

DELIVERY  
PROGRAM  
2017 - 2021



**TENTERFIELD**

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## Version Control



Version	Date	Modified by	Details
V1	27/03/2017	GM	Draft Delivery Program and Operational Plan
V2	12/04/2017	Council	Revision of Draft Delivery Program and Operational Plan (Res No.41/17)
V3	24/05/2017	Council	Revision of Delivery Program and Operational Plan (Res No. 69/17)
V4	14/06/2017	Council	Draft for Councillor Briefing - Delivery Program and Operational Plan
V5	28/06/2017	Council	Adoption of Delivery Program & Operational Plan (Res No. (102/17)
V6	23/08/2017	Council	Change to Revenue Policy – New Fee for Mt Lindesay Rd (Res No. 162/17)
V6	27/09/2017	Council	Change to Revenue Policy – Public Gate & Bypass Application & Water Availability Charge for Non Residential Users (Res No. 207/17 & 208/17)
V7	13/11/2017	Council	Change to Revenue Policy – Mt Lindesay Rd Waste Management Collection Charge as per (Res No. 162/17) and Water Equalisation Charges as per (Res No. 208/17)
V8	18/04/2018	CE	Draft Delivery Program and Operational Plan 2018/19
V9	23/05/2018	Council	Adoption of Delivery Program and Operational Plan (Res No. 104/18)
V10	10/04/2019	CE	Draft Delivery Program and Operational Plan 2019/20
V11	29/05/2019	Council	Adoption of Delivery Program and Operational Plan (Res No. XXX/19)

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**Version 11 (29 May 2019 – Res No. XXX/19)**





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## Navigating Our Plans

The strategies identified in the Community Strategic Plan are carried through to the Delivery Program and the actions identified in the Delivery Program are carried through to the Operational Plan.

The 4 year Delivery Program links the provisions of the long term Strategic Plan with the implementation of the Operational Plan. It is the strategic document that guides Council's activities and programs over the coming four year elected term aligned with its responsibility and capacity to support achieving the Community Strategic Plan outcomes.

Services are the fundamental means by which Council's four year Delivery Program is provided. Council delivers 24 ongoing services. The 24 services reported in the Operational Plan include services provided directly to the Community and those services that support Council's internal functions. These services contain subservices that may support multiple Delivery Program activities over the duration of the Program. The Actions and Programs contained under service headings identify what Council plans to do in the coming year to support the direction of the Delivery Program. The service identified in the achievement of the Delivery Program will change annually dependant on Actions and Tasks contained in the Service Summaries, for the Operational Plan period.

Key Performance Indicators (KPI's) provide a means by which service performance can be measured in achieving the Delivery Program.

The Responsible Officer is the staff member responsible for the service that contributes to meeting the Operational Plan by delivering the action.



# Community

Goal	Strategy	Delivery Program	Service
Tenterfield Shire is a vibrant, welcoming and safe community.	Encourage families and young people to live, enjoy and stay in Tenterfield Shire.	Encourage activities for young people and families in Tenterfield Shire.	Theatre and Museum Complex
	Continue to strengthen community safety and crime prevention partnerships with Police, licensees, businesses, regulatory and other agencies.	Support community organisations that develop and maintain a range of facilities that meet the diversity of community needs, interests and aspirations.	Community Development
	Develop major cultural and community events and festivals in partnership with the community and other stakeholders.	Enrich the community by supporting a variety of diverse cultural events and activities.	Community Development
	Provide effective regulatory, compliance and enforcement services that keep our community safe.	Provide systems and processes to ensure compliance with legislation and standards.	Planning and Regulation
		Implementation of Water Quality Assurance Framework in accordance with the Public Health Act.	Water Supply
	Provide informative, vibrant and welcoming town entrances, centres and streets with places to meet that creatively reflect the diversity of our townships.	Identify and partner with local residents in the development and delivery of town and village beatification initiatives.	Parks, Gardens and Open Space
	Our public spaces and places are designed to minimise risk to users and incorporate crime prevention by design practices.	Development and implementation of township and village streetscape plans and policy.	Parks, Gardens and Open Space
Health and quality of life are supported by a wide range of recreation and leisure opportunities.	Provide a wide range of high quality and well maintained active and passive recreation facilities.	Identify suitable areas for the extension and embellishment of the current and future cycleway network.	Parks, Gardens and Open Space
	Relevant community services, sporting facilities, open spaces and cultural infrastructure are maintained and improved.	Deliver, review and update Parks, Gardens and Open Space, Maintenance Programs across the Shire.	Parks, Gardens and Open Space
	Sporting facilities are modern, provide choice and cater for the diverse needs of the community	Provision of an accessible quality swimming and recreation facility which encourages participation.	Swimming Complex
	Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors.	Enrich the cultural life of the community by supporting a variety of cultural events and activities for residents and visitors.	Theatre and Museum Complex
	Operate and maintain the Henry Parkes Centre as a cornerstone of our cultural landscape in the Tenterfield township.	Sir Henry Parkes Memorial School of Arts is provided by Council as a cultural hub of Tenterfield Shire.	Theatre and Museum Complex
	Partner with health agencies and community organisations to promote healthy lifestyles and facilities supporting good health.	Identify and pursue opportunities to increase usage of open spaces assets throughout the Shire.	Parks, Gardens and Open Space

