



KEYCHANGE 2017 - 2027
COMMUNITY STRATEGIC PLAN

LOVE WHERE YOU LIVE!

Your voice is the key to our region's future.



ABOUT THIS PLAN

Our Community Strategic Plan (CSP) was developed following the September 2016 Council election.

Known as Keychange 2017-2027, the CSP is Tamworth Regional Council's key planning document for the future. It describes the things that Council stands for, our objectives, the main activities we will complete and how these activities are going to be resourced.

Importantly, it also explains how our performance will be measured and reported through the Annual Report and other performance reports.

ACKNOWLEDGE TO COUNTRY

Tamworth Regional Council acknowledges the Kamilaroi People, the traditional owners and custodians of the lands in our region and we pay respect to the Elders both past and present.

COMMUNITY ACKNOWLEDGEMENT

Thank you to all the inspired and responsive members of our community who attended meetings, participated in workshops and forums, completed surveys, and/or logged comments online – your contributions are highly valued.

FEEDBACK

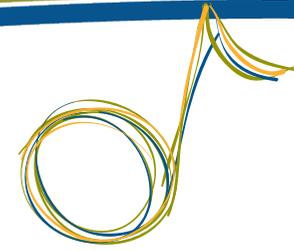
We want to hear from you. Please direct any feedback or suggestions about the Community Strategic Plan 2017- 2027 to Council on (02) 6767 5555, or 1300 733 625 within the Tamworth Region during office hours, or email trc@tamworth.nsw.gov.au





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FOREWORD

Council understands that good places to live don't just happen. Rather, they are built by vision, ideas and a shared commitment for improvement. In 2012 we embarked on an ambitious journey toward a sustainable future through a community-wide plan called Keychange 2013-2023. This was Tamworth Regional Council's first real strategy that analysed what was important to us as a community and acknowledged the role that both the community and Council play as leaders and stewards in building a better and more sustainable future for our Region.

Since then, Council has been working hard on achieving the goals set out by Keychange 2013. With the election of a new Council last year, it was seen as an opportune time to take stock and review the Community Strategic Plan to ensure that it is still relevant and meets with your expectations.

With this in mind, we literally took to the streets and asked the community to be bold, to share their hopes, aspirations and vision for our Region - our goal being to once again work in partnership to co-create a world-class regional centre that is a great place to live, work, study and visit. And the response we received to this particular engagement project was our most successful to date.

It is widely acknowledged that our region is in transition and this is evidenced by our steady rate of growth and the continued support of the State and Federal Governments in co-funding some major infrastructure projects. We are resilient, have a big heart and take great pride in our towns and villages, and the achievements of our people.

Revitalising Keychange 2017-2027 brought together many individuals from different sectors of our community. Over 1300 clever, creative and civic minded people interested in and passionate about our future, joined together to share their thoughts, dreams and ideas about what the future should hold for

generations to come. There is no doubt that this document is the community's strategic plan for the Tamworth Region.

We would like to take this opportunity to genuinely thank each of you involved in helping us reshape the Keychange plan. Thank you for your passion, commitment, honesty, time and valuable contribution. The hard work begins now and we would be delighted if you would continue with us on this inspiring journey.

We hope you enjoy reading this Plan and its accompanying framework, and we challenge you to identify one area in which you can play an active role in facilitating change. We are excited about the future of our Region. Are you?



*Back L to R - Cr Russell Webb, Cr Jim Maxwell, Cr Phil Betts, Cr Glenn Inglis, Cr Mark Rodda
Front L to R - Cr Charles Impey, Cr Helen Tickle (Deputy Mayor), Cr Col Murray (Mayor) and Cr Juanita Wilson*

EXECUTIVE SUMMARY

Keychange 2017-2027 is the major strategic document developed to guide the delivery of services and facilities over the next decade, and outlines the goals of this elected Council. The Plan identifies actions that Council will undertake to achieve those goals and deliver successful, measured outcomes. It genuinely reflects community aspirations thanks to an extensive consultation process as evidenced in the Community Engagement Strategy expressly prepared for Keychange 2017-2027.

The Plan links the community's vision to key priorities and actions for Council to undertake in its four year term. The CSP details our themes, also known as strategic objectives, and our goals. In addition, the strategic indicators outlined in the Plan will assist in assessing the achievement of our vision for the Tamworth Region.

The Community Strategic Plan (CSP) has been developed in consideration of wider economic and social influences that impact on the services we provide and our resource allocation. In particular, these impacts include the effects of a weaker global and national economy, consequent Federal and State Government revenue reductions and cost shift pressures, increasing construction costs, increasing demands in frontline service delivery and community expectations.

Over recent decades, it is recognised that Local Government service provision has moved beyond the traditional narrower focus on “roads, rates and rubbish” towards broader objectives to promote social, economic and environmental wellbeing of its communities. This is especially true in Regional NSW where Councils, including ours, are in the unique position of also being the local water authority, operating the airport and taking the reins of economic development to improve employment opportunities for our towns and villages

Local Government faces the challenge of balancing its role of providing a greater range of services; against increased revenue pressures, increased expectations on service delivery standards and growing community expectations. With these challenges in mind, we have prepared an accompanying Resourcing Strategy to the Community Strategic Plan to ensure that we can continue to improve the value and quality of the services we deliver for our community.

We look forward to sharing the progress and positive results of our efforts in achieving best value results for our community over the course of this Plan. Collectively, Council commits to increasing organisational efficiencies, identifying and setting priorities, strengthening leadership capabilities and focusing on community benefits and outcomes.



STRATEGIC PLANNING FRAMEWORK

OUR STRATEGIC PLANNING PHILOSOPHY

Our corporate planning philosophy is underpinned by the fundamental premise that we will do what we say we will do. Our approach to planning is one that draws on delivering consistent, reliable service and offering best value to our community.

As a Local Government Authority, Council recognises that we operate in a diverse and evolving environment. With our strategic planning philosophy as our guide, Keychange 2017-2017 has been developed to allow for the flexibility required to keep up with the demands of change, while centring our organisational efforts on delivering on the priority areas as expressed by our community in this Plan, within the bounds of our available resources.

