITY PLAN GOALS SUMMARY	12
COMMUNITY	14
ECONOMY	18
ENVIRONMENT	22
LEADERSHIP	26
TRANSPORT	30
LINKAGE TO NSW GOV PLANNING	34
KEY PRIORITIES	35
KEY POLICIES	36
MEASURING OUR SUCCESS	37
COMMUNITY ENGAGEMENT	38
RELATED DOCUMENTS	40



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INTRODUCTION



"Quality Nature, Quality Heritage and Quality Lifestyle" combine in the Tenterfield Local Government area and provide us with a unique sense of local identity forming a strong foundation for our community to continue to prosper in the future.

The Tenterfield Community Strategic Plan has undergone review for the second time and been refreshed to update how we would like our community to progress over the next 10 years, until 2027. Tenterfield Shire Council is not the only Council reviewing its long term plan for the community, with all Councils across New South Wales reviewing their community strategic plans after the 2016 local government elections to meet the requirements of the NSW State Government Integrated Planning and Reporting legislation.

The review of the Community Strategic Plan has been an opportunity for us to build upon the long term planning in the original plan and incorporate more recent community views for the development of our Local Government area and Council's facilities and services.





The active participation and the sharing of many great ideas across our community that contributed to the original community strategic plan have been enhanced with our most recent conversations about our future. Council's already established connections with our community were greatly enhanced, and a variety of strong new connections made with people providing their thoughts to make the plan even more relevant to the community today and into the future.

The plan outlines the many partnerships that can assist us in achieving the visions contained in the plan including Council, NSW State Government agencies, community groups, non-government organisations, businesses and individuals and Council's continued support of the objectives in collaboration with the wider planning framework of the New South Wales State Government.

Further detail on how the Community Strategic Plan will be implemented and supported by Council operations can be seen in Council's four year Delivery Program and annual Operational Plan.

We are proud to present Council's Tenterfield Shire Community Strategic Plan 2017-2027 and congratulate all that have been involved in developing and reviewing this plan, We are grateful to all residents that took the time to actively contribute and look forward to creating this future with you.

MISSION & VISION



OUR MISSION: "Quality Nature, Quality Heritage and Quality Lifestyle" provides focus and direction in the manner in which Council provide leadership and services.



OUR VISION

To establish a shire where the environment will be protected and enhanced to ensure sustainability and inter-generational equity,

To recognise and actively develop our cultural strengths and unique heritage'

To establish a prosperous shire through balanced, sustainable economic growth managed in a way to create quality lifestyles and satisfy the employment, environmental and social aims of the community,

To establish a community spirit which encourages a quality lifestyle, supports health and social well-being, promotes family life and lifestyle choices,

To establish a community spirit which promotes opportunities to participate in sport and recreation, promotes equal access to all services and facilities, and

To encourage all people to participate in the economic and social life of the community with a supportive attitude towards equal life chances and equal opportunity for access to the Shire's resources.

OUR VALUES

Our corporate values express how we as Council wish to conduct ourselves as an organisation and reflects the manner in which Council desires to engage with its community.

Our five (5) corporate values are:

Integrity - ensuring openness and honesty in all our activities.

Community focus - delivering prompt courteous and helpful service.

