TENTERFIELD SHIRE COUNCIL

COMMUNICATIONS PLAN 2026 – 2029

Adopted: 25 February 2026

Resolution: 12/26

Overview

The Communications Plan 2026–2029 provides a structured framework to improve community understanding, trust, and engagement with Council. It responds to growing expectations, constrained resources, and increasing complexity in service delivery by shifting from reactive, issue-based communications to a strategic, phased approach.

Key outcomes include:

- Increased awareness of Council services, responsibilities and long-term planning
- Enhanced community trust, confidence and social licence through transparency
- A flexible framework for communication across Council services, programs and strategies
- More informed participation and constructive conversations with our community

The Communications Plan is strategic rather than prescriptive, providing clear direction while retaining flexibility to respond to emerging priorities. It is low-risk, measurable, and aligned with Council's policies, statutory obligations, and long-term objectives.

Objective

To progressively strengthen community understanding, trust and shared responsibility by clearly communicating Council's role, decision-making and long-term planning, and by supporting informed and constructive engagement on future service and investment decisions.

This communication plan aims to:

1. Build trust and confidence through visible, equitable delivery

Strengthen community trust in Council and Councillor decision-making through clear, consistent, and accountable communication that demonstrates what Council does, where it works, and how decisions are implemented across the Shire. Increase the visibility of projects and services (both completed and underway) across town, villages, and rural areas to reinforce equitable delivery and shared benefit across the Shire.

2. Improve understanding of Council's role, responsibilities and capacity

Increase awareness of Council's statutory responsibilities, scale of operations and financial capacity, including the challenges of delivering services and infrastructure across a large rural local government area.

3. Strengthen understanding of long-term planning and decision-making

Support residents to understand how Council plans for the long term, balances priorities and costs, and links current decisions to long-term community benefit.

4. Support informed participation and reduce misinformation

Provide timely, accurate and locally relevant information that enables constructive community discussion and builds confidence to participate meaningfully in consultation aligned with Council's strategies and plans.

5. Encourage shared stewardship for the Shire's future

Promote a shared sense of responsibility for community assets, services and long-term outcomes, highlighting that collective care and community input help shape Council decisions and the Shire's future.

6. Maintain a balanced and credible public profile

Provide accurate, transparent, and balanced information that reflects Council's delivery progress, public issues, and resource constraints, while maintaining a positive, professional, and welcoming presence for residents, visitors, businesses, and investors.

Achieving these objectives requires a coordinated approach, outlined below.

Overview – Three Phase Approach & Key Messaging

This Communications Plan adopts a staged, multi-year approach designed to progressively build community awareness, confidence and engagement readiness. The approach recognises that informed participation in future decisions depends on first establishing visibility, context and trust.

The plan is structured around three interconnected phases to build:

AWARENESS → UNDERSTANDING → PARTICIPATION

Phase 1: Service Awareness & Transparency

Build community understanding of Council's service delivery across the Shire by increasing visibility of essential services and the scale of infrastructure works. This phase focuses on clarifying Council's complex role and broad responsibilities and reinforcing fairness and consistency in how services are delivered across towns, villages and rural areas.

Phase 2: Understanding Priorities, Planning & Resources

Strengthen literacy on how Council plans, prioritises and sequences works, including the financial and operational trade-offs involved in long-term decision-making. This phase builds awareness of Council's financial position, asset responsibilities and funding constraints. It prepares the community to engage with sustainability challenges and ensures that future financial decisions are understood with appropriate context and grounded in evidence.

Phase 3: Long-Term Sustainability & Shared Responsibility

Deliver structured and meaningful community engagement to consult on long-term priorities and financial sustainability options. This phase emphasises transparency in decision-making, informed participation, and shared stewardship of community assets, while building confidence in the Shire's long-term future.

How the Phases Work Together

Each phase purposely builds on the one before it. Phase 1 establishes **credibility and trust** by making Council's work more visible and easier to understand. Phase 2 builds on this foundation by explaining **how and why choices are made,** strengthening understanding and preparing the community for more complex conversations. Phase 3 draws on this accumulated awareness and understanding to support **transparent, informed and constructive engagement** on long-term decisions.