Please Note: The service identified in the achievement of the Delivery Program will change annually.





# Community

	Work with key stakeholders and the community to lobby for adequate health services in our region and greater accessibility to regional services.	Represent, advocate and lobby for the continued improvement of our local and regional health services.	Civic Office
Our range of services and facilities support accessibility for all in our community.	Ensure that public places and spaces are clean and well maintained	Deliver public spaces that are clean, well maintained and encourage usage by visitors and residents of Tenterfield Shire.	Parks, Gardens and Open Space
	Facilitate improved access to shops and facilities in the main street for people with a disability.	Promote the needs of persons with a disability and the disability action plan to stakeholders and ensure it is embedded in Council plans.	Community Development
	Recognise and plan for the needs of our ageing population.	Ensure that the community is provided with a high quality built environment that meets the needs of our ageing population.	Planning and Regulation
	Lobby government to maintain and improve community and public transport services and infrastructure particularly to provide access to services not available in our Shire.	Engage with transport providers and the community to assess the transport needs of residents in the Shire.	Community Development
	Partner, action and promote Council's Disability Inclusion Action Plan.	Develop and implement the Tenterfield Shire Council Disability Inclusion Action Plan with key partners.	Community Development
The community is welcoming, friendly, and inclusive where diverse backgrounds are respected and celebrated.	Cultural heritage is recognised, protected and respected.	Provide advice, planning and inspection that preserve and promotes the Shire's heritage.	Planning and Regulation
	Partnerships with local Aboriginal communities are strengthened and supported.	Engage with the communities and develop partnerships with relevant organisations.	Community Development
	The individual unique qualities and strong sense of local identity of Tenterfield Shires towns and villages is respected, recognised and promoted.	Promote the liveability of Tenterfield Shire as a place to live, work and invest.	Economic Growth and Tourism
	Buildings are well designed, safe and accessible and the new is balanced with the old.	Ensure that Council buildings and facilities meet the needs of users.	Buildings and Amenities
The community learns and grows together and fosters an involved community and creative environment.	Promote and recognise the work of volunteers within the community.	Promote volunteer opportunities and manage volunteers at the Sir Henry Parkes Memorial School of Arts.	Theatre and Museum Complex
		Promote and recognise the commitment of volunteers within the community.	Community Development
	Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.	Enhance cultural diversity by encouraging cultural and artistic opportunities	Theatre and Museum Complex
	Provide a library service that informs, educates, inspires and support lifelong learning providing a culturally rich environment.	Provide ongoing delivery of broad range of library services that respond to community needs.	Library Services

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**Economy**

Goal	Strategy	Delivery Program	Service
Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.	Implement tools to simplify development processes and encourage quality commercial, industrial and residential development.	Provide for and facilitate future economic growth throughout the Shire.	Economic Growth and Tourism
	Lobby for a range of affordable transport options to allow movement of people and services within and to and from the Shire.	Plan and lobby for affordable transport options to encourage access to our Shire.	Economic Growth and Tourism
	Develop Council business activities including commercial, industrial and residential land development.	Ensure safe, effective and efficient operation of the Saleyards.	Livestock Saleyards
	Support, promote and participate in regional economic collaboration opportunities including planning, industry support and innovation.	Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations.	Library Services
	Land use planning strategies and policies enhance and support sustainable economic growth in the Tenterfield Shire.	Investigate and implement strategies to reduce waste produced by households and industry across the Shire.	Waste Management
	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.	Assess and process construction certificate applications in accordance with legislation and Building Code.	Planning and Regulation
Tourism is valued, promoted and tourists are welcomed for the positive contribution they make to the community and economy.	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.	Partner with our neighbours and stakeholders to deliver a diverse destination proposition for visitors.	Economic Growth and Tourism
	Identify partnership opportunities to facilitate major sporting, social and cultural events to provide us with an opportunity to get together	Encourage and support activities focusing on the wellbeing of our residents in Tenterfield Shire.	Community Development
	Seek partnerships with and support local business and tourism stakeholders to provide new and upgraded infrastructure for events and tourism experiences.	Facilitate and participate in ongoing partnership activities with the New England High Country, Tenterfield Chamber of Tourism, Industry and Business.	Economic Growth and Tourism
	Provide visitors with information and tools to enjoy and access our local attractions and experiences.	Promote Tenterfield Shire as a tourism destination.	Economic Growth and Tourism

