

**DRAFT**

BLUEPRINT 100

# **Our Community Plan**

2023 - 2033





**Tamworth Regional Council would like to acknowledge the Gamilaroi/Kamilaroi people, who are the traditional custodians of this land. We would like to pay respect to Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander peoples living in and visiting our Region.**

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## FEEDBACK

We want to hear from you. Please direct any feedback or suggestions about this plan to Council by calling (02) 6767 5555, emailing [trc@tamworth.nsw.gov.au](mailto:trc@tamworth.nsw.gov.au) or visiting [www.tamworth.nsw.gov.au](http://www.tamworth.nsw.gov.au).

# THANK YOU

*Tamworth Regional Council prepared this plan on behalf of our community.*

Our sincerest thanks go to all the enthusiastic, caring members of our community who participated in our engagement process. Your visions, suggestions and comments are embodied in this Community Plan, and will guide the development of a vibrant and prosperous future for our beautiful region.

Council would also like to acknowledge the valuable contribution from community groups, business and government agency representatives, staff and Councillors.





## Message from Tamworth Region Mayor, Russell Webb

A great place to live in does not happen without knowing what that actually means and how it will be achieved.

The Blueprint 100 Community Plan is our future vision for the Tamworth region – one we share with the members of our community. It sets out how we can ensure our region will be economically strong with sustained growth and give us all the quality of life we aspire to have.

Our nine focus areas reflect the aspirations we have for a vibrant, inclusive and progressive community.

Delivering durable water infrastructure including securing our water supply, facilitating smart growth and housing choices, create a prosperous region, build resilient communities, connect our region and its citizens, design with nature, celebrate our culture and heritage, and, strengthen our proud identity is all part of the roadmap which will get us to where we all want to be.

I encourage you all to continue to work together to make our region an even better place to call home.



## Message from the General Manager, Paul Bennett

This Community Plan is the document which will guide the delivery of services and facilities in our region over the next 10 years.

It genuinely reflects the wants and needs of the Tamworth region community, being the result of an extensive consultation process.

I would like to thank the many people who added their opinions and ideas through our surveys and information sessions as well as engaging with us through our MyTRC Online Community portal. Your efforts have ensured this plan is truly a shared vision.

It is clear we all want Tamworth to be a world-class regional centre which is a great place to live, work, study, do business in and visit.

The hard work will now begin and I encourage you to continue with us on this journey.

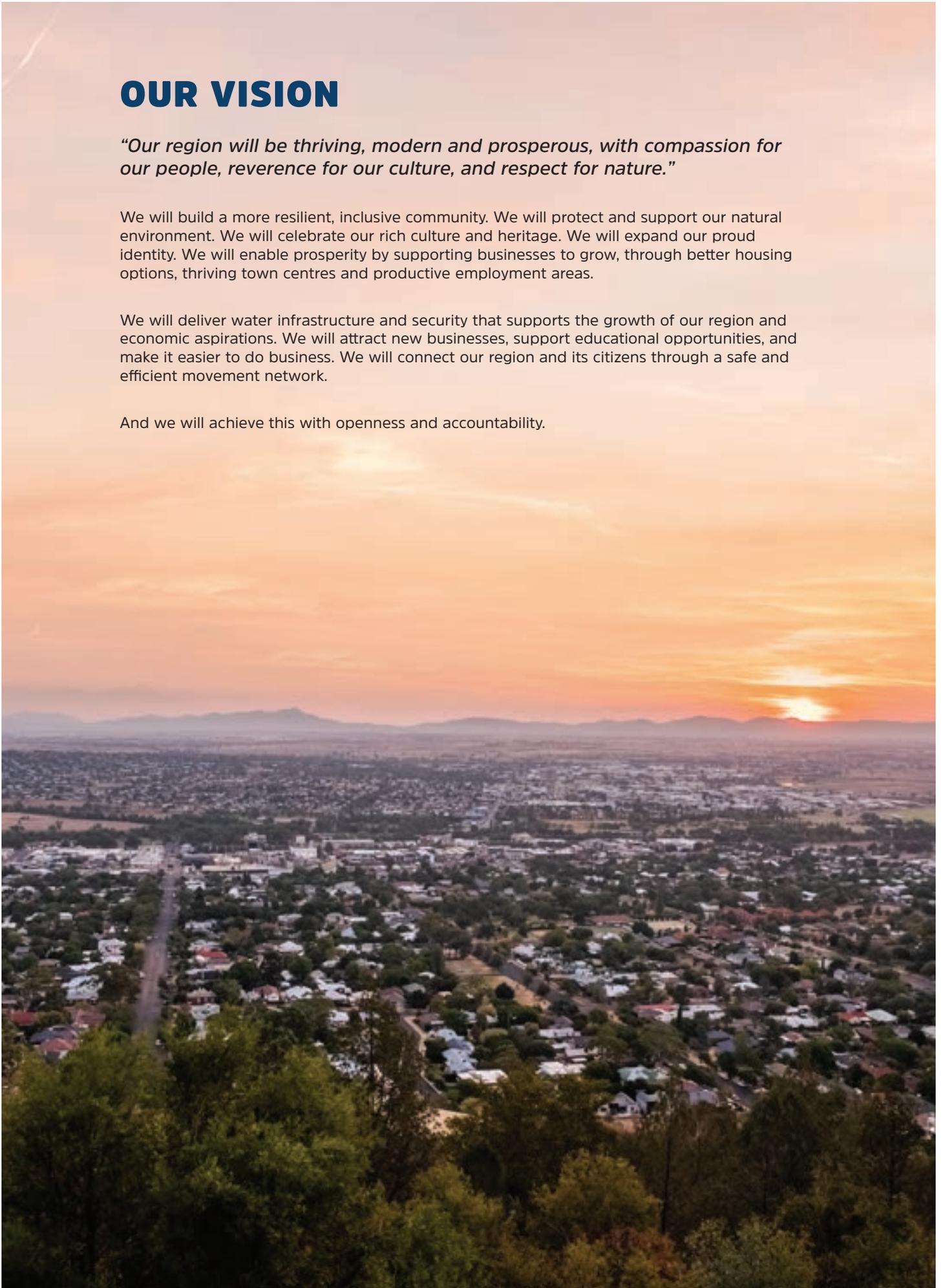
# OUR VISION

*“Our region will be thriving, modern and prosperous, with compassion for our people, reverence for our culture, and respect for nature.”*

We will build a more resilient, inclusive community. We will protect and support our natural environment. We will celebrate our rich culture and heritage. We will expand our proud identity. We will enable prosperity by supporting businesses to grow, through better housing options, thriving town centres and productive employment areas.