Informed participation in complex decisions also requires time, layered understanding and consistency - not one-off consultation. The staged progression ensures that community conversations evolve from awareness, to understanding, to participation - rather than moving directly to consultation without adequate context.

Consistent budget-related communication will be embedded from Phase 1 onward and reinforced through Phases 2 and 3 to progressively strengthen community understanding of Council's planning, resource allocation and decision-making processes. By Phase 3, the community will have had sustained exposure to how services are delivered, funded and prioritised. Phase 3 focuses on a structured community engagement program regarding a potential Special Rate Variation (SRV) in 2029 to support the Shire beyond 2028/29. This targeted engagement will present all options for feedback and clearly communicate that any proposal would be independently reviewed and approved by the Independent Pricing and Regulatory Tribunal (IPART), ensuring transparency, accountability and confidence in Council's decision-making.

Phase 1 (Service Awareness & Transparency) will be the primary focus for 2026, with Phases 2 and 3 implemented from 2027–2028. While each phase has a defined focus, elements will run in parallel, with emphasis shifting over time as community understanding deepens.

See Attachment 1 - Communications Timeline 2026-2029.

Target Audiences and Communication Methods

Communications and content will be guided by the objectives and purposes of each phase, while remaining flexible and adaptable to respond to emerging information, priorities, local issues, additional grant funding, and evolving community needs. Consideration will continue to be given to the diverse communities and audience groups across the Shire, ensuring communications are relevant, accessible, and effective.

A series of coordinated content themes will be designed to complement the plans progressive approach, layering information over time. Indicative Phase 1 themes are provided separately to illustrate intended tone and focus.

See Attachment 3 – Example Phase 1 Themes / Content.

Information will be distributed consistently via Council's website, social media, printed publications, and local community groups and progress associations. Channels and tactics will be tailored, where appropriate, to suit different audiences and engagement contexts.

Printed communications, such as the Council newsletter, remain essential alongside consistent messaging through digital channels. At the same time, Council will continue to strengthen digital engagement to encourage greater adoption, improve cost efficiency over time, and gradually reduce reliance on printed communications (without compromising accessibility for residents).

Refer to Attachment 2 – Tenterfield Shire Audience Matrix.

Communications Framework – Snapshot

Phase	SERVICE AWARENESS & TRANSPARENCY PHASE 1 (2026)	UNDERSTANDING PRIORITIES, PLANNING & RESOURCES PHASE 2 (FROM 2027)	LONG-TERM SUSTAINABILITY & SHARED RESPONSIBILITY PHASE 3 (FROM 2028)
Purpose	*Increase visibility of Council's service delivery and infrastructure works across the Shire* Phase 1 emphasises demonstrated delivery and building social capital through continuous sharing of works, services and outcomes via the Council newsletter, digital channels and media releases	*Build shared understanding of how Council plans, prioritises and allocates limited resources* Phase 2 provides insight into Council's financial and operational constraints, preparing the community for meaningful, informed engagement in Phase 3	*Support informed community engagement on long-term financial sustainability and asset outcomes* Phase 3 focuses on enabling informed participation in discussions about sustainable funding, service levels and shared responsibility for community assets
Core Community Message	Council delivers a wide range of essential services across a large rural Shire - much of this work happens quietly, but it matters every day	Council carefully plans and prioritises how limited resources are used, balancing today's needs with the long-term needs of the Shire	Council is focused on sustaining the services and assets the community relies on, now and into the future, and working together to consider sustainable funding options
Key Focus	• What Council does and what it takes to deliver services • The size and diversity of the Shire • Everyday delivery of essential services and infrastructure • Fairness across the Shire matters • Grant funded projects and infrastructure • How decisions are prioritised across a large rural Shire	• Priority projects and delivery • Responsible planning • Why trade-offs exist between services, timing & funding • Long-term planning protects the future	• Maintaining existing assets safely & reliably into the future • What choices exist • Focus on long-term community outcomes • Shared understanding and stewardship • Details of Council's proposed SRV (if pursued)
Community Takeaways	**"I see what Council does"** ✓ The scale and spread of Council responsibilities ✓ Fairness and equity in service delivery across the Shire ✓ How grant funding support projects and infrastructure ✓ Council plans and acts responsibly with the resources it has	**"I understand the constraints and context"** ✓ How priorities are set and reviewed ✓ Why rural Council's face unique pressures ✓ Council's financial position and operational constraints ✓ Council's long-term planning tools (LTFP, management plans) ✓ How community input informs future planning & decisions ✓ Council needs to address financial sustainability early to avoid service decline, asset failure or emergency decisions later	**"I can engage meaningfully"** ✓ Long-term financial outlook and sustainability challenges ✓ How community input shapes long-term financial decisions ✓ Financial sustainability options and consequences ✓ Proposed SRV timeline and details ✓ What changes might mean for them & available support ✓ Governance safeguards, transparency and accountability
Outcome	A well-informed community that understands Council's role and constraints, has confidence in how decisions are made, and participates constructively in conversations about the Shire's long-term future.		