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## Economy

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.	Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture.	Provide a financially sustainable saleyard operations, attractive to local producers.	Livestock Saleyards
	Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire Council area.	Advocate and support the improvement of telecommunications infrastructure throughout the Shire recognising internet connectivity as a significant barrier to all business activity.	Economic Growth and Tourism
	Support businesses and industry to upskill and maximise utilisation of new technologies through telecommunications networks.	Support business and industry to identify and implement emerging trends in technology to facilitate growth.	Economic Growth and Tourism
	Maximise the accessibility of business and industrial operations to ensure the exchange of goods and services is supported by sustainable infrastructure.	Delivery of survey and design works for infrastructure services, including stormwater drainage, transport, water and sewer infrastructure.	Asset Management and Resourcing
	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.	Deliver Commercial Works in accordance with Council Policy.	Commercial Works



## Environment

Goal	Strategies	Delivery Program	Service
Our natural environment will be protected, enhanced and promoted for future generations.	Land use planning provisions support and promote sustainable land use and management in the Shire.	Provision of advice and guidance on legislative compliance for the construction of dwellings and commercial/industrial buildings.	Planning and Regulation
	Our community is educated, encouraged and supported to implement waste minimisation strategies for all of our natural resources.	Provide systems and processes to identify opportunities to reduce the energy consumption of Council owned buildings and amenities.	Buildings and Amenities
	Town and Village planning supports and enhances local place making principles and practice celebrating the diversity of our natural environment.	Identify, plan and enhance local environments in partnership with the community and stakeholders.	Planning and Regulation
Environmental risks and impacts are strategically managed.	Land use planning and management enhances and protects biodiversity and natural heritage.	Provide systems and processes to manage excess vegetation to ensure land and premises are in a safe and/or healthy condition.	Planning and Regulation
	We partner with stakeholders and government to maintain a healthy catchments and waterways in the Shire.	Ensure the timely detection of new weed incursions in the Tenterfield Shire Council region.	Environmental Management

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# Environment

	The community is educated and informed of environmental and biodiversity issues through monitoring and reporting and Council partners with stakeholders to manage identified threats.	Provide community education program to encourage residents and visitors to reduce their impact on vegetation including the management of pests and weeds.	Environmental Management
		Ensure that weeds do not adversely affect the health and welfare of the community.	Environmental Management
	We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.	Review and ensure the integration of Council current studies and plans into strategic land use planning and operational planning documents and policies to support our emergency management function.	Emergency Services
Secure, sustainable and environmentally sound infrastructure and services underpin Council service delivery.	A total water cycle management approach including water conservation and reuse is implemented.	Provide systems and processes to ensure compliance with the Biosecurity Act 2015 and standards.	Environmental Management
		Stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and Drainage
	Water is used carefully in Council's buildings, parks, sporting grounds and daily operations.	Ensure effective and efficient delivery of water services in accordance with existing service levels.	Water Supply
	Waste from our operations is managed to reduce the volume and take advantage of recycling opportunities available to us.	Provide effective and efficient delivery of sewerage services across to the townships of Tenterfield and Urbenville.	Sewerage Services



# Leadership

Goal	Strategies	Delivery Program	Service
We are a well engaged community that is actively involved in decision making processes and informed about services and activities.	Council's decision making processes are open, accountable and based on sound integrated planning.	Promote and support community involvement in Council decision making process.	Corporate and Governance
	We partner with the community, business and Federal and State Government in the achievement of our goals.	Maintain strong relationships with all levels of Government and proactively seek involvement in decision making impacting our Shire and the New England Northwest Region.	Civic Office
	Contemporary models of community engagement are used to support local decision-making processes that meet the community expectations.	Provide sound and inclusive decisions using the Community Engagement Strategy to guide our interactions.	Civic Office
Council recognises the diversity of the communities that make up the Tenterfield Shire Council Local Government Area.	Support people with specific needs and lobby for appropriately identified services to be provided in the Shire.	Identify, represent, advocate and lobby for inclusion of the Shire's needs in regional and State planning.	Civic Office