OUR STRATEGIC PLANNING FRAMEWORK

This Community Strategic Plan is part of an Integrated Planning & Reporting Framework which aims to integrate and streamline our statutory planning and reporting, strengthen our strategic focus and ensure accountability and responsiveness to our community.

Keychange 2017-2027 is a 10 year community plan outlining the community's aspirations and desires to shape our Region's future. The success of Keychange will require partnerships between Council and the community as well as State and Federal Governments, to deliver on the vision and objectives.

To help achieve the vision and objectives outlined in Keychange 2017-2027, Council uses its Delivery Program and Budget. This is a four-year plan stating what the elected council will achieve over their term contributing to the Community Strategic Plan vision.

Sitting behind the Delivery Program is an Annual Operational Plan which details the annual actions for each business unit of Council. Supporting all of these documents is our Resourcing Strategy – a Long-Term Financial Plan, Asset Management Plan and Workforce Strategy – which details how we will achieve and fund the actions required to achieve the vision and objectives outlined in Keychange 2017-2027. The diagram shown overside depicts this Integrated Planning & Reporting Framework.

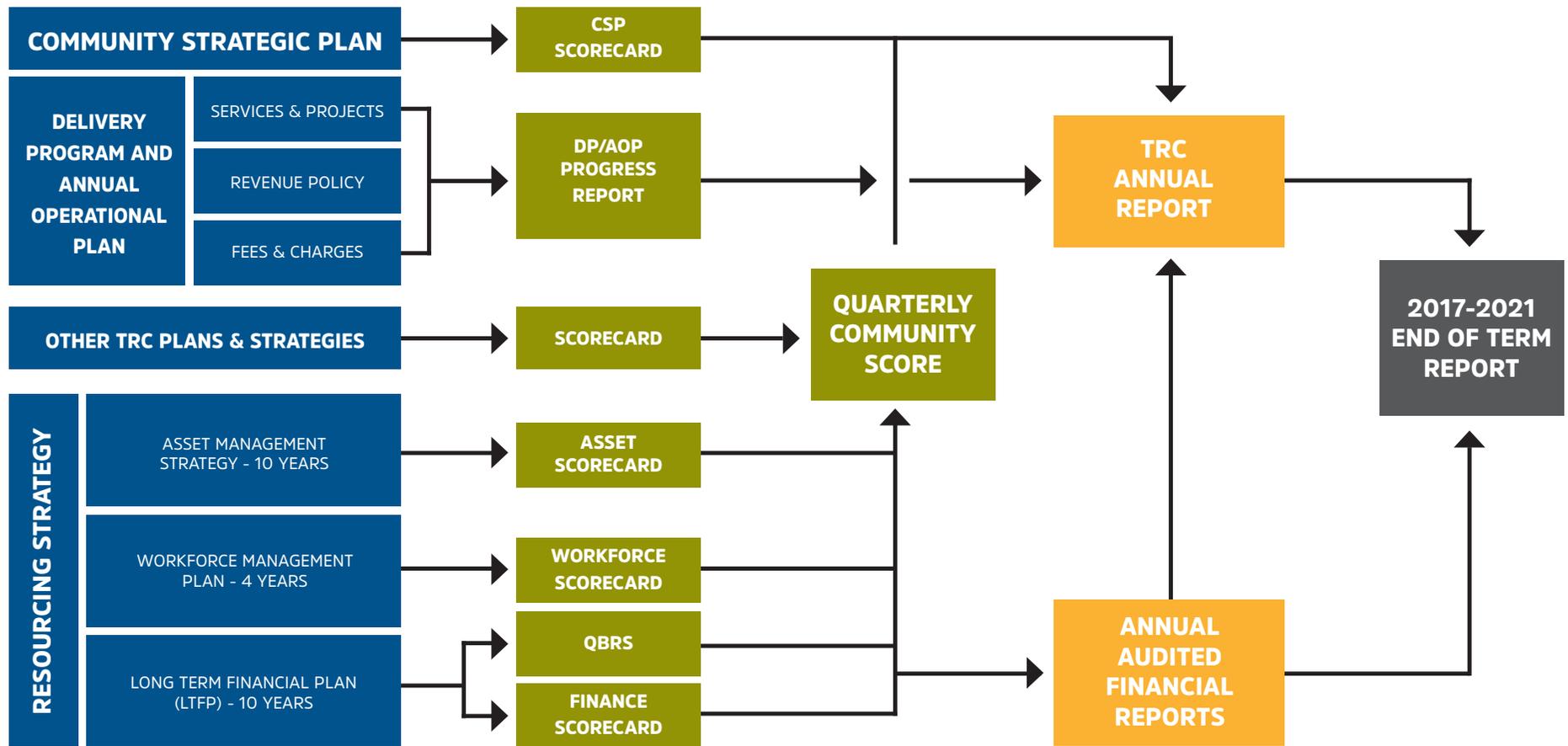


PLANS & STRATEGIES

QUARTERLY REPORTS

ANNUAL REPORTS

TERM REPORT



PLAN

MEASURE

COMPARE

REFLECT

GUIDING PRINCIPLES

GOVERNANCE

Tamworth Regional Council is committed to serving the community with integrity, efficiency, fairness, impartiality and the encouragement of mutual respect. Council promotes and strives to achieve a climate of respect for all. We endeavour to inspire in our community shared civic pride by valuing and protecting our unique environment, both natural and built, for current and future generations.

In keeping with our values, Council is committed to addressing and resolving customer enquiries and complaints, improving service delivery and increasing customer satisfaction in accordance with our Customer Service Charter. We will treat all matters, whether an enquiry or complaint, diligently and aim to provide a fair and reasonable outcome to both the customer and Council. Confidentiality of complaints, including the identity of the customer, will be maintained in accordance with appropriate legislation and Council policies.

SOCIAL JUSTICE

In developing Keychange 2017-2027, our community engagement was guided by the principles of social justice, which are:

EQUITY

There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.



ACCESS

All people should have fair access to services, resources and opportunities to improve their quality of life.

