

ORDINARY COUNCIL MEETING

WEDNESDAY, 23 MARCH 2022

ATTACHMENT BOOKLET 3

Attachment No. 11	Community Engagement Report
Attachment No. 12	Community Strategic Plan
Attachment No. 13	Delivery Program 2022-25 & Operational Plan 2022-23



Tenterfield Shire Council 2022 Community Strategic Plan Community Engagement Report

Executive Summary

This report outlines the Community engagement undertaken in preparation of Tenterfield Shire Council's revised Community Engagement Plan (CSP) following the Council elections held in December 2021.

With the new Council being elected in December 2021, the community engagement program undertaken for this term of Council was run slightly differently to previous Councils. This was primarily due to the timing of the elections and Councillor inductions. Traditionally, some of the work and engagement undertaken in January this year would normally have occurred during October and November (following the normal election timetable where elections are held in September) so that newly elected Councillors could have the ability to be involved in the process and hear the community's views firsthand.

Council used three methods of direct engagement with the community during this process which were:

1. A series of face-to-face sessions held across the shire to allow residents to communicate directly with the Councillors and staff,
2. An online engagement portal outlining the intent and the process for a new CSP, and
3. An online survey asking several questions about the community's opinions on services and priorities.

There were many good conversations had across the engagement and these will have a direct input into the development of Council's new ten-year CSP. Whilst the focus of the CSP is on the strategic direction for Council over the next ten years and beyond, several of the items raised were operational in nature. Where this has occurred, the matters have been referred to the relevant staff for review.

Later in the report you can see more details of the feedback received and whilst there was a very wide range of issues discussed, there was a set of items that came through as common themes across the region. These items will be strongly represented in the new CSP and include:

- Accessibility to facilities (including fair distribution of services across the entire region),
- Better maintenance of existing infrastructure (roads, buildings and community facilities),
- Communications infrastructure,
- Council operations being run in transparently, efficiently and sustainably,
- Economic development across the region,
- Health care,
- Stormwater and Drainage infrastructure,
- Strong leadership (good communications, financial management and advocacy),
- Waste management, and
- Youth and recreational facilities.

While not all of these will be possible in the current term of Council, and not all are services delivered by Council, they provide Council with good information with which to set medium and long terms plans and strategies. This will also inform Council's advocacy work to help improve the quality of life for residents and ratepayers of Tenterfield Shire Council.

This information will now be used in the development of Council's new CSP and once drafted the new CSP will be placed on public exhibition for the community to review and provide further feedback.

Methods of Engagement

The 2022 engagement process involved the following aspects:

1. Face to Face community sessions

These sessions were held across the Shires towns and villages with a view of making interactions with Councillors and Council staff easier and provide the community with an ability to provide feedback in a face-to-face setting. With the impacts of the covid pandemic over the past two years along with the difficulties faced by the community because of droughts, bushfires, and floods, it was important that every effort be made to undertake face to face sessions where possible to ensure Council not be seen as a faceless organisation.

All face-to-face settings were conducted in compliance with COVID-19 requirements. A list of the face-to-face sessions held can be seen in the table below.

Locality	Community consultation sessions TIME & VENUE
Jennings	Wednesday 19 January 2022 Wallangarra Community Hall, 3pm – 5pm
Tenterfield	Wednesday 19 January 2022 School of Arts, 6pm – 8pm
Drake	Thursday 20 January 2022 Drake Community Hall, 3pm – 5pm
Torrington	Friday, 21 January 2022 Torrington Community Hall, Midday – 2pm
Mingoola	Friday, 21 January 2022 Mingoola Community Hall, 4pm – 6pm
Urbenville	Saturday, 22 January 2022 Urbenville Community Hall, 10am - midday
Legume	Saturday, 22 January 2022 Legume Community Hall, 2pm – 4pm
Liston	Saturday, 22 January 2022 Liston Community Hall, 5.30pm – 7.30pm

2. Engagement Hub Web Site.

This website was available from December 2021 and will remain open until the new Community Strategic Plan is adopted by Council. The site provided the intent and an overview of the process, along with copies of Council's current documents, a list of frequently asked questions and the ability for people to make submissions to Council.

The site can be seen at <https://tent.engagementhub.com.au>

3. Online survey

This survey was available from the engagement hub website and asked several questions that are outlined later in the report but included topics such as:

- Which part of the Shire people lived in
- What you see as most important to be maintained
- What are the three things you would like to see change
- Are you satisfied with the services currently delivered by Council

The survey also asked two questions that covered:

- How supportive would you be to an increase in rates to allow Council to deliver the community's vision, and
- If you would prefer to see reduced service levels, are supportive of an increase to rates or a compromise of the two options.

A copy of the questions is attached to this report.

Feedback from the Engagement

1. Face to face community sessions

The following table outlines some of the key points noted from the community engagement sessions. With so many conversations had, the list does not note every item raised through the process but does provide an overview of the issues raised by multiple people at the sessions.

Whilst the focus of the CSP is on the strategic direction for Council over the next ten years and beyond, several of the items raised were operational in nature. Where this has occurred, the matters have been referred to the relevant staff for review.

With the CSP being a strategic document, the feedback has been collated into sections that can be demonstrated through the strategic plans.

The first table shows the information in quite a detailed version by location. The second table shows a summarized version with the third table showing a very high-level view that will be used at the strategic level.

Table 1: Detailed Community Strategic Plan Meetings feedback (19 – 22 January 2022)

COMMUNITY		ECONOMY		ENVIRONMENT		LEADERSHIP		TRANSPORT	
Jennings									
<ul style="list-style-type: none"> Jennings Community Hall needed. 	<ul style="list-style-type: none"> Jennings Post Code and Cross Border Post Office Generate more interest in border & Railway Precinct e.g Tree's entering and exiting, beautify with flowers (add to concept plan), tidy up approach, Jennings Park. Border Line across road/highway, tourism potential. Restore Heritage items relating to the border. 			<ul style="list-style-type: none"> Advocate for a strategic view of Health Care, Allied Health & GP's Enhanced Cross Border Cooperation to generate opportunity Cross Border Waste management agreement between TSC & SCRC for residents to access SDRC Tip. Example: Major pothole at Border grid, no consensus to which state needs to fix. 	<ul style="list-style-type: none"> Maintenance of Roads and roadside vegetation 				
Tenterfield									
<ul style="list-style-type: none"> CSP needs to be in simple English, understandable. Youth facilities & activities, mentoring & support. New swimming pool, including hydrotherapy, heated lap pool, open 12 months. Improved disability access e.g into GP premises Cultural Centre to meet, to exhibit Central Community Hub New dance and movement Hall (presentation from 9year old Yasmine Blyth) Modern Heritage Plan, need to be more flexible, offer more paint 	<ul style="list-style-type: none"> Encourage new businesses such as underwear, haberdashery, child minding, gardening services, fish & chips, Female Doctor. Alternative or new use for empty shops in main street. Promote and market Tenterfield Assets such as Bald Rock & Boonoo Boonoo. Build on the shire strengths Tenterfield has National 	<ul style="list-style-type: none"> Continue planting of street trees & plantings. Shade over Car parks. Further cleaning up of creek. Bruxner Park/Telstra Building site. Land bought down to street level Piazza Style. 	<ul style="list-style-type: none"> Advocate for Healthcare, including allied health services and a permanent Doctor at the hospital. Advocate for better internet services, gig economy, good connectivity. Nurturing of present & new volunteers for numerous organisations Enhanced Cross border cooperation. Improve Community more communication, consultation, social media, 	<ul style="list-style-type: none"> Maintenance of Roads and roadside vegetation Improved Drainage and Stormwater RV Friendly communal dump point. 					

Table 1: Detailed Community Strategic Plan Meetings feedback (19 – 22 January 2022)

COMMUNITY	ECONOMY	ENVIRONMENT	LEADERSHIP	TRANSPORT
<p>colours, try and modernize the buildings without losing the heritage. Put together a heritage pack with information to all new owners with funding available, colours info etc.</p> <ul style="list-style-type: none"> Laneways could have artwork or things of interest and need lighting for safe use at night. Direction to how we see Tenterfield, we need an identity 20 years in the future, it was heritage, but we need to look to the future and create Tenterfield that will suit a wide group of people. 	<p>Parks, Strong Heritage, Horse Riding, Mountain Climbing, views, big open spaces.</p> <ul style="list-style-type: none"> Challenge for Council to get people to stop in town after the bypass is done. Should work towards being known as “Best small town in the New England” Ideal target population to be sustainable 		<p>clear, succinct, good quality information.</p> <ul style="list-style-type: none"> Identify a single primary service for digital and one for non-digital and advertise so everyone knows. 	
Drake				
<ul style="list-style-type: none"> Advocacy for a youth worker, club, mentoring, infrastructure, after school youth program/precinct/activity. Development of a heritage trail History of residents (e.g. Woodward), History of water sluices, mining & recorded history (grants?) Building Community Cohesion – Men’s shed, Women’s shed, support for community groups & activities. Footpath for children Outdoor Recreation & Fitness Park. Acknowledgement of indigenous mobs on new signs. Welcome to country signs Town water for Drought, Livestock & Human Use & Firefighting More seating & tables 	<ul style="list-style-type: none"> Encourage businesses to move into the area – no general store, no service station. Education & Ecotourism. National Trail (walking, riding etc.) can that be promoted? 	<ul style="list-style-type: none"> Waste to energy program Recycling Education Program Increased sub-division is degrading the environment, need to protect. Check trees in park planting renewal program. Conservation agreements should be promoted. 	<ul style="list-style-type: none"> Advocacy for high quality phone/internet service and reception for digital economy. Advocate for mental health services. More hobby farmers since Covid 19, limited support but not for non-primary producers 	<ul style="list-style-type: none"> Improved access to stormwater, safer connectivity & thoroughfare. (Grant funding waiting to be announced) Better road access for emergency services to sheds (grants) Aging Population & long term unemployed, no private transport, isolated - community bus once a week.

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COMMUNITY		ECONOMY		ENVIRONMENT		LEADERSHIP		TRANSPORT	
Torrington									
<ul style="list-style-type: none"> • Low Maintenance village • Electric BBQ • Car Park for hall • Australia Day Events and awards • History Recorded including Bolivia Village (Warren Edwards) (grants) • Local Plantings sourced from Mole River Nursery • Community Notice Board at the entry to village or Transfer Station. • More Seating at Park. • Bore needed & solar pump for RFS to use for controlled burns. 	<ul style="list-style-type: none"> • Tourism – promote natural attractions such as Bushwalking, Botanical Garden, Birdwatches, Primitive Camping, Photography, Fossick/Mine history – tin, tungsten, silver, Gem Fossicking Groups, Wedding parties, Spring Wildflowers, 4WD Tracks/Rally Australia – Dirt Roads. 	<ul style="list-style-type: none"> • Fire Buffer Zone • Maintenance of Fire tracks (wattle growing very fast) and fire management & forward planning 	<ul style="list-style-type: none"> • Phone services need to be improved small cell 4G Telstra only. • Advocate for improve access to healthcare. • Increase and nurture volunteer base 	<ul style="list-style-type: none"> • Better road access for emergency services to sheds (grants) • Maintenance of Roads and roadside vegetation • Improved drainage 					
Mingoola									
<ul style="list-style-type: none"> • Public toilet near fire shed • Continued maintenance of the school 	<ul style="list-style-type: none"> • Encourage business such as a coffee shop • Advocate for development using forecast population growth. 	<ul style="list-style-type: none"> • Back to basics • Dam to secure water – business case release – activate information 	<ul style="list-style-type: none"> • Focus on Roads • Request for qualified road safety auditor – Bruxner Highway • Flood warning gauge in Bluff River • Height gauge on bridge • More permanent gates • Road Closed signs weren't correct • Sign upgrades • Semi Parking 						
Urbenville									
<ul style="list-style-type: none"> • Neighborhood day • Exercise and disability access in Heritage Park 	<ul style="list-style-type: none"> • Tourism such as Mountain biking circuit, places to camp, marked 	<ul style="list-style-type: none"> • Solar Power in town with generator back up. See Sydney 	<ul style="list-style-type: none"> • Recognise Urbenville as a Village – Engineer comes once a month. 	<ul style="list-style-type: none"> • Roads, gutters and drains • Stormwater repairs, repair channels & Inlets 					

Table 1: Detailed Community Strategic Plan Meetings feedback (19 – 22 January 2022)

COMMUNITY	ECONOMY	ENVIRONMENT	LEADERSHIP	TRANSPORT
<ul style="list-style-type: none"> Community Hub – one day a week employed by Council – local, may be able to use police station. More historic details on villages on website and app. Power to toilet block Accessibility for all – aging residents, disabled. New footpaths, fix existing paths, ramps. Noticeboard outside hall – waterproof with ideas box. Link villages through nature trails, map in each village Logging interpretive centre. Arts & Crafts Swimming Pool Landcare needed for bush/walking trails. Radio Community Bus 	<ul style="list-style-type: none"> tracks and trails. Motorbikes, Fossicking, Archery, Scouts, Abseiling, signs for native flora & fauna – state forest willing to work with groups. Encourage Markets; Farmers, Arts and Crafts, community swap/fun day Devonshire Tea in the hall is a huge drawcard when something is on in town. Employment 	<ul style="list-style-type: none"> University Battery Storage, showcase town. Kerbside Recycling Green Waste Service (Mega Muncher Bins) Drinking water supply from creek, creek infested with Cestruin. 	<ul style="list-style-type: none"> Advocate for better internet – Optus tower has never been turned on. Advocacy for support services, op shop, youth activities, mothers' group, seniors' group, art & craft shows, support for families, youth, mothers. Advocacy for new doctor and Health services. Need 3 community nurses (2x blue care/house visit nurses) (1x RN to change dressings). 	<ul style="list-style-type: none"> Maintenance on water pipes Road from main street out to depot, need another grant to finish, fix up guardrail, slashing.
Legume				
COMMUNITY	ECONOMY	ENVIRONMENT	LEADERSHIP	TRANSPORT
<ul style="list-style-type: none"> Shade Sail over playground and fenced. Outdoor tables, drainage within villages. Signage about what's in town and natural attractions Electronic Noticeboard – information kiosk Evacuation centre More inviting entrance to the village, tidy up, signs 	<ul style="list-style-type: none"> Economic development plan – reason for kids to stay. Tourism & Marketing plan, incorporate Mill into tourism, refer to Tenterfield Station, Static display, footage of mill operation. Legume – timber Urbenville – goldmining 	<ul style="list-style-type: none"> More fire mitigation & fire buffers 	<ul style="list-style-type: none"> Talk to SDRC, scenic route Liston – Legume – Killarney Name route i.e., Toowoomba Sunflower route Advocacy of Communications – satellite tower is patchy & overloaded. Does not work when power is out. 	<ul style="list-style-type: none"> Legume to Woodenbong; signs of interest, tables, truck pull off area, toilets White swamp road, gateway to the coast needs sealing Seal Urbenville Road & Paddy's Flat Road. Consultation with community before works commence

Table 1: Detailed Community Strategic Plan Meetings feedback (19 – 22 January 2022)

COMMUNITY	ECONOMY	ENVIRONMENT	LEADERSHIP	TRANSPORT
<ul style="list-style-type: none"> Glass & wooden building for a memorial spot. More consultation with council and progress group Upgrade Hall as central Hub and evacuation centre. Old school building owned by Council & caretakers (Legume) includes power, pipes, pumping license, needs pump & water tanks. Education Building, meeting room & disaster centre, camping area for grey nomads – ease of access, toilets fixed up, parking/camping space. 	<ul style="list-style-type: none"> Liston – Cobb & Co. Wilsons downfall. Above history, natural and indigenous trail. Focus groups for tourism Opportunity to capture people visiting Stanthorpe via Warwick (via Cullendore Rd) Grey nomad stopover non-potable water for Legume. 		<ul style="list-style-type: none"> Phone reception Liston – London Bridge Better balance of funding across the shire (view that too much goes into Tenterfield and not enough into other villages e.g., Legume) 	<ul style="list-style-type: none"> Services, regular slashing, maintenance, potholes. Guardrails needed on road Mt Lindesay to Liston. Border crossing signage Maintenance of Roads and roadside vegetation Improved drainage
Liston				
COMMUNITY	ECONOMY	ENVIRONMENT	LEADERSHIP	TRANSPORT
<ul style="list-style-type: none"> Less trees planted on roadside 	<ul style="list-style-type: none"> Tourism potential – Bus Museum, BnB's, Lavender Farm, photography, Waterfall drive, Bird watching, Ghost Tour in Cemetery, Nature Trail, more attractions needed in area. Support for items raised at Legume meeting 	<ul style="list-style-type: none"> Expansion & Clean-up of Undercliffe Falls 	<ul style="list-style-type: none"> No Phone signal at Wilson's Downfall. No Toilet at Wilson's Downfall. Undercliffe Falls, owned by State Parks/Forest. Advocate for good walking trails and establish a waterfall trail to follow through villages. 	<ul style="list-style-type: none"> Maintenance of Roads and roadside vegetation Improved drainage

Table 2: Common Themes and summarized community version

COMMUNITY	ECONOMY	ENVIRONMENT	LEADERSHIP	TRANSPORT
<ul style="list-style-type: none"> Welcome to country signs including acknowledgement of local indigenous mobs on new signs. Recognition and maintaining the village identities across the shire Multi-Use community Halls - Central Hub/ Cultural Centre/Arts & Crafts/ Education Centre/ Evacuation Centre/Youth Club/Dance (Tenterfield) Movement Hall. With Car parking. Youth Facilities, activities, mentoring, after school program and support. (Tenterfield) New Swimming Pool including hydrotherapy, heated lap pool, open 12 months. Improved accessibility for residents and disabled e.g., into GP premises. Footpaths new and existing, ramps. Outdoor recreation, Exercise & Mobility parks inclusive of aging & disabled residents. More seating in Parks generally. Electric BBQs in Parks, Table & Seating. Waterproof Community Notice Boards. All villages. Development of Heritage trails in the Villages, including recorded history, and local history, 	<ul style="list-style-type: none"> Develop Economic plan for employment growth using forecast population growth. Tourism – each village very strong desire to have tourism and each village have their own ideas Beautifying entrances & exits to village, maintain slashing, gardens and trees. Restore and promote Heritage items and communicate heritage unique to each area. Promote the natural assets of Tenterfield Shire with a strong activity and adventure focus. Education and Ecotourism. Unique to each village. Encourage Markets including farmers, Arts & Craft; Community Days & Swap/fun days Encourage businesses such as coffee shops, general store/service station (Jennings) Border Post Office & Postcode 	<ul style="list-style-type: none"> Continue planting of street trees plantings. Shade over Car Parks. Further cleaning up of Creek (Tenterfield) Bruxner Park/Telstra Building Site. Land bought down to street level Piazza Style. Kerbside Recycling (Urbenville) Waste to Energy Program. Recycling education Program. Green Waste Service (Mega Muncher Bils) Promotion of Conservation agreements. Environmental protection with increased sub-division. Trees regularly checked in parks and a tree renewal program put in place Maintenance of Fire tracks and fire management forward planning. More fire mitigation & fire buffers. 	<ul style="list-style-type: none"> Advocate for a strategic view, delivery and access of Health Care including Allied Health, Mental Health Services, GP's and a permanent Doctor at the hospital. Advocacy for Health services for the villages, such a community nurses & RN's. Advocate for support services in villages – families, youth & mothers. Enhanced Cross Border cooperation to generate opportunity such as a scenic route Liston – Legume - Killarney. And to alleviate Border issues. Example: Major pothole at Border grid, no consensus to which state needs to fix it. Cross Border Waste management agreement between TSC & SCRC for residents to access SDRC Tip. Advocate for better internet & phone services (villages) for the gig economy, good connectivity. (Torrington – 4G small cell Telstra only) (Urbenville Optus) Tower has never been turned on) (Legume Satellite tower is patchy & overloaded. Does not work when power is out. No reception Liston –London Bridge) 	<ul style="list-style-type: none"> Better maintenance of roads Improved drainage RV Friendly Communal dump point. (Tenterfield) Improved access to stormwater, safer footpath connectivity & thoroughfare Better road access for emergency services. Aging Population & Long term unemployed, no private transport, isolated (villages) – community bus once a week. Request for qualified road safety audit – Bruxner Highway (Mingoola) (Urbenville) Road from main street out to depot, need another grant to finish, fix up guardrail, slashing. (Legume) Legume to Woodenbong; signs of interest, tables, truck pull off area, toilets White Swamp Rd, gateway to the coast needs sealing Seal Urbenville Road & Paddy's Flat Road. Guardrails needed on road Mit Lindesay to Liston

Table 2: Common Themes and summarized community version

COMMUNITY	ECONOMY	ENVIRONMENT	LEADERSHIP	TRANSPORT
<ul style="list-style-type: none"> including Indigenous, residents and activity (eg. Mining, logging etc. Local History details on website and App. Interpretive centre. Modern Heritage Plan, offering more paint colours, modernise buildings without losing heritage. Put together a heritage pack with information to all new owners with what funding is available, colours info etc. (Tenterfield) Laneways – artwork and lighting for safety at night. Building Community Cohesion – Men’s shed, Women’s shed, support for community groups & activities. Public toilets Villages require a water supply that is used for Firefighting, RFS controlled burns & Livestock. Direction as how we see the future in 20 years to attract a wide group of people 	<ul style="list-style-type: none"> (Tenterfield) Encourage alternative or new use for empty shops in main Street. Challenge of the bypass to get people to stop. 	<ul style="list-style-type: none"> (Urbenville) solar Power in town with generator back up. See Sydney University Battery Storage, showcase town. Expansion & clean-up of Undercliffe Falls. 	<ul style="list-style-type: none"> Nurturing of present & attract new volunteers for numerous organisations across the shire. Council to improve Communication with the community (communication strategy), more community consultation, social media, clear, succinct, good quality information. Identify a single primary service for digital and one for non-digital and advertise is so everyone knows. Dam to secure water – business case release – activate information. Advocate for more support for hobby farmers non-primary producers. 	<ul style="list-style-type: none"> Border Crossing sign needed (Legume) Legume community consultation needed before works commence

Table 3: Community Strategic Plan – High level Themes and Goals

COMMUNITY	ECONOMY	ENVIRONMENT	LEADERSHIP	TRANSPORT
<ul style="list-style-type: none"> • Facilities: <ul style="list-style-type: none"> ✓ Community Multi Use Halls ✓ Outdoor Recreation Parks • Youth & Community Cohesion <ul style="list-style-type: none"> ✓ Support ✓ Employment ✓ Facilities • Disability & Aging access: <ul style="list-style-type: none"> ✓ Good access to streets, buildings, and facilities 	<ul style="list-style-type: none"> • Economic Plan: <ul style="list-style-type: none"> ✓ Tourism – Unique to each village, focus on outdoor adventure activities (e.g. Heritage Trails) ✓ Business – Encourage new business ✓ Product Development – Innovation ecosystem. 	<ul style="list-style-type: none"> • Environmental Management & Waste Management <ul style="list-style-type: none"> ✓ Good access ✓ Affordable ✓ Good education ✓ Innovative • Environmental Management <ul style="list-style-type: none"> ✓ Strategic forward planning ✓ maintenance of fire controls ✓ Respecting the regions heritage 	<ul style="list-style-type: none"> • Advocacy: <ul style="list-style-type: none"> ✓ Health & Support Services ✓ Communication networks (Internet/Phone – gig economy) ✓ Cross Border Relations • Attraction & nurture of volunteers • Efficient Council operations and financial sustainability • Council Communications: <ul style="list-style-type: none"> ✓ Acknowledgement shire’s Indigenous people. ✓ Community Notice Boards ✓ Enhanced communications from Council to Community • Transport Options: <ul style="list-style-type: none"> ✓ Youth, unemployed & aging Village populations requiring support with transport 	<ul style="list-style-type: none"> • Roads and associated infrastructure: <ul style="list-style-type: none"> ✓ created and maintained in a timely and efficient manner, to support liveability, economic development, tourism and community connectivity and cohesion. • Drainage <ul style="list-style-type: none"> ✓ Improved drainage and stormwater to support the shire and the associated road network

2. Engagement Hub Web Site

The engagement hub was there to provide information regarding the intent and an overview of the process, along with copies of Councils current documents, a list of frequently asked questions and the ability for people to make submissions to Council.