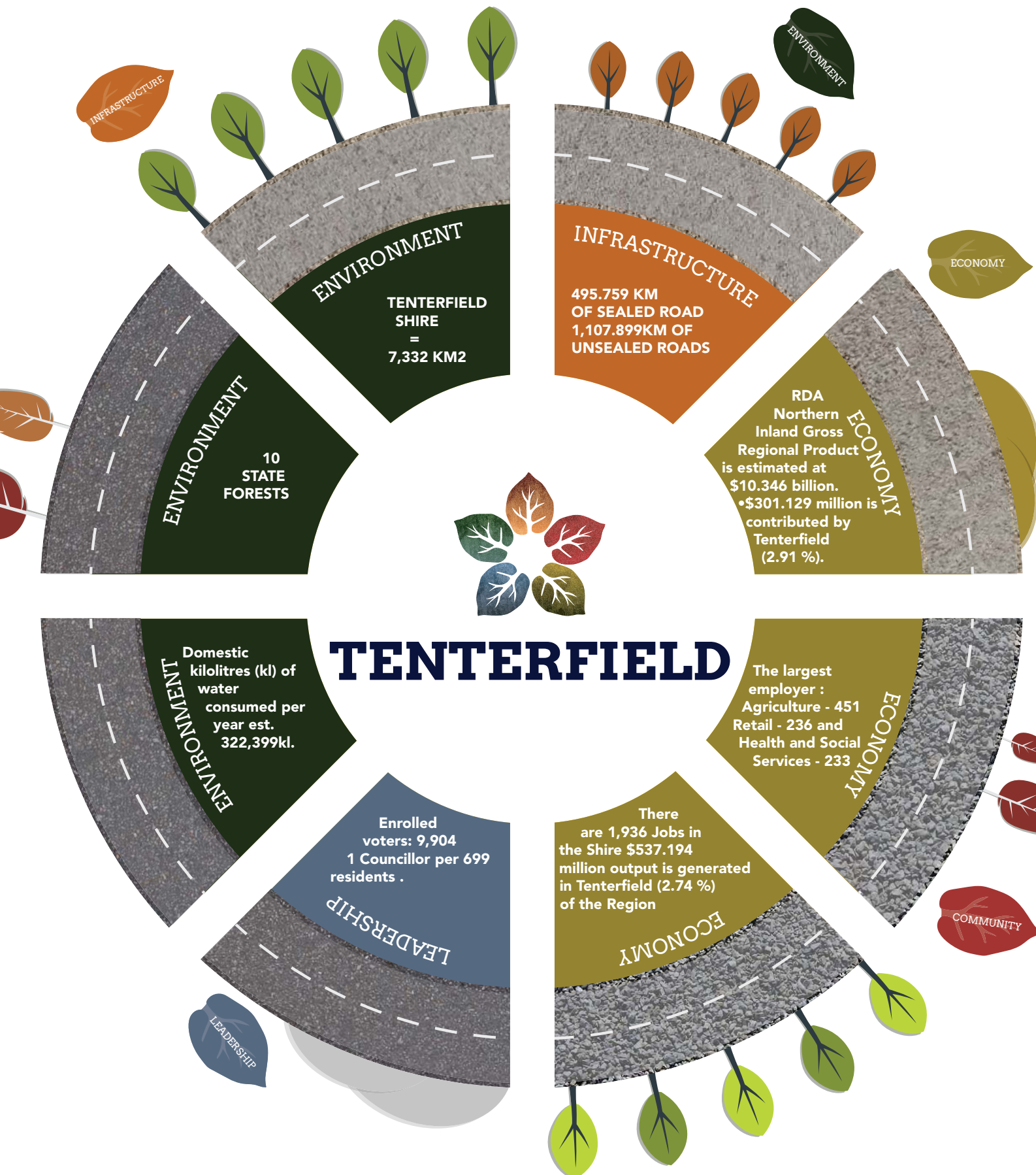
Accountability - accepting responsibility for providing quality services and information.

Respect - treating people with courtesy, dignity and fairness regardless of our personal feelings about the person or issue.

Excellence - being recognised for providing services and programs that aim for best practice.



SHIRE SNAPSHOT



OVERVIEW



OVERVIEW OF INTEGRATED PLANNING & REPORTING

On 1 October 2009, the NSW Government's framework for integrated planning and reporting for local councils came into effect.

Every council must prepare a number of plans, which detail how the council intends to deliver services and infrastructure in the short and long term, based on community priorities that have been identified through community engagement in the planning process. This process must be supportive of the planning framework of the New South Wales State Government and in this instance support the Premier's Priorities (12) for the State.

Council has an ongoing commitment to work with the different members and groups of our community to continually shape, represent and support our shared vision for the Tenterfield Shire Council based on our continued collaboration. The legislation requires councils and their communities to engage in discussions about funding priorities, acceptable service levels taking into consideration our local identity and opportunities to plan in partnership, for a sustainable future.

If we are to achieve sustainability as a community, our Community Strategic Plan need to be based on a foundation of sustainability often referred to as the quadruple bottom line (QBL). The QBL considers the pillars of environmental, social, economic and government leadership in the quest for a holistic, sustainable and viable community. The QBL approach supports the Community Strategic Plan ensuring a balanced outlook and importantly ensures that no one particular aspect dominates.

The Community Strategic Plan (CSP) identifies long term goals and priorities for the community and the local government area.

The Delivery Program (DP) identifies what the Council is responsible for delivering to support the Community Strategic Plan, and allows the Council to set out specific priorities for their elected term of office (4 years).

The Operational Plan (OP) details the actions and programs to be undertaken each year to support of the delivery program and Community Strategic Plan.

The Resourcing Strategy integrates and describes the key resourcing requirements of Council to meet the Delivery Program and the annual Operational Plan. The Strategy it is made up of three documents being the Long Term Financial Plan; Workforce Management Strategy and Asset Management Strategy.