PARTICIPATION

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

RIGHTS

Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

“ I envisage a community that pulls together because it believes in itself, in a place everyone wants to come - whether for a day, a month or a lifetime ”

Online survey participant

OUR COMMUNITY ENGAGEMENT CHARTER

We believe that good community engagement will:

- give us a better understanding of community and stakeholder needs and expectations;
- help us identify issues and perspectives which would not otherwise be known;
- assist in building positive relationships with the community and our stakeholders;
- increase understanding of our projects or plans;
- ensure that the community is informed about our responsibilities and actions
- enable community ownership of outcomes, and
- increase awareness in regard to the responsibilities of Council, the community and stakeholders.

To help us achieve these principles, improve our service delivery and respond to our community's needs, you can expect Tamworth Regional Council to:

Be accessible and inclusive by:

- actively listening to our community's needs and expectations so that they may be understood and considered.

Actively seek input into our decision-making by:

- encouraging the community to provide meaningful input and feedback;
- enabling genuine community participation and collaboration by using best practice consultation tools and techniques; and

- using emerging innovative communication technologies to engage, plan and encourage information sharing with our community.

Be open and transparent by:

- using plain and clear language in documents and public communications that is more engaging and understandable for citizens than technical language and jargon;
- informing the community and stakeholders about how their input was considered and adopted or why it was not adopted in Council projects, initiatives and policy development;
- sharing information about Council services, activities and decisions; and
- regularly promoting and celebrating the achievements of Council and the local community.



REVITALISING OUR PLAN

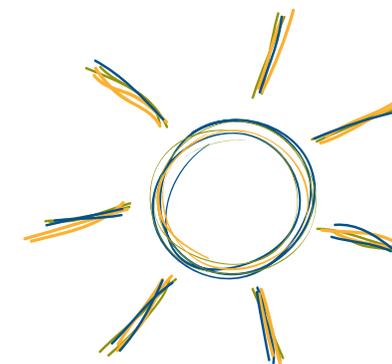
ENGAGING THE COMMUNITY

The community was integral to the revitalisation of Keychange 2017-2027 with over 1500 community interactions involved in the process. In delivering the dedicated Community Engagement Strategy for Keychange, Council successfully reviewed and validated the community's desire to retain the existing vision for the Region, together with the four key themes that currently underpin the CSP.

“ Our Vision: A region of opportunity and prosperity, a place to call home ”

It was also widely suggested that for Council to genuinely fulfil its commitment to uphold its values of accountability, safety and health, customer orientation, equity and teamwork, then a fifth theme (or pillar) should be introduced to the Plan, dedicated to open and transparent government.

The consultation process included online engagement via a digital survey and dedicated web presence. To further drive participation, Council delivered an extensive communication plan using radio, print, social media and direct mail channels. A total of twelve different pop-up consultation events were hosted in Tamworth, Manilla, Barraba, Nundle, Kootingal and Woolomin, together with a series of dedicated workshops with community groups and associations focused on the environment, the Arts, sport, crime and safety, business, tourism, planning and community care.



Some of the community feedback includes:

- The best things about our Region are the natural environment and waterways, quality sporting facilities, a growing equine industry, and the tourism value of our Region.
- We need improvements in sustainability, safety and more police, better access to medical specialists, better roads and road maintenance and strategic plans for our outer towns and villages.
- We want to match infrastructure provision with growth, more local jobs, to feel safer and to be environmentally friendly.

For more information regarding the community engagement process go to www.tamworth.nsw.gov.au/tune-up.

“ Keep up the community engagement and promote our region as a great place to live ”

Shopping World participant

DELIVERING THE PLAN

There will be a number of stakeholders involved in delivering the objectives outlined in this document, and each will have varying roles and responsibilities. A general outline of how this needs to be coordinated is shown below.

Stakeholder	Partner	Service Provider	Regulator	Funder	Advocator	Facilitator
Tamworth Regional Council	●	●	●	●	●	●
Elected members	●				●	●
Residents	●				●	
Local business	●	●		●	●	
Voluntary groups	●	●			●	
Community organisations	●	●			●	
Local Authorities	●	●	●	●	●	●
State Government	●	●	●	●		●
Federal Government	●	●	●	●		●
Developers	●	●		●	●	●
Investors	●	●		●		

Partner - delivers services or projects in partnership with other organisations

Service provider - takes full responsibility for delivering services

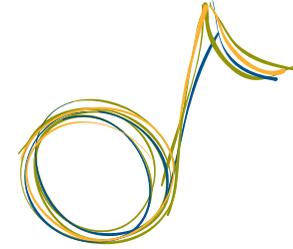
Regulator - has statutory responsibilities to ensure compliant service delivery

Funder - funds other organisations to deliver services through grants or contracts

Advocator - promotes the interests of the community to other decision-making organisations such as the State Government

Facilitator - brings stakeholders together to help them understand their common objectives and assists them to plan and achieve them

KEYCHANGE MONITORING & REPORTING



The Community Strategic Plan (CSP) is a living document that will require adjustments and evaluation as the community grows and changes together.

Measuring and assessing the CSP is an ongoing process involving the community, other agencies and levels of government, business and Council. Ensuring that we measure and evaluate against the Community Strategic Plan will keep us on track to achieve the community vision.

While the CSP is not solely a Council plan and in fact belongs to the whole community, Council does have a certain legislative responsibility to guide and influence its implementation. Part of that responsibility is to report progress back to the community which will be done through the following methods;

- quarterly reporting on the implementation of the Annual Operational Plan;
- production of an Annual Report assessing the achievements of the Annual Operational at the end of each year, and
- an “End of Term Report” outlining the achievements in implementing the Four Year Delivery Program.

Council also has in place a number of community engagement practices that will be used to assess the community’s satisfaction with the progress on the CSP strategies. These practices include;

- development of a dedicated Council smart device app that facilitates feedback
- council at the community events,
- community speaker program where Council representatives regularly present to relevant organisations,
- progress meetings with Council committees and working groups
- online discussion forums and social media engagement, and
- a biennial community telephone survey.