During the seven-week period from late December 2021 to the time of the writing of this report the site had:

 644 Total Page Views	 249 Total Unique Visitors in Portal	 77 Total Registered Users
 61 Total Aware Stakeholders	 70 Total Informed Stakeholders	 33 Total Engaged Stakeholders

Terminology

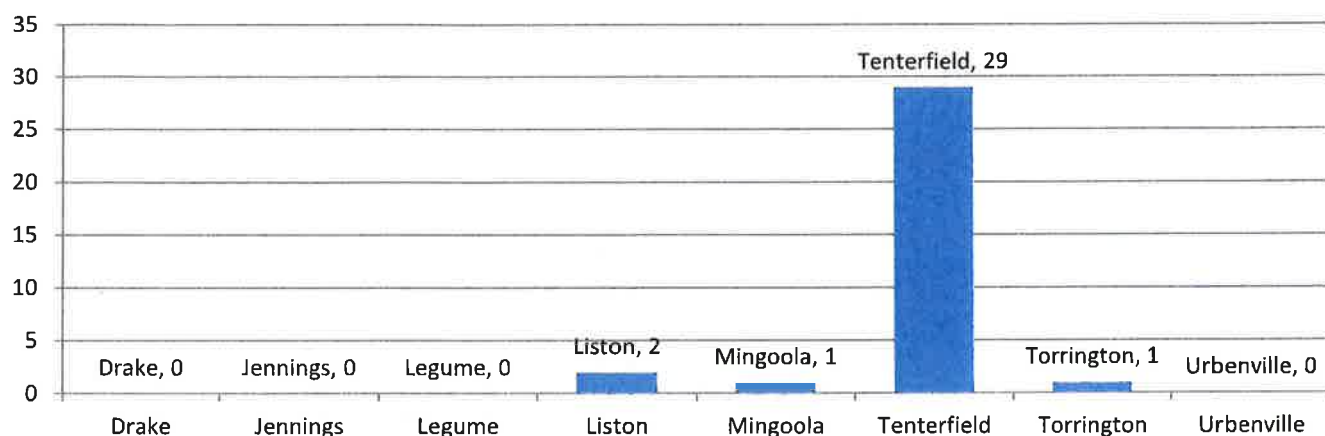
- **Aware:** Number of unique visitors who have viewed the project page, minus any visitors who have undertaken any activity eg: downloaded a document, viewed a video, completed a survey etc.
- **Informed:** Any unique visitor who has viewed a latest news item, viewed a document, viewed a video, viewed a FAQ minus any user that has engaged eg: done a poll, survey, ideas wall, interactive mapping, interactive document, forum.
- **Engaged:** Any unique visitor who has done a poll, survey, ideas wall, interactive mapping, interactive document, forum.

3. Online survey:

From the engagement hub, residents and ratepayers were able to undertake a survey that sought to get feedback across several areas. The survey was written to be an easy-to-understand set of questions that didn't require an exhaustive amount of time to respond to. The survey was not meant to be all encompassing.

The questions and responses as submitted at the time of the writing of this report can be seen below:

Question 1: Tenterfield Shire Council covers a large area. So we can understand the requests for the different areas of our region please let us know which part of the Shire you live in.



Question 2: What do you see as most important to be maintained in the Tenterfield Shire?

Being an open answer there were many responses to this question, however the key items that were repeatably raised were:

- Improved Roads (including drainage and stormwater)
- Parks
- Footpaths
- Better maintenance of existing assets.

Question 3: What are three things you would like to see change in the Tenterfield region?

Like question two, question three was an opened ended answer and there were many responses to this question, however the key items that were repeatably raised were:

- Council to demonstrate that it is operating efficiently
- Improved footpaths
- Improved Stormwater and Drainage
- Better maintenance of existing assets (with roads being the most common item noted)
- Better communication to ratepayers

Question 4: What facility or service would you most like to see improved or added to the Tenterfield region?;

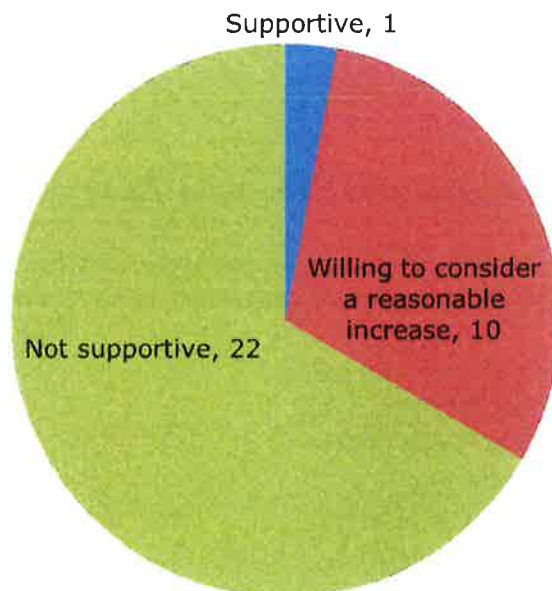
Like questions two and three, question four was an opened ended answer and there were many responses to this question. The items that were repeatably raised were:

- Footpaths
- Stormwater and Drainage (incl kerb and gutter)
- Improved waste management facilities
- More youth infrastructure (e.g. skate park)
- More food shops open after 3pm
- Heated Swimming pool
- More tourism
- Strong health services (e.g., Hospital)

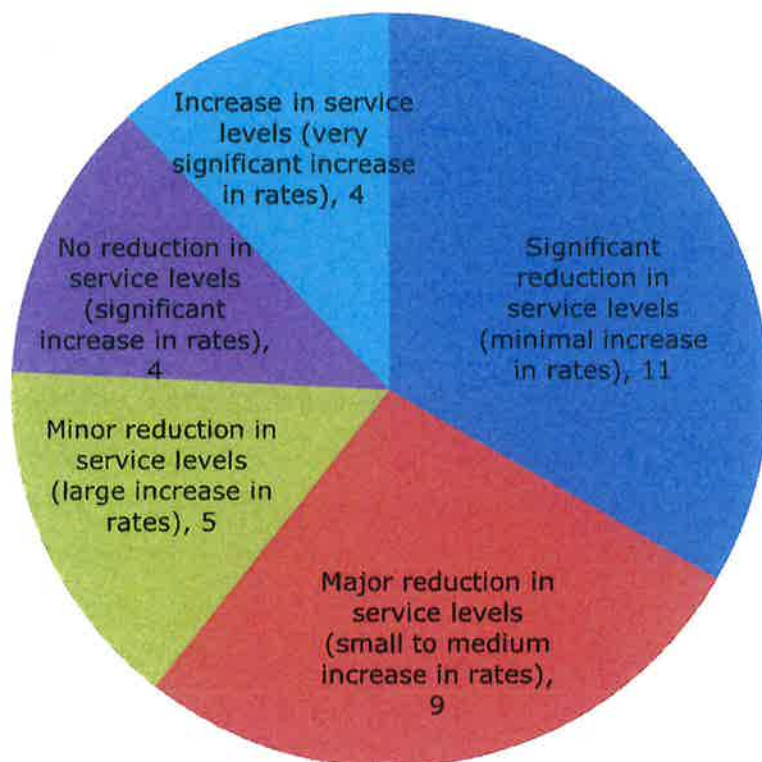
Question 5: On average, are you satisfied with the services currently delivered by Council?



Question 6: Council has to deliver community's vision in a financially responsible manner to ensure Council is sustainable into the future. Tenterfield Shire Council's rates are, on average, cheaper than other similar Councils (e.g. Uralla, Glen Innes, Gwydir and Kyogle). How supportive would you be to an increase in rates to allow Council to deliver the community's vision?



Question 7: Council has to operate in a financially responsible manner to ensure it is sustainable into the future. Council manages a large asset base (e.g. roads, bridges, community buildings, parks etc.) and delivers a large number of services (e.g. Planning, Library, Community services etc.) without the funds to maintain these at current service levels. Noting this, Council is constantly balancing between increasing revenue and reducing service levels (e.g. fixing roads slower). Tenterfield Shire Council's rates are, on average, cheaper than other similar Councils (e.g. Uralla, Glen Innes, Gwydir and Kyogle). To help us manage this balancing act better, using the sliding scale below, please let us know if you would prefer to see reduced service levels, are supportive of an increase to rates or a compromise of the two options.



COMMUNITY STRATEGIC PLAN



TENTERFIELD 2032



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INTRODUCTION

“Quality Nature, Quality Heritage and Quality Lifestyle” combine across 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.

Following the local government elections in December 2021, the Tenterfield Community Strategic Plan has undergone review for the third time and been refreshed to update how we would like our community to progress over the next ten years through to 2032.

The review of the plan towards 2032 has been an opportunity for us to build upon the long-term planning that commenced with the original plan and incorporate the community’s current views to ensure the plan stay relevant both for now and for the future as Council continues to provide critical facilities and services to make the Tenterfield region a great place to live and visit.

Tenterfield is made up of several towns and villages. During the creation of this plan, Councillors and staff visited and held consultation sessions in Jennings, Tenterfield, Drake, Mingoola, Torrington, Urbenville, Legume and Liston. 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 is not able to deliver the community’s vision on its own and needs to work together with many groups to achieve the desired outcomes. The plan also outlines the valuable and critical partnerships that can assist us in achieving the visions contained in the plan. The goals of this plan will not be possible without working together with the NSW State Government agencies, community groups, non-government organisations, businesses, and the members of the community.

The detail on how the Community Strategic Plan will be implemented and supported by Council operations can be seen in Councils four-year Delivery Program and annual Operating Plan.

We want to thank all the residents that took the time to actively contribute to this plan and congratulate everyone involved in the review and development of this current plan.

We are proud to present Tenterfield Shire Councils **Community Strategic Plan for 2022 to 2032**.



ACKNOWLEDGEMENT OF COUNTRY

"Tenterfield Shire Council acknowledges the traditional custodians of this land and pay respect to the Elders past, present, and emerging of the Jukembal, Kamilaroi and Bundjalung nations and extend that respect to other Aboriginal people."

EXECUTIVE SUMMARY

The Community Strategic Plan is drafted to show the community's goals for the next ten years and used to drive Councils service delivery planning and advocacy. The plan is based on previous plans and revised to include the community's current views following community consultation.

The actions to be ultimately delivered from the plan will be outlined through Councils Delivery Program (term of Council) and Operational Plans (annual financial year).

What the community said are its priorities:

- Accessibility to facilities (including fair distribution of services across the entire region),
- Better maintenance of existing infrastructure (roads, buildings and community facilities),
- Communications infrastructure,
- Council operations being run transparently, efficiently and sustainably,
- Economic development across the region,
- Health care,
- Stormwater and Drainage infrastructure,
- Strong leadership (good communications, financial management and advocacy),
- Waste management, and
- Youth and recreational facilities.

THE GOALS OF THE PLAN

THEME	GOALS
COMMUNITY <i>Accesible and Inclusive</i>	<p>C1: Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated</p> <p>C2: The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.</p>
ECONOMY <i>Good opportunities</i>	<p>EC1: Develop Tenterfield Shire's economic base into a robust and growing economy that supports the creation of a variety of employment and business opportunities.</p>
ENVIRONMENT <i>Well looked after</i>	<p>EN1: Our natural environment will be protected, enhanced and promoted for future generations.</p> <p>EN2: Provide secure, sustainable and environmentally sound infrastructure and services that underpin Councils service delivery.</p>
LEADERSHIP <i>A sustainable future</i>	<p>L1: Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.</p> <p>L2: Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.</p>
TRANSPORT <i>Easy to get around</i>	<p>T1: The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.</p>

OUR 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 Shire resources.

1 Councillor per 669 residents	322,000 kilolitres of domestic water annually	Agriculture is the largest employer
10 State Forests 5 National Parks	964 businesses	Health and Retail the 2nd the 3rd largest employers
7,322 sq. km of land	Contains over 40 localities	Shares the Qld border

OUR CORPORATE VALUES



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

Our five (5) corporate values are:


INTEGRITY Ensuring openness and honesty in all our activities.

COMMUNITY FOCUS Delivering prompt courteous and helpful advice.

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.



OUR REGION

Area over 7,322 square kilometres



495 km sealed roads



1,107 km unsealed roads



Population of 6,697



INTERGRATED PLANNING & REPORTING

Integrated Planning and Reporting (IP&R) is legalisation that requires councils to 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 during the planning process.

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 underpinned by our continued collaboration. The legislation requires councils and their communities to engage in discussions about funding priorities and acceptable service levels, taking into consideration our local identity and opportunities to plan for a sustainable future.

If we are to achieve sustainability as a community, our Community Strategic Plan needs 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 to ensure a balanced outlook and importantly ensures that no one particular aspect dominates.

The key documents required under the legislation are:

- The **Community Strategic Plan (CSP)** identifies long term (minimum ten years) goals and priorities for the community and the local government area.
- The **Delivery Program (DP)** identifies what Council is responsible for delivering to support the Community Strategic Plan. The DP allows Council to set out specific priorities for their elected term of office.
- The **Operational Plan (OP)** details the actions and programs to be undertaken each year to support the Delivery Program.

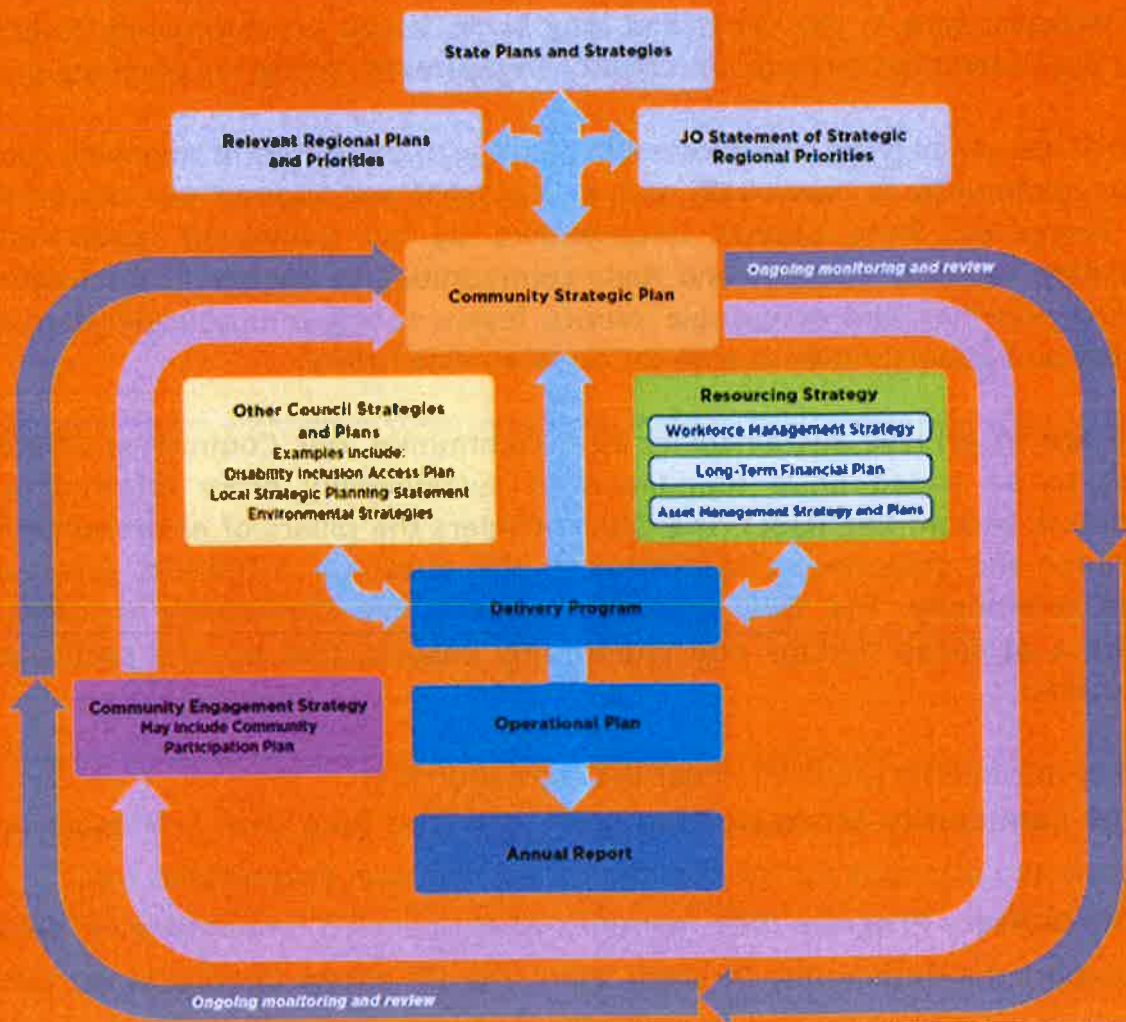
These plans are underpinned by a resourcing strategy which is made up of:

- Councils **Long-Term Financial Plan (LTFP)**,
- **Workforce Management Strategy**, and
- **Asset Management Strategy**

These plans and strategies allow Council to manage its assets and resources to deliver its services to the community.

INTERGRATED PLANNING & REPORTING

THE FRAMEWORK:



THE RELATIONSHIP BETWEEN THE PLANS:

Community Strategic Plan - 10+ Year Outlook

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

Delivery Program - 4 Year Outlook

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

Operational Plan - 1 Year Outlook

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

OUR THEMES & GOALS

To make our plan meaningful and easier to read it is broken down into the Themes, Goals and Strategies that will be used to drive Councils service delivery.

The themes that have been established through our community consultation for the Tenterfield Shire Council are outlined in the table below.

The themes of Community, Economy, Environment and Transport are focused on the direct external service delivery provided by Council. The Leadership theme focuses on Council's advocacy roles and an efficient running of internal operations to support the assets, facilities and services delivered by Council for the community.

THEME	GOALS
COMMUNITY	<p>C1: Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated</p> <p>C2: The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.</p>
ECONOMY	<p>EC1: Develop Tenterfield Shire's economic base into a robust and growing economy that supports the creation of a variety of employment and business opportunities.</p>
ENVIRONMENT	<p>EN1: Our natural environment will be protected, enhanced and promoted for future generations.</p> <p>EN2: Provide secure, sustainable and environmentally sound infrastructure and services that underpin Councils service delivery.</p>
LEADERSHIP	<p>L1: Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.</p> <p>L2: Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.</p>
TRANSPORT	<p>T1: The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.</p>

OUR STRATEGIES & MEASURES

COMMUNITY

We recognise that the quality of life in the Shire is determined by the people who make up our community and the place we choose to live.

As a community we aspire to be vibrant and inclusive, supporting each other in creating a wonderful place to live, work and play.

The people of our community are the Shire's greatest assets and community cohesion relies on us all thinking and acting in the best interests of the entire Tenterfield Shire as we seek to continue providing essential services in an equitable and affordable manner across all of our towns and villages.