Target Outcomes & Key Performance Indicators (KPI's)

Changes in community perception are typically gradual and reflect cumulative experience over time, rather than the effect of a single initiative. Research across local government shows that trust, understanding, and confidence are influenced by consistent delivery, visible actions, and clear communication over multiple years.

Some indicators, such as awareness or access to information, may improve more quickly, while measures related to trust and confidence often shift more slowly, as they are affected by longer-term experience and external factors including economic conditions, media coverage, and major events. For this reason, the targets in this strategy reflect *incremental, realistic improvement* rather than sudden increases.

The KPIs focus on tracking changes in community understanding, trust, engagement, and perception. Measures are drawn from Council's *Community Satisfaction Survey*, aligned to existing baseline data from Council's 2025 survey results. Annual movements of 1 – 3% (or small shifts on a 5-point scale) are considered meaningful. In rural and regional LGAs, a 5 - 12% total shift over a three-year communications program (≈ 0.3–0.5 on a 5-point scale) is considered strong and credible, with larger shifts typically occurring only after major infrastructure delivery or crisis recovery.

It is important to note that perception measures *can be* influenced by factors beyond Council's direct control, such as cost-of-living pressures, policy changes by other spheres of Government, extreme weather events, or media coverage. These KPIs should be interpreted as *trend indicators rather than short-term performance scores*. Sustained upward movement over multiple survey cycles demonstrate growing community understanding, confidence, and readiness to engage constructively in Council decisions.

Together, these indicators provide a *structured, evidence-based way* to assess whether Council's communications and engagement efforts are enhancing transparency and fostering more informed participation, trust, and confidence in Council.

KPI Measures / Success Signals

Focus Area / Survey Measure	Agreement Scale (1-5)			Success Signal: What Reaching the Target Indicates
	Baseline (2025 median)	Target by 2027 (+1-3%)	Target by 2029 (+5-12%)	
1. Trust & Confidence in Council + Community Readiness for Long-Term Financial & Asset Conversations				
Council acts in a transparent and professional manner	2.64	2.67 - 2.72	3.0 – 3.2	Improved perception of openness and integrity
Satisfaction with Council leadership	2.59	2.62 - 2.67	2.9 – 3.1	Growing institutional confidence and reduced cynicism
Council's operations are efficient and effective	2.42	2.44 - 2.49	2.8 – 3.0	Stronger belief Council manages resources responsibly. Increased community readiness for Long-Term Financial & Asset Conversations
Council considers long-term planning carefully	2.27	2.30 - 2.34	2.7 – 2.9	Community increasingly connects decisions to future outcomes
Council does a good job with available resources	2.72	2.75 - 2.80	3.1 – 3.3	Reduced perception of waste or mismanagement
Proxy indicators: While some of these measures do not directly assess financial literacy or readiness, these are established survey questions used as a reliable signal of community perceptions related to Council planning, transparency and responsible resource management. Improvements in these areas are strong indicators of growing community understanding of and confidence in Council's long-term responsibilities.				
2. Understanding of Council Role & Constraints				
Council provides adequate information to the community	2.56	2.59 - 2.64	3.0 – 3.2	Community feels better informed rather than surprised. Residents have more answers than questions
Council communicates its vision effectively	2.46	2.49 - 2.54	2.9 – 3.1	Clearer understanding of Council direction and priorities
Council considers long-term planning carefully	2.27	2.30 - 2.34	2.7 – 2.9	Increased recognition that Council plans strategically, not reactively
3. Perceptions on Service Delivery				