THE PLAN IN DETAIL

THEMES, OBJECTIVES, STRATEGIES & MEASURES

Keychange 2017-2027 brings together the aspirations and priorities of the community. It has been organised to describe the balance and connections between what the community has asked for and what needs to be done.

Information in this section is grouped around five key themes

C – a spirit of community

P – a prosperous region

A – an accessible region

F – a region for the future

G – a region of progressive leadership

The diagram on the following page is a summary of all the objectives for each theme. No one theme is more important – it is a balance across all themes that will bring the greatest benefits to the community.

Each of the five theme areas includes a number of objectives. Objectives are broad directional statements describing the community aspirations for the future. A number of strategies have been written for each of the objectives focusing on areas of action.

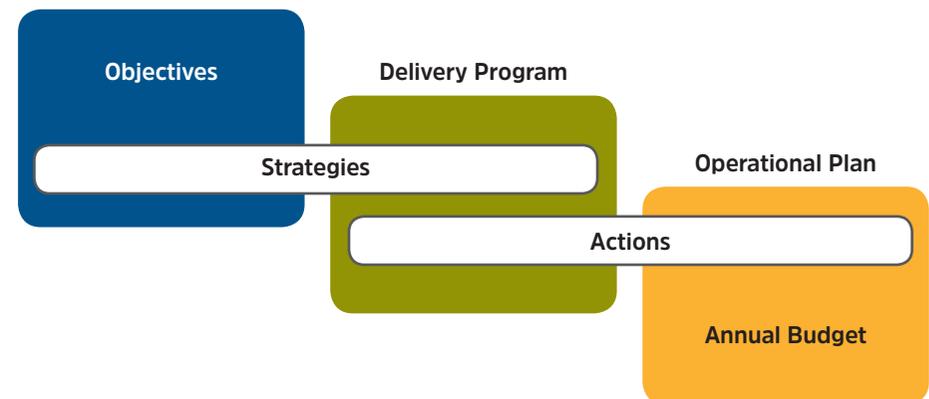
It is important to measure whether the objectives in the Plan are being addressed and whether progress is providing positive benefits to the community. Each objective includes measures to check we are travelling in the right direction. Measures will be reported on in the Four Year Progress Report called the End of Term Report. Measurements of our progress may describe certain targets or indicators. For example, a measure for employment may be an increase in the number of local jobs and a measure for safety may be resident satisfaction rates.

Under each of the five themes is also a list of ideas for how each of us individually can contribute to the Community Strategic Plan. This document reinforces the role we all have to play in creating the community we want. No one government agency or group of people is responsible - we all are.

DELIVERY AND OPERATIONAL PLANS

The strategies identified in the Community Strategic Plan cascade down into Council's Delivery Program. Unlike the Community Strategic Plan which is a Community document that all government agencies and organisations should implement, the Delivery Program is specific to Council. The Delivery Program outlines timeframes, priorities, funding allocations and who is responsible for implementing Council's actions that contribute towards the Community Strategic Plan. More specific detail is provided in Council's Annual Operational Plan for each financial year.

Community Strategic Plan





OUR VISION

A region of opportunity and prosperity, a place to call home

KEY THEMES



A SPIRIT OF COMMUNITY

- Active healthy communities
- Promote our Region's heritage, character and culture
- Safe places to live, work, play and visit



A PROSPEROUS REGION

- A strong and diverse economic base
- Promote "Destination Tamworth" as a great place to visit a great place to live
- Quality, affordable lifelong education and learning opportunities
- Make Tamworth as the next major freight distribution centre in Regional NSW.



AN ACCESSIBLE REGION

- Safe and efficient transport network
- Improve choice, availability and quality of transport options for our Region
- Functional communications and technology for the Region



A REGION FOR THE FUTURE

- Sound asset and land planning to facilitate future community needs
- Promote sustainable living to protect and support our environment, heritage and resources.



A REGION OF PROGRESSIVE LEADERSHIP

- Community feel well informed, heard, valued and involved in the future of the Region
- Our Region is well led and managed

STRATEGY

“ Provide a fluid platform to encourage economic and tourist development and in turn to make it viable to improve health and other services ”

Online survey participant

CHALLENGES FOR THE FUTURE

A spirit of community

- How do people balance work, family and other commitments?
- How will we adapt to changes in population and the way people live and still retain the unique character and identity of our towns and villages?
- How do we ensure access to and participation in community life as our community changes and develops?
- How do we ensure everyone is valued?
- How do we ignite a passion for volunteering in Gen X to Z?
- How do we ensure our community is resilient to the challenges we face?
- How will we protect, manage, enhance and conserve our indigenous and non-indigenous cultural heritage?
- How do we ensure people feel safe and included in our community?
- How do we address the lack of specialist medical services and facilities?

A prosperous region

- How do we address a skilled labour shortage?
- How do we create a larger, diverse, sustainable local economy?
- How do we ensure people can access the education, services, jobs and activities they require?
- How can we improve access to the Region to encourage business investment?
- How do we reduce the number of people leaving the region for work or study?
- How do we increase investment in infrastructure from all levels of government?
- How do we grow the Destination Tamworth brand as a place in which live, work, visit and invest?

An accessible region

- How do we manage one of the largest road networks in NSW?
- How do we maintain community satisfaction with the condition of community assets?
- How do we educate the community on the lifecycle cost associated with community assets?
- How do we improve connectivity between our towns and villages?
- How do we improve community transport for our elderly?
- How do we ensure our Region has access to existing and emerging technology?
- How do we open new airline routes to and from Tamworth to support a growing population and tourism industry?

A region for the future

- How can we reduce the impacts of human activity on the environment to protect it for future generations?
- How do we deliver and report upon a sustainability plan that meets the expectations of the community?
- How do we ensure the protection of local threatened species and ecologically endangered communities without inhibiting regional growth?
- How do we reduce local energy consumption and increase the use of renewable resources?
- How do we ensure people can continue to access and experience our natural areas?
- How do we better manage demand of limited water resources?
- How do we reduce waste generation and increase reuse and recycling?
- How do we manage invasive species?