GOALS	STRATEGIES
<p>1.1 Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated</p>	<p>1.1.1 The individual unique qualities and strong sense of local identity of Tenterfield Shires towns, villages and community groups is respected, recognised and promoted.</p> <p>1.1.2 Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes.</p> <p>1.1.3 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.</p>
<p>1.2 The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.</p>	<p>1.2.1 Provide safe and accessible public spaces and places that are well maintained, clean and fun.</p> <p>1.2.2 Provide a choice of sporting facilities that are modern and cater for the diverse needs of the community.</p> <p>1.2.3 Recognise and plan for the accessibility needs of our community including the promotion and implementation of Council's Disability Inclusion Action Plan.</p> <p>1.2.4 Promote and recognise the work of volunteers within the community.</p>

MEASURE	SOURCE	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	7,000
Households/Dwellings	ABS data on new dwelling approvals	24 approvals

OUR STRATEGIES & MEASURES

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 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 for the entire shire.

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.

GOALS	STRATEGIES
<p>2.1 Develop Tenterfield Shire's economic base into a robust and growing economy that supports the creation of a variety of employment and business opportunities.</p>	<p>2.1.1 Develop and implement an economic development plan that will encourage new residents, strong tourism, new business , strong employment and product development across the region.</p> <p>2.1.2 Manage Councils Livestock saleyards in a commerical manner.</p>

MEASURE	SOURCE	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	Visitor Information Centre	Increase from previous period
Unemployment Rate	ABS Data	Below Region Average
Labour Force size	ABS Data	Below Region Average

OUR STRATEGIES & MEASURES

ENVIRONMENT

Our Shire contains many areas of exceptional natural beauty made up of unique landscapes and ranging from around 150m to 1500m above sea level. The Shire straddles the Great Dividing Range in the north of NSW and includes the mighty Clarence River catchment to the East and the upper Murray-Darling Basin to the west. In addition to supporting our sense of identity and belonging through the towns, villages, and rural areas we live in, 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.

Council is ever mindful that the shire is home to high levels of biodiversity including 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, coupled with the collaboration and partnership with stakeholders, has a role in setting an example for the shire in the application of sustainable business models as we seek to preserve our natural environment and minimise the impacts of our past and future actions.

GOALS	STRATEGIES
3.1 Our natural environment will be protected, enhanced and promoted for future generations.	3.1.1 Town and Village planning supports and enhances local place making principles that will deliver sustainable land use management practices for our natural environment.
	3.1.2 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources.
	3.1.3 We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.
3.2 Provide secure, sustainable and environmentally sound infrastructure and services that underpin Councils service delivery.	3.2.1 Deliver a total water cycle management approach including water conservation and reuse is implemented and complies with the Biosecurity Act 2015 and standards.
	3.2.2 Deliver an affordable waste management solution for the community to best manage waste volumes and take advantage of recycling opportunities.
	3.2.3 Deliver an affordable and effective wastewater management solution for the community.

MEASURE	SOURCE	TARGET
Total waste diverted from landfill	Council Records	Increase from previous period
Drinking water quality compliance with microbial requirements	DPI Water Data	100%
Average annual residential water consumption	Council Data	Decrease from previous period.
Average annual residential electricity consumption	ABS Household energy consumption survey	<7000 kW hours

OUR STRATEGIES & MEASURES

LEADERSHIP

An independent local government that represents our entire community 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 community expectations, and include the community in the decision-making processes.

Council continues to partner with and support, community members and associations through involvement in decision making and by applying principals 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 maintaining strong links with other Councils, the State and Federal governments and regional networks to support and improve the quality of life across the Tenterfield Shire local government area.

GOALS	STRATEGIES
5.1 Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.	5.1.1 Ensure that the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making.
	5.1.2 Ensure that Council operates in an effective and financially sustainability manner and that the community's capacity to pay inform adopted community service levels.
	5.1.3 The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.
	5.1.4 Deliver continuous improvements in Council's business, processes and systems.
5.2 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.	5.2.1 Services to our community are provided in an equitable, safe, professional, friendly and timely manner consistent with our corporate values.
	5.2.2 Work with key stakeholders and the community to lobby for adequate health services in our region and greater accessibility to regional services.
	5.2.3 Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire Council area.

MEASURE	SOURCE	TARGET
Councillor attendances at council meetings	Council Minutes	80%
Unrestricted current ratio	Annual Financial Statements	>2.1
Overall community satisfaction with service delivery	Community Satisfaction Survey	70%
Net operating results (excluding Capital grants & contributions)	Annual Financial Statements	>\$0
Lost time injury rate	Lost-time injury rate per 100 employees	<4.24%

OUR STRATEGIES & MEASURES

TRANSPORT

Our transport connections are vital in supporting all areas of our life in Tenterfield Shire Council. An appropriately maintained, affordable and well planned transport system effectively allows us to get around for living, working and travelling within and outside the shire.

A strong transport network also 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 network that will make it easy for residents and visitors to get round in a variety of vehicles and/or on foot. This requires a serviceable local road network and provision of infrastructure to support our participation in walking and cycling.

With such a large transport network, Council has a responsibility to manage the cost of maintaining the network assets and provide intergenerational equity by handing forward infrastructure to future generations that is of equal value or better to that which was afforded to us. Council also has a role to work with other levels of government and private industries to contribute appropriately towards the usage of assets that benefits them directly and recognises the service we provide to visitors and travellers through our region.

GOALS	STRATEGIES
4.1 The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.	4.1.1 Have a well-designed, safe and functioning road network, including carparking, suitable for all users now and take into consideration future network consumption and demand. 4.1.2 Adequate stormwater and drainage infrastructure is provided, maintained and renewed.

MEASURE	SOURCE	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	Increase from previous period.
Number of vehicle accidents and pedestrian accidents	RMS Data	<36
Number of vehicle movements across the council road network	Council Asset Data	(2015/2016)

LINKAGES

NEW ENGLAND NORTH WEST REGIONAL PLAN 2036

GOAL	LINK TO CSP GOALS
A strong and dynamic regional economy	1.1, 2.1, 4.1
A healthy environment with pristine waterways	3.1, 3.2
Strong infrastructure and transport networks for a connected future	4.1, 5.1, 5.2
Attractive and thriving communities	1.1, 1.2, 2.1, 5.2

PREMIER'S PRIORITIES

PREMIER'S PRIORITIES	LINK TO CSP GOALS
A strong economy	1.1, 2.1, 4.1
Highest quality education	5.2
Well connected communities with quality local environments	1.1, 1.2, 2.1, 5.2
Putting customer at the centre of everything we do	1.1, 1.2, 3.1, 3.2, 4.1, 5.2
Breaking the cycle of disadvantage	1.2, 5.2

NEW ENGLAND JOINT ORGANISATION

STRATEGIC PRIORITY	LINK TO CSP GOALS
Sustainable economic growth	2.1, 3.1, 4.1
Educated, healthy and connected communities	1.1, 3.1, 4.1
Investment in critical infrastructure	1.2, 3.2, 4.1, 5.2

MEASURING OUR SUCCESS



It is important that we measure how successful we are in delivering the communities vision.


In order to measure how successful the Council, our stakeholders and the community have been in meeting our goals two key 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 the 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 ensuring that services it provides match and support community needs.



TURNING THE PLAN INTO ACTIONS

The **Community Strategic Plan** is the community's ten year plan and Council is only one of the service providers that will help achieve all of the goals. For those services not delivered directly by Council, Council will advocate for strong services for the community.

The Council will take this plan and develop a **Delivery Program**, supported by annual **Operational Plans**. The Delivery program will outline what Council is seeking to achieve during its elected term and the operational plans will demonstrate what actual undertakings will be delivered during each of the related financial years.

RELATED DOCUMENTS

Tenterfield Shire Council Delivery Program
Tenterfield Shire Council Operational Plan
Tenterfield Shire Council Resourcing Strategy
New England North West Regional Plan 2041
New England Joint Organisation, Strategic Plan

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APPENDIX 1: OUR SERVICES

Ratepayers and residents may not be aware that Local Government accountabilities have grown from roads, rates and rubbish to encompass 77 sub-programs.

The majority of this list covers legislated responsibilities, meaning Council has no choice. Others are items that if not managed, the cost escalation from risks incurred would far outweigh the perceived savings.

1. Strategic direction & planning
2. Corporate relations and intergovernmental affairs
3. Corporate planning & reporting
4. Workforce planning
5. Workforce culture
6. Workforce performance
7. Business process improvement
8. Corporate communications
9. Legal services
10. Procurement & tendering
11. Internal audit
12. Business continuity and risk
13. Disaster/emergency management
14. Workplace health and safety
15. Community services
16. Tourism
17. Culture, theatre and museum
18. Library
19. Community grants
20. Sponsorship
21. Community capacity building
22. Road safety & Traffic Committee
23. Community & corporate buildings
24. Community buildings hire
25. Community events
26. Community engagement
27. Media, branding, marketing & communications
28. Social media and web
29. Customer services
30. Sport and recreation (passive and active)
31. Aquatic
32. Open space amenities
33. Saleyards
34. Feral pests
35. Tree management
36. Street and public domain lighting

(continued next page)

APPENDIX 1: OUR SERVICES

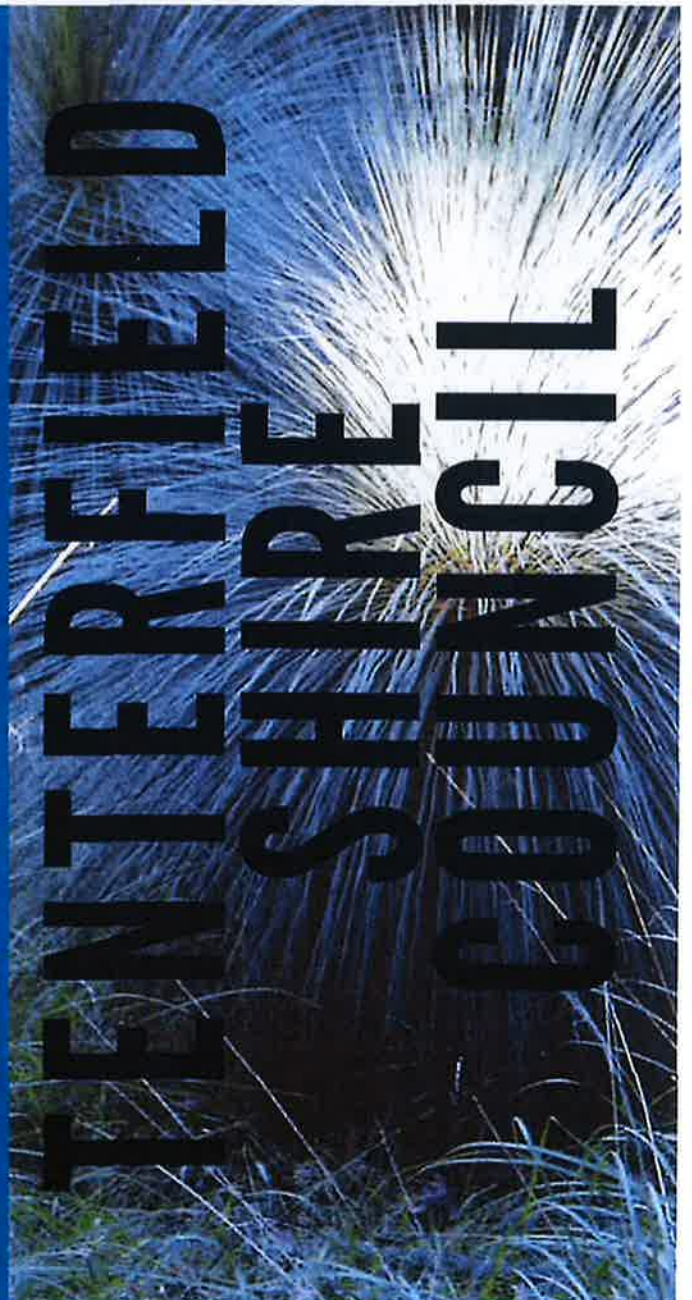
37. Place (public domain)
38. Information and knowledge management
39. Information technology and communications
40. Land and mapping information
41. Business systems/solutions technology
42. Financial planning and management
43. Human resources
44. Workers compensation
45. Recruitment and selection
46. Depot, store, fleet, plant and equipment
47. Assets and project planning
48. Business support
49. Civic
50. Governance
51. Land use planning
52. Urban design
53. Land use data management and mapping
54. Land use reporting
55. Heritage
56. Regulating premises
57. Assessment
58. Built form compliance
59. Environment regulation
60. Public health
61. Noxious plants
62. Roads and footpath enforcement
63. Illegal dumping
64. Domestic animal management
65. Transport (roads, bridges and airstrip)
66. Water supply, filtering and distribution
67. Sewer
68. Waste management and recycling
69. Economic development
70. Storm water
71. Natural waterways
72. Property investment and divestments
73. Private works
74. Cemeteries
75. Quarries
76. Cycleways, pedestrian paths and footpaths
77. Crown Lands (including Native Title)

There are very few “nice to haves” in this list and the list of legislated accountabilities for local government continues to grow.



Peter Allen Festival, Tenterfield 2018

DELIVERY PROGRAM 2022-2025 OPERATIONAL PLAN 2022-2023





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OUR COMMUNITY, OUR REGION

The Tenterfield Shire is located in Northern NSW. Straddling the Queensland/New South Wales border in the north and across the range from New South Wales' northern rivers, this region inspires with its alpine summers, vibrant autumn reds, white-frosted winters and floral springs. Adventure seekers, history buffs and boutique lovers alike are bound to find something that speaks to their true soul in this region.

Tenterfield Shire is home to approximately 6,700 people with around half in the Tenterfield township and the remaining living across the broader region.

Our LGA cover over 7,322 square kilometres of land ranging from 150m to 1500m about sea level including many varying landscapes and climates.

The region is also home to seven villages:

- Urbenville,
- Drake,
- Jennings,
- Legume,
- Liston,
- Torrington, and
- Mingoola.

While a strong agricultural region, the Tenterfield Shire also offers residents and visitors a myriad of opportunities to get off the beaten track and discover history, nature and culture.



495 km sealed roads



1,107 km unsealed roads



Population of 6,697

MESSAGE FROM OUR MAYOR

The previous term of Council was unlike any other we have ever seen before. During what became a five year term of Council we saw a combination of drought, bushfires, flood and the COVID-19 pandemic which impacts across the entire world .

This time was also very challenging for Council as we adapted to new ways of delivering services and seeking to do so in a financially sustainable manner. This delivery program and the associated Operational Plans will continue this approach as we seek to ensure the Councils financial sustainability into the future.

This plan is where we turn components the community's vision into the on-the-ground actions that will be delivered during this term of Council and more specifically what will be delivered during the 2022-23 financial year. The plan is a critical component of Councils obligation to the community and under the NSW governments Integrated Planning and Reporting Framework.

The plan has been developed taking into account what you, the community, told us were your priorities and also taking into account Councils financial situation. With the recent discussions with the community we have not shied away from the fact that Councils financial position is not where we want it to be and something we will be seeking to address early in this term of Council.

Due to this, we have had to make hard decisions in our budgeting process and this budget focuses strongly on:

1. Councils core services,
2. finishing what we have started,
3. reviewing our operations for efficiency opportunities (whilst ensuring we meet our statutory guidelines), and
4. establishing and implementing the basis of the framework that will ensure a financially sustainable Tenterfield Shire Council for the future.

While we have some work to do, I also know how strong, resilient and capable our community is and I look forward to working with the community, my fellow Councillors, and the staff as we make the Tenterfield Shire a great place to live, work and visit.



Cllr Bronwyn Petrie
Mayor

ACKNOWLEDGEMENT OF COUNTRY

"Tenterfield Shire Council acknowledges the traditional custodians of this land and pay respect to the Elders past, present, and emerging of the Jukembal, Kamilaroi and Bundjalung nations and extend that respect to other Aboriginal people."

OUR COUNCILLORS

Tenterfield Shire Council governing body is made up of ten Councillors. These ten Councillors represent five wards, with each ward represented by two Councillors.

Councillors are elected to carry out duties under the Local Government Act 1993, and in doing so have the following roles and responsibilities:

- Be an active and contributing member of the governing body;
- Make considered and well-informed decisions as a member of the governing body;
- Participate in the development of the Integrated Planning and Reporting framework;
- Represent the collective interests of residents, ratepayers and the local community;
- Facilitate communication between the local community and the governing body;
- Uphold and represent accurately the policies and decisions of the governing body; and
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

The Mayor and Deputy Mayor are elected for a two-year period by the members of the Council, and have additional statutory responsibilities under the Local Government Act 1993.

Council formally meet on the last Wednesday of each month and details of the meetings, including the links to the live meetings, can be found on Councils website.

Our Councillors and the wards they represent are:

WARD	REPRESENTATIVE	REPRESENTATIVE
A	Cr Peter Petty	Cr Tim Bonner
B	Bronwyn Petrie MAYOR	John MacNish DEPUTY MAYOR
C	Cr Tom Peters	Cr Peter Murphy
D	Cr Kim Rhodes	Cr Giana Saccon
E	Cr Greg Sauer	Cr Geoff Nye

OUR 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 Shire resources.

INTEGRATED PLANNING & REPORTING

Integrated Planning and Reporting (IP&R) is legislation that requires councils to 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 during the planning process.

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 underpinned by our continued collaboration. The legislation requires councils and their communities to engage in discussions about funding priorities and acceptable service levels, taking into consideration our local identity and opportunities to plan for a sustainable future.

If we are to achieve sustainability as a community, our Community Strategic Plan needs 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 to ensure a balanced outlook and importantly ensures that no one particular aspect dominates.

The key documents required under the legislation are:

- The **Community Strategic Plan (CSP)** identifies long term (minimum ten years) goals and priorities for the community and the local government area.
- The **Delivery Program (DP)** identifies what Council is responsible for delivering to support the Community Strategic Plan. The DP allows Council to set out specific priorities for their elected term of office.
- The **Operational Plan (OP)** details the actions and programs to be undertaken each year to support the Delivery Program.

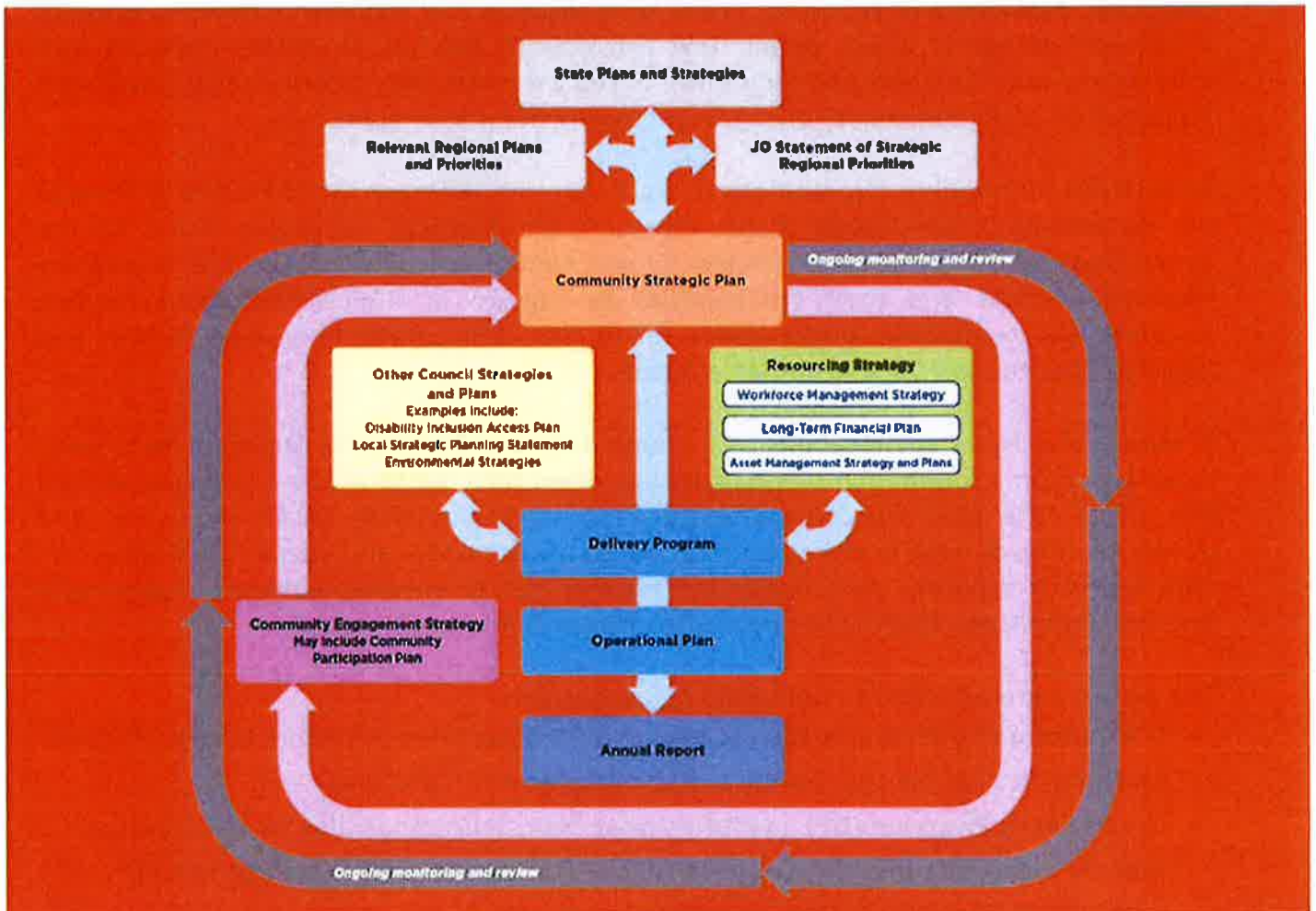
These plans are underpinned by a resourcing strategy which is made up of:

- Councils **Long-Term Financial Plan (LTFP)**,
- **Workforce Management Strategy**, and
- **Asset Management Strategy**

These plans and strategies allow Council to manage its assets and resources to deliver its services to the community.