THE RELATIONSHIP BETWEEN THE PLANS:

COMMUNITY STRATEGIC PLAN

10+ YEAR OUTLOOK

- Sets out community goals
- Outlines strategies & measures to achieve the goals



DELIVERY PROGRAM

4 YEAR OUTLOOK

- Councils' commitment and priorities during its term in office
- Progress towards the community goals



OPERATIONAL PLAN

1 YEAR OUTLOOK

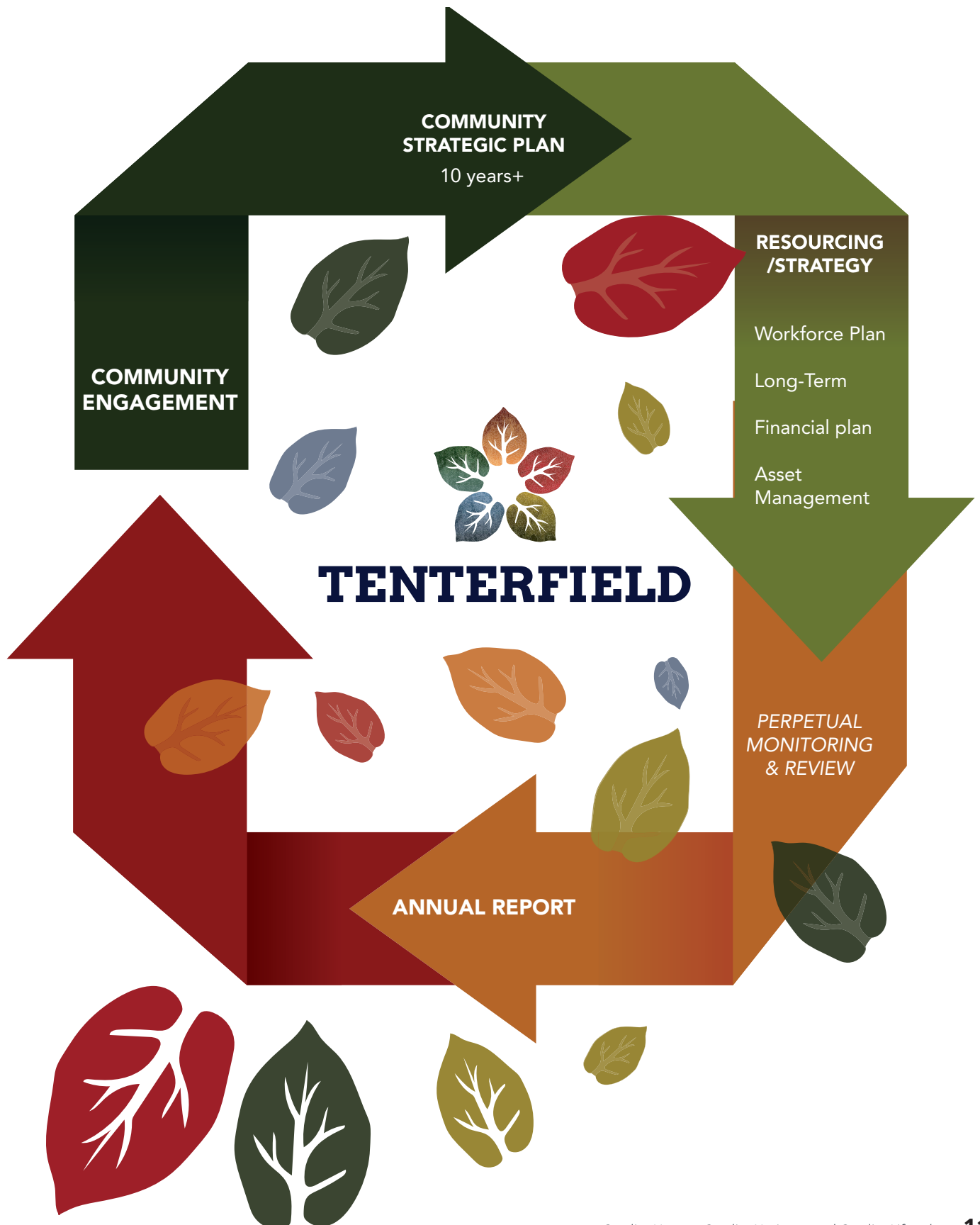
- Details of programs, projects and actions that Council will undertake during the financial year to implement the Delivery

PROGRAM'S STRATEGIES

- Annual budget
- Fees & Charges Schedule



Integrated Planning and Reporting Framework



COMMUNITY PLAN

COMMUNITY GOALS

- COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.
- COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.
- COMM 3 Our range of services and facilities support accessibility for all in our community.
- COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.
- COMM 5 The community learns and grows together and fosters an involved community and creative environment.

ECONOMY GOALS

- ECON 6 Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.
- ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.
- ECON 8 Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.