A region of progressive leadership

- How do we ensure leaders are empowered to deliver the services and infrastructure the community requires?
- How do we embrace change management principles to grow a culture of customer service excellence?
- How do we continue to attract new talent to Council whilst improving on the levels of participation of women in our workforce, including leadership roles?
- How do we succession plan with an aging workforce?
- How do we ensure that leaders and decision makers have the information they need?
- How do we ensure accountability and transparency in decision making?
- How do we improve communication processes and ensure open dialogue in the community?
- How do we encourage and recognise innovation?
- How do we embrace technological change at a suitable rate?

A SPIRIT OF COMMUNITY

Our community believes that ‘spirit’ is the essence of the heart and soul of our region, our city and our towns and villages. We need to nurture and protect our community spirit and ensure our communities are vibrant, resilient and embrace their diversity and unique culture.

WHAT OUR COMMUNITY TOLD US

- Improve Council's focus on the Arts
- Deliver an aquatic centre for Tamworth
- Establish an Aboriginal Cultural Centre
- Protect heritage buildings and preserve our past
- More support and promotion of local museums
- More facilities and services for our ageing population including retirement living
- Proactive approach to combat growing drug issues in community
- Enhance playgrounds and playing fields in outer towns and villages
- More Police and faster response times
- Greater access to medical specialists
- Change community perception so The Youthie is seen as a regional facility
- 24 hour medical centre in Tamworth
- Council Rangers more responsive and visible
- Reduce number of roaming dogs and cats

WHAT WE WILL DO

Objective		C1 – Active healthy communities
	Strategies	Measures of success
C1.1	Provide high-quality open spaces, parks and reserves suitable and accessible to all	<ul style="list-style-type: none"> • Maintain and implement a Recreation and Open Space Plan • Areas of open space will be provided and maintained for access by all.
C1.2	Provide high-quality sporting facilities to meet the diverse needs of the community	<ul style="list-style-type: none"> • An aquatic centre will be delivered to meet the needs of future generations. • Bid and host regional, state, national and international sporting events • Deliver the Northern Inland Centre of Sporting Excellence. • User satisfaction rates
C1.3	Provide high-quality specialised sporting facilities to drive sporting excellence for the region and state	<ul style="list-style-type: none"> • Deliver the Northern Inland Centre of Sporting Excellence. • Finalise plans for an Aquatic Centre to be shovel-ready by December 2018 to then seek funding solutions
C1.4	Meet social justice principles through the provision of accessible and inclusive high-quality, integrated community services that meet current and emerging needs	<ul style="list-style-type: none"> • Develop and implement a Regional Volunteer Strategy • Community satisfaction rates with services provided • Delivery of accessible, inclusive services • Increase childcare place availability

Objective		C2 – Promote our region’s heritage, character and culture
	Strategies	Measures of success
C2.1	Preserve and celebrate the character, heritage and culture of our city, towns and villages	<ul style="list-style-type: none"> • Develop and implement Place Activation Plans for Barraba, Manilla and Nundle • Support the delivery of community events • Events supported in recognition of local, national and international cultures • Prepare and implement a regional Cultural Plan • Progress the establishment of an Aboriginal Cultural Centre • Update the Tamworth LEP with current heritage listed items • Develop a Tree Management Plan supported by a Mature Tree Nursery
C2.2	Provide accessible, functional, multi-purpose facilities and spaces suitable for cultural, recreational, learning and information services and activities	<ul style="list-style-type: none"> • Utilisation rates of facilities • Community satisfaction rates • Implementation of Disability Action Plan • Number of additional services/facilities provided • Build a performing arts centre within a cultural precinct • Deliver online booking system
Objective		C3 – Safe places to live, work, play and visit
	Strategies	Measures of success
C3.1	Create safe environments to live, work and play	<ul style="list-style-type: none"> • Maintain a current crime prevention plan • Crime prevention working meets a minimum of six(6) times a year • Representations made to the local State Member • State Government will allocate appropriate police resources for the Region • Increased coverage of CCTV cameras in region • Community satisfaction rates
C3.2	Provide responsive, effective emergency management and emergency prevention services	<ul style="list-style-type: none"> • Maintain active involvement in the Local Emergency Management Committee • Council has a robust response capability

WHAT YOU CAN DO

Things that we all can do as individuals to enhance our ‘spirit of community’ include:

- Get to know your neighbours
- Participate in cultural and community celebrations and events
- Be physically active – walk, cycle or play a sport
- Report your concerns – “see something, say something”
- Use existing services and facilities provided
- Value and recognise our community’s diversity
- Volunteer – share some time or lend a hand

A PROSPEROUS REGION

If 'spirit' is the essence of the heart and soul of our region, prosperity is our 'lifeblood'. We need to strengthen and grow our economy, support tourism and adopt new technology to ensure the community and region's long-term sustainability.

WHAT OUR COMMUNITY TOLD US

- Support local business by reducing red tape
- Deliver and report on the Tamworth Tomorrow strategy
- Create jobs for local people including our outer towns and villages
- Keep up with advances in technology
- Bring a university to town
- Bid for more sporting events for the region
- Continued focus to attract industry and development to the city
- Revitalise arrival signage into our city, towns and villages
- Rotate key events through Barraba, Manilla & Nundle

“ My wish for the future is to live in a vibrant city that still pays tribute to its rural heritage ”

Participant, Tamworth Show

WHAT WE WILL DO

Objective		P1 – A strong and diverse economic base
	Strategies	Measures of success
P1.1	Support and facilitate economic development and employment opportunities	<ul style="list-style-type: none"> • Implement actions and report on Council's Regional Economic Development Strategy "Tamworth Tomorrow" • Respond to emerging opportunities • Develop a scorecard which demonstrates why business should establish in our region. • Facilitate opportunities for new business • Implement the Small Business Friendly Council Program • Deliver the Glen Artney expansion • Employment Grant