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**Leadership**


	Recognise and plan with stakeholder groups for the needs of our ageing population.	Deliver and facilitate leadership in strategic planning and implementation.	Organisation Leadership
	Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes.	Maintain collaborative partnerships with the local Aboriginal communities.	Community Development
Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	Services to our community are provided in a professional, friendly and timely manner consistent with our corporate values.	Deliver Customer Service and Business Services in the support of corporate outcomes.	Corporate and Governance
	Council maintains sound safety and risk management practices to protect the community and our employees.	Provide an organisation wide approach to the effective management of workplace health and wellbeing.	Workforce Development
	Council is an employer of choice in the region, providing sound leadership and supported by a committed workforce.	Delivery of programs to grow and invest in our existing and emerging leaders and support a culture of high performance.	Workforce Development
		Manage the implementation of Council's Workforce Management Strategy.	Workforce Development
		Developing attraction and retention practices across Council.	Workforce Development
	Council fosters a strong organisational culture which strives for best practice in all operations with a supportive corporate governance framework.	Ensure that the performance of Council as an organisation complies with all statutory reporting guidelines and information is available to decision makers.	Corporate and Governance
		Ensure compliance with regulatory and statutory requirements and that operations are supported by effective corporate management.	Finance and Technology
	Council is a financially sustainable organisation, delivering value services to the Community.	Collaborate and deliver resources with other organisations to ensure a variety of cost effective services across the service area.	Organisation Leadership
		Ensure that financial sustainability and the community's capacity to pay inform adopted community service levels.	Finance and Technology
	Council continually reviews its service provision to ensure best possible outcomes for the community.	Deliver continuous improvements in Council's business, processes and systems.	Organisation Leadership

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 <b>Leadership</b>			Ensure that information technology meets Council's operational requirements.	Finance and Technology
			Ensure improvement of infrastructure in line with best practice water treatment guidelines and increased capacity for sewage treatment in service areas.	Sewerage Services
		Council has in place and adheres to a robust asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to service the existing community and future generations.	Make prioritised decisions in the long-term interest of the broad community and have regard to financial and infrastructure sustainability.	Finance and Technology

	<b>Goal</b>	<b>Strategies</b>	<b>Delivery Program</b>	<b>Service</b>
 <b>Transport</b>	We have an effective interconnected transport system that is safe, efficient and affordable for us as a community.	We have a well-designed and functioning road network suitable for all users now and take into consideration future network consumption and demand.	Asset Planning, Policy and Management provide strategic direction and information to Council enabling the sustainable management of its asset portfolio as a whole.	Asset Management and Resourcing
		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.	Review and implement planning for footpaths and cycleway infrastructure that is safe for users and supports connectivity and active recreation in urban environments.	Asset Management and Resourcing
		The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.	Management of the transport infrastructure assets in response to changing community need.	Transport Network
			Maximise productivity of Council fleet and stores service.	Plant, Fleet and Equipment
		Ensure that developer contribution plans require appropriate contributions towards each development taking into consideration holistic impact and consumption of infrastructure.	Asset planning considers the impact of consumption and cost driven by the increased demand for existing services and attracts a contribution priced to reflect this impact.	Asset Management and Resourcing
		Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and drainage infrastructure is provided, maintained and renewed.	Stormwater and Drainage
		Reduce the impact of traffic and improve pedestrian and cyclist safety, particularly around schools and town centres through traffic management design measures and diversions.	Risk Management embedded in our Asset Management Planning forms the basis for our intervention programs and our Asset Management practices.	Asset Management and Resourcing

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		Ensure Council's streets and public spaces are clean, well maintained and planned in partnership with the community.	Maintenance of transport infrastructure.	Transport Network
	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.	Provide advocacy and advice on transport issues to stakeholder groups and government.	Advocate on behalf of the community for improved service levels across the Shires transport network.	Transport Network
		Ensure we can conveniently access parking near transport hubs and our town centre.	The development of plans and applications for development consider the demand and provision of parking.	Planning and Regulation
		Provide the required public transport infrastructure and work with key partners to expand the provision of cost effective public transport.	Construction of Transport Infrastructure.	Transport Network

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