We will deliver water infrastructure and security that supports the growth of our region and economic aspirations. We will attract new businesses, support educational opportunities, and make it easier to do business. We will connect our region and its citizens through a safe and efficient movement network.

And we will achieve this with openness and accountability.



# PLANNING FOR OUR FUTURE

## What is Integrated Planning & Reporting?

Integrated Planning and Reporting (IP&R) is the framework Tamworth Regional Council uses to work towards achieving our community's vision. It is an opportunity for everyone to join the conversation about the future of our region, what our priorities are, how projects and services are funded, and how we move forward sustainably.

Under NSW Government legislation, every council must prepare a number of connected plans that provide details on how a council intends to deliver works and services in the short and long term.

The plans in the framework are all connected, and are based on the community's priorities.

The plans are designed to cascade through a number of levels of detail, starting with the key Focus Areas in the document "Our Community Plan", and ending in actions and measures set out in the document "Our Annual Plan".

The framework also uses a reporting structure to communicate progress on the plans to our community, as well as a structured timeline for reviewing plans to ensure the goals and actions remain current.

You can find more information about the framework we use at the New South Wales Government website [Integrated Planning and Reporting - Office of Local Government NSW](#)

## What is Our Community Plan?

**Our Community Plan** is a plan by our community for our future. It describes what we want our future to look like, and how we are going to get there.

Our Community Plan is based on partnerships between individuals, council, state and federal governments, businesses and community groups. We all play a part in achieving the shared vision of a prosperous future for our region.

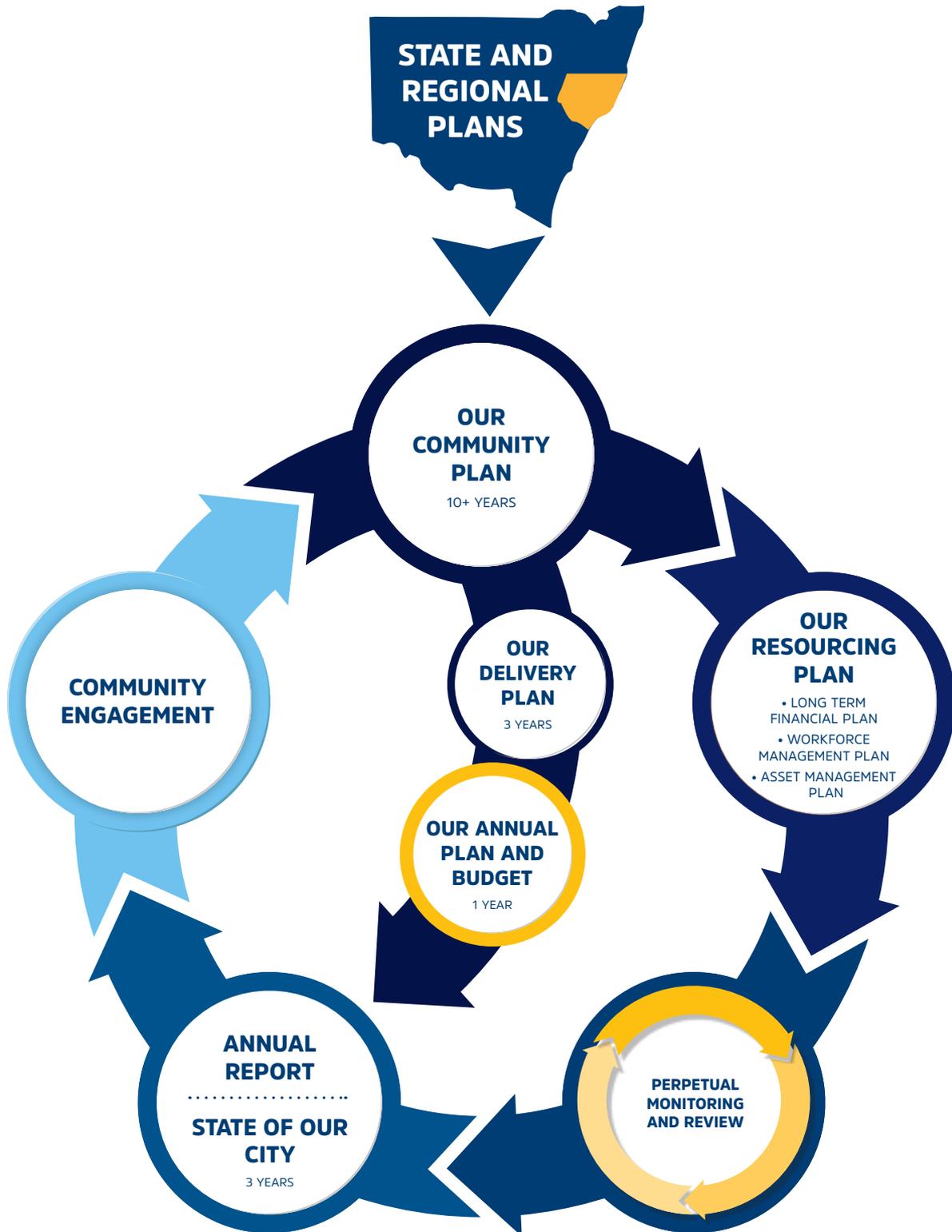
This plan is used by council to plan the detailed actions needed to provide the services of the future. It is also used to advocate on behalf of our community at other levels of government.

Not only does the plan show how we connect with the priorities of the New South Wales and Australian governments, it is also aligned with the United Nations' Sustainable Development Goals, demonstrating how our future aligns with the aspirations of our broader community.

The Plan is based on the social justice principles of *Equity, Access, Participation and Rights*. And responsibilities have been identified to ensure everyone in our community knows what their role is.

To see how successful we have been in reaching our goals, the plan includes a number of measures. In 2025, when this plan expires and we prepare to review our goals, council will report back to our community on these measures.

# INTEGRATED PLANNING AND REPORTING



# OUR ROLE

Our Community Plan has been prepared by Council on behalf of our community.