ENVIRONMENT GOALS

- ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.
- ENVO 10 Environmental risks and impacts are strategically managed.
- ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.

GOALS SUMMARY



LEADERSHIP GOALS

- LEAD 12 We are a well engaged community that is actively involved in decision making processes and informed about services and activities.
- LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.
- LEAD 14 Resources and advocacy of Council are aligned and support the delivery of the community vision outlined in the Community Strategic Plan.

TRANSPORT GOALS

- TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.
- TRSP 16 Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.



COMMUNITY



We recognise that the quality of life in the Shire is determined by the people who make up our community and the places we choose to live. As a community we aspire to be caring and connected, supporting each other and Council to build upon our strong sense of belonging through a range of opportunities for social interaction and participation. People are one of the greatest assets within the Shire and community cohesion relies on the actions of individuals in our evolving community and it is vital that we continue to provide essential social services in an equitable and affordable manner. Well serviced towns and villages that provide access and equity to our most vulnerable people in the community support our goals. We need access to formal and informal recreation and health and wellness opportunities and work cooperatively towards common community goals, supported by local facilities and services. The more we as a community value, become involved with and are supported to participate in community life the more likely we all are to benefit from lower crime, better health, higher education and greater emotional wellbeing.

GOAL:

COMM 1 Tenterfield Shire is a vibrant, welcoming and safe community.

Strategies:

- 1.1 Encourage families and young people to live, enjoy and stay in Tenterfield Shire.
- 1.2 Continue to strengthen community safety and crime prevention partnerships with Police, licensees, businesses, regulatory and other agencies.
- 1.3 Develop major cultural and community events and festivals in partnership with the community and other stakeholders.
- 1.4 Provide effective regulatory, compliance and enforcement services that keep our community safe.
- 1.5 Provide informative, vibrant and welcoming town entrances, centres and streets with places to meet that creatively reflect the diversity of our townships.
- 1.6 Our public spaces and places are designed to minimise risk to users and incorporate crime prevention by design practices.

GOAL:

COMM 2 Health and quality of life are supported by a wide range of recreation and leisure opportunities.

Strategies:

- 2.1 Provide a wide range of high quality and well maintained active and passive recreation facilities.
- 2.2 Relevant community services, sporting facilities, open spaces and cultural infrastructure are maintained and improved.
- 2.3 Sporting facilities are modern, provide choice and cater for the diverse needs of the community
- 2.4 Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors.
- 2.5 Operate and maintain the Henry Parkes Centre as a cornerstone of our cultural landscape in the Tenterfield township.
- 2.6 Partner with health agencies and community organisations to promote healthy lifestyles and facilities supporting good health.
- 2.7 Work with key stakeholders and the community to lobby for adequate health services in our region and greater accessibility to regional services.

GOAL:

COMM 3 Our range of services and facilities support accessibility for all in our community.

Strategies:

- 3.1 Ensure that public places and spaces are clean and well maintained
- 3.2 Facilitate improved access to shops and facilities in the main street for people with a disability.
- 3.3 Recognise and plan for the needs of our ageing population.
- 3.4 Lobby government to maintain and improve community and public transport services and infrastructure particularly to provide access to services not available in our Shire.
- 3.5 Partner, action and promote Councils Disability Action Plan.

COMMUNITY



GOAL:

COMM 4 The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.

Strategies:

- 4.1 Cultural heritage is recognised, protected and respected.
- 4.2 Partnerships with the local Aboriginal Communities are strengthened and supported.
- 4.3 The individual unique qualities and strong sense of local identity of Tenterfield Shires towns and villages is respected, recognised and promoted.
- 4.4 Buildings are well designed, safe and accessible and the new is balanced with the old.





GOAL:

COMM 5 The community learns and grows together and fosters an involved community and creative environment.

Strategies:

- 5.1 Promote and celebrate the work of volunteers within the community.
- 5.2 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.
- 5.3 Provide a library service that informs, educates, inspires and supports lifelong learning providing a culturally rich environment.

COMMUNITY PERFORMANCE INDICATORS

MEASURE 	SOURCE 	NUMBER 	TARGET 
Crime rate (total number of recorded criminal incidences)	NSW reportable crime statistics	%	Decrease from previous period
Housing affordability % Change	Rent and Sales Report, Housing NSW	%	Nil Change
Community Development Funding	Annual Financial Statements	\$	
Tenterfield LGA Population	ABS sourced demographic data	Number	7000
Households/ Dwellings	ABS data on new dwelling approvals	%	>3%



ECONOMY



A strong and diversified local economy is essential to provide a range of services to our community and employment opportunities for residents. The residents, businesses and industries of our Shire also provide a contribution to the state and national economies and the overall prosperity is intrinsically linked to that of the New England region.