INTEGRATED PLANNING & REPORTING

THE FRAMEWORK:



THE RELATIONSHIP BETWEEN THE PLANS:

Community Strategic Plan - 10+ Year Outlook

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

Delivery Program - 4 Year Outlook

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

Operational Plan - 1 Year Outlook

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

ORGANISATIONAL STRUCTURE

The organisation is comprised of two (2) distinct segments or divisions. The are:

1. The Corporate, Governance and Community Division; and
2. the Infrastructure and Services Division.

The two divisions are headed up by the Chief Corporate Officer and Chief Operating Officer respectively who both report directly to the Chief Executive.

The Chief Executive also has a number of areas reporting directly through to the role.

The Structure

CHIEF EXECUTIVE OFFICER		
CHIEF CORPORATE OFFICER	OFFICE OF THE CEO	CHIEF OPERATING OFFICER
Finance & Technology	Civic Office	Asset Management
Corporate & Governance	Organisational Leadership	Water Supply
Environmental Management	Community Development	Plant, Fleet & Equipment
Livestock Saleyards	Economic Growth & Tourism	Stormwater management
Buildings & Amenities	Theatre & Museums	Transport Infrastructure
Parks, Gardens & Open Space	Library Services	Sewerage Services
Swimming Complex	Workforce Development	Waste Management
Planning & Regulation	Emergency Services	Commercial Works

AREAS OF RESPONSIBILITY

Accountability is a key component of ensuring Council delivers quality services. The Delivery Program and Operational plans need to clearly state who is responsible for the delivery of Councils services.

Whilst the CEO is ultimately responsible, it takes a team effort to deliver such a broad range of services and a number of managers across Council are responsible for multiple service areas.

The below table summarises the services and management ownership of that service.

Office	Service	Responsible Manager
Chief Executive Officer	Civic Office	Chief Executive Officer
	Organisation Leadership	Chief Executive Officer
	Community Development	Manager Economic Development and Special Projects
	Economic Growth & Tourism	Manager Economic Development and Special Projects
	Theatre & Museum Complex	Manager Economic Development and Special Projects
	Library Services	Manager Arts, Culture & Library Services
	Workforce Development	Manager Human Resources and Workforce Development
	Emergency Services	Manager Human Resources and Workforce Development
Chief Corporate Officer	Finance & Technology	Manager Finance and Technology
	Corporate & Governance	Manager Customer Service, Governance and Records
	Environmental Management	Manager Open Space, Regulatory and Utilities
	Livestock Saleyards	Manager Open Space, Regulatory and Utilities
	Parks, Gardens & Open Space	Manager Open Space, Regulatory and Utilities
	Planning & Regulation	Manager Planning and Development Services
	Building & Amenities	Manager Property and Buildings
	Swimming Complex	Manager Property and Buildings
Chief Operating Officer	Asset Management & Resourcing	Manager Asset and Program Planning
	Commercial Works	Manager Asset and Program Planning
	Stormwater & Drainage	Manager Asset and Program Planning
	Transport Network	Manager Works
	Plant, Fleet & Equipment	Manager Fleet
	Waste Management	Manager Water and Waste
	Water Supply	Manager Water and Waste
	Sewerage Services	Manager Water and Waste

HOW TO READ OUR PLANS

To make our plans meaningful and easier to read they are broken down into the Themes, Goals, Strategies and Actions that will be used to drive Councils service delivery.

The CSP outlines the themes, goals and strategies that are the community's vision and are outlined in the attached below.

This document, the Delivery Program and Operational Plan reinforces the themes, goals and strategies and provides the service area that will be responsible for delivering that service (the DP aspect of the plan). The document also outlines the actions that will be undertaken this financial year by Council to deliver services to the community (the OP aspect of the plan).

To simplify the reading of this document. the high level combination of themes and goals from the CSP used to drive the development of this plan are shown in the next table.

THEME	GOALS
COMMUNITY <i>Accessible and Inclusive</i>	C1: Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated C2: The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.
ECONOMY <i>Good opportunities</i>	EC1: Develop Tenterfield Shire's economic base into a robust and growing economy that supports the creation of a variety of employment and business opportunities.
ENVIRONMENT <i>Well looked after</i>	EN1: Our natural environment will be protected, enhanced and promoted for future generations. EN2: Provide secure, sustainable and environmentally sound infrastructure and services that underpin Councils service delivery.
LEADERSHIP <i>A sustainable future</i>	L1: Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community. L2: Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.
TRANSPORT <i>Easy to get around</i>	T1: The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.

2022/23 FUNDING SUMMARY - BUDGET FORECAST (NO SRV)

The financial overview shows how Tenterfield Shire Council aims to generate income and how the funds are to be allocated for the 2022-2023 financial year. Council generates income to fund services and assets for our community mainly through rates on property, government grants, interest on investments, and user charges.

The below table shows Councils forecast budget by operating fund and a detailed breakdown by key functional area and Councils performance ratios can be seen in the associated financial section.

As a general rule, income received for a particular fund can only be used for activities related to that fund. For example, income received in the Water Fund can only be used for water fund activities. It cannot be used for activities related to other funds such as general fund activities such as roads, parks and recreation.

	General Fund (including Waste & Stormwater)	Water Fund	Sewer Fund	Total Consolidated
Operating Income	17,749,932	2,984,548	2,889,930	23,624,410
Operating Expenditure	20,313,953	2,524,869	1,905,478	24,744,300
Operating Result before Capital Income - Surplus/Deficit	(2,564,021)	459,678	984,452	(1,119,891)
Capital Income	341,115	10,000	10,000	361,115
Operating Result Surplus/(Deficit)	(2,222,906)	469,678	994,452	(758,776)
Add: Non Cash Expenses	7,002,716	773,618	535,009	8,311,343
Less: Loan & Lease Repayments	811,539	259,965	100,591	1,172,094
Less: Capital Expenditure	8,657,093	317,000	1,112,200	10,086,293
Cash Result Surplus/(Deficit)	(4,688,822)	666,332	316,671	(3,705,820)

FOUR YEAR FORECAST OPERATING RESULT (NO SRV)

	2022/23	2023/24	2024/25	2025/26
Income from Continuing Operations				
Rates & Annual Charges	11,614,979	12,321,533	12,978,403	13,676,216
User Charges & Fees	2,691,332	2,949,130	3,156,936	3,388,502
Other Revenues	539,845	551,201	554,563	566,339
Grants & Contributions provided for Operating Purposes	8,657,854	8,692,114	8,748,798	8,824,052
Grants & Contributions provided for Capital Purposes	361,115	355,032	355,297	355,567
Interest & Investment Revenue	120,400	120,804	121,212	121,624
Total Income	23,985,525	24,989,813	25,915,208	26,932,301
Expenses from Continuing Operations				
Employee Benefits & On-Costs	9,411,542	9,797,555	10,043,190	10,295,117
Borrowing Costs	705,890	750,055	706,915	659,808
Materials & Contracts	3,663,882	4,666,352	4,895,790	4,843,701
Depreciation & Amortisation	8,311,343	8,492,870	8,803,392	8,803,392
Other Expenses	2,375,937	2,507,620	2,728,500	2,714,166
Net Losses from the Disposal of Assets	275,706	281,220	286,845	292,581
Total Operating Expenses	24,744,300	26,495,671	27,464,632	27,608,765
Surplus/(Deficit) - Including Capital Grants & Contributions	(758,776)	(1,505,858)	(1,549,424)	(676,465)
Surplus/(Deficit) - Before Capital Grants & Contributions	(1,119,891)	(1,860,890)	(1,904,721)	(1,032,032)

SUMMARY OF CAPITAL WORKS FOR 2022/2023

Each year Council undertake a series of capital works as well as operational works. The following tables is a summary of the capital works proposed for the 2022/23 financial year.

Function and Description	Type	Amount	Own Source Revenue	Grant Funding	Funding Source
ADMINISTRATION					
Council Admin Building - Painting, blinds, carpets	Renewal	10,000	10,000		General Fund
HOUSING AND COMMUNITY AMENITIES					
Streetscape	Renewal	10,000	10,000		General Fund
RECREATION AND CULTURE					
Public Art	New	20,000			General Fund
Park Renewals	Renewal	50,000	50,000		General Fund
Town Christmas Decorations	New	1,000			General Fund
TRANSPORT AND COMMUNICATIONS					
Urban Roads - Heavy Patching	Renewal	75,000			General Fund
Urban Roads - Reseals	Renewal	75,000			General Fund
Urban Roads - Kerb & Gutter Renewals	Renewal	30,000			General Fund

Function and Description	Type	Amount	Own Source Revenue	Grant Funding	Funding Source
TRANSPORT AND COMMUNICATIONS CONTINUED					
Urban Roads - Footpath Renewals	Renewal	20,000	20,000		General Fund
Regional Sealed Roads - Corridor Strategy Project - Thunderbolts Way Segment 4540	Renewal	141,800		141,800	Repair Grant
Regional Sealed Roads - Corridor Strategy Project - Thunderbolts Way Segment 4540	Renewal	349,100		349,100	Block Grant
Regional Sealed Roads - Corridor Strategy Project - Thunderbolts Way Segment 4370	Renewal	1,795,100		1,795,100	Fixing Country Roads
Regional Sealed Roads - Thunderbolts Way, reseal and line marking	Renewal	1,495,700		1,495,700	Fixing Country Roads
Regional Sealed Roads - Thunderbolts Way shoulder grading and line marking	Renewal	244,600		244,600	Fixing Country Roads
Regional Sealed Roads - Heavy Patching	Renewal	150,000		150,000	Block Grant
Sealed Local Rural Roads - Culvert Renewals	Renewal	25,000	25,000		General Fund
Sealed Local Rural Roads - Heavy Patching	Renewal	75,000	75,000		General Fund
Sealed Local Rural Roads - Reseals	Renewal	100,000	100,000		General Fund
GENERAL FUND TOTALS		\$5,796,300	\$1,640,000	\$4,156,300	

BUDGET FORECAST - GENERAL FUND (INCLUDING WASTE & STORMWATER - NO SRV)

	2022/23	2023/24	2024/25	2025/26
Operating Income	17,749,932	18,184,103	18,620,413	19,103,800
Operating Expenditure	20,313,953	22,046,117	22,875,450	23,023,739
Operating Result before Capital Income - Surplus/(Deficit)	(2,564,021)	(3,862,014)	(4,255,037)	(3,919,939)
Capital Income	341,115	335,032	335,297	335,567
Operating Result Surplus /(Deficit)	(2,222,906)	(3,526,982)	(3,919,740)	(3,584,372)
Add: Non Cash Expenses	7,002,716	7,132,159	7,442,681	7,442,681
Less: Loan & Lease Expenditure	811,539	875,702	907,530	796,665
Less: Capital Expenditure	8,657,093	9,388,211	9,072,990	8,930,932
Cash Result - Surplus/(Deficit)	(4,688,822)	(6,658,736)	(6,457,579)	(5,869,287)

BUDGET FORECAST - WATER FUND

	2022/23	2023/24	2024/25	2025/26
Operating Income	2,984,548	3,404,996	3,730,577	4,091,001
Operating Expenditure	2,524,869	2,586,437	2,658,554	2,662,509
Operating Result before Capital Income - Surplus/ (Deficit)	459,678	818,559	1,072,023	1,428,492
Capital Income	10,000	10,000	10,000	10,000
Operating Result - Surplus/(Deficit)	469,678	828,559	1,082,023	1,438,492
Add: Non Cash Expenses	773,618	815,118	815,118	815,118
Less: Loan & Lease Repayments	259,965	264,070	267,676	272,903
Less: Capital Expenditure	317,000	455,900	484,200	412,700
Cash Result - Surplus/(Deficit)	666,332	923,707	1,145,265	1,568,007

*SURPLUS TO FUND FUTURE CAPITAL WORKS AND NETWORK RENEWAL IDENTIFIED IN ASSET MANAGEMENT STRATEGY

BUDGET FORECAST - SEWER FUND

	2022/23	2023/24	2024/25	2025/26
Operating Income	2,889,930	3,045,682	3,208,921	3,381,932
Operating Expenditure	1,905,478	1,863,117	1,930,628	1,922,517
Operating Result before Capital	984,452	1,182,565	1,278,293	1,459,415
Capital Income	10,000	10,000	10,000	10,000
Operating Result Surplus /(Deficit)	994,452	1,192,565	1,288,293	1,469,415
Less: Non Cash Expenses	535,009	545,592	545,592	545,592
Add: Non-Operating Cash Transactions	100,591	108,278	117,226	126,562
Add: Capital Expenditure	1,112,200	946,900	667,500	682,600
Cash Result Surplus/(Deficit)	316,671	682,980	1,049,160	1,205,845

DELIVERY PROGRAM & OPERATIONAL PLAN COMMUNITY

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Responsible Manager	
<p>GOAL 1.1: Tenterfield Shire is a vibrant, inclusive, and safe community where diverse backgrounds and cultures are respected and celebrated</p>	<p>1.1.1 The individual unique qualities and strong sense of local identity of Tenterfield Shires towns, villages and community groups is respected, recognised and promoted.</p>	<p>1.1.1.1 Improve and maintain communication methods.</p>	Community Development	Bruce Mills	
		<p>1.1.1.2 Support community wellbeing activities.</p>	Community Development	Bruce Mills	
		<p>1.1.2 Continue to support and partner with the local Aboriginal communities for improved and inclusive outcomes.</p>	Community Development	Bruce Mills	
		<p>1.1.3 Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities.</p>	Community Development	Bruce Mills	
		<p>1.1.2 The individual unique qualities and strong sense of local identity of Tenterfield Shires towns, villages and community groups is respected, recognised and promoted.</p>	<p>1.1.3.1 Support the physical and mental health of the community.</p>	Community Development	Bruce Mills
			<p>1.1.3.2 Deliver technology and resources to individuals and small groups.</p>	Library Services	Lee Mathers
	<p>1.1.3.3 Manage all corporate art, artefacts, honour boards and memorabilia (including audit and security).</p>		Library Services	Lee Mathers	
	<p>1.1.3.4 Develop, manage and deliver Cinema Program, theatre education and youth related programs.</p>		Theatre & Museum Complex	Bruce Mills	
	<p>1.1.3.5 Marketing and promotion of the Sir Henry Parkes Memorial School of Arts Complex.</p>		Theatre & Museum Complex	Bruce Mills	
	<p>1.1.3.6 Manage and operate the Sir Henry Parkes Memorial School of Arts (Cinema, Theatre, and Museum) in partnership with the National Trust of Australia.</p>		Theatre & Museum Complex	Bruce Mills	

DELIVERY PROGRAM & OPERATIONAL PLAN

COMMUNITY

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Responsible Manager
<p>1.2: The community is supported by accessible and equitably distributed facilities and recreational opportunities for people of all ages.</p>	<p>1.2.1 Provide safe and accessible public spaces and places that are well maintained, clean and fun.</p>	<p>1.2.1.1 Implement and deliver maintenance programs for Parks, Gardens and Open Spaces.</p>	Parks, Gardens & Open Space	Mark Cooper
		<p>1.2.1.2 Work with the Tenterfield Shire Village Progress Associations and the Parks, Gardens and Open Space Committee to support individual town and village themes.</p>	Parks, Gardens & Open Space	Mark Cooper
		<p>1.2.1.3 Implement the tree management plan.</p>	Parks, Gardens & Open Space	Mark Cooper
		<p>1.2.1.4 Develop and deliver the Property Management Strategy.</p>	Buildings & Amenities	Jodie Condrick
		<p>1.2.1.5 Manage and update Land and Property Register.</p>	Buildings & Amenities	Jodie Condrick
		<p>1.2.1.6 Develop and deliver the Buildings and Amenities Asset Management Plan.</p>	Buildings & Amenities	Jodie Condrick
		<p>1.2.1.7 Manage Swimming Complex.</p>	Swimming Complex	Jodie Condrick
		<p>1.2.2 Provide a choice of sporting facilities that are modern and cater for the diverse needs of the community</p>	Swimming Complex	Jodie Condrick
		<p>1.2.3 Recognise and plan for the accessibility needs of our community including the promotion and implementation of Council's Disability Inclusion Action Plan</p>	Swimming Complex	Jodie Condrick
		<p>1.2.4 Promote and recognise the work of volunteers within the community.</p>	Swimming Complex	Jodie Condrick
			Community Development	Bruce Mills
			Theatre & Museum Complex	Bruce Mills

DELIVERY PROGRAM & OPERATIONAL PLAN ECONOMY

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Responsible Manager
<p>EC2.1 Develop Tenterfield Shire's economic base into a robust and growing economy that supports the creation of a variety of employment and business opportunities.</p>	<p>2.1.1 Develop and implement an economic development plan that will encourage new residents, strong tourism, new business and product development across the region.</p>	<p>2.1.1.1 Develop and implement the Economic Development Strategy.</p>	<p>Economic Growth & Tourism</p>	<p>Bruce Mills</p>
		<p>2.1.1.2 Deliver and manage Destination Marketing Plan and marketing campaigns and activities.</p>	<p>Economic Growth & Tourism</p>	<p>Bruce Mills</p>
	<p>2.1.2 Manage Councils Livestock Saleyards in a commercial manner</p>	<p>2.1.2.1 Manage and deliver commercial Saleyards Services.</p>	<p>Livestock Saleyards</p>	<p>Mark Cooper</p>

DELIVERY PROGRAM & OPERATIONAL PLAN ENVIRONMENT

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Responsible Manager	
3.1 Our natural environment will be protected, enhanced and promoted for future generations.	3.1.1 Town and Village planning supports and enhances local place making principles that will deliver sustainable land use management practices for our natural environment.	3.1.1.1 Monitor and deliver the Tenterfield Local Environmental Plan 2013 and Development Control Plan 2014 (as amended).	Planning & Regulation	Tamai Davidson	
		3.1.1.2 Manage and deliver heritage advisory services.	Planning & Regulation	Tamai Davidson	
		3.1.1.3 Manage and deliver development, building and construction regulatory services.	Planning & Regulation	Tamai Davidson	
		3.1.1.4 Provide guidance to support Local Strategic Planning Statements.	Planning & Regulation	Tamai Davidson	
		3.1.2 Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources.	3.1.2.1 Enforce Companion Animals, Illegal Dumping and Parking Control regulations.	Environmental Management	Mark Cooper
		3.1.2.2 Manage and deliver the Weeds Management Program, Council's Weeds Action Plan and regional weeds management plans.	Environmental Management	Mark Cooper	
		3.1.2.3 Develop, manage and deliver community weed and pest management reduction programs.	Environmental Management	Mark Cooper	
		3.1.2.4 Notices and Orders to be issued or served where necessary as per the Local Government Act, EPA Act and POEO Act and Associated Regulations.	Environmental Management	Mark Cooper	
		3.1.3 We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.	3.1.3.1 Develop, manage and deliver Emergency Management functions and facilities.	Emergency Services	Wes Hoffman

DELIVERY PROGRAM & OPERATIONAL PLAN ENVIRONMENT

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Responsible Manager
3.1 Our natural environment will be protected, enhanced and promoted for future generations.	3.1.4 Deliver a total water cycle management approach including water conservation and reuse is implemented and complies with the Biosecurity Act 2015 and standards.	3.1.4.1 Implement Water Service Strategic Plan in accordance with NSW Office of Water Guidelines.	Water Supply	Gillian Marchant
3.2 Provide secure, sustainable and environmentally sound infrastructure and services that underpin Councils service delivery.	3.2.1 Deliver an affordable waste management solution for the community to best manage waste volumes and take advantage of recycling opportunities. 3.2.2 Deliver an affordable and effective wastewater management solution for the community.	3.1.4.2 Deliver and manage the Water and Drought Management Plans. 3.1.4.3 Deliver and manage Waste and Recycling services. 3.2.2.1 Maintain and operate the sewerage network, in line with the Asset Management Strategy.	Water Supply Waste Management Sewerage Services	Gillian Marchant Gillian Marchant Gillian Marchant

DELIVERY PROGRAM & OPERATIONAL PLAN

TRANSPORT

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Responsible Manager	
<p>T4.1 The Tenterfield Shire has an effective transport network that is safe, efficient and affordable for us as a community.</p>	<p>4.1.1 Have a well-designed, safe and functioning road network, including carparking, footpaths and cycleways, that is suitable for all users now and take into consideration future demand.</p>	<p>4.1.1.1 Manage and deliver constructions services for transport infrastructure.</p>	Transport Network	David Counsell	
		<p>4.1.1.2 Manage and deliver maintenance services for transport infrastructure.</p>	Transport Network	David Counsell	
		<p>4.1.1.3 Manage and deliver services for footpaths, pavements and cycleways.</p>	Transport Network	David Counsell	
		<p>4.1.2 An adequate stormwater and drainage infrastructure is provided, maintained and renewed.</p>	Stormwater Asset Management Plan.	Stormwater Drainage	Gillian Marchant

