

Tenterfield Shire Community Strategic Plan 2013-2023



This document describes our community's aspirations and priorities it would like to achieve in the next 10 years



This document was produced and is available from Tenterfield Shire Council.

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Section 1 – Introduction

1.0

Introduction

1.1 Understanding the Community Strategic Plan

The Tenterfield Shire Community Strategic Plan was first published in 2011. It is a strategic document that expresses our community's priorities and aspirations. It is being used to guide and co-ordinate the Council's activities over a 10 year period. Together with our long term financial plan, workforce plan and asset management plans it will ensure we maintain an agreed and effective way forward.

To be truly effective the Plan and its stated priorities should influence and direct any specific strategies we develop or review. The actions detailed in Council's 4 Year Delivery Program and 1 Year Operational Plan are prepared in line with the Tenterfield Shire Community Strategic Plan.

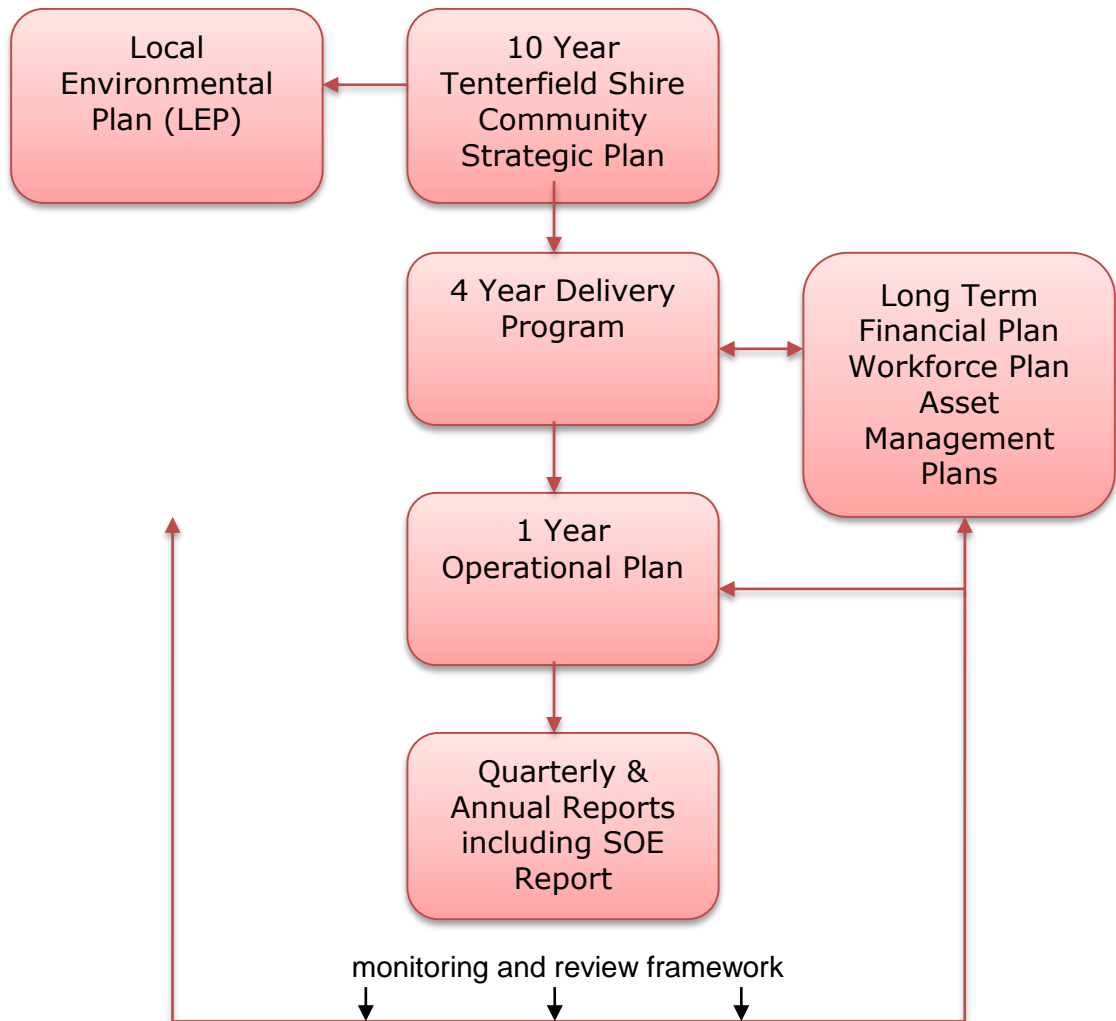
Strong and positive partnerships with the community and government bodies and agencies will be critical if Council is to be effective in achieving the priorities established within the Plan.

The Tenterfield Shire Community Plan has also informed the review of Council's Local Environmental Plan (LEP), which is the principal planning instrument for the Shire.

We report on our delivery of the Plan's commitments through our Annual Report. Within each 4 year electoral cycle we will undertake a complete review to judge and measure the Plan's progress and respond to changes in the community's aspirations, demographic data, technological advances, new studies and Federal and State Government thinking. This is the first review of the Community Strategic Plan and Delivery Program by the new Council (elected in September 2012) since the Plan was first adopted in 2011.

The Community Strategic Plan is the highest level plan that Council prepares and is based on the Integrated Planning and reporting Framework that is described on the next page.

Integrated Planning and Reporting Framework



Appendix A provides a Strategy Map, which enumerates an overview of how the framework cascades down to Council's services and activities.

1.2 Mayor's Message

On behalf of the elected Council, I am delighted to present the revised Tenterfield Shire Community Strategic Plan. This plan outlines the priorities and aspirations of the community that have been identified from a range of community consultations as described in the Tenterfield Shire Community Engagement Strategy.

Key issues put forward by the community that Council will need to give consideration to were:-

- Economic growth including a focus on tourism across the Shire
- Tenterfield Main Street up-grade
- Ensure medical services continue to be provided and improved and that a new hospital be secured
- Improved maintenance of roads and streets
- Introduce recycling
- Alternate heavy vehicle by-pass for Tenterfield
- Continued communication between Council and the community
- Continued support for volunteers
- Financial sustainability of Council

This Community Strategic Plan sets out Council's key directions for the next 10 years. It is however a living document and under review from ongoing community consultation, which Council believes is the key factor in appropriately servicing the needs of Tenterfield Shire residents.

I am proud to present Council's Tenterfield Shire Community Strategic Plan 2013-2023 and I look forward to working with Council, community, staff and all stakeholders in implementing the many programs and strategies contained within the document.

Peter Petty
Mayor

1.3 General Manager's Message

I am pleased to present the revised Community Strategic Plan 2013-2023, which is a strategic document that reflects our community's priorities and aspirations. It will guide and co-ordinate all Council's activities over a 10 year period. Together with our Long-Term Financial Plan, Workforce Plan and Asset Management Plans it ensures we have a coordinated and focussed way forward.

Specifically, in response to the extensive community engagement for the Community Strategic Plan, Council will aim to meet the needs and aspirations of the Tenterfield Shire community over the next 10 years by encouraging:

- Population growth;
- Prospering business district;
- Prospering economic development across the Shire;
- Prospering tourism industry.

By providing in partnership with the community:

- Well maintained roads, parks and gardens;
- Best practice water and sewer services;
- Balance of heritage, environmental