Objective		P2 – Promote region as a great place to visit a great place to live
	Strategies	Measures of success
p2.1	Market the Tamworth Region as a destination for living, working and leisure	<ul style="list-style-type: none"> • Promote employment opportunities in the region utilising Evocities • Pursue affordable housing opportunities in the region • Increased visitation numbers • Increased digital engagement • The provision of Visitor Information Centres • Growth and expansion of the events calendar and tourism products • Development of the Destination Tamworth brand
Objective		P3 – Quality, affordable lifelong education and learning opportunities
	Strategies	Measures of success
p3.1	Provide quality and choice in education and vocation pathways including university options	<ul style="list-style-type: none"> • Council will support and advocate for a university campus in the region • Delivery of face-to-face tertiary courses
Objective		P4 – To develop Tamworth as the next major freight distribution centre in regional NSW.
	Strategies	Measures of success
p4.1	To establish rail, air, land connections to enable local, national and international trade.	<ul style="list-style-type: none"> • Establish the intermodal facility in Tamworth • Facilitate the Airport Master Plan to enable direct landing and departure of international movements

WHAT YOU CAN DO

Things that we all can do as individuals to ensure a 'prosperous region' include:

- Shop local – buy from local and regional businesses
- Use local and regional service providers
- Think local when looking for work opportunities
- Promote the Tamworth Region as a great place to visit and explore
- Participate in tourism events
- Encourage friends and family to relocate to the Tamworth Region

“ Deliver better rural roads ”

Participant, Barraba Show

AN ACCESSIBLE REGION

To ensure our region is accessible, we need to be connected not only to our own towns and villages, but also to other regions, capital cities and states. It's also important to make sure that our communities have access to the services and facilities that make our region 'liveable'.

WHAT OUR COMMUNITY TOLD US

- Review roundabout sight lines in Tamworth
- Complete the Manilla Road project (with State Government assistance)
- Address the quality of roads
- Improve gravel road maintenance program
- Review the reduction in service of roadside slashing
- More parking in the CBD
- Entry roads into Tamworth need upgrade – Goonoo Goonoo and Gunnedah Road.
- Reduce trip hazards on footpaths and increase footpath network
- Increase cycleways across region
- Increase mobile and internet coverage across region
- Grow community transport networks
- Improve local transport services, operating hours and locations

WHAT WE WILL DO

Objective		A1 – Safe and efficient transport network
	Strategies	Measures of success
A1.1	To maintain the current levels of service across the regions transport infrastructure	<ul style="list-style-type: none"> • Community satisfaction with the condition of road network • New infrastructure constructed • Length of new walking paths and cycle ways constructed • Bridge Replacement Program progressed • Number of parking spaces increased

Objective		A2 – Improve choice, availability and quality of transport options in our region, intra and interstate
	Strategies	Measures of success
A2.1	Improve connections with capital cities, other regions and within the region	<ul style="list-style-type: none"> • Number of flights provided • Number of service providers • Advocating for an extension of the Newcastle to Scone rail service to Tamworth • Establish the intermodal facility in Tamworth
A2.2	Improve and expand the region's public and community transport services	<ul style="list-style-type: none"> • Advocate for improved and expanded public and community transport within the Region
A2.3	Traffic management and traffic safety planning	<ul style="list-style-type: none"> • Facilitation of the local traffic committee
Objective		A3 – Functional communications and technology for the region
	Strategies	Measures of success
A3.1	Facilitate access to state of the art technology and communications for all residents and businesses living in the region.	<ul style="list-style-type: none"> • Advocate for implementation of the NBN across the entire region • Advocate for technology to support business and lifestyle in our community.

WHAT YOU CAN DO

Things that we all can do as individuals to ensure an 'accessible region' include:

- Keep footpaths clear of parked cars and overhanging vegetation
- Use existing public transport services
- Use local and regional transport service providers
- Be aware of safety of yourself and others when moving around the city and region
- Report unsafe conditions on roads via Council's smart phone App "MyTRC"

A REGION FOR THE FUTURE

This theme is about sustainability - acting and living now in a way that doesn't risk the needs of the future. Securing our long-term future and achieving our vision is also about governance, leadership and good planning. Our actions and decisions need to deliver the best outcomes possible for the community.

WHAT OUR COMMUNITY TOLD US

- Council should be a leader in renewable energy and sustainable practices
- Develop and implement a Regional Sustainability Strategy
- More sustainable planning
- Implement a Tree Management Plan
- Ensure we are planning at the current rate of growth
- A sustainable energy future phasing out fossil fuels.
- Need another dam for Tamworth to secure water to allow for continued growth
- Better care of our rivers and waterways
- Reduce noxious weeds in region

WHAT WE WILL DO

Objective		F1 – Sound asset and land planning to facilitate future community needs
Strategies		Measures of success
F1.1	Sound asset management planning	<ul style="list-style-type: none"> • Condition of stormwater network • Reduction in impact of storm events and drainage • Revise Asset Management Strategy • Number of cases in NSW Land and Environment Court • Implementation of Regional Development Strategy • Transport, stormwater, water, wastewater and waste 20 year capital works program • Regional Infrastructure Plan

“ Renewable energy sources are a must for the future and Council has the capacity to lead by example ”

Participant, Barraba Show

Objective		F2 – To promote sustainable living to protect and support our environment, heritage and resources.
Strategies		Measures of success
F2.1	Protect our natural environment	<ul style="list-style-type: none"> • Planning and operational processes ensure consideration of biosecurity and natural environmental impacts • Deliver a Tree Management Plan supported by a Mature Tree Nursery
F2.2	Encourage efficient use of resources to improve environmental sustainability	<ul style="list-style-type: none"> • Develop, implement and report on a Regional Sustainability Strategy • Develop and implement the Waste Management Strategy • Compliance with licence requirements • Effluent is made available for re-use • Compliance with Australian drinking water guidelines • Adherence to Drought Management Plan and Demand Management Strategy • Available water caters for the projected demand for the next 20 years • Education of the community • Provision of incentives to conserve water

WHAT YOU CAN DO

Things that we all can do as individuals to ensure our long-term future is secure include:

- Conserve water, recycle and minimise energy use
- Get involved in activities and events that assist to protect the environment
- Reduce your energy consumption and/or switch to green energy
- Participate in community meetings, forums and engagement activities to have your say about the future, planning proposals and other projects being considered by Council
- Encourage others to actively participate in their community and provide feedback to Council

A REGION OF PROGRESSIVE LEADERSHIP

It's about governance, leadership and good planning. Leadership will foster collaborative approaches to the governance of our Region across all levels of government, to focus on delivering results against our agreed strategic outcomes in the most cost-effective way. Our community will be at the heart of our decision making and service delivery and will enjoy a strong sense of connection with their Council.