Council recognises the diversity of communities across the Shire	2.84	2.87 - 2.92	3.1 – 3.3	Stronger perception of geographic fairness beyond the town centre
Council does a good job with the resources it has	2.72	2.75 - 2.80	3.1 – 3.3	Greater acceptance of financial constraints - "large task, limited means"
Satisfaction with how Council interacts with residents	2.5	2.53 - 2.58	2.8 – 3.0	Improved perception of responsiveness. Improved customer experiences of service provided by Council
Median satisfaction with Council services	2.77	2.80 - 2.86	3.07 – 3.27	Increased recognition that Council maintains/delivers quality services
4. Community Engagement & Participation				
Council makes an effort to engage the community in planning	2.44	2.46 - 2.51	2.9 – 3.1	Engagement seen as earlier, more genuine and more visible
Council provides opportunity to participate in decision-making	2.45	2.47 - 2.53	2.8 – 3.0	Residents feel they have clearer pathways to contribute
Council's decision-making reflects community opinion	2.24	2.26 - 2.31	2.6 – 2.7	Residents increasingly feel decisions are fair and representative rather than imposed
Median satisfaction with Council customer service/staff	2.84	2.87 - 2.92	3.14 – 3.34	Improved perception of Council staff service and experience
Median satisfaction of resident's experience with Council interactions	2.98	3.01 - 3.07	3.16 - 3.44	Improved quality of community engagements/ experiences by residents interacting with Council
5. Community Pride, Culture & Shared Stewardship				
I am proud to tell people I live in Tenterfield Shire	3.78	3.82 - 3.89	4.0 – 4.1	Stronger emotional connection to place
Council has resources to support community groups	2.59	2.62 - 2.67	2.9 – 3.1	Council increasingly seen as an enabler of local initiatives

Action Plan 2026 – 2029

The below Action Plan outlines key activities that will deliver on the Communications Plan objectives.

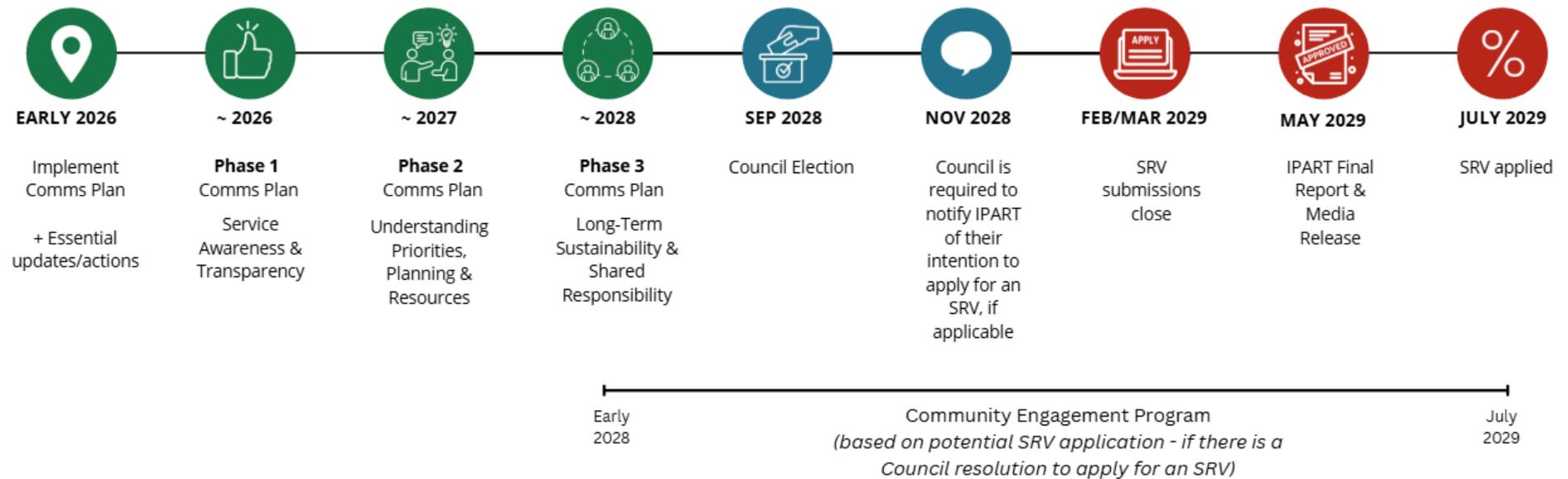| Action	Further Details	Indicative Timeframe	Responsible Staff
Essential updates to digital channels / social media (Facebook & LinkedIn)	Review and update of Councils digital profile to reflect current information Update outdated photographs/images to improve visual impression – e.g. grainy photos	Completed - January 2026	Communications Officer
Essential updates and removal of outdated information across Council's website	Review of all active pages and content Removal of outdated references / information / pages / links	By April 2026	Communications Officer - consult with IT / GIS Officer
Increase following and engagement on social media pages through organic content (not paid ads) (Council owned content as well as sharing relevant community content)	Post / share content regularly (aim for minimum x4 week) Keep information current, visually appealing and maintain positive public profile to engage and increase followers Identify and promote community content	Ongoing	Communications Officer
Identify and promote community information and events held across the Shire	Continued sharing of information and events across the Shire Publish on Councils website / calendar Promotion through digital and printed channels	Ongoing	Communications Officer – consult with key stakeholders / groups
Meet with and establish working relationships with all key stakeholders / community groups Update master contact list to ensure correct contact details (due to personnel changes) Understand roles/connections to Council Plans and priority work including the recently adopted	Including but not limited to: • TSC Library • Village Progress Associations • Tenterfield Rotary Club, Lions Club, RSL • School of Arts Tenterfield Incorporated (SOATI) • Tenterfield Social Development Committee	By April 2026	Communications Officer