Responsibility for achieving the long-term goals of our community rests with all levels of government, as well as individuals, organisations and industry groups.

Where Council is not the provider of a service or program, we are committed to taking action to facilitate change through advocacy, leadership and collaboration on behalf of our community.







# ALIGNING WITH SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs build on the successes of the Millennium Development Goals, eight targets identified in the United Nations Millennium Declaration adopted in September 2000, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities.

The SDGs were agreed and adopted by the United Nations in September 2015 as part of the 2030 Agenda for Sustainable Development. Each of the 17 Goals are underpinned by targets. Tamworth Regional Council has identified which of the SDGs are most relevant to our council operations.

## TAMWORTH REGIONAL COUNCIL FOCUS AREA



### 1. OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"



### 2. A LIVEABLE BUILT ENVIRONMENT

"Facilitate smart growth and housing choices"



### 3. PROSPERITY AND INNOVATION

"Create a Prosperous Region"



### 4. RESILIENT AND DIVERSE COMMUNITIES

"Build resilient communities"



### 5. CONNECT OUR REGION AND ITS CITIZENS



### 6. WORKING WITH AND PROTECTING OUR ENVIRONMENT

"Design with Nature"



### 7. CELEBRATE OUR CULTURES AND HERITAGE



### 8. A STRONG AND VIBRANT IDENTITY

"Strengthen our proud identity"



### 9. OPEN AND COLLABORATIVE LEADERSHIP



# BLUEPRINT 100 – A FUTURE VISION

Blueprint 100 is a vision for the long term future of our region.

It was created by a group of creative, civic-minded local people who are passionate about our region and the people who call it home. **Blueprint 100** is a collection of thoughts, dreams and ideas, as well as specific actions, to guide our great community towards the shared vision for our future. The strategies in Blueprint 100 tell us what we need to do NOW to keep growing towards a vibrant, prosperous region that remains a great place to live, work and visit.

Blueprint 100 is grouped into **FOCUS AREAS**, and these focus areas form the basis for all other council strategies and plans.

You will find these focus areas and the strategies behind them in the following pages, and in all other council planning documents created on behalf of our community.

## Blueprint 100 Focus Areas



FOCUS AREA 1  
**OUR WATER SECURITY**  
*"Deliver durable water infrastructure including raw water"*



FOCUS AREA 2  
**A LIVEABLE BUILT ENVIRONMENT**  
*"Facilitate smart growth and housing choices"*



FOCUS AREA 3  
**PROSPERITY AND INNOVATION**  
*"Create a Prosperous Region"*



FOCUS AREA 4  
**RESILIENT AND DIVERSE COMMUNITIES**  
*"Build resilient communities"*



FOCUS AREA 5  
**CONNECT OUR REGION AND ITS CITIZENS**



FOCUS AREA 6  
**WORKING WITH AND PROTECTING OUR ENVIRONMENT**  
*"Design with Nature"*



FOCUS AREA 7  
**CELEBRATE OUR CULTURES AND HERITAGE**



FOCUS AREA 8  
**A STRONG AND VIBRANT IDENTITY**  
*"Strengthen our proud identity"*



FOCUS AREA 9  
**OPEN AND COLLABORATIVE LEADERSHIP**

# OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"



**WHAT YOU TOLD US YOU WANT:**

- A region that prioritises water conservation
- Improve how we use our waste water
- Secure and safe water for our future
- Our planning and urban design uses sustainable water and waste water best practices

**SUSTAINABLE DEVELOPMENT GOALS**



<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
A region with a safe and secure water supply	Establish appropriate water and drought contingency measures in collaboration with the state government  Investigate and develop practical ways to secure our water supply	Advocate Collaborator Leader Provider	All water users Federal Government Research Sector State Government Water industry	Improved water security  Community satisfaction with water security	Civic Leadership Economic Environmental Social
A region that prioritises water conservation and water sustainability	Improve water sustainability across the region  Use demand management measures, such as water pricing, to encourage efficient water use	Advocate Collaborator Leader Provider	All water users Federal Government IPART Namoi Joint Organisation Research Sector State Government Water Sustainability Industry	Community satisfaction with water sustainability  Water conservation increases across the region through community and business participation in water conservation programs	Civic Leadership Economic Environmental Social
Efficient and fit for purpose waste water management	Progress the establishment of sustainable effluent management practices for all Wastewater Treatment Works  Plan for and upgrade our waste water infrastructure	Collaborator Provider	Businesses Research Sector State Government Waste Water Sector	Improved waste water practices	Environmental Social
Our urban planning, design and operations use sustainable water and waste water approaches	Water sustainability is included in strategies, plans and policies  Implement sustainable water practices across Tamworth Regional Council services and facilities eg convert more TRC sports fields and open spaces to more sustainable or non potable water supplies	Advocate Collaborator Leader Provider	Building Industry Community groups Developers Federal Government State Government Water Sustainability Industry	Increased number of Tamworth Regional Council services and facilities using sustainable approaches to water and waste water management  More water and waste wise designs	Economic Environmental Social

## Our Supporting Strategies and Plans

Asset Management Plans

Demand Management Plan

Development Servicing Plans

Drought Management Plan

Integrated Water Cycle Management Issues Paper

Integrated Water Cycle Management Strategy

Strategic Business Plan

Sustainability Strategy

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Wastewater Servicing Strategy

Water Servicing Strategy

## Council Business Units responsible for delivering outcomes:

Compliance

Development

Economic Development and Investment

Integrated Planning

Laboratory Services

Projects, Strategy & Infrastructure

Sports and Recreation

Sustainability

**96%**  
of residents believe  
delivering durable infrastructure,  
including raw water is important/  
very important for the future of  
the region

**91%**  
of residents said water  
management was important/very  
important

**75%**  
of resident said waste water  
services were important/very  
important



# A LIVEABLE BUILT ENVIRONMENT

"Facilitate smart growth and housing choices"



## WHAT YOU TOLD US YOU WANT:

- A vibrant city centre
- Better manage rural- residential development
- Grow housing in the right places
- High quality community facilities
- More diverse house offerings
- More affordable housing across the region

**85%**  
of residents believe facilitating smart growth and housing choices is important/very important for the future of the region

