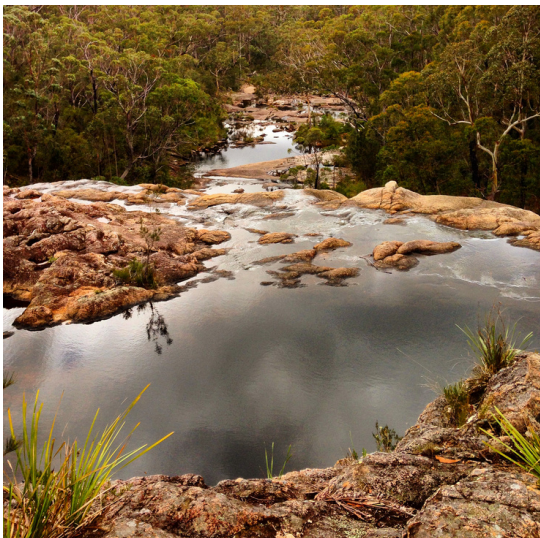
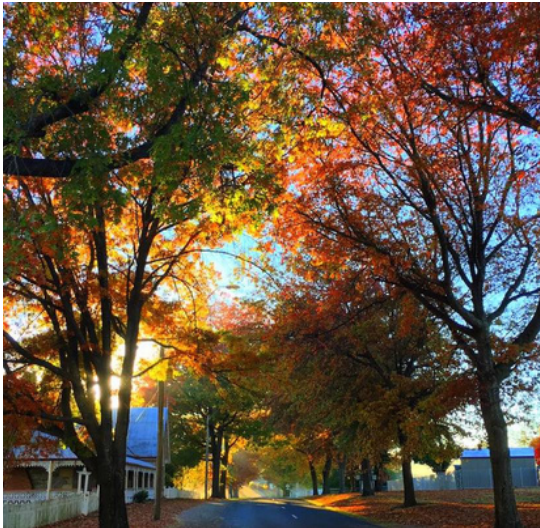


# COMMUNITY STRATEGIC PLAN



TENTERFIELD 2032





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# INTRODUCTION

***“Quality Nature, Quality Heritage and Quality Lifestyle”*** combine across the Tenterfield Shire and provide us with a unique sense of local identity forming a strong foundation for our community 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 to update how we would like our community to progress over the next 10 years to 2032.

The review has been an opportunity for us to build upon the long-term planning, and incorporate the community’s current views to ensure the plan stays relevant 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 Shire includes 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 by our most recent conversations about our future.

Council can't deliver the community’s vision on its own and needs to work 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 in the plan. The goals of this plan will not be possible without working with the NSW State Government agencies, community groups, non-government organisations, businesses, and the members of the community.

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

Thanks to all the residents who took the time to contribute to this plan and congratulations to all involved in the review and development of this current plan.

We are proud to present Tenterfield Shire Council's **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 shows the community's goals for the next 10 years. It will be used to drive Council's service delivery, planning and advocacy. The plan is based on previous plans, but revised to include the community's current views following community consultation.

Actions to be delivered from the plan will be outlined through Council's 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),
- Better Communications infrastructure,
- Council operations run transparently, efficiently and sustainably,
- Economic development across the region,
- Better Health care,
- Better Stormwater and Drainage infrastructure,
- Strong leadership (good communications, financial management and advocacy),
- Improved Waste management, and
- More Youth and recreational facilities.

## THE GOALS OF THE PLAN

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

# 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





# INTEGRATED PLANNING & REPORTING

Integrated Planning and Reporting (IP&R) legislation 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 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 underpinned by our continued collaboration. The legislation requires councils and their communities to discuss funding priorities and acceptable service levels, while considering our local identity and opportunities to plan for a sustainable future.

To achieve sustainability as a community, our Community Strategic Plan needs to be based on 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 no single aspect dominates.

The key documents required under the legislation are:

- The **Community Strategic Plan (CSP)** - identifies long term (minimum 10 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:

- Council's **Long-Term Financial Plan (LTFP)**,
- **Workforce Management Strategy**, and
- **Asset Management Strategy**

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

# INTEGRATED PLANNING & REPORTING

## THE FRAMEWORK:



## THE RELATIONSHIP BETWEEN THE PLANS:

### **Community Strategic Plan - 10+ Year Outlook**

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

### **Delivery Program - 4 Year Outlook**

- Council's 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 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 Council's service delivery.