Destination Management Plan 2025-2030 & Economic Development Strategy 2026-2030	• Tenterfield Chamber of Tourism, Industry & Business (TCTIB) • Angry Bull Trails • Country Women's Assoc. • Railway Museum • Tenterfield Centenary Cottage Museum • Tenterfield Aquatic Centre • Local Business • Sporting Clubs / Groups • SES • RFS • Schools (3) • Local Media & Press • Other Government Depts/Agencies	By April 2026	Communications Officer
Develop and deliver Phase 1 communication themes & content (*Service Awareness & Transparency*)	Identify key projects to develop communications/content for 2026 that aim to build awareness, credibility and visibility of Council service delivery and infrastructure work	Ongoing - 2026	Communications Officer – consult with relevant Council staff
Deliver public updates on the progress of actions detailed in Council's plans/strategies: • Community Strategic Plan 2025-2036 • Destination Management Plan 2025-2030 • Economic Development Strategy 2026-2030 • Long-Term Financial Plan (LTFP) 2025 -2036 • Asset Management Strategy 2022-2032 • Workforce Management Plan – to be renewed	Regular community updates of noteworthy action/progress towards achieving targets, and working with local groups and relevant stakeholders Major milestones will be communicated via printed materials (newsletter, media releases/articles) and supplemented with regular digital updates to ensure timely and accessible information for the community	Ongoing – 2026 - 2030	Communications Officer – consult with relevant Council Staff, TCTIB, Community Groups, Economic Bodies
Essential update of Council's website	Complete required system update as current version of Council's WordPress website is becoming redundant (this will also increase Council's online security, reduce risk)	By January 2027	IT / GIS Officer Communications Officer