WHAT OUR COMMUNITY TOLD US

- Reduce red-tape, wait times and inconsistent advice to customers
- Improve access to information with a focus on Council's website
- Publish regular report cards with clear KPI's
- Acknowledge projects that aren't completed
- Improve the visibility of Council in the outer towns and villages including more face-to-face consultation
- Embrace technology and move with the times
- Develop a customer service charter that ensures a response to the customer
- Faster development application approvals
- Become a leader in sustainable management (social, economic, environmental, leadership)

WHAT WE WILL DO

Objective		L1 – Our community feel well informed, heard, valued and involved in the future of the Region
Strategies		Measures of success
L1.1	Provide quality customer service	<ul style="list-style-type: none"> • Customer satisfaction rates • Develop and adhere to a Customer Service Charter • Minimise the number of touch points with Council to achieve an outcome • Median processing time (days) for planning and development applications
L1.2	Represent and advocate community needs	<ul style="list-style-type: none"> • Successfully manage and maintain strong relationships with all levels of government, NGO's and major stakeholders • Maintain membership and active participation in the Namoi JO and Regional Capitals Australia • Active participation in State Government policy reforms and makes submissions on behalf of the region. • Participation in pilot programs • Advocate to the State Government for the provision of incentives to attract health specialists • Advocate to the State Government for the provision of essential support services for our community • Implement and deliver Council's Disability Action Plan and Social Plan

Objective		L1 – Our community feel well informed, heard, valued and involved in the future of the Region
Strategies		Measures of success
L1.3	Provide inclusive opportunities for the community to get actively involved in decision-making	<ul style="list-style-type: none"> Facilitate community consultation in line with Community Engagement Charter Active and robust section 355 Committees and Council working groups Develop and implement a Communications Plan for Council Refine the brand identity for Council services and facilities to enhance community understanding and engagement Deliver better online solutions to customers to engage with Council
Objective		L2 - Our region is well led and managed
Strategies		Measures of success
L2.1	Transparency and accountability of government	<ul style="list-style-type: none"> Decisions recorded in our Record Management System Related Party Disclosures Section 449 Pecuniary interest disclosures for designated officers Adherence to the Code of Conduct Demonstration of commitment to organisational values Sign-off of financial management reports by external auditor Maintain audit, risk and improvement committee Compliance with Integrated Planning and Reporting requirements Property and land management
L2.2	To be a leader in best practice for local government	<ul style="list-style-type: none"> Benchmark to best practice Industry recognition as a Council that “gets thing done” Innovation strategies Growth in online services for residents Tamworth - the Smart City

WHAT YOU CAN DO

Things that we all can do as individuals to enhance a “region of progressive leadership” include:

- Have your say when community engagement programs are enacted
- Download Council’s app and engage with us digitally
- See something, say something
- Support the work of Section 355 Committees in your town or village
- Join the conversation and provide feedback on reports and strategies presented by Council

APPENDIX 1: PLANS, POLICIES AND FRAMEWORKS

Council has developed a range of plans and programs informed by the Community Strategic Plan that provide a more detailed description of local issues, how Council will respond to the issues and the specific programs that will be delivered. All strategic plans listed can be found on Council's website www.tamworth.nsw.gov.au



ASSET MANAGEMENT STRATEGY

Council's Asset Management Strategy outlines how Council will manage community assets such as roads, footpaths, recreational facilities and parks, buildings and equipment to ensure that it continues to meet the needs of the community – both short and long-term.



LONG-TERM FINANCIAL PLAN

Council's Long-Term Financial Plan (LTFP) forecasts the financial capacity of the organisation to meet the objectives adopted in the Community Strategic Plan. It is vital for informing both Council and our community about the long-term financial position of our organisation. Council's Long-Term Financial Plan covers a period of 10 years and will be updated annually following the adoption of each of Council's Annual Operational Plans.



COMMUNITY ENGAGEMENT STRATEGY

The Community Engagement Strategy demonstrates Council's commitment to actively engage the local community through best-practise consultation methods. It sets out clear guidance about how Council will engage with the community and outlines Council's approach to community engagement including the methodologies, tools and techniques.



WORKFORCE MANAGEMENT PLAN

The Workforce Management Plan forms a critical part of Council's Resourcing Strategy and provides a framework for aligning decisions about human resources (such as recruitment, development, internal deployment, career paths etc.) with outcomes, goals and strategies in the Community Strategic Plan.

APPENDIX 2 – GLOSSARY

Term	Definition
AELEC	Australian Equine and Livestock Events Centre
Annual budget	Council's annual budget identifies the planned expenditure and revenue approved by Council for a financial year. This includes any specific activities identified as a priority under the Operational Plan
Annual Operating Plan (AOP)	This annual operating plan provides details of projects and activities contained in the Delivery Program
Asset	An economic resource owned or controlled by Council that enables services to be provided and that has a used life of greater than 12 months
Asset management	A systematic approach through which Council optimally and sustainably manages its assets and asset systems, their associated performance, risks and expenditures over all phases of their life cycles
Balance Sheet	This discloses the assets, liabilities and equity of Council
Biodiversity	The variety of life in all its forms, levels and combinations
Capital income	This shows the degree to which operating revenues can cover commitments for operating costs and asset renewals
Capital Works Program	Council's major works program assigned to 'capital' budgets (usually achieved over a four year period). It should be noted that not all expenditure within Council's Capital Works Program is capitalised Corporate Finance
Cash Flow Statement	This statement presents the cash flows associated with Council's operating, financing and investing activities
Catchment	Area of land that drains rainfall into a river or lake
Community engagement	Refers to the level of public participation in the development of the Community Strategic Plan. Council is required to adopt a community engagement strategy prior to preparation of the Plan to ensure that, at a minimum, Council has worked directly with the community and that community concerns and aspirations have been consistently understood and considered
Community Strategic Plan CSP	Identifies the community's main priorities and aspirations for the future and sets out strategies to achieve them. Council's role is to initiate, prepare and maintain the Plan on behalf of the area but other partners such as state agencies and community groups also play a role in delivering the long term objectives of the plan
Debt servicing ratio	Principal and interest on debt divided by available revenue to fund debt
Delivery Program	This is a statement of a commitment to the community. It outlines what Council intends to do towards achieving its long term objectives and priorities