The themes established through our community consultation are outlined in the table below.

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

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

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

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

Employment opportunities in a variety of sectors is vital to retaining our youth in the community, attracting skilled workers and their families and minimising overall unemployment and increasing community well-being.

Council plays a key role 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 includes; providing supporting infrastructure, land use planning that facilitates commercial and industrial development, and promoting our community for business investment.

GOALS	STRATEGIES
<b>2.1 Develop Tenterfield Shire's economic base into a robust and growing economy that supports employment and business opportunities.</b>	<p><b>2.1.1</b> Develop and facilitate a diversified and growing economy that is a balance of all economic contributors.</p> <p><b>2.1.2</b> Improve heavy vehicle access across the shire and improve links to regional transport infrastructure to facilitate and support regional development opportunities.</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, ranging from 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 is the base for much of our economic prosperity, recreational activity and is vital to our health and well-being.

Council recognises the Shire is home to high levels of biodiversity including a large proportion of endemic species and threatened species 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.

Council, in partnership with stakeholders, has a role in setting an example for the Shire in sustainable business models as we seek to preserve our natural environment.

GOALS	STRATEGIES
<b>3.1 Our natural environment will be protected, enhanced and promoted for future generations.</b>	<p><b>3.1.1</b> Towns and Village are supported to recognise and enhance their local identity.</p> <p><b>3.1.2</b> Our community is educated, encouraged and supported to implement sustainable strategies for the management and protection of our natural resources.</p> <p><b>3.1.3</b> We are prepared, resourced and educated as a community to deal with natural disasters such as bushfires, storm and flood events.</p>

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 Council 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 must ensure the services it provides to the community are efficient, provide value, meet community expectations, and include the community in the decision-making processes.

Council partners and supports, community members and associations through involvement in decision-making, 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, maintaining strong links with other Councils, State and Federal governments and regional networks to support and improve the quality of life across the Tenterfield Shire.

GOALS	STRATEGIES
<b>5.1 Council is a transparent, financially-sustainable and high-performing organisation, delivering valued services to the Community.</b>	<p><b>5.1.1</b> Ensure 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.</p> <p><b>5.1.2</b> Ensure Council operates in an effective and financially sustainability manner to deliver affordable service.</p> <p><b>5.1.3</b> Management of Council's assets will be long-term.</p> <p><b>5.1.4</b> Deliver continuous improvements in Council's business, processes and systems.</p>
<b>5.2 Resources and advocacy of Council are aligned support the delivery of the community vision outlined in the Community Strategic Plan.</b>	<p><b>5.2.1</b> Services to our community are provided in an equitable, safe, professional, friendly and timely manner consistent with our corporate values.</p> <p><b>5.2.2</b> Work with key stakeholders and the community to lobby for adequate health services in our region.</p> <p><b>5.2.3</b> Lobby and support government and local service providers to enhance communications infrastructure across the Tenterfield Shire.</p>

MEASURE	SOURCE	TARGET
Councillor attendance 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. A well maintained, affordable and well-planned transport system 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 around in a variety of vehicles and/or on foot. This requires a serviceable local road network and paths for 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 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 to the use of assets that benefits them directly and recognises the service we provide to visitors and travellers through our region.

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

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)

## 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's important we measure how successful we are in delivering our community's 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 meeting the goal during the four years of the Delivery Program. These indicators will be reported and discussed in detail at the end of this election term in the End of Term Report

## COMMUNITY SURVEY

A community survey will be undertaken every two years to gauge if the community is satisfied with progress and provide feedback on future priorities. This survey will assist Council ensure the services it provides match and support the communities needs.

# TURNING THE PLAN INTO ACTIONS



The **Community Strategic Plan** is the community's 10 year plan and Council is only one of the service providers that will help achieve all the goals. For services not delivered by Council, we will advocate for better outcomes for the community.

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 undertakings will be delivered during each financial year.

## 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*