DELIVERY PROGRAM & OPERATIONAL PLAN

LEADERSHIP

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Manager Responsible
L5.1 Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.	5.1.1 Ensure that the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making.	5.1.1.1 Deliver the Community Engagement Strategy.	Community Development	Bruce Mills
		5.1.1.2 Develop, manage and deliver Customer Services.	Corporate & Governance	Erika Bursford
		5.1.1.3 Develop, manage and deliver Governance Services.	Corporate & Governance	Erika Bursford
		5.1.1.4 Develop, manage and deliver Records Management Services.	Corporate & Governance	Erika Bursford
		5.1.1.6 Develop, manage and deliver the Workforce Management Strategy.	Workforce Development	Wes Hoffman
		5.1.1.7 Facilitate worker health and wellbeing consultation communication, and participation processes.	Workforce Development	Wes Hoffman
		5.1.1.8 Develop, manage and deliver the skills targeted training plans.	Workforce Development	Wes Hoffman
		5.1.1.9 Develop, manage and deliver Employer of Choice recruitment and retention services.	Workforce Development	Wes Hoffman
		5.1.1.10 Manage and deliver Work Health and Safety and Risk Management Services.	Workforce Development	Wes Hoffman
		5.1.1.11 Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.	Civic office	Daryl Buckingham

DELIVERY PROGRAM & OPERATIONAL PLAN LEADERSHIP

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Responsible Manager
L5.1 Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.	5.1.1 Ensure that the performance of Council as an organisation complies with all statutory Guidelines, supported by effective corporate management, sound integrated planning and open, transparent and informed decision making.	5.1.1.11 Guide the decisions of the community to align with the Local Government Act and the Office of Local Government.	Civic office	Daryl Buckingham
		5.1.1.12 Deliver media and information services.	Civic office	Daryl Buckingham
		5.1.1.13 Deliver councillor services.	Civic office	Daryl Buckingham
		5.1.1.14 Lobby Federal and State Governments for access to resources to enhance the Tenterfield Shire.	Civic office	Daryl Buckingham
L5.1 Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.	5.1.2 Ensure that Council operates in an effective and financially sustainability manner and that the community's capacity to pay inform adopted community service levels.	5.1.2.1 Manage and deliver finance services.	Finance & Technology	Roy Jones
		5.1.2.2 Manage and deliver Council's Long-Term Financial Plan.	Finance & Technology	Roy Jones
		5.1.2.3 Manage Investments - Plan develop and manage Council's investment portfolio.	Finance & Technology	Roy Jones
		5.1.2.4 Implement the long-term financial strategy, aligning the Long-Term Financial Plan with the Asset Management Plan.	Organisational Leadership	Daryl Buckingham
		5.1.2.5 Apply for a Special Rate Variation.	Organisational Leadership	Daryl Buckingham
	5.1.3 The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.	5.1.3.1 Develop and implement the Strategic Asset Management Plan and associated systems.	Asset Management & Resourcing	David Counsell

DELIVERY PROGRAM & OPERATIONAL PLAN LEADERSHIP

GOAL	STRATEGIC PROGRAM	ACTION	Service Area	Responsible Manager	
<p>L5.1 Council is a transparent, financially sustainable and high performing organisation, delivering valued services to the Community.</p>	<p>5.1.3 The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.</p>	<p>5.1.3.2 Deliver and manage the Pedestrian Access and Mobility Plan (incorporating the Disability Action Plan) and Bike Plan.</p>	<p>Asset Management & Resourcing</p>	<p>David Counsell</p>	
		<p>5.1.3.3 Infrastructure and assets inspections.</p>	<p>Asset Management & Resourcing</p>	<p>David Counsell</p>	
		<p>5.1.3.4 Review and update Council's Risk Register and intervention programs on an ongoing basis in accordance with inspection schedules.</p>	<p>Asset Management & Resourcing</p>	<p>David Counsell</p>	
		<p>5.1.3.5 Implementation and delivery of the Fleet Asset Management Plan and the Plant Replacement Program.</p>	<p>Plant, Fleet & Equipment</p>	<p>James Paynter</p>	
		<p>5.1.3.6 Develop and implement the Depot Master Plan.</p>	<p>Plant, Fleet & Equipment</p>	<p>James Paynter</p>	
		<p>5.1.4 Deliver continuous improvements in Council's business, processes and systems.</p>	<p>5.1.4.1 Develop, manage and deliver Council's Technology Strategic Plan.</p>	<p>Finance & Technology</p>	<p>Roy Jones</p>
		<p>5.2.1 Services to our community are provided in an equitable, safe, professional, friendly and timely manner consistent with our corporate values.</p>	<p>5.2.1.1 Deliver independent bi-annual Customer Satisfaction survey</p>	<p>Corporate & Governance</p>	<p>Erika Bursford</p>
		<p>5.2.2 Work with key stakeholders and the community to lobby for adequate health services in our region and greater accessibility to regional services.</p>	<p>5.2.1.2 Advocate for health services throughout the Region and ensure future government planning aligns with community needs.</p>	<p>Civic office</p>	<p>Daryl Buckingham</p>
		<p>5.2.3 Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire Council area</p>	<p>5.2.3.1 Support future proposals for improved telecommunications infrastructure.</p>	<p>Economic Growth & Tourism</p>	<p>Bruce Mills</p>
		<p>L5.2 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.</p>			

MEASURING OUR SUCCESS

It is important that we measure how successful we are in delivering our services. Council use a number of reporting mechanisms to track and report progress on our plans.

These include:

- Detailed operations report that is presented to Council each month at its ordinary Council meeting.
- Delivery Program and Operational Plan Progress Reports submitted bi-annually to Council.
- Quarterly Budget Review Statements, submitted quarterly to Council within two months of the end of each quarter.
- The Annual Report, reported annually within five months of the end of each financial year. This document reports back to the community on how we have gone delivering the Operational Plan each year (including information that is prescribed under legislation),
- The End of Term Report. This report is tabled at the last meeting of the outgoing Council. This provides an update on the Council's progress in implementing the Community Strategic Plan over the term of the Council, as well as the results and outcomes the implementation of the Community Strategic Plan has had for the Tenterfield community.
- 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 ensuring that services it provides match and support community needs.
- Online updates via Councils website.
- Information and community engagement sessions.

There are also a number of internal management reporting tools that are used to ensure operations are on track and delivering good services to the community.

APPENDIX 1: OUR CORPORATE VALUES

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

Our five (5) corporate values are:

INTEGRITY – ensuring openness and honesty in all our activities.

COMMUNITY FOCUS – delivering prompt courteous and helpful advice.

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.

APPENDIX 2: OUR SERVICES

Ratepayers and residents may not be aware that Local Government accountabilities have grown from roads, rates and rubbish to encompass 77 sub-programs:

1. Strategic direction & planning
 2. Corporate relations and intergovernmental affairs
 3. Corporate planning & reporting
 4. Workforce planning
 5. Workforce culture
 6. Workforce performance
 7. Business process improvement
 8. Corporate communications
 9. Legal services
 10. Procurement & tendering
 11. Internal audit
 12. Business continuity and risk
 13. Disaster/emergency management
 14. Workplace health and safety
 15. Community services
 16. Tourism
 17. Culture, theatre and museum
 18. Library
 19. Community grants
 20. Sponsorship
 21. Community capacity building
 22. Road safety & Traffic Committee
 23. Community & corporate buildings
 24. Community buildings hire
 25. Community events
 26. Community engagement
 27. Media, branding, marketing & communications
 28. Social media and web
 29. Customer services
 30. Sport and recreation (passive and active)
 31. Aquatic
 32. Open space amenities
 33. Saleyards
 34. Feral pests
 35. Tree management
 36. Street and public domain lighting
 37. Place (public domain)
 38. Information and knowledge management
 39. Information technology and communications
 40. Land and mapping information
 41. Business systems/solutions technology
 42. Financial planning and management
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APPENDIX 2: OUR SERVICES

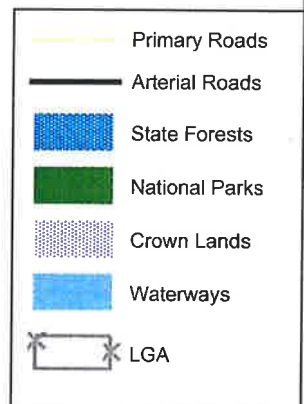
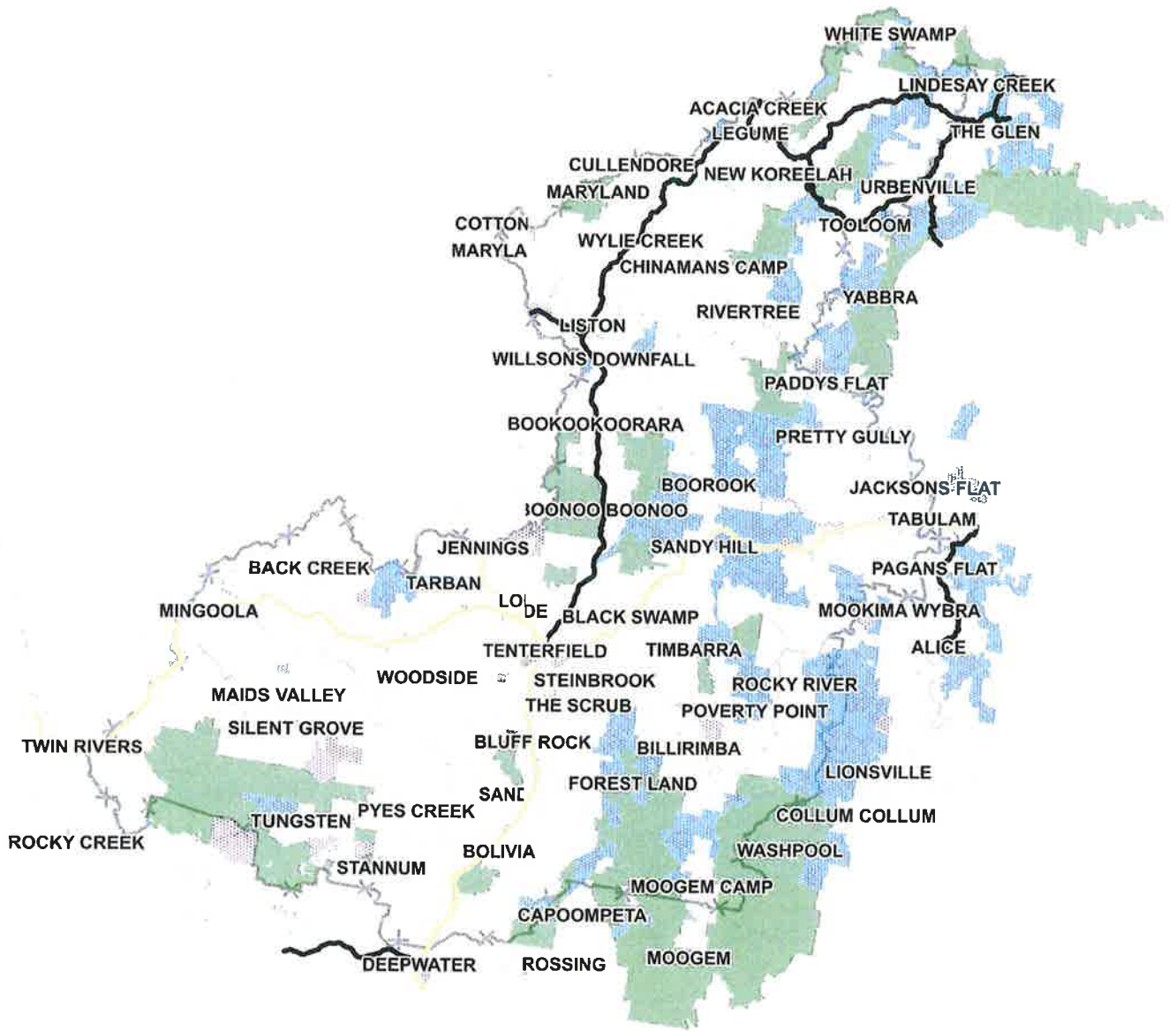
43. Human resources
44. Workers compensation
45. Recruitment and selection
46. Depot, store, fleet, plant and equipment
47. Assets and project planning
48. Business support
49. Civic
50. Governance
51. Land use planning
52. Urban design
53. Land use data management and mapping
54. Land use reporting
55. Heritage
56. Regulating premises
57. Assessment
58. Built form compliance
59. Environment regulation
60. Public health
61. Noxious plants
62. Roads and footpath enforcement
63. Illegal dumping
64. Domestic animal management
65. Transport (roads, bridges and airstrip)
66. Water supply, filtering and distribution
67. Sewer
68. Waste management and recycling
69. Economic development
70. Storm water
71. Natural waterways
72. Property investment and divestments
73. Private works
74. Cemeteries
75. Quarries
76. Cycleways, pedestrian paths and footpaths
77. Crown Lands (including Native Title)

The majority of this list covers legislated responsibilities, meaning Council has no choice. Others are items that if not managed, the cost escalation from risks incurred would far outweigh the perceived savings.

There are very few “nice to haves” in this list and the list of legislated accountabilities for local government continues to grow.



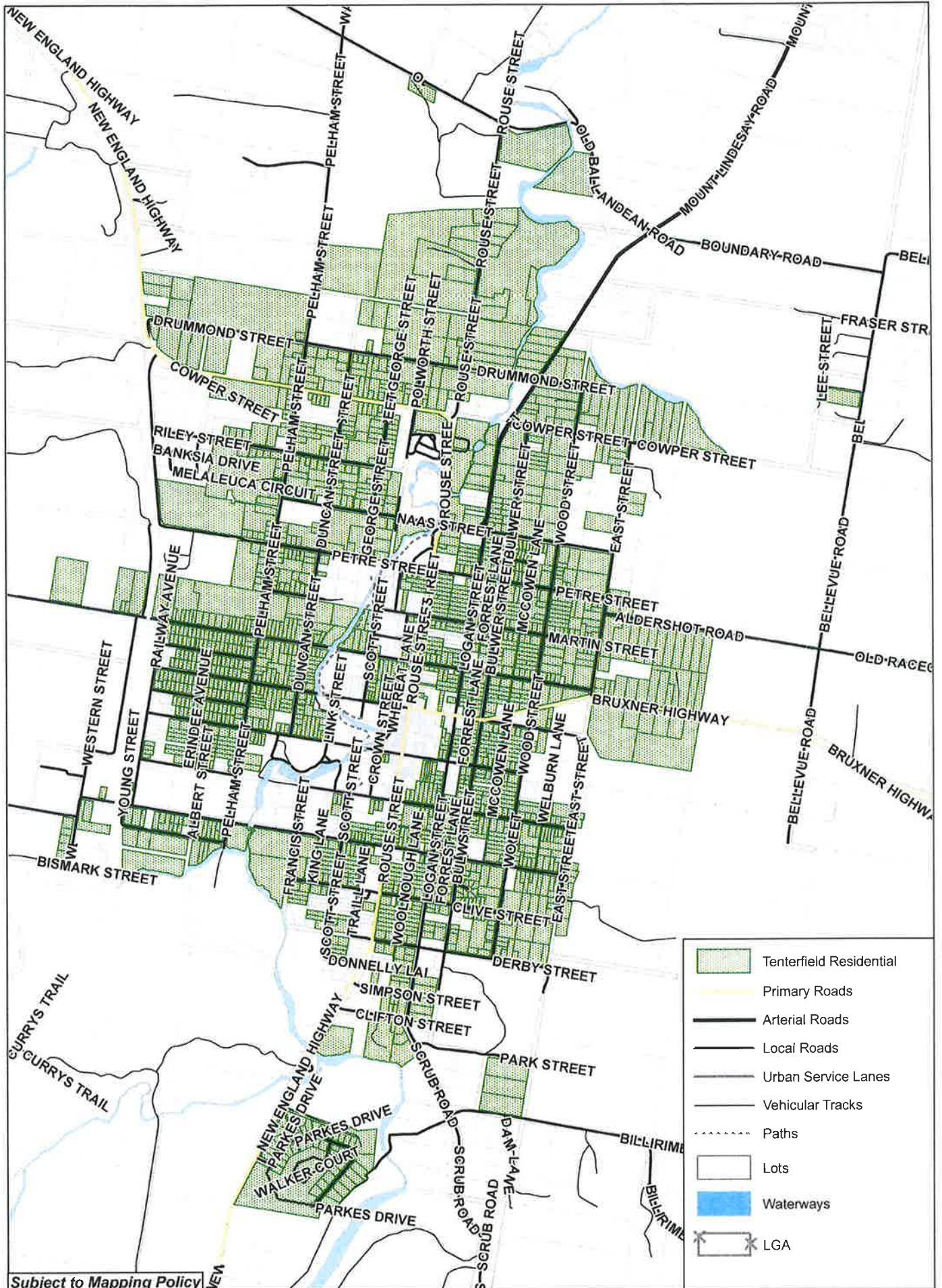
Local Government Area



Subject to Mapping Policy



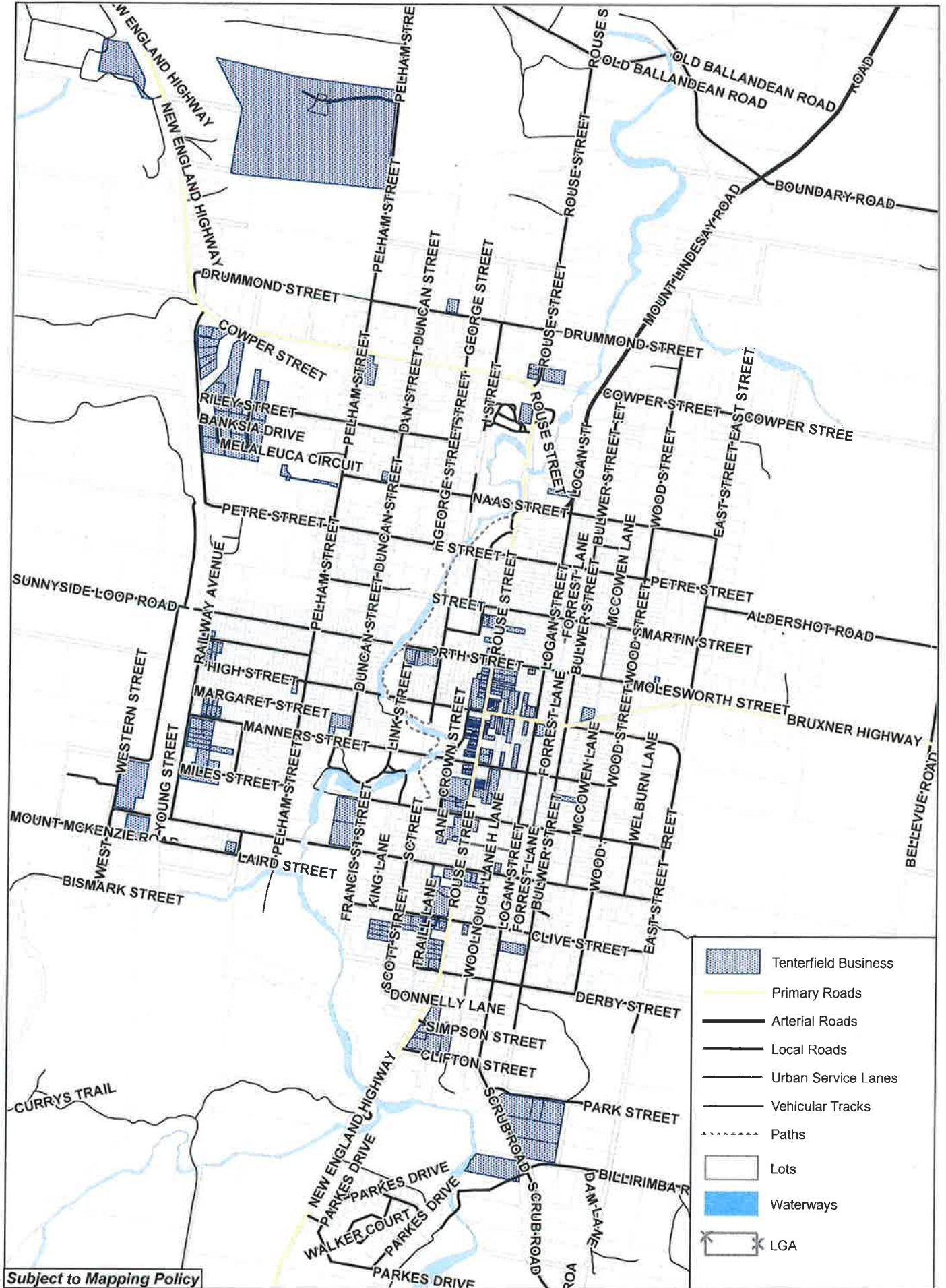
Tenterfield Residential Area



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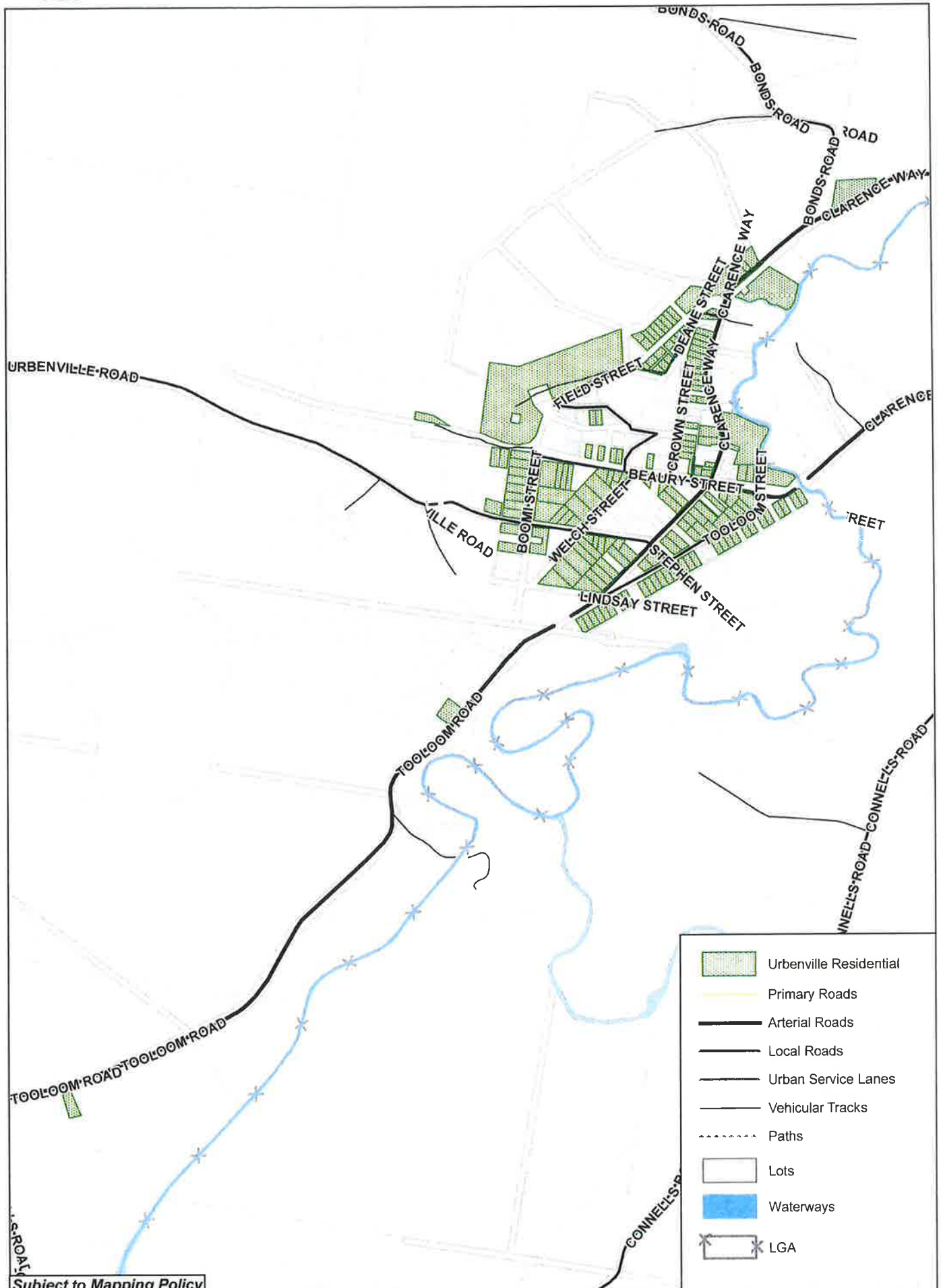
Tenterfield Business Area