## SUSTAINABLE DEVELOPMENT GOALS



## PERCENTAGE OF OUR COMMUNITY SATISFIED WITH COUNCIL SERVICES



**98%**

Library services



**93%**

Ovals/sportsgrounds



**92%**

Parks/playgrounds



**91%**

Community buildings/halls



**89%**

Arts/entertainment

Our Priorities <i>Where do we want to be?</i>	Our Strategies <i>How will we get there?</i>	Council's Role	Our Partners	Measuring Success <i>How will we know we have succeeded?</i>	QBL Indicators
The right growth in the right locations	Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirements  Ensure sustainability principles are embedded into our policies and planning tools for future developments	Advocate Collaborator Leader Provider	Building Industry Development Industry Private investors Our Community State Government	Community satisfaction with growth decisions  Meeting the outcomes of the Sustainability Strategy	Civic leadership Economic Environmental Social
Vibrant city and town centres	Enhance and revitalise town centres and manage streetscapes to improve the visual appeal of the CBD, towns and villages  Encourage night time social connections  Improve the greening and cooling of the region through the implementation of the Urban Street Tree Management Plan	Advocate Collaborator Leader Provider	Building Industry Business Chamber of Commerce CBD Businesses Development Industry Our Community State Government	Community satisfaction with our City and town centres' liveability	Civic leadership Economic Environmental Social

<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
More diverse and affordable housing	<p>Deliver more opportunities for affordable housing</p> <p>Encourage the development of diverse housing options</p> <p>A more diverse and dense Long Yard Local Centre</p>	Advocate Collaborator Leader Provider	Building Industry Development industry Federal Government Our Community State Government Social housing providers	<p>Development and implementation of an Affordable Housing Strategy</p> <p>Finalisation of plans for Arcadia and Stratheden</p> <p>Community satisfaction with housing options and affordability</p> <p>Increased investment opportunities</p>	Civic leadership Economic Environmental Social
Providing high quality lifestyle, recreational and community facilities such as library's, pools, park, sports facilities, arts centres and cemeteries	<p>Implement the respective strategic plans and masterplans for our open spaces and recreational facilities</p> <p>Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities</p> <p>Deliver a multipurpose community centre at Kootingal</p> <p>Establish Aquatic facilities as regional sports and recreation attractions</p>	Advocate Collaborator Leader Provider	Arts Community Federal Government NCIS Our Community Schools Community Sporting Groups State Government	<p>Community satisfaction with our lifestyle, recreational and community facilities</p> <p>Progress the business case and detailed design for a performing arts centre</p> <p>Completion of revised Business Case for the aquatic &amp; leisure needs of Tamworth</p> <p>Completion of the multipurpose community centre at Kootingal</p>	Civic leadership Social

#### Our Supporting Strategies and Plans

CBD Masterplan

NSW Visitor Economy Strategy

Northern Inland Centre of Sporting Excellence Masterplan

Peel Street Revitalisation Plan

Sport & Recreation Open Space Management Guide

Sports & Recreation Strategic Plan

Tamworth Economic Development & Investment Strategy

Tamworth Region Visitor Economy Plan

Tamworth Regional Development Control Plan

Tamworth Regional Local Environmental Plan

Urban Street Tree Management Plan

#### Council Business Units responsible for delivering outcomes:

Cemeteries

Cultural and Community Services

Development

Economic Development & Investment

Events

Financial Services

Integrated Planning

Library Services

Sports & Recreation

Sustainability

# PROSPERITY AND INNOVATION

"Create a Prosperous Region"



**WHAT YOU TOLD US YOU WANT:**

- Support businesses and jobs across our existing industries
- Help improve the skill levels across the region
- Provide a sound economic base for business to grow
- Reduce the cost of doing business
- Attract new businesses to the region that add value and complement our existing businesses

**SUSTAINABLE DEVELOPMENT GOALS**



<p><b>Our Priorities</b> <i>Where do we want to be?</i></p>	<p><b>Our Strategies</b> <i>How will we get there?</i></p>	<p><b>Council's Role</b></p>	<p><b>Our Partners</b></p>	<p><b>Measuring Success</b> <i>How will we know we have succeeded?</i></p>	<p><b>QBL Indicators</b></p>
<p>Be an attractive region for new and existing businesses to invest.</p>	<p>Ensure business friendly principles are embedded into our policies, planning and operations, such as fast tracking development applications</p> <p>Implement actions from the Tamworth Economic Development and Investment Strategy</p> <p>Increase opportunities for aboriginal economic and business growth</p>	<p>Advocate Collaborator Leader Provider</p>	<p>Business Sector Federal Government State Government</p>	<p>Business and community satisfaction</p> <p>Delivery of actions from Tamworth Economic Development and Investment Strategy</p>	<p>Economic Social</p>
<p>Our industries are successful and create opportunities for other initiatives/business in the down stream economy</p>	<p>Ensure Tamworth's strategies, plans and policies appropriately enable growth in our food processing industry</p> <p>Develop our health precinct to attract a range of medical related services</p> <p>Establish a high technology Agribusiness cluster</p> <p>Grow our aviation sector to support the economy</p>	<p>Advocate Collaborator Leader Provider</p>	<p>Aviation sector Business Sector Federal Government Food Processing Sector Manufacturing Sector Health Sector State Government Technology</p>	<p>Delivery of actions from Tamworth Economic Development and Investment Strategy</p> <p>Expansion of existing industries</p> <p>Growth of GDP</p>	<p>Economic Social</p>

<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
<p>Our community has access to higher education and skills development</p>	<p>Improve the availability and access to tertiary educational opportunities</p> <p>Support the ongoing service provisions of TAFE and school based vocational education</p>	<p>Advocate Collaborator Provider</p>	<p>Education Sector Federal Government State Government UNE</p>	<p>Number of tertiary educated and qualified skilled workers increases</p>	<p>Economic Social</p>
<p>The Tamworth region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy</p>	<p>Make Tamworth the events capital of Country Australia by leveraging the Country Music Festival and growing our signature, bespoke and business events</p> <p>Enrich the experience of visitors through arts, culture, aboriginal culture, nature, heritage and food experiences</p> <p>Activate our assets and precincts to maximise the potential for equine, agri, sport, education and visitor economy</p>	<p>Collaborator Provider Advocate</p>	<p>Destination NSW Local Business Tourism Australia Tourism Industry</p>	<p>Delivering outcomes from our Visitor Economy Plan</p> <p>Increasing the the number of visitors and the average number of nights stayed</p>	<p>Economic Social</p>