The availability of a variety of employment opportunities in a variety of sectors is vital to being able to retain our youth in the community, attract skilled workers and their families to the area and to minimise overall unemployment and increase community well-being. Council has an important role to play in creating the right conditions for investment, employment and growth. The primary role of Council in fostering economic growth and diversity are; providing supporting infrastructure; developing land use planning that facilitates commercial and industrial development; and promoting our community for business investment.

Council is committed to championing the expansion of development opportunities by engaging effectively with industry and business. This also means creating and maintaining effective partnerships in both the public and private sectors and with other New England stakeholders and south east Queensland stakeholders is imperative.

GOAL:

ECON 6 Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.

Strategies:

- 6.1 Implement tools for efficient development processes and encourage quality commercial, industrial and residential development.
- 6.2 Lobby for a range of affordable transport options to allow movement of people and services within and to and from the Shire.
- 6.3 Develop Council business activities including commercial, industrial and residential land development.

- 6.4 Support, promote and participate in regional economic collaboration opportunities including planning, industry support and innovation.
- 6.5 Land use planning strategies and policies enhance and support sustainable economic growth in the Tenterfield Shire.
- 6.6 Council's statutory functions will properly and equitably be applied when determining applications with decisions provided efficiently and in accordance with statutory requirements and Council Planning policy.

GOAL:

ECON 7 Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.

Strategies:

- 7.1 Partner with neighbouring Councils , industry stakeholders, state and federal government departments to effectively market the diverse tourism opportunities available within the New England region and south east Queensland.
- 7.2 Identify partnership opportunities to facilitate major sporting, social and cultural events to provide us with an opportunity to get together
- 7.3 Seek partnerships with and support local business and tourism stakeholders to provide new and upgraded infrastructure for events and tourism experiences.
- 7.4 Provide visitors with information and tools to enjoy and access our local attractions and experiences.

ECONOMY



GOAL:





ECON 8 **Our existing businesses and industry are supported to reach their full potential and provide quality goods and services both locally and to a wider market.**

Strategies:

- 8.1 Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture.
- 8.2 Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire Council area.
- 8.3 Support businesses and industry to upskill and maximise utilisation of new technologies through telecommunications networks.
- 8.4 Maximise the accessibility of business and industrial operations to ensure the exchange of goods and services is supported by sustainable infrastructure.
- 8.5 Ensure private civil works undertaken by Council on a full cost recovery basis providing value for money support for businesses and individuals seeking our services.



ECONOMIC PERFORMANCE INDICATORS

MEASURE 	SOURCE 	NUMBER 	TARGET 
Increase in registered businesses	Australian Business Register	%	Increase from previous period
Gross revenue generated by businesses and organisations in Tenterfield	RDA Data	\$	>538 million
Tourism Visitor Numbers to LGA	Destination NSW	%	Increase from previous period
Unemployment Rate	ABS Data	%	Below Region Average
Labour Force size	ABS Data	%	Below Region Average



ENVIRONMENT



Tenterfield Shire contains many areas of natural beauty and straddles the Great Dividing Range in the north of NSW, and contains the headwaters of the mighty Clarence River with approximately half the Shire entering the Clarence Catchment on the east and half entering west into the upper Murray-Darling Basin. The Shire generally consists of undulating to hilly landscape and ranges from approximately 150m to 1500m above sea level.

Our natural environment forms the basis for much of our economic prosperity, supports our recreational activity and is vital to our overall health and well-being. This is in addition to supporting our sense of identity and belonging through the towns, villages and rural areas we live in.

Council is ever mindful that the Shire is home to high levels of biodiversity, a large proportion of endemic species and threatened species that are no longer found in other areas of Australia. Our land use development is carefully monitored to preserve our country atmosphere and the lifestyle we enjoy with a commitment to improving our environment for the enjoyment of ourselves and future generations.

As an organisation Council has a role in setting an example for business and industry in the shire in the application of sustainable business models. This coupled with the collaboration and partnership with stakeholders. to minimise our past and future impacts on the environment including eradication of threats to our natural flora and fauna.

GOAL:

ENVO 9 Our natural environment will be protected, enhanced and promoted for future generations.

Strategies:

- 9.1 Land use planning provisions support and promote sustainable land use and management in the Shire.
- 9.2 Our community is educated, encouraged and supported to implement waste minimisation strategies for all of our natural resources.
- 9.3 Town and Village planning supports and enhances local place making principles and practice celebrating the diversity of our natural environment.

GOAL:

ENVO 10 Environmental risks and impacts are strategically managed.