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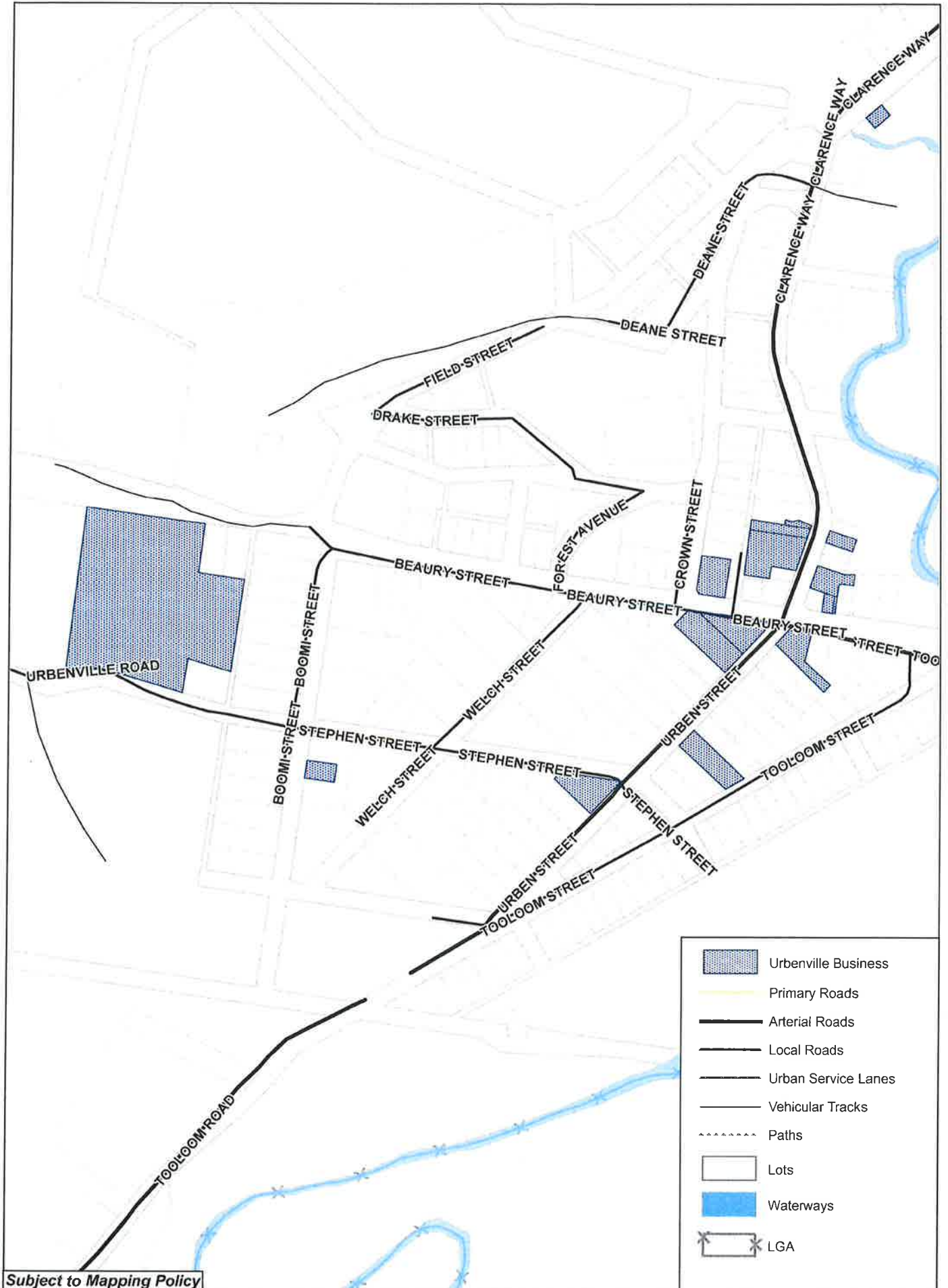
Urbenville Residential Area



Subject to Mapping Policy



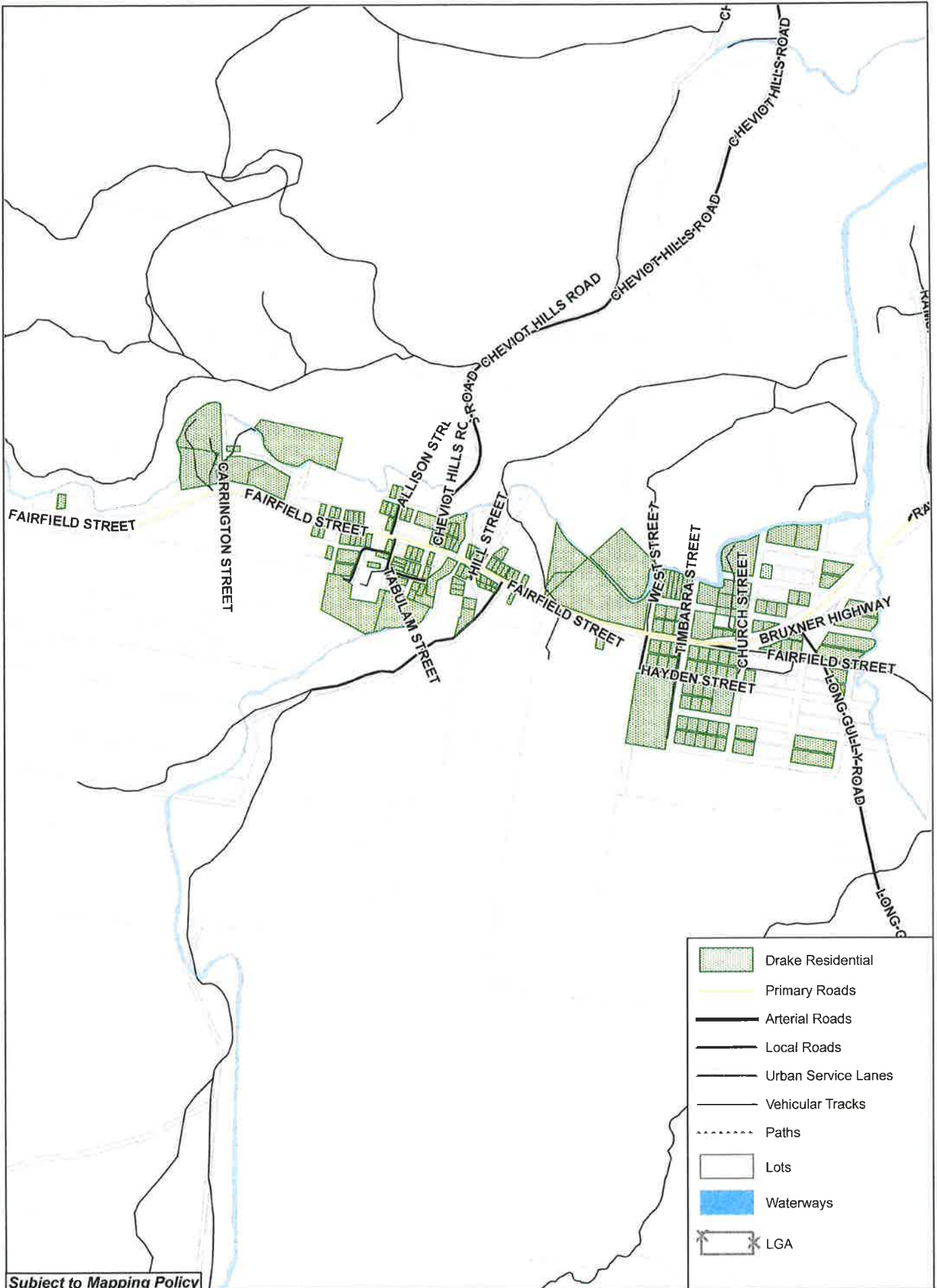
Urbenville Business Area



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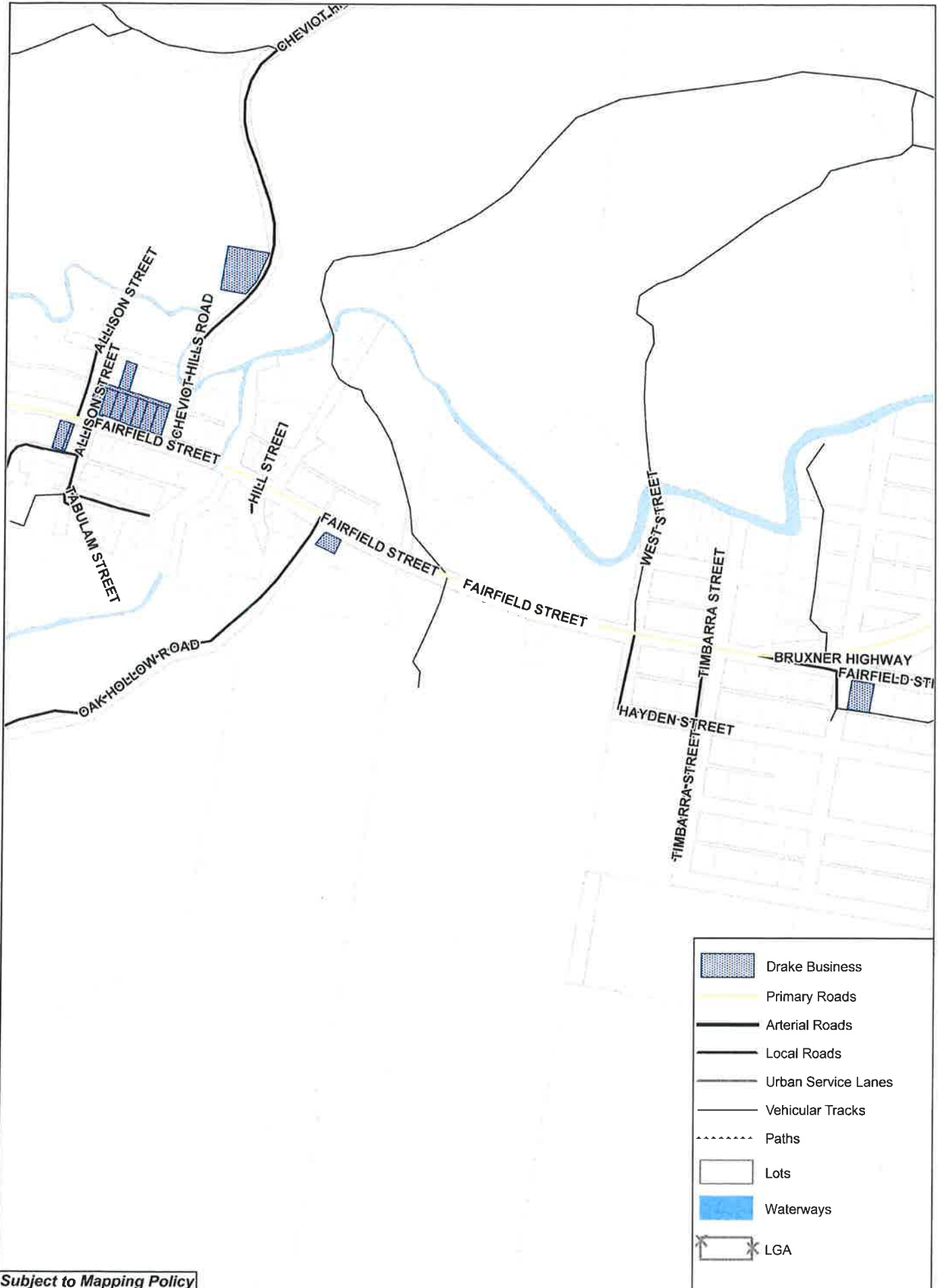
Drake Residential Area



Subject to Mapping Policy



Drake Business Area



Subject to Mapping Policy



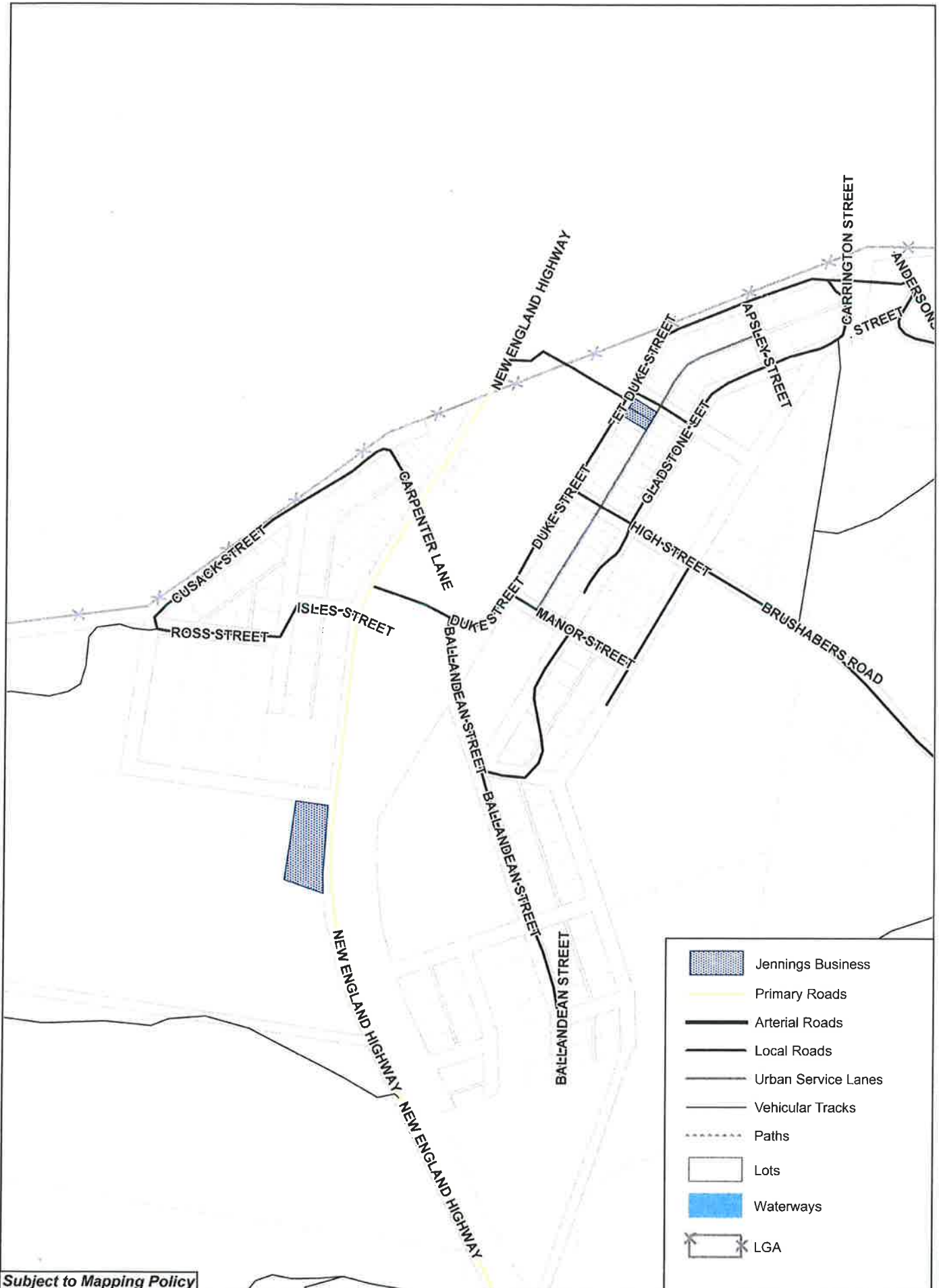
Jennings Residential Area



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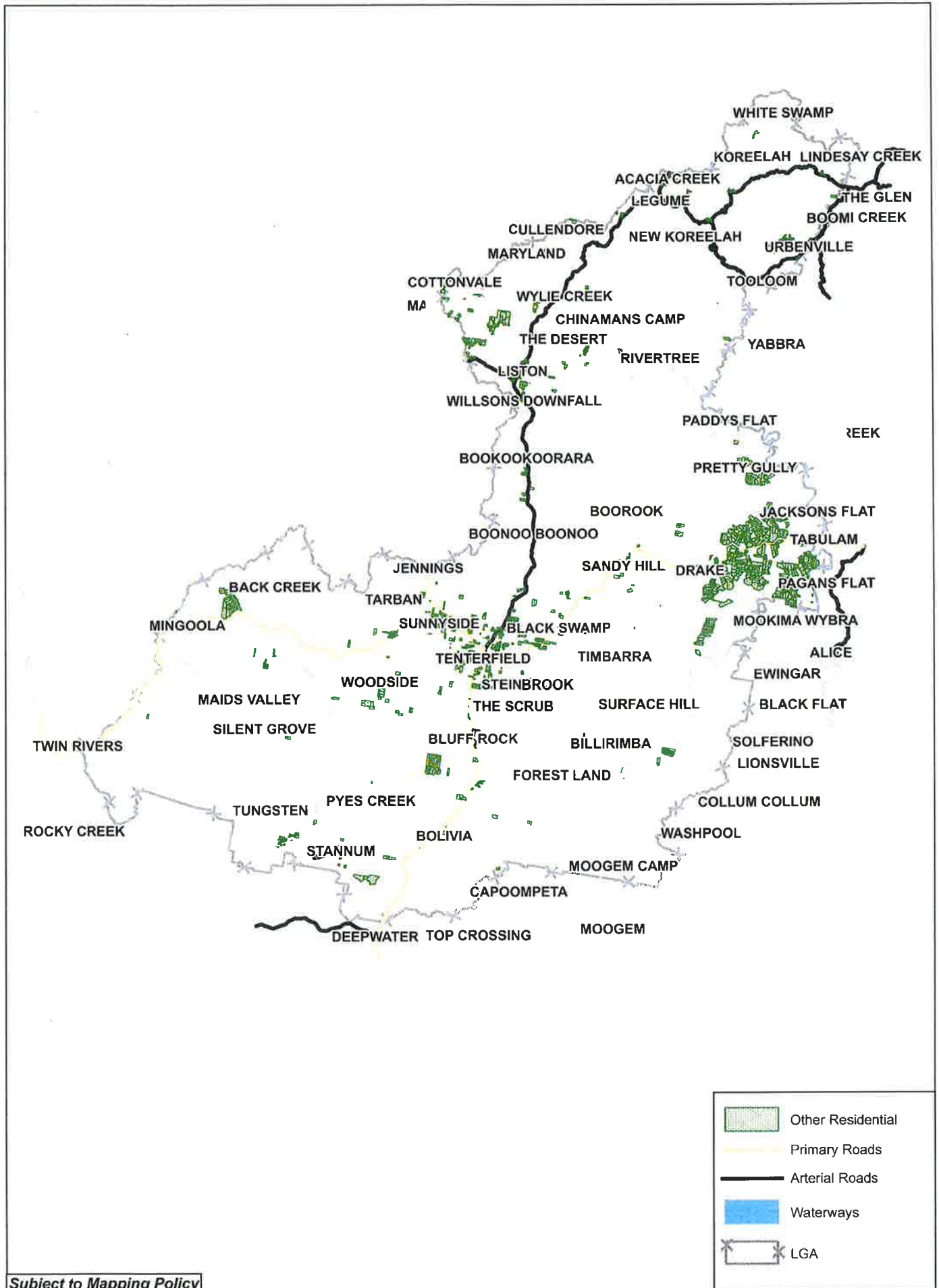