### Our Supporting Strategies and Plans

NSW Visitor Economy Strategy 2030

Tamworth Economic Development and Investment Strategy

Tamworth Regional Council Sport & Recreation Strategic Plan

Tamworth Region Prospectus

Tamworth Regional Local Environmental Plan

Tamworth Regional Development Control Plan

Tamworth Region Visitor Economy Plan

The Tamworth Story

### Council Business Units responsible for delivering outcomes:

AELEC

Airport and Aviation

Commercial Property

Communications

Cultural and Community Services

Development

Economic Development & Investment

Events

Integrated Planning

Sports & Recreation

Sustainability

Visitor Services

Risk & Compliance

Sports & Recreation

**95%**  
**residents believe creating a prosperous region is important/very important for the future of the region.**

# RESILIENT AND DIVERSE COMMUNITIES

"Build resilient communities"



**WHAT YOU TOLD US YOU WANT:**

- Improve community services for all
- Help our towns and villages thrive
- Support the community to get better health services
- Be a safe place to live
- Be a healthy community

**89%**  
of residents believe building resilient communities is important/very important for the future of the region

**SUSTAINABLE DEVELOPMENT GOALS**



<p><b>Our Priorities</b> <i>Where do we want to be?</i></p>	<p><b>Our Strategies</b> <i>How will we get there?</i></p>	<p><b>Council's Role</b></p>	<p><b>Our Partners</b></p>	<p><b>Measuring Success</b> <i>How will we know we have succeeded?</i></p>	<p><b>QBL Indicators</b></p>
<p>Our towns, villages and communities grow and prosper</p>	<p>Establish local strategies and community groups for towns and villages, including Kootingal, Manilla, Barraba and Nundle</p> <p>Deliver inclusive opportunities for local communities to be actively involved in decision-making</p>	<p>Advocate Collaborator Leader Provider</p>	<p>Federal Government Our Community State Government</p>	<p>Community and business satisfaction of our towns and villages</p> <p>Community satisfaction with community engagement</p>	<p>Economic Environment Social</p>
<p>Our community has improved outcomes and access to community and social services that are inclusive and meet their needs and expectations</p>	<p>Develop a framework to improve social and community services in the Tamworth Region</p> <p>Advocate and partner with Government, businesses and community service organisations to improve outcomes for our communities including our Youth, Aboriginal, Aged, Volunteer, and Disability communities</p>	<p>Advocate Collaborator Leader Provider</p>	<p>Community organisations Education Sector Federal Government Health Sector Our Community State Government</p>	<p>Community satisfaction with services provided Improved access to services</p> <p>Improved outcomes for our community</p> <p>Improved outcomes for our Aboriginal community</p> <p>Reduction in service gaps</p>	<p>Civic Leadership Social</p>
<p>Meet the 17 targets of the "Closing the Gap" national agreement for our community</p>	<p>Align our services and programs to align with "Close the Gap" targets</p>	<p>Advocate Collaborator Leader Provider</p>	<p>Aboriginal service providers Community Services sector Education sector Federal Government Health Sector Our Community State Government</p>	<p>Meeting the targets of the "Closing the Gap" agreement</p>	<p>Civic Leadership Economic Environmental Social</p>

<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
Improve the health outcomes for all residents	Advocate to state and federal governments to help secure access to the health services our community needs now and into the future	Advocate	Federal Government Local Health providers and professionals NSW Health Our Community State Government	Improved health outcomes for the community	Economic Social
Be a safer and more resilient community	<p>Improve drought resilience of regional communities</p> <p>Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters</p> <p>Support the state government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, youth crime</p> <p>Use education and enforcement of state and local regulations to deliver equitable outcomes for individuals and the community</p>	Advocate Collaborator Leader Provider	Companion animal welfare industry Federal Government NSW Emergency Service Agencies NSW Police Our Community State Government	<p>A more prepared and resilient community</p> <p>Community satisfaction with crime rates</p> <p>Reduction of crime rates</p> <p>Reduction in non-compliant behaviour</p>	Civic Leadership Environmental Social

### Our Supporting Strategies and Plans

Bridge & Major Culverts Strategy

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Crime Prevention Plan

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Graffiti Management Plan

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Nundle & Woolomin Flood Early Warning System

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Onsite Sewerage Management Strategy

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Reconciliation Action Plan

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Regional Resilience plans for Towns and Villages

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Strategic Companion Animal Management Plan

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Tamworth City Wide Flood Risk Management Plan & Study

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Tamworth City Wide Transport Model (Part 1 and Part 2)

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Tamworth Region Disability Inclusion Action Plan

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Tamworth Region Drought Resilience Plan

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Tamworth Region Volunteer Strategy 2

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Western Freight Link Corridor Identification

### Council Business Units responsible for delivering outcomes:

Communications

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Compliance

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Cultural and Community Services

---

Environmental Health

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Place Management

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Strategy and Assets

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Sustainability

## FOCUS AREA 5

# CONNECT OUR REGION AND ITS CITIZENS



### WHAT YOU TOLD US YOU WANT:

- A well connected, efficient, inclusive and safe movement network that serves businesses and commuters, as well as citizens who opt to walk and cycle
- Council to manage its infrastructure assets sustainably
- Council to plan and construct infrastructure for the future growth of our region
- An airport that serves both travellers and businesses
- Improved public transport options
- To advocate for better highways