Strategies:

- 10.1 Land use planning and management enhances and protects biodiversity and natural heritage.
- 10.2 We partner with stakeholders and government to maintain healthy catchments and waterways in the Shire.
- 10.3 The community is educated and informed of environmental and biodiversity issues through monitoring and reporting and Council partners with stakeholders to manage identified threats.
- 10.4 We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.

GOAL:

ENVO 11 Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.





Strategies:

- 11.1 A total water cycle management approach including water conservation and reuse is implemented.
- 11.2 Water is used carefully in Council's buildings, parks, sporting grounds and daily operations.
- 11.3 Waste from our operations is managed to reduce the volume and take advantage of recycling opportunities available to us.

ENVIRONMENT



ENVIRONMENTAL PERFORMANCE INDICATORS

MEASURE 	SOURCE 	NUMBER 	TARGET 
Total waste diverted from landfill	Council Records	%	Increase from previous period
Drinking water quality - compliance with microbiological requirements	DPI Water Data	%	100
Average annual residential water consumption	DPI Water Data	KL	Decrease from previous period
Average annual residential electricity consumption	ABS Household energy consumption survey	Kw Hours	< 7000 pa





LEADERSHIP



In our community, autonomy of local government and representations of all areas of our Shire is important to us. Councillors provide civic leadership to the broad community and strategic direction to Council as an organisation. This leadership is relied upon by the community to deliver quality professional services, advice and infrastructure within available resources and agreed service levels.

Council has a key role to ensure that the services it provides to the community are efficient, provide value, meet the community's expectations and include the community in the decision making processes. Council provides representation in accordance with the vision, goals and strategies detailed in our community strategic plan with a long-term vision based on sustainability.

Council continues to empower, partner with and support, community members and associations through involvement in decision-making and by applying principles of fairness, equity, transparency and probity in all its dealings. As a community we participate and collaborate on issues of significance facing our community, with Council planning and advocating on behalf of and maintaining strong links with other councils, government departments and regional networks recognising their role in supporting our quality of life across the local government area.

GOAL:

LEAD 12 We are a well engaged community that is actively involved in decision making processes and informed about services and activities.

Strategies:

- 12.1 Council's decision making processes are open, accountable and based on sound integrated planning.
- 12.2 We partner with the community, business and Federal and State Government in the achievement of our goals.
- 12.3 Contemporary models of community engagement are used to support local decision-making processes that meet the community expectations.

GOAL:

LEAD 13 Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.

Strategies:

- 13.1 Support people with specific needs and lobby for appropriately identified services to be provided in the Shire.
- 13.2 Recognise and plan with stakeholder groups for the needs of our ageing population.
- 13.3 Continue to support and partner with the local Aboriginal community for improved and inclusive outcomes.

GOAL:

LEAD 14 Resources and advocacy of Council are aligned and support the delivery of the community vision outlined in the Community Strategic Plan.





Strategies:

- 14.1 Services to our community are provided in a professional, friendly and timely manner consistent with our corporate values.
- 14.2 Council maintains sound safety and risk management practices to protect the community and our employees.
- 14.3 Council is an employer of choice in the region, providing sound leadership and supported by a committed workforce.
- 14.4 Council fosters a strong organisational culture which strives for best practice in all operations with a supportive corporate governance framework.
- 14.5 Council is a financially sustainable organisation, delivering value services to the Community.
- 14.6 Council continually reviews its service provision to ensure best possible outcomes for the community.
- 14.7 Council has in place and adheres to a robust asset project management framework, that ensure existing and future infrastructure is affordable, funded and maintained to service the existing community and future generations.

LEADERSHIP



LEADERSHIP PERFORMANCE INDICATORS

MEASURE 	SOURCE 	NUMBER 	TARGET 
Councillor attendance at Council Meetings	Council Minutes	%	80%
Unrestricted Current Ratio	Annual Financial Statements	number	>2.1
Overall community satisfaction with service delivery	Community Satisfaction Survey	%	70%
Net operating results before grants and contributions	Annual Financial Statements	\$	>\$0
Lost time injury rate	lost-time injury rate per 100 employees	%	<4.24





TRANSPORT



Our transport connections are vital in supporting all areas of our life in Tenterfield Shire Council. An appropriately maintained and planned transport system effectively allows us to get around for living, working and learning within and outside the Shire. The network provides opportunities for economic prosperity and supports a healthy lifestyle encouraging people to use a variety of transport options in their daily routine.

As a community we need a transport system that will make it easy to get around in a variety of vehicles or on foot, with a serviceable local road network and provision of infrastructure to support our participation in walking and cycling. State and Federal transit routes connecting the Tenterfield township and villages, to the greater regional area.