Jennings Business Area



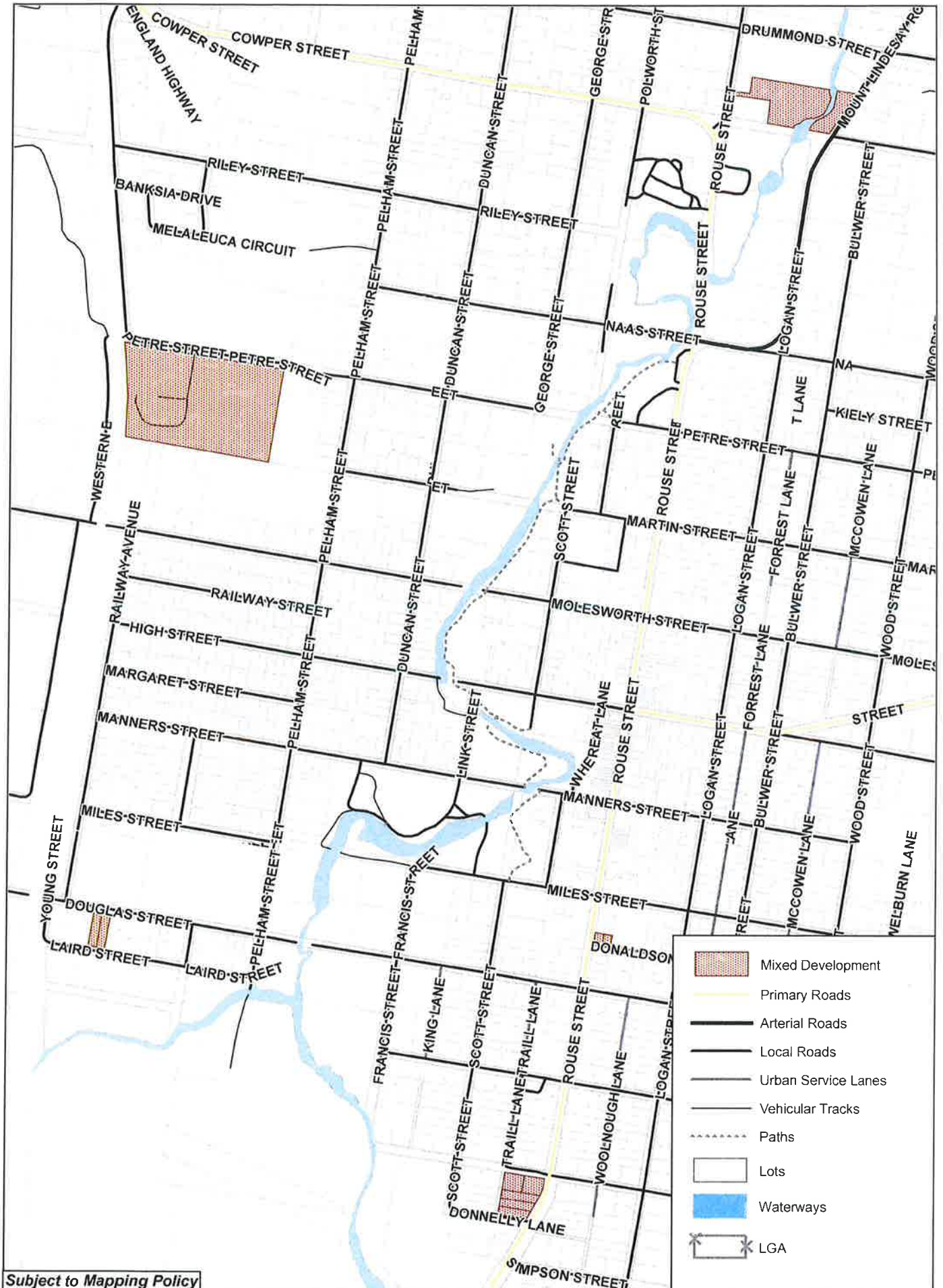


Other Residential Areas





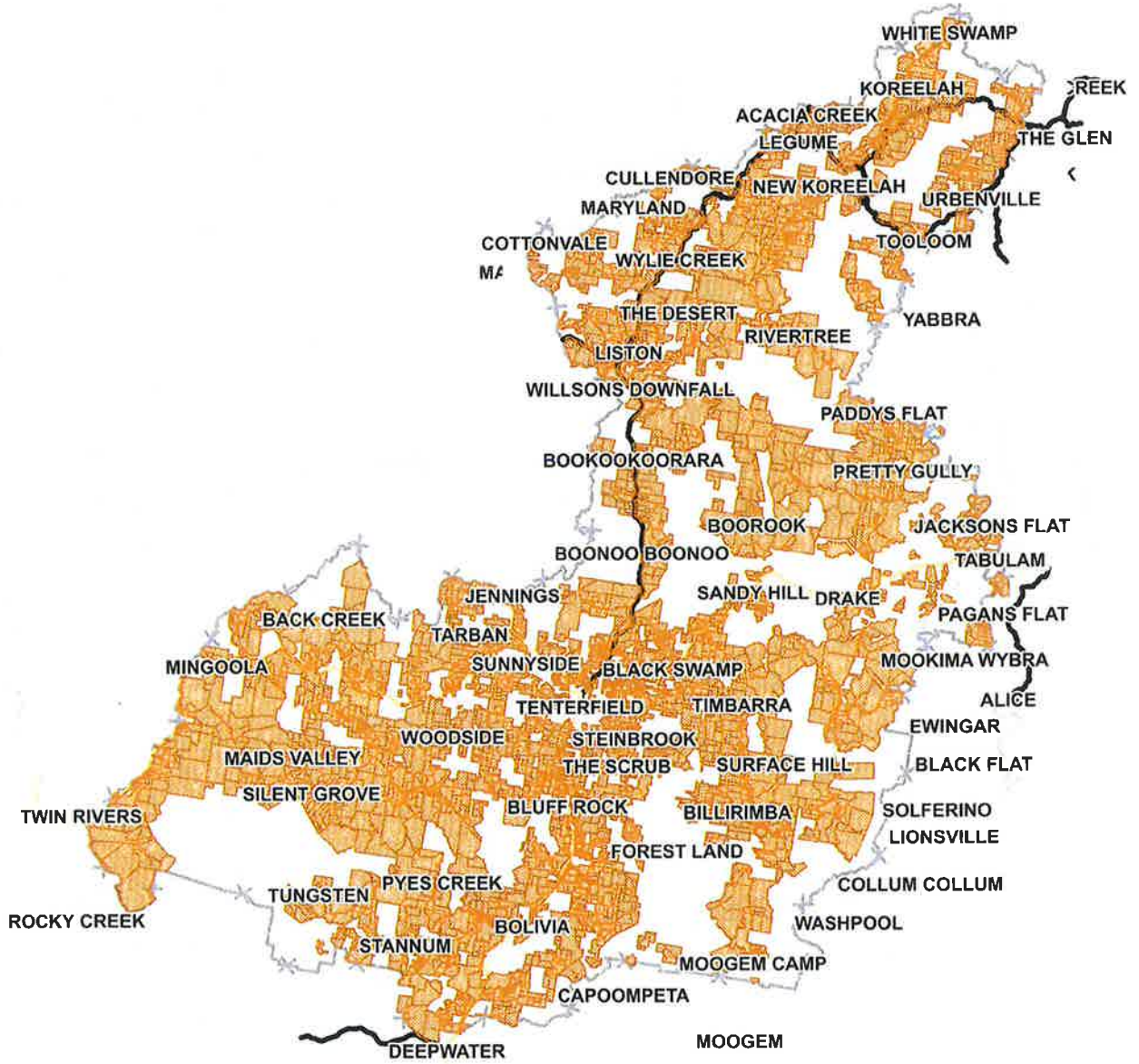
Mixed Development Areas



Subject to Mapping Policy

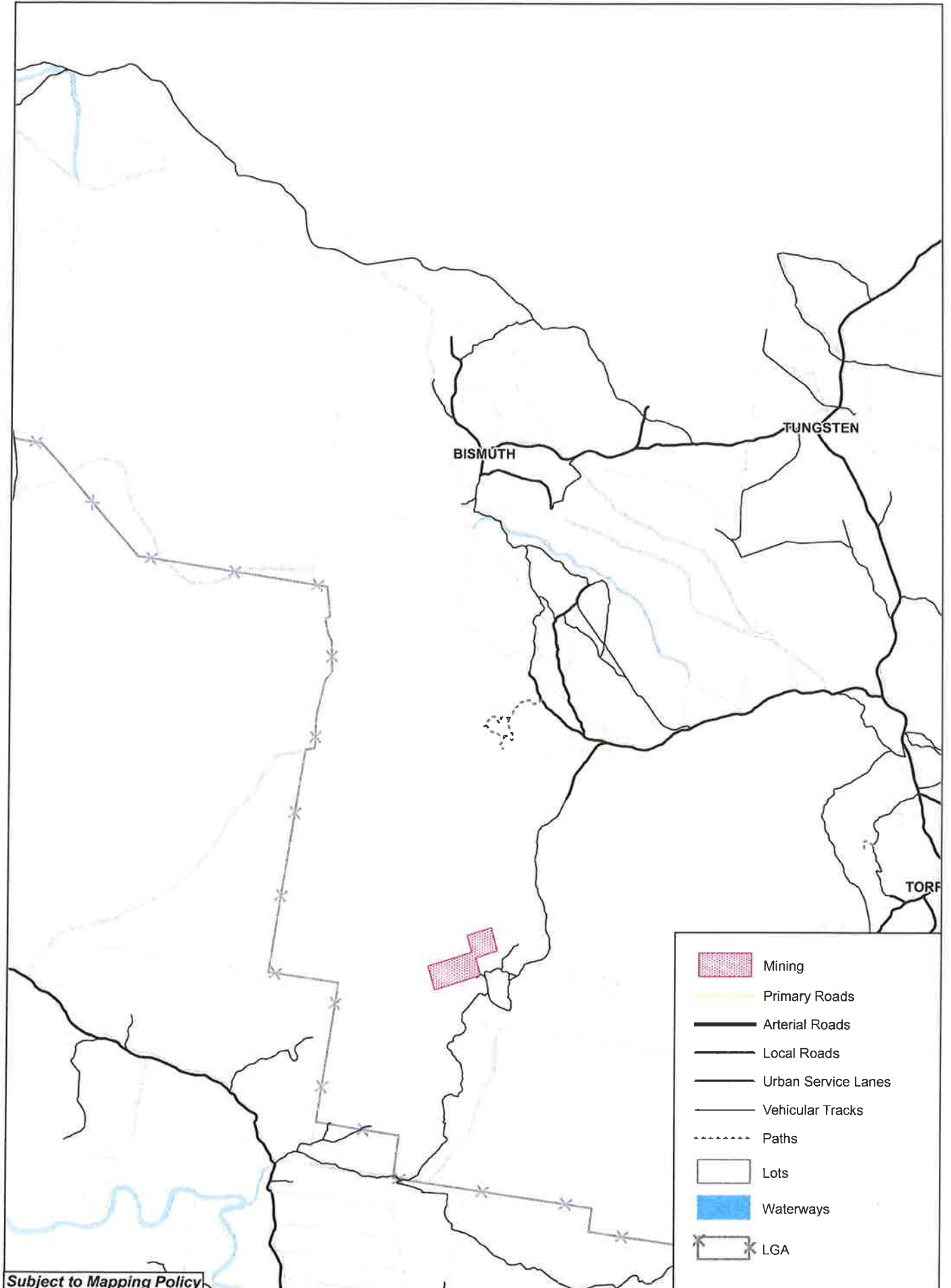


Farmland Area





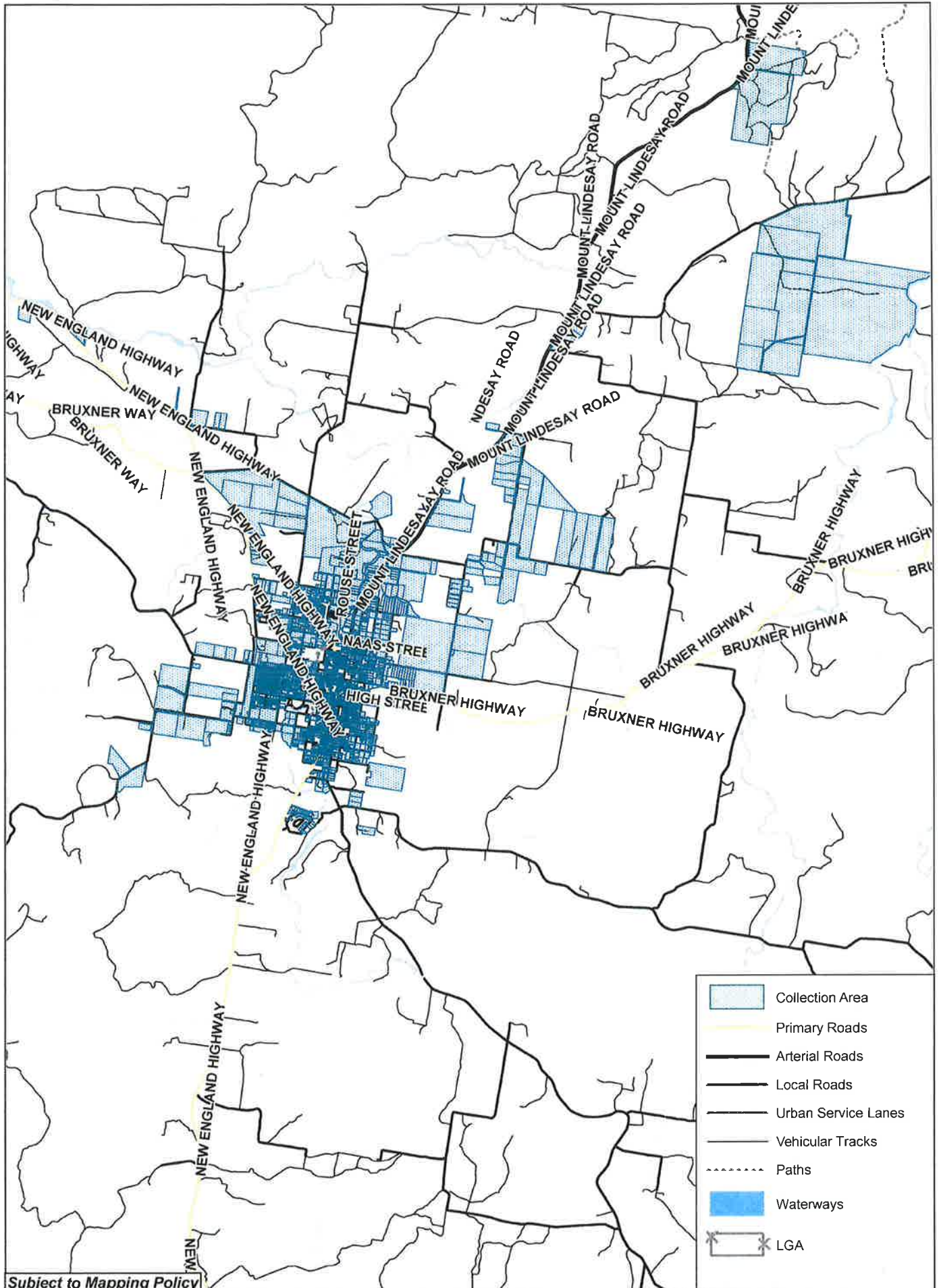
Mining



Subject to Mapping Policy

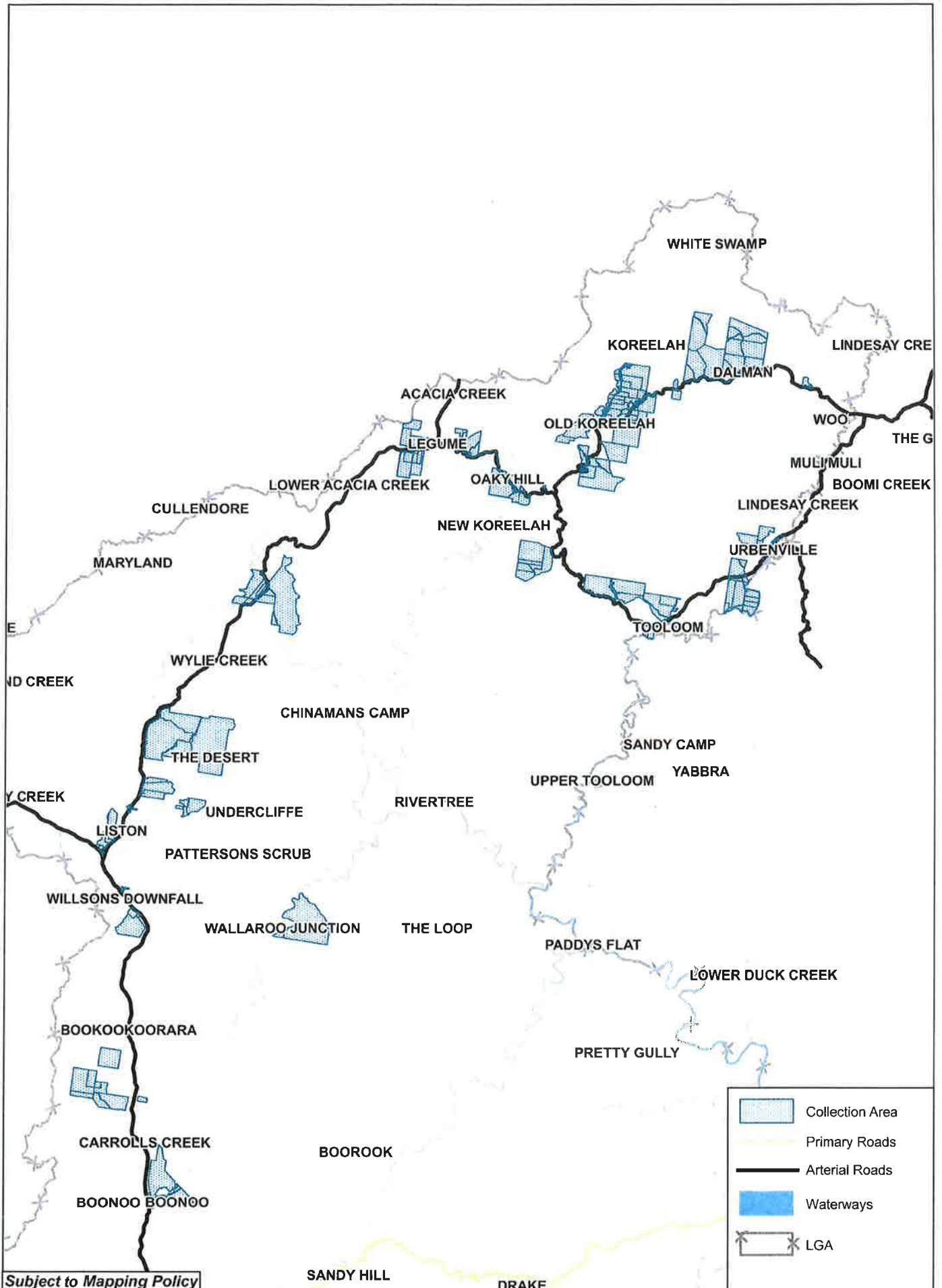


Tenterfield Collection Area



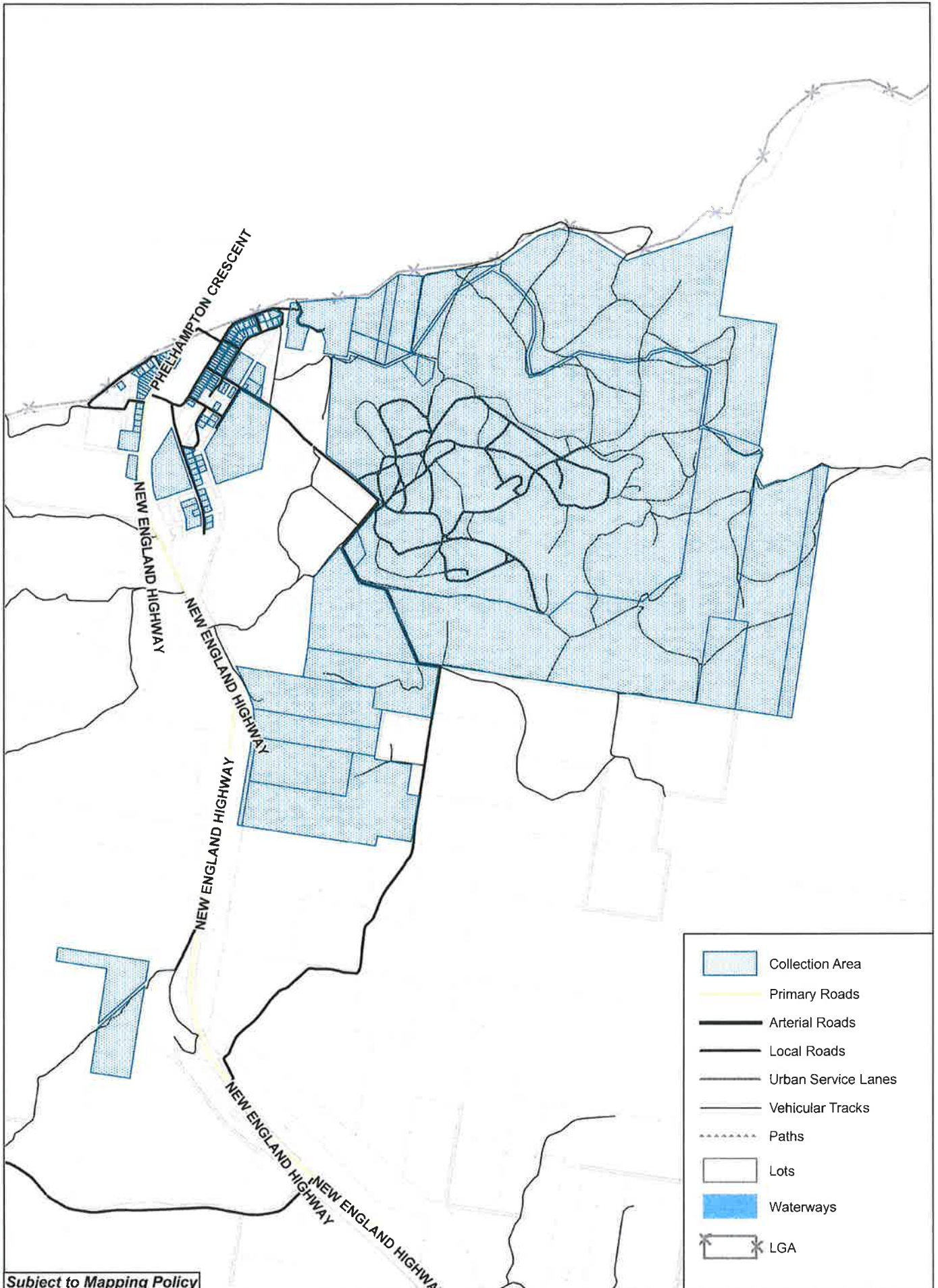


Mount Lindesay Road & Toooloom Road Collection Area





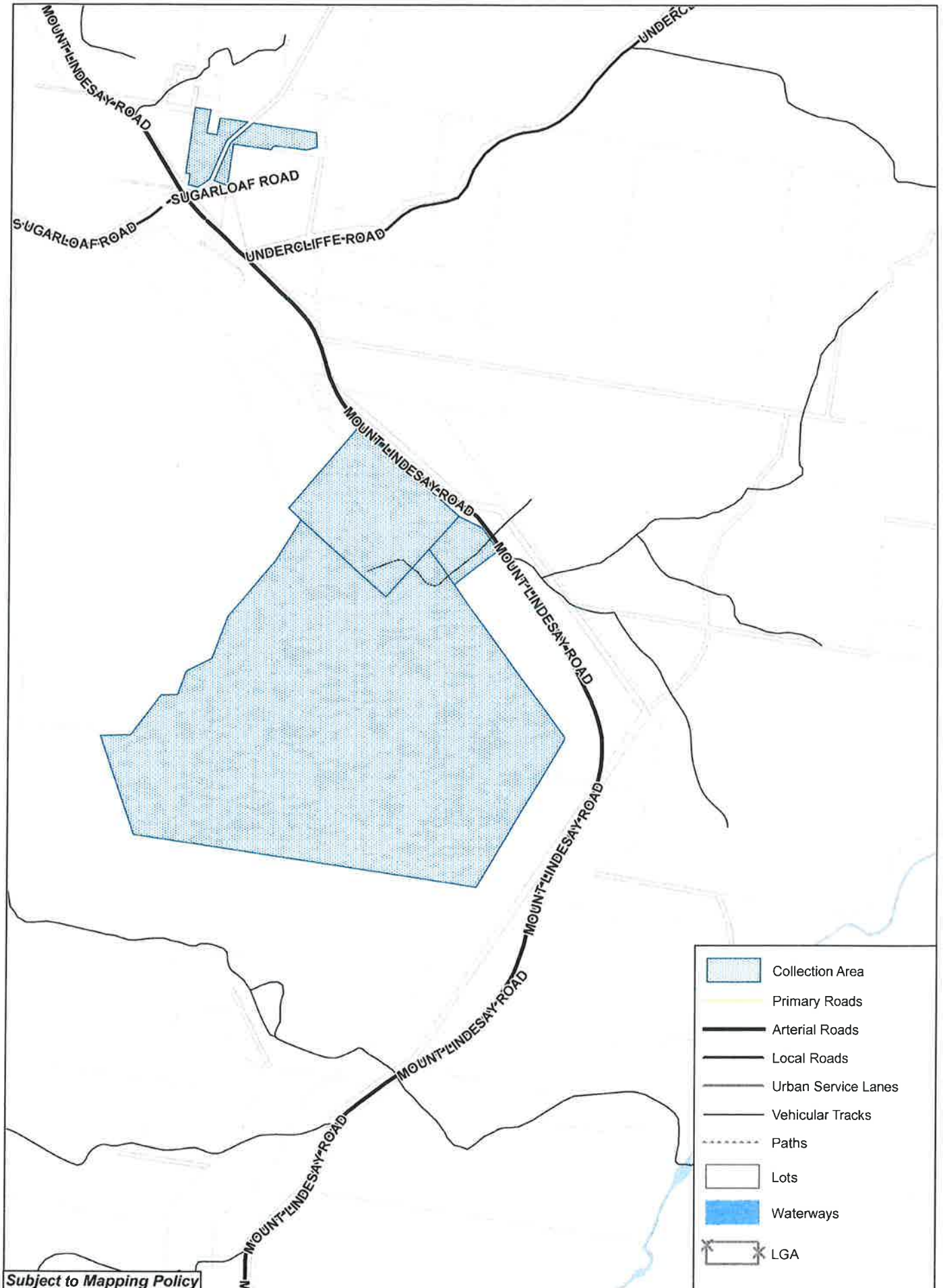