### SUSTAINABLE DEVELOPMENT GOALS



Our Priorities <i>Where do we want to be?</i>	Our Strategies <i>How will we get there?</i>	Council's Role	Our Partners	Measuring Success <i>How will we know we have succeeded?</i>	QBL Indicators
A thriving aviation hub supporting travel and investment in our region	Improve connections with capital cities, and regions	Advocate Collaborator Provider	Aviation Sector Federal Government NSW Government Toursim Sector Business Sector	Business investment Community satisfaction with aviation services  Utilisation and service availability	Economic Social
A safe and efficient transport network	Plan transport infrastructure to meet the needs of our community into the future  Provide and maintain safe, cost effective and fit for purpose roads, bridges and carparks  Partner with NSW Government to deliver efficient future proofed highways across our region	Advocate Collaborator Provider	Construction industry Developers Federal Government Freight and logistics sector NSW Police Our Community State Government Transport NSW	Community satisfaction with infrastructure service levels  Condition and life cycle costs of infrastructure  Infrastructure constructed	Economic Social
Expanded public transport options to meet the needs of our community now and in the future	Improve local bus services Investigate and advocate for the expansion of rail services within and out of our region	Advocate	State Government Transport providers	Improved services and availability of options	Environmental Social
Improved access to active transport options for movement between places	Increased participation in walking and cycling	Collaborator Provider	Local community groups NSW Health Transport for NSW	Community satisfaction Improved health outcomes  Participation	Economic Environmental Social
Our community is enabled by technology	Support the community through improved digital services that meet the community's needs	Advocate Collaborator Leader Provider	Communications providers Communications sector Information Technology Sector	Community satisfaction with digital services  Cyber security outcomes  Improved efficiencies across council	Economic Civic Leadership Social

## Our Supporting Strategies and Plans

Active Transport Strategy

Airport Masterplan

Airport to CBD Corridor Strategy

Bridges & Major Culverts Strategy

Calala Corridor Strategy

CBD Parking Strategy

Disability Inclusion Action Plan

Hills Plain & Stratheden Corridor Strategy

Road Infrastructure Strategy

Tamworth City Wide Transport Model (Part 1)

Tamworth City Wide Transport Model (Part 2)

Technology Strategy and Roadmap

Tamworth Global Gateway Park & Jewry Street Corridor Strategy

Transport Masterplan

Western Freight Link Corridor Identification

## Council Business Units responsible for delivering outcomes:

Aviation, Events & Projects

Business Systems & Solutions

Communications

Customer Service

Economic Development and Investment

Financial Services

Operations & Construction

Plant, Fleet & Building Services

Risk & Compliance

Sports & Recreation

Strategy, Assets & Design

**86%**  
**of residents believe connecting our region  
and its citizens is important/very important  
for the future of the region**



# WORKING WITH AND PROTECTING OUR ENVIRONMENT

"Design with Nature"



**WHAT YOU TOLD US YOU WANT:**

- Explore energy efficiency
- Pursue waste minimisation opportunities
- Look for renewable energy outcomes
- Use sustainable design and development practices
- Protect and conserve local wildlife, habitat and biodiversity

**SUSTAINABLE DEVELOPMENT GOALS**



<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
Increase the take up and use of affordable and clean energy across the region	Promote energy efficiency and renewable energy through the 2022-2025 Sustainability Strategy  Make renewable energy available within the Tamworth Global Gateway Park	Advocate Collaborator Leader Provider	Building industry Business Sector Development industry Federal Government Our Community Renewable Energy Sector State Government	Access to renewable energy in the Tamworth Global Gateway Park  Community satisfaction with renewable energy options  Increase in the % of renewable energy used across the region  Achieving the outcomes of the Sustainability Strategy	Civic leadership Economic Environmental Social
A region where sustainable design of facilities, infrastructure and development are the rule not the exception	Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within the Sustainability Strategy.  Manage stormwater run off to protect our built and natural environments	Advocate Collaborator Leader Provider	Our community State Government Waste industry Developers Building Industry	Achieving the targets within State Governments Waste and sustainability strategy 2041.  Achieving the targets within State Governments NSW Plastics Actions plan  Community satisfaction with our waste management and recycling systems	Civic leadership Economic Environmental Social
Reduce our waste and manage it responsibly	Increase resource recycling, waste minimisation and improve waste segregation through a new 2030 Waste Strategy	Advocate Planner	Transport providers NSW Government Disability Sector Our Community Business Sector	Enhanced services and availability of options	Social Environmental
We care for our natural environmental (including flora, fauna and habitat)	Ensure that our planning and operational processes minimise and mitigate the impacts on biosecurity and our natural environment	Advocate Collaborator Leader	Building industry Development industry Our community State Government	Biodiversity is integrated into our LEP  Community satisfaction with environmental outcomes	Civic leadership Environmental Social

### Our Supporting Strategies and Plans

- East & North Tamworth Drainage Study
- Economic Development and Investment Strategy
- Flood Risk Management Plans for Tamworth, Manilla, Barraba, Nundle & Woolomin
- Kerb & Gutter Priority Program
- Local Environmental Plan
- Sport & Recreation Open Space Management Guide
- Sustainability Strategy
- Tamworth Regional Development Control Plan
- Tamworth Regional Local Environmental Plan
- Urban Street Tree Management Plan

### Council Business Units responsible for delivering outcomes:

- Communications
- Compliance
- Construction/ Projects
- Development
- Economic Development
- Integrated Planning
- Strategy and Assets
- Sustainability
- Waste and Resource Recovery

**87%**  
of residents believe design with nature is important/very important for the future of the region



# CELEBRATE OUR CULTURES AND HERITAGE



**WHAT YOU TOLD US YOU WANT:**

- Celebrate and acknowledge our aboriginal history and culture
- Protect the region's heritage assets
- Engage and collaborate more effectively with our culturally diverse communities
- Showcase and promote our cultural assets

**74%**  
**of our community rated celebrating our culture and heritage as important/very important for the future of the region**

**SUSTAINABLE DEVELOPMENT GOALS**



<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
Enhance our lives through the lived experience of arts and culture	Implement a framework for sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening the creativity across the region.  Encourage new community arts initiatives and use of public spaces	Collaborator Leader Provider	Arts community Federal government Our community State Government	Community satisfaction with the arts and culture of the region	Social
Our aboriginal community's history and culture is protected and celebrated	Support local Aboriginal communities' in the preservation and celebration of their cultures.	Collaborator Leader Provider	Aboriginal community Federal Government State Government	Aboriginal communities satisfaction with cultural respect	Environmental Social
Our region's heritage assets are protected and celebrated	Support the development of museum, gallery and library heritage collections  Ensure development controls and zoning protect the heritage significance of items and conservation areas	Collaborator Leader Provider	Cultural and heritage groups Our Community State Government	Community satisfaction with heritage protection initiatives	Environmental Social