Our community wants to pay our fair share for the usage of assets and provide inter-generational equity by handing forward infrastructure to future generations that is of equal value or better to that which was afforded to us. We also expect other levels of government and private industries to contribute their fair share towards the usage of assets that benefits them directly and recognises the service we provide to visitors and travellers through our region.

GOAL:

TRSP 15 We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.

Strategies:

- 15.1 We have a well-designed and functioning road network suitable for all users now and take into consideration future network consumption and demand.
- 15.2 Tenterfield township and villages have pedestrian and cycle ways we can safely and conveniently walk or ride on, that connect us to our community facilities and homes.
- 15.3 The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.

- 15.4 Ensure that developer contribution plans require appropriate contributions towards each development, taking into consideration holistic impact and consumption of infrastructure.
- 15.5 Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.
- 15.6 Reduce the impact of traffic and improve pedestrian and cyclist safety, particularly around schools and town centres through traffic management design measures and diversions.
- 15.7 Ensure Council's streets and public spaces are clean, well maintained and planned in partnership with the community.

GOAL:

TRSP 16 Our quality of life is enhanced by transport options to access services that are not available in our community and enable us to connect with people visiting and accessing the services we provide.





Strategies:

- 16.1 Provide advocacy and advice on transport issues to stakeholder groups and government.
- 16.2 Ensure we can conveniently access parking near transport hubs and our town centre.
- 16.3 Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport.

TRANSPORT



TRANSPORT PERFORMANCE INDICATORS

MEASURE 	SOURCE 	NUMBER 	TARGET 
Infrastructure Renewal Ratio	Annual Financial Statements	%	100
Capital Projects Completed on Time	Council Records	%	80%
Number of HV Permits issued each year	RMS Data	number	Increase from previous period
Number of vehicle accidents and pedestrian accidents	RMS Data	number	is equal to or less than 2016
Number of vehicle movements cross the council road network	Council Asset Data	number	Increase from previous period





LINKAGE TO NSW STATE GOVERNMENT PLANNING




































Through linking goals with the State Government it provides the opportunity for Council to develop stronger partnerships to help deliver the community's needs and priorities. As a community we understand our need to partner with both state and federal government in the pursuit of our aspirations.





















KEY PRIORITIES

The NSW Premier has committed to 12 key priorities aimed at making NSW an even better place to live and work. The Premier's Priorities represent 12 key policy priorities being actioned and are supported by a further 6 key policy areas currently in focus.

NSW State Goals	Tenterfield Shire Council Community Strategic Plan Goals
12 Key Priorities	
Building Infrastructure - Key infrastructure projects to be delivered on time and on budget across the state.	4.3  5.1  5.2 
Creating Jobs - 150,000 new jobs by 2019.	1.5  2.1  2.3  4.3 
Driving public sector diversity - Increase the number of women and Aboriginal and Torres Strait Islander people in senior leadership roles.	4.2  4.3 
Faster housing approvals - Ninety per cent of housing approvals determined within 40 days.	2.1  4.3 
Improving education results - Increase the proportion of NSW students in the top two NAPLAN bands by eight per cent.	1.5 
Improving government services - Improve customer satisfaction with key government services every year, this term of government.	4.3  5.1 
Improving service levels in hospitals - 81 per cent of patients through emergency departments within four hours.	1.2 
Keeping our environment clean - Reduce the volume of litter by forty per cent, by 2020.	3.1  5.1 
Protecting our kids - Decrease the percentage of children and young people re-reported at risk of significant harm by 15 per cent.	1.2  1.5  4.1  4.2 
Reducing domestic violence - Reduce the proportion of domestic violence perpetrators re-offending within 12 months by five per cent.	1.2  1.5  4.1  4.2 
Reducing youth homelessness - Increase the proportion of young people who successfully move from Specialist Homelessness Services to long-term accommodation by ten per cent.	1.1  4.1  4.2 
Tackling childhood obesity - Reduce overweight and obesity rates of children by five per cent over 10 years.	1.1  1.2  1.5  4.1  4.2 

KEY POLICIES

NSW State Goals	Tenterfield Shire Council Community Strategic Plan Goals
6 Key Policies	
<i>Strong budget and economy</i> <ul style="list-style-type: none"> • Making it easier to start a business • Boosting apprenticeships • Encouraging business investment 	2.1  2.2  2.3 
<i>Building infrastructure</i> <ul style="list-style-type: none"> • Improving road travel reliability • Increasing housing supply 	5.1  5.2 
<i>Protecting the vulnerable</i> <ul style="list-style-type: none"> • Transitioning to the National Disability Insurance Scheme • Creating sustainable social housing 	1.3 
<i>Better services</i> <ul style="list-style-type: none"> • Improving Aboriginal education outcomes • Better government digital services • Cutting wait times for planned surgeries • Increasing cultural participation • Ensure on-time running for public 	1.2  1.3  1.4  1.5  2.3  4.1  4.2  4.3 
<i>Safer communities</i> <ul style="list-style-type: none"> • Reducing violent crime • Reducing adult re-offending • Reducing road fatalities 	1.1  4.1  4.2  5.1 