Term	Definition
Destination Tamworth	Is a brand developed by Council to promote the region as a destination to live, work, play & invest?
Fair Value	This is a rational and unbiased estimate of the potential market price of a good, service, or asset. It takes into account such objective factors as: acquisition/production/distribution costs, replacement costs, or costs of close substitutes
Goals	Statement detailing what Council would like to achieve
Governance	Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern
Heritage	Refers to the extensive aboriginal, natural, social and built history of the Tamworth Region. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy
Income Statement	This statement shows the operating result and change in net assets from operations for the year
Infrastructure	Roads, buildings, bridges, pavements, cycle ways and other constructions
Intangible assets	Acquisitions that provide long term benefits but do not have a physical form, e.g. licences
IP&R Framework	All councils in NSW work within the framework specified in the Office of Local Government's (OLG's) Integrated Planning and Reporting (IP&R) Manual. It addresses the minimum requirements to meet the intent of the Act and outlines processes and activities to achieve an integrated strategic plan at the individual local government level
IPART	Independent Pricing and Regulatory Tribunal of NSW. The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans
Issue	A key area of concern or priority identified by the community and Council that needs to be addressed
Key strategies/plans	Key documents developed to articulate what steps will be taken to achieve the goals
Local Environmental Plan (LEP)	An environmental planning instrument that contains legally binding provisions relating to development
Mission	A brief description of organisation's fundamental purpose
Namoi Joint Organisation Walcha Council	Comprising the Councils of Gwydir Shire, Gunnedah Shire, Liverpool Plains Shire, Narrabri Shire, Tamworth Regional, of Councils
Net financial liabilities ratio	Liabilities less assets divided by operating revenue
Operating surplus ratio	Operating result divided by total operating revenue excluding capital items

Term	Definition
Performance measures	A set of measurements to help the organisation reach its goals
Performance statement	The Performance Statement outlines the Key Strategic Activities and how the organisation has performed against the set performance targets. This statement is independently audited and printed in the Annual Report
Program	A program is an endeavour to deliver a particular strategic outcome and related benefits, and in doing so, coordinates a group of related projects, activities and work streams. Programs of services are natural groupings of services e.g. Waste Management Program includes waste collection, waste disposal, waste recycling and city cleaning services
Resourcing Strategy	Identifies who is responsible for the issues determined in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of Government and some will be community groups or individuals. The Resourcing Strategy consists of three components: <ul style="list-style-type: none"> • Long Term Financial Plan • Workforce Management Plan • Asset Management Plan
Risk management	Good management which operates to minimise the incidence of injury, damage, or loss to persons or property and to the good reputation of Council
Section 64 Contributions	Cash contributions towards network assets from developers for water and sewer funds
Section 94 contributions	Cash contributions towards community assets from developers for general fund
Service charges	Annual charges for availability of waste, water and sewer services
Social justice principles	Measures that decrease or eliminate inequity; promoting inclusiveness of diversity; and establishing environments that is supportive of all people
Stakeholder	Any individual or group having a particular interest in a project or action
Tamworth Tomorrow	Council's Economic Development Strategy to 2021
The Long Term Financial Plan (LTFP).	Is one of the three components which make up the Resourcing Strategy that informs the Community Strategic Plan and Delivery Program
Themes	Recurring priorities guiding Council's strategic planning into a common area
TRECC	Tamworth Regional Entertainment and Conference Centre
Values	A principle, standard, or quality considered worthwhile or desirable
Vision	An aspirational description of what an organisation would like to achieve or accomplish in the mid-term or long-term future
Workforce Management Plan	This strategy enables Council to plan its future workforce needs against the CSP and DP

APPENDIX 3 – ACRONYMS

AOP	Annual Operating Plan
ABS	Australian Bureau Statistics
AELEC	Australian Equine and Livestock Events Centre
AMP	Asset Management Plan
AMPs.	Auction market preferred stock
AOP	Annual Operating Plan
BCA	Building Code of Australia
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CPI	Consumer Price Index
CRM	Customer Request Management (system)
CSP	Community Strategic Plan
DCP	Development Control Plan
DLG	Division of Local Government
DP	Development Plan
EEO	Equal Employment Opportunity
EMT	Council's Executive Management Team
EP&A Act	Environmental Planning and Assessment Act 1979
EPA	Environment Protection Authority
GIPA	Government Information (Public Access) Act 2009
GIS	Geographical Information System

HACC	Home & Community Care services
HACC	Home and Community Care
IP&R	Integrated planning & reporting framework
IPART	Independent Pricing and Regulatory Authority
IPP& E	Infrastructure, property, plant & equipment
LEP	Local Environmental Plan
LG	Local Government
LTFP	Long Term Financial Plan
LTI	Lost time injury rate (relating to our employees)
NAMSPLUS3	NAMS.PLUS2 provides templates and modelling tools for asset management
NICSE	Northern Inland Centre for Sporting Excellence
NOW	NSW Office of Water
PAMP	Pedestrian Access and Mobility Plan
RFS	Rural Fire Service
RMS	Roads and Maritime Services
SES	State Emergency Service
TRECC	TamworthRegional Entertainment and Conference Centre
TRIM	Total Records and Information Management
WFP	Work Force Plan
WHS	Work Health and Safety



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