## Our Supporting Strategies and Plans

Australian Country Music Hall of Fame Strategic Plan

Aboriginal Cultural Heritage Study

NSW Visitor Economy Strategy

Powerstation Museum Strategic Plan

Reconciliation Action Plan

Tamworth Economic Development and Investment Strategy

Tamworth Regional Gallery Strategic Plan

Tamworth Regional Museums Engagement Strategy

Tamworth Region Visitor Economy Plan

The Tamworth Region Cultural Plan

Tamworth Regional Local Environmental Plan

Tamworth Regional Development Control Plan

## Council Business Units responsible for delivering outcomes:

Communications

Cultural and Community Services

Development

Economic Development and Investment

Entertainment

Gallery and Museums

Inclusive Community

Integrated Planning



FOCUS AREA 8

# A STRONG AND VIBRANT IDENTITY

"Strengthen our proud identity"



**WHAT YOU TOLD US YOU WANT:**

- Broaden Tamworth's identity beyond just Country Music
- Celebrate who we are

**SUSTAINABLE DEVELOPMENT GOALS**



<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
Be known for country music and so much more	Develop and evolve our story to expand Tamworth's identity through all our strategies, plans and communications	Collaborator Leader Provider	Business Chamber of Commerce Entertainment Industry Our Community Tourism Industry State Government Federal Government	Our brand is well known and understood	Economic Social
Tell the world who we are and what we have	Market Tamworth beyond the region through our Economic and visitor economy strategies	Leader Provider	Business Chamber of Commerce State Government Tourism Australia Tourism NSW Tourism Sector	Economic and visitor economy communications plans developed  Increase in visitation to the region  Our marketing reaches a larger audience  Increased business investment	Economic Social
Show who we are when people arrive by land or air to our towns and region	Develop and implement the Regional Entrance Strategy	Provider	Our Community	Improved entrances to our towns and villages built	Economic Social

**76%**  
 rated strengthening our proud identity as important/very important for the future of the region

## Our Supporting Strategies and Plans

Communications Strategy

Community Engagement Strategy

Community Participation Plan

Regional Entrance Strategy

Tamworth Economic Development and Investment Strategy

Tamworth Region Prospectus

Tamworth Region Visitor Economy Plan

## Council Business Units responsible for delivering outcomes:

Communications

Economic Development

Economic Development and Investment

Events

Operations and Construction

Place Management

Sports and Recreation

Visitor Services





**WHAT OUR COMMUNITY TOLD US:**

You want us to communicate openly and be accountable. You want to be consulted and included in decision making. It is important to you Council is well led, and that we advocate for all groups in our region, with business partners and other levels of government.

You want our processes to be efficient, transparent and easy to use. You want us to deliver the future vision for our region sustainably. And you want council to be an organisation of excellence, both as an employer and a provider of services to the community.

**SUSTAINABLE DEVELOPMENT GOALS**



<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
Conduct council business with transparency and accountability	Ensure council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws  Make our planning and reporting easy to understand and reflective of the community's wants, needs and aspirations	Collaborator Provider	State Government NSW Statutory Authorities	Community satisfaction with council's transparency and accountability  Integrated Planning & Reporting complies with State Government legislation  Our Council represents and engages with all members of the community	Civic Leadership
Our financial position is strong and able to meet our current and future obligations to our community	Ensure long term financial sustainability through short, medium and long term financial planning  Assets are managed to meet our community's needs through sustainable, cost effective lifecycle management	Provider	State Government NSW Statutory Authorities Our community	Community satisfaction with council's transparency and accountability	Civic Leadership Social
Everyone in our community feels informed, heard and understood.	Develop and implement a Communications Strategy to help build trust and transparency between our community and Council  Provide customer services that are proactive, available, helpful, and accessible to everyone in the region	Provider	Our community	Community satisfaction with council communication  Community satisfaction with customer service	Civic Leadership Economic Social

<b>Our Priorities</b> <i>Where do we want to be?</i>	<b>Our Strategies</b> <i>How will we get there?</i>	<b>Council's Role</b>	<b>Our Partners</b>	<b>Measuring Success</b> <i>How will we know we have succeeded?</i>	<b>QBL Indicators</b>
Our workforce is agile and future ready	Attract and retain a high performing and engaged workforce  Plan for our future workforce	Provider	Health providers Industry associations State Government	A workforce that is able to deliver outcomes for the community  Implementation of the Workforce Management Plan	Civic Leadership Economic
Build strategic partnerships and advocate to other levels of government to ensure our community needs are met and concerns heard	Develop and manage relationships with all levels of government and stakeholders Participate in the Namoi Joint Organisation of Councils	Collaborator Leader Provider	Federal Government Our Neighbouring Councils State Government	We have productive relationships within the local government network	Civic Leadership Economic

<b>Our Supporting Strategies and Plans</b>
Annual Operational Plans
Communications Strategy
Community Engagement Strategy
Internal Audit Program
Resourcing Strategy <ul style="list-style-type: none"> <li>• Asset Management Strategy</li> <li>• Long Term Financial Plan</li> <li>• Workforce Management Plan</li> </ul>
Technology Strategy and Roadmap

<b>Council Business Units responsible for delivering outcomes:</b>
Asset Management
Audit Services
Business Systems and Solutions
Communications
Customer Service
Financial Services
Governance
Legal Services
People & Culture
Risk & Compliance
Strategy & Performance

**90%**  
**of residents rated transparency and accountability of council as important/very important**



# COMMUNITY ENGAGEMENT

## What you've told us

During December 2021 and January 2022, we asked our community members about their satisfaction with Council's services, and what they felt was important for the future of our region. These priorities are reflected in this Community Plan.

We have also drawn on your feedback from a number of other targeted community consultation activities, including;

- Blueprint 100;
- Revive the Region;
- 2021/22 Annual Operational Plan;
- Open Space Management Plan;
- Sport and Recreation Plan;
- Active Transport Plan;
- Sustainability Strategy;
- Visitor Economy Plan;
- Talking Tamworth Tomorrow; and
- Economic Development and Investment Strategy.