Re-establish Council's digital e-newsletter (a revision of the previous "*Tenterfield in touch*" which ceased in 2023 due to resource constraints)	Establish Council's new digital newsletter • Establish mailing / distribution list of residents, businesses & visitors • Define cadence of digital Your Local News e-newsletter alongside printed *Your Local News (Target: maintain bi-monthly print and introduce monthly digital e-news)* • Promote greater adoption of digital communications amongst the community - reducing mass reliance on printed communications	By January 2027	Communications Officer
Develop and deliver Phase 2 communications *(Understanding Priorities, Planning & Resources)*	Develop draft plan for priority content / themes for 2027 Includes announcement of Council's updated Long-Term Financial Plan (LTFP) and related IP&R Reporting / Plans (Workforce Management Plan etc)	Ongoing throughout 2027 TBC	Communications Officer – consult with relevant Council staff
Submit progress report to Council – Update on Communications Plan KPI measures	Track +/- movement of baseline data from 2025 Community Satisfaction Survey	Following 2027 Community Satisfaction Survey	Communications Officer
Consider Community Engagement Platform for formal community consultation programs	Identify options and research cost for community engagement platform/tool (if not housed on Council's website) Adopt platform if budget allows or adapt Councils website	By February 2028	Communications Officer
Develop and deliver Phase 3 communications *(Long-Term Sustainability & Shared Responsibility)*	Develop draft plan for priority content / themes for Phase 3 communications	Ongoing throughout 2028	Communications Officer – consult with relevant Council staff
Develop comprehensive Community Engagement Program relating to a potential Special Rate Variation (SRV) proposal	Detailed plan for public consultation including engagement events and information sessions, key information relating to % proposed (in addition to rate peg), timeline, benefits, hardship support etc (Note: SRV applications due early 2029) *	By 1 March 2028	Communications Officer – consult with relevant Council staff

Deliver Community Engagement Program	• Direct/targeted communications and consultation relating to SRV proposal • Host community discussions / Q&A sessions • Collate feedback for Council consideration and accompaniment to SRV application *	By July 2028	Communications Officer – consult with relevant Council staff
Submit progress report to Council - Update on Communications Plan KPI measures	Track +/- movement of baseline data from 2027 Community Satisfaction Survey	Following 2029 Community Satisfaction Survey	Communications Officer

* *if at the time there is a Council resolution for Council to apply for an SRV*

Attachment 1: Indicative Communications & Engagement Timeline 2026 – 2029

EARLY 2026

Implement Comms Plan

+ Essential updates/actions

~ 2026

Phase 1
Comms Plan

Service Awareness & Transparency

~ 2027

Phase 2
Comms Plan

Understanding Priorities, Planning & Resources

~ 2028

Phase 3
Comms Plan

Long-Term Sustainability & Shared Responsibility

SEP 2028

Council Election

NOV 2028

Council is required to notify IPART of their intention to apply for an SRV, if applicable

FEB/MAR 2029

SRV submissions close

MAY 2029

IPART Final Report & Media Release

JULY 2029

SRV applied

Early 2028

Community Engagement Program
(based on potential SRV application - if there is a Council resolution to apply for an SRV)

July 2029

Attachment 2: Tenterfield Shire Audience Matrix

This audience analysis supports Council's Communications Plan and provides a shared understanding of who Council communicates with, what they need, and how best to reach them. It reflects the Shire's rural context, ageing population, dispersed villages and strong community networks.

It should be used to: Select the most appropriate channels for each message, tailor tone and detail to different audiences, prioritise resources where they will have the greatest impact and ensure Council communications are accessible, inclusive and effective.

Audience Group	Who They Are	Key Needs / Interests	Key Messages / Focus	Preferred Channels	Considerations / Barriers
Residents – General ~7,000+ population Median age ~55 yrs	People living across the Shire (Tenterfield + villages: Urbenville, Drake, Jennings, Legume, Liston, Torrington, Mingoola)	Local services, rates, roads, waste, health, community events, emergency info	What Council is doing, why it matters locally, how it affects them	Local newspaper, printed letters, website and digital news, Facebook, community noticeboards	TSC has a relatively older population with a high median age and lower household income. Mix of digital and print required due to varied access and digital confidence. Avoid jargon and acronyms
Older Residents	Significant portion aged 60+ and often key community volunteers / caretakers	Accessibility, health services, transport, rates relief, community support	Reassurance, clarity, stability, practical impacts	Printed letters, newsletter, newspaper articles, Seniors' forums/events	Plain English, larger font for specific news/events, avoid jargon and acronyms, digital skills/literacy/access is generally lower
Aboriginal & Torres Strait Islander Communities	~7.5% of population (Meaningful proportion of Aboriginal and Torres Strait Islander people in the Shire - higher than state average)	Recognition, culturally appropriate engagement, inclusion in planning	Listening, partnership, respect, shared outcomes	Dedicated outreach (direct engagement with trusted intermediaries), community leaders, face-to-face, community meetings	Important to understand cultural sensitivities and people of influence in their community (e.g. Elders)
Youth & Families	Younger people, parents with school-aged kids	Youth Precinct, Library events, traineeships	Opportunities, participation, future-focused messages	Social media, school newsletters, events	Keep messages short, visual and relevant