Jennings Collection Area



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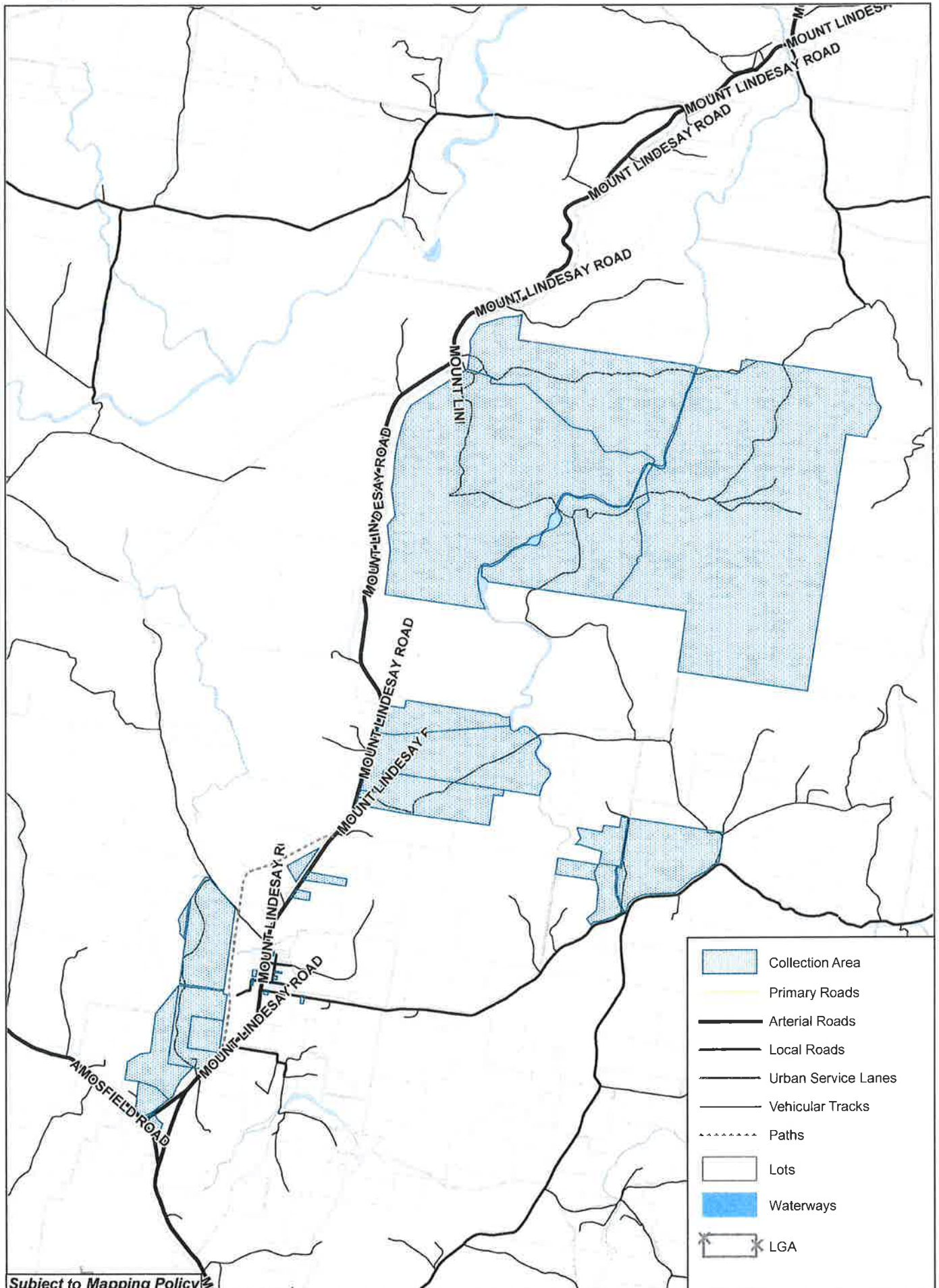
Willsons Downfall Collection Area



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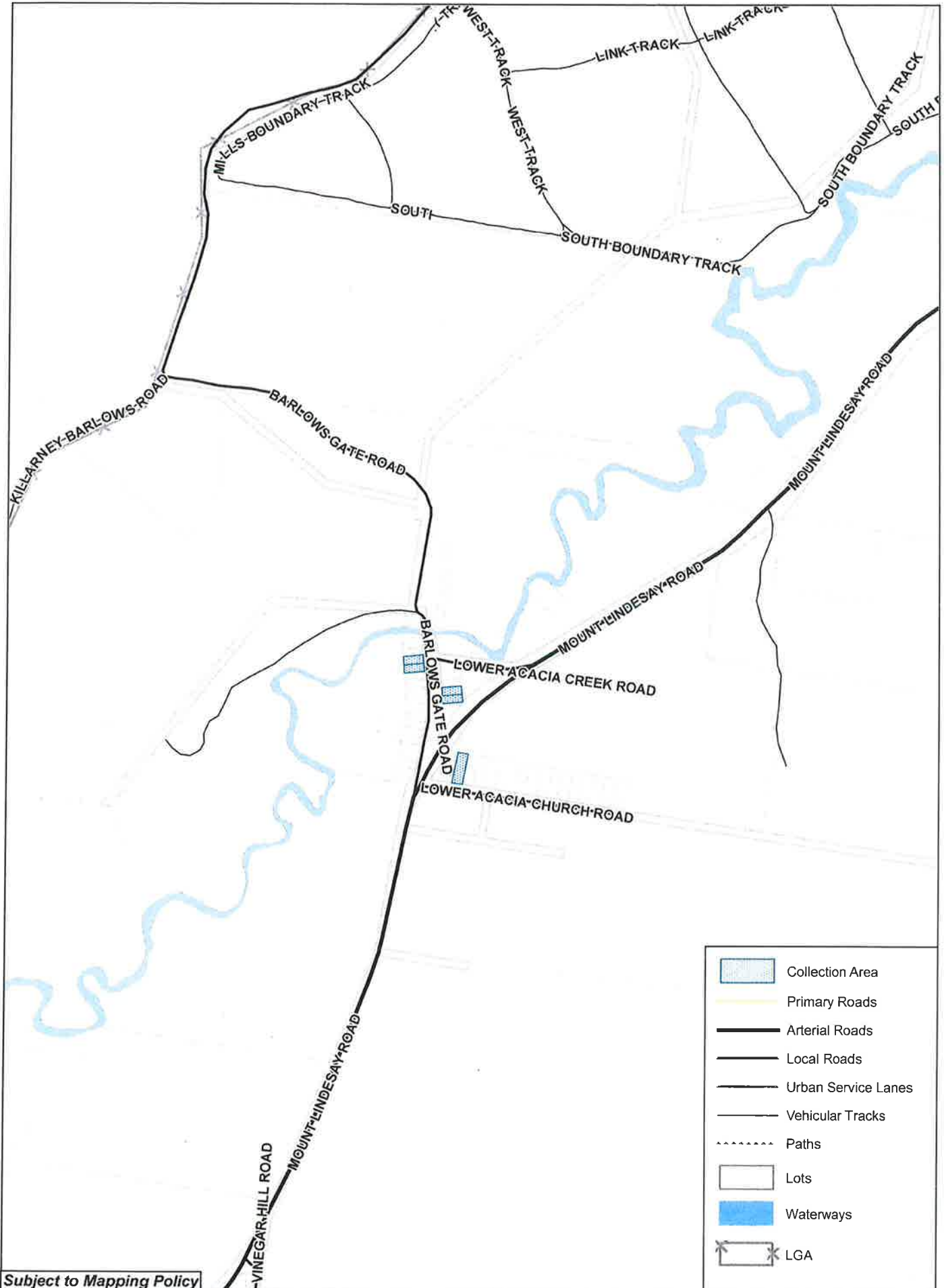


Liston Collection Area





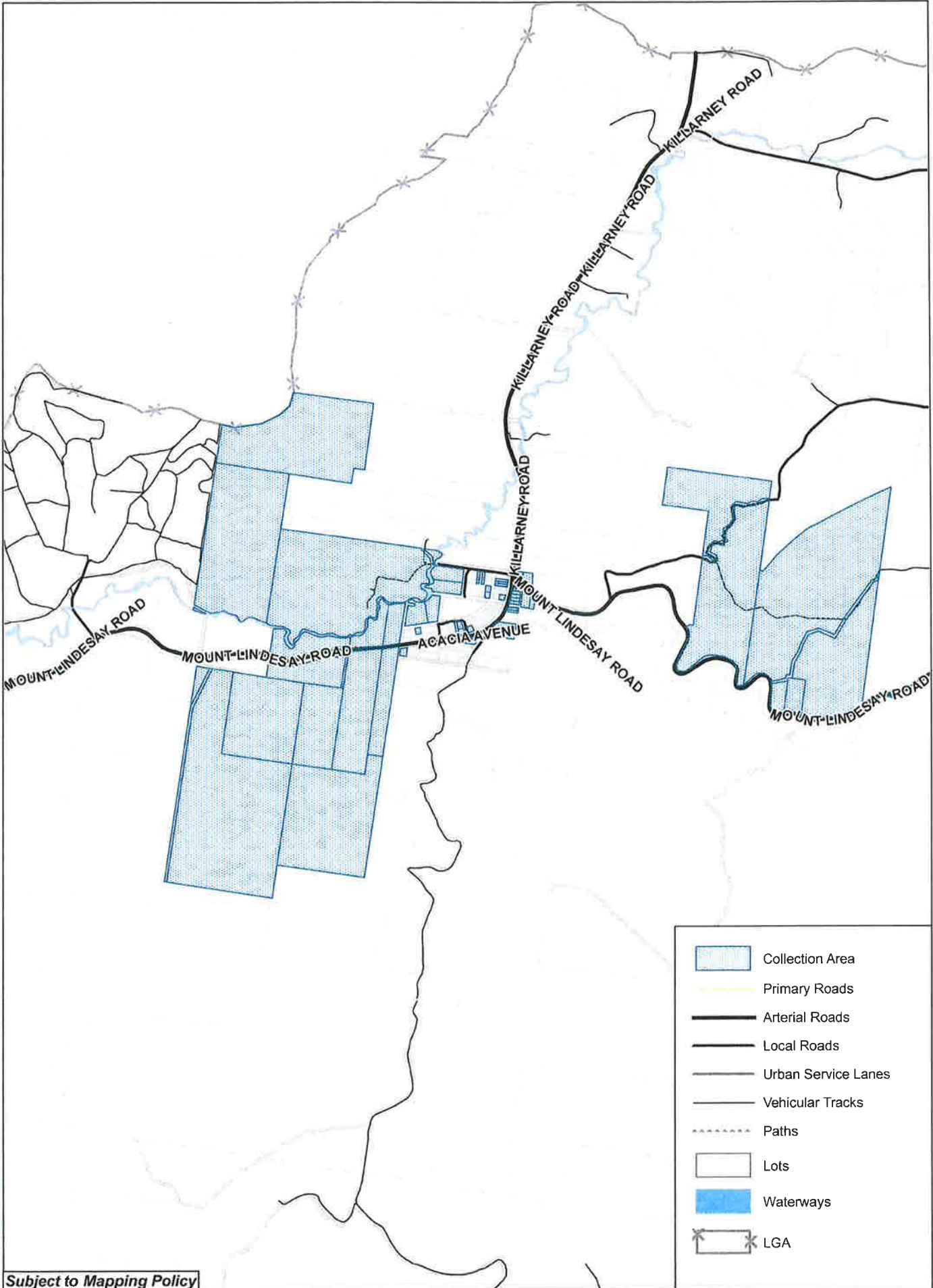
Lower Acacia Creek Collection Area



Subject to Mapping Policy



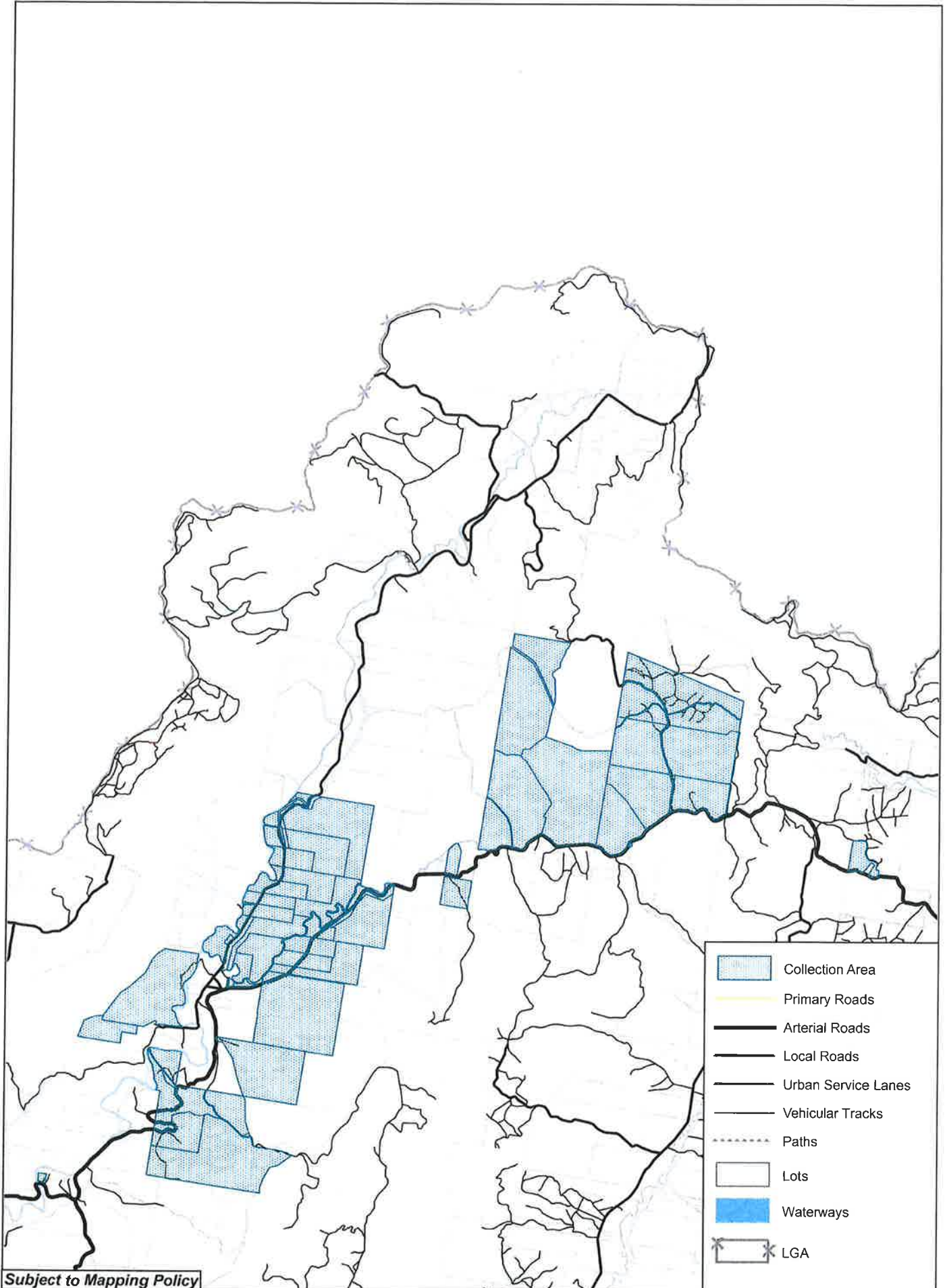
Legume Collection Area



Subject to Mapping Policy



Koreelah Collection Area



Subject to Mapping Policy