### VERBATIM COMMENTS

"Road upgrades required as there are lots of potholes in the Kootingal area and are quite dangerous"

"Very progressive town always building new infrastructure rates spent well"

"Need more doctors and nurses"

"Easy to get around and everything is nice and calm - community and traffic and ease of movement"

"Good sporting facilities"

"Water security long term that belongs to Tamworth and isn't dependent on the state"

"New swimming facility e.g. current one is sub standard, deteriorating"

"Freedom to access services, facilities and entertainment"

"Friendly community"

"Public transport in more areas"



## SUMMARY FINDINGS



**94%**

Of residents rate their quality of life as good, very good or excellent



Residents value the rural aspect, sense of community, closeness to everything and it being home to them



Improving local roads is the key area to change, followed by water supply, more community facilities/recreational opportunities and safety in the area



All key directions of Blueprint 100 resonates strongly with the community



**80%**

Of residents at least somewhat satisfied with Council's performance over the last 12 months



**74%**

Of residents at least somewhat satisfied with the level of communication Council currently has with the community

### DRIVERS OF OVERALL SATISFACTION



Level of communication



Transparency & accountability



Customer service



Financial management

## HIGHEST RATED IN IMPORTANCE



**96%**

Maintaining local roads



**95%**

Water management



**92%**

Supporting local jobs/businesses



**90%**

Recycling/waste minimisation



**90%**

Transparency & accountability

## HIGHEST RATED IN SATISFACTION



**98%**

Library services



**93%**

Ovals/sportsgrounds



**92%**

Parks/playgrounds



**91%**

Community buildings/halls



**89%**

Arts/entertainment

## WHAT WOULD YOU CHANGE?

What would you change about living in the Tamworth Region?



**25%**

Maintenance of roads and supporting infrastructure



**10%**

Safety/lowering crime



**11%**

Water supply/services/quality



**9%**

Children/youth services/education/activities



**10%**

More community facilities/recreation and leisure e.g. pools, water park, sporting facilities, bbq



**9%**

Improving/more medical health services



## ENGAGE WITH US

You can be actively involved in decision making for your region through the MyTRC Online Community, Council's online engagement platform <https://haveyoursay.tamworth.nsw.gov.au/>

### CONTACTING US

**Phone** (02) 6767 5555 or 1300 733 625

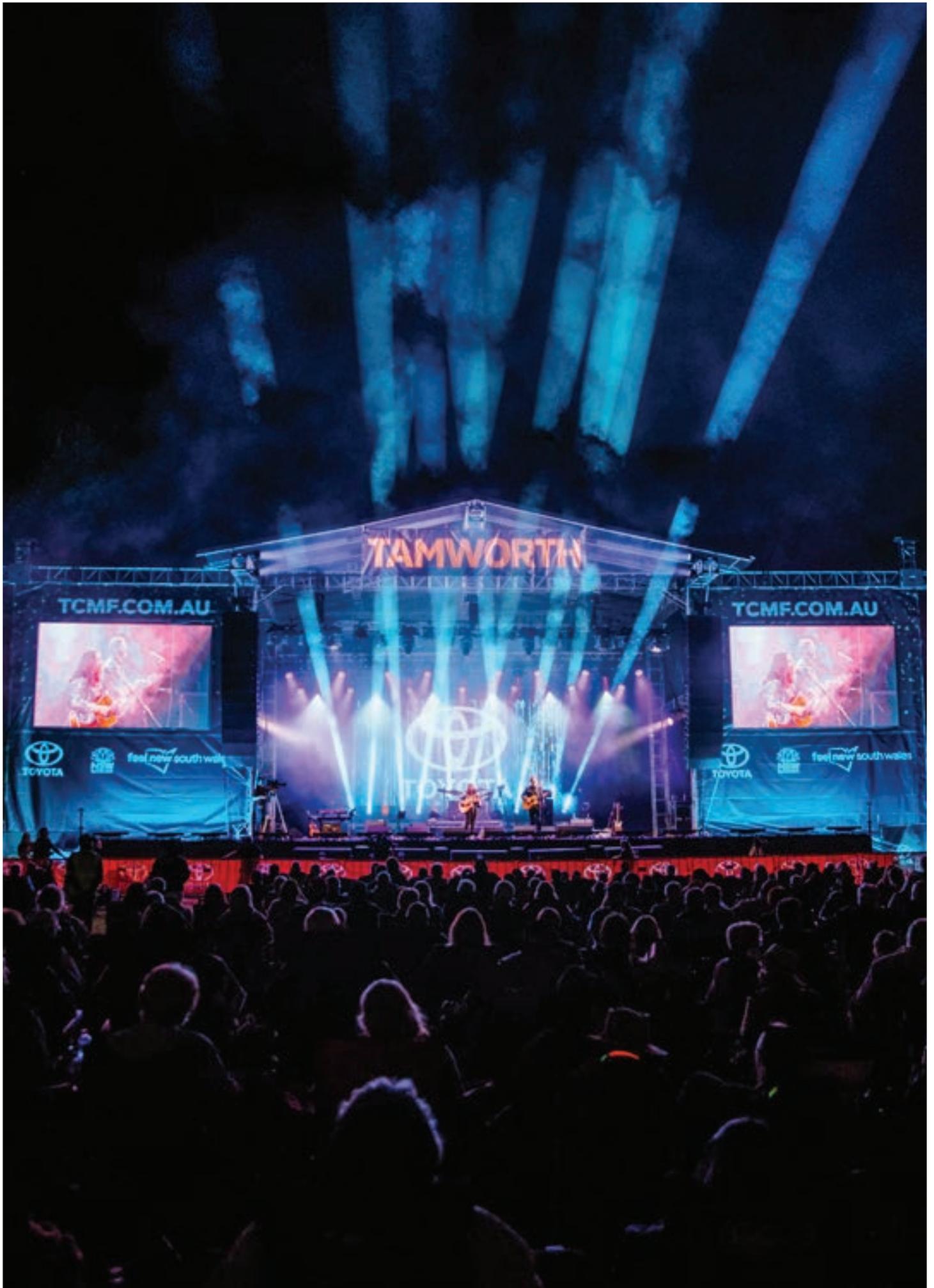
**Email** [trc@tamworth.nsw.gov.au](mailto:trc@tamworth.nsw.gov.au)

**Postal Address** PO Box 555, Tamworth NSW 2340

### Visit us

- » Ray Walsh House, 437 Peel Street, Tamworth NSW 2340
- » Barraba Branch Office, 108 Queen Street, Barraba NSW 2340
- » Manilla Branch Office, 210 Manilla Street, Manilla NSW 2346
- » Nundle Branch Office, 58 Jenkins Street, Nundle NSW 2340







[tamworth.nsw.gov.au](http://tamworth.nsw.gov.au)