Audience Group	Who They Are	Key Needs / Interests	Key Messages / Focus	Preferred Channels	Considerations / Barriers
Local Businesses including Tenterfield Chamber of Tourism, Industry and Business	~1,000 active businesses across sectors including agriculture, tourism, retail	Economic development, planning approvals, events that drive visitation and increase customer base, tourism support	Support, certainty, economic resilience	Local Chamber meetings, email updates, direct contact/engagements	Concise and practical messaging Sometimes face time/resource constraints
Ratepayers	All property owners (residential, rural residential, farmland, business)	Transparency on rates, budgets, service delivery, long-term planning	Value for money, accountability, long-term planning, financial constraints and trade-offs	Letters, website, online reporting/Council minutes, digital media platforms, public meetings/community engagements	Varied – refer to all audiences
Visitors & Tourists	People visiting for heritage, nature-based tourism	Events, attractions, facilities, safety info	Welcoming, place-based storytelling	Visitor guides, social media, tourism partners	Content should align with regional tourism and cross-border messaging
Community Groups / NFPs	Tenterfield Rotary Club, Lions Club, CWA, TSDC, SOATI, Moombahlene LALC, SES & RFS, Museums, Tenterfield Hospital Auxiliary, Local Health Services, Sporting clubs/groups, Arts groups etc.	Funding, facility access, volunteer support, partnership opportunities	Partnership, support, shared goals	Direct emails, meetings	Strong local networks Word of mouth is influential
Media & Local Press	Local newspapers, radio, regional outlets	Timely updates, access to spokespeople/quotes	Community impact, transparency	Media releases, press briefings, proactive stories	Local media has high trust and reach
Other Government & Agencies	State and Federal departments, emergency services, health and education bodies	Co-ordination, reporting, partnership, collaboration on grants, infrastructure, emergency response	Compliance, collaboration, outcomes	Formal correspondence, briefings/meetings	Often funding-linked Accuracy is critical

Attachment 3: EXAMPLE Phase 1 Themes / Content

*(**NOTE**: This is **indicative content** reflective of tone/focus, <u>not an exhaustive plan for Phase</u> 1)*

Theme 1: **What Council Does — and What It Takes to Deliver**		Theme 2: **A Vast Shire, Shared Fairly**	
Focus	Council's responsibilities and essential services Distinction between Council, State and Federal roles The complexity of delivering services across distance, terrain and low population density Making invisible work visible	**Focus**	Council delivers services across the entire Shire, beyond Tenterfield town Visibility of works in villages, rural roads and remote areas Place-based storytelling and geographic equity
Message tone	Informative, practical, factual	**Message tone**	Inclusive, equitable, community-focused
Key messages / example phrasing	"Council is responsible for more than 70 essential services and programs that most residents never see" "Council is the custodian of a large, complex Shire - not just a town centre - and our work happens everywhere, often invisibly" "Every kilometre of road, bridge, pipe and facility must be maintained - whether it serves 10 people or 10,000" "You may not see every project, but you benefit from every one"	**Key messages / example phrasing**	"Our Shire covers thousands of square kilometres - and Council delivers services to every corner" "Progress is not just in town - it's in villages, roads, halls, parks, water systems and rural areas" "Delivering services means planning for distance, weather, usage and safety - not just population size"
Primary campaigns & tactics	***"Did you know Council does..."* education series** Short explainers on Council responsibilities and service scope Translate Council information into visuals/graphics Fact sheets and social posts / content - "What Council Looks After (That You Might Not See)"	**Primary campaigns & tactics**	**Village & Precinct Spotlight rotation** Regular features on villages and rural areas Local projects, people, facilities and events Maps and visuals showing works distribution