MEASURING OUR SUCCESS

In order to measure how successful the community and Council have been in partnership with our stakeholders, including the state and federal government in achieving the goals and strategies outlined in our Community Strategic Plan and ultimately our vision for the future, two measures are proposed:

COMMUNITY INDICATORS

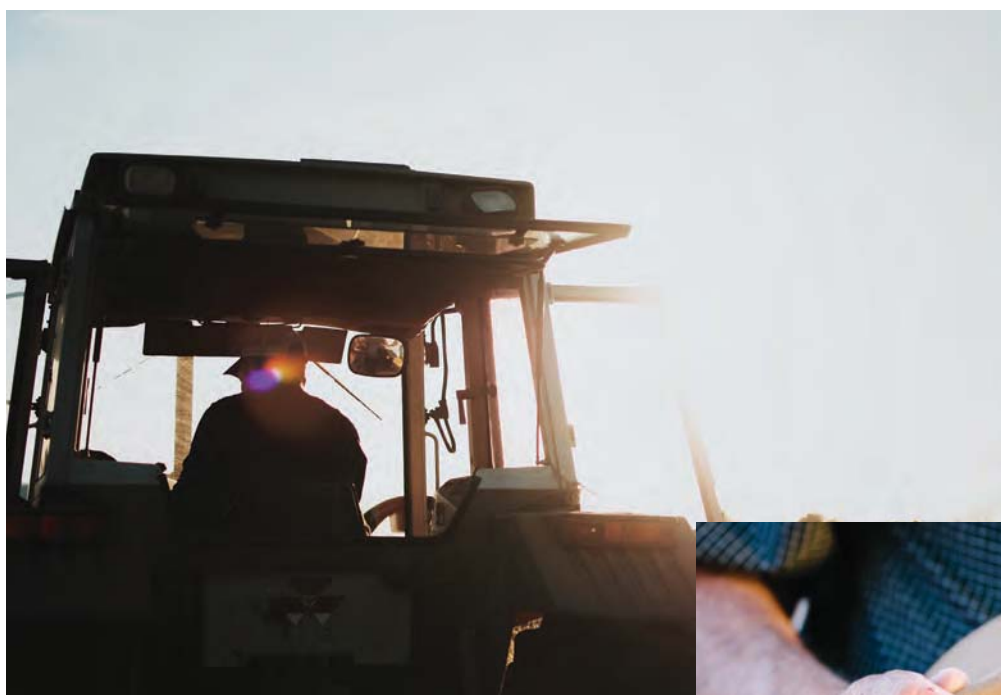
Community indicators have been assigned to each goal to measure how successful we have been in achieving the desired outcome during the four year life of our Delivery Program. These indicators will be reported on and discussed in detail at the conclusion of this election term in the End of Term Report.

COMMUNITY SURVEY

A community survey will be undertaken every two years to gauge whether the community is satisfied with progress and provide feedback on possible areas requiring priority in the future. This survey will assist Council with ensure that services it provides match and support community needs.

COMMUNITY ENGAGEMENT

Council initiated a number of community online forums and gained information and feedback via Postcards and community Listening Posts in the review of the Community Strategic Plan.





TENTERFIELD

Key points from this consultation process established that the Tenterfield Shire was on a path of prosperity with many of our aspirations reflected in the previous Community Strategic Plan; however, improvement was still needed.

We gained valuable input for the plan by collecting ideas, information and feedback from the community, via a number of meetings and consultative workshops conducted across the Shire. This feedback identified not only our strengths, but also areas in which we could improve. The review focused on how we can do more with what we have, how we can build on our strengths, and identified where we are all working towards a common goal of making the Tenterfield Shire the kind of place we want to live, work in and enjoy.

Tenterfield Shire Council would like to thank every resident, business owner, community leader and elected representative who contributed to the review of this plan.

This is our plan for the future of our community.



RELATED DOCUMENTS

Tenterfield Shire Council Resourcing Strategy.

Tenterfield Shire Council Delivery Plan.

Tenterfield Shire Council Operational Plan.

*The documents outlined above can be downloaded
for viewing on council's*

web site www.tenterfield.nsw.gov.au.

Brochure: Niche Creative www.nichecreative.com.au

Images: Peter Reid & Avalon Lane Photography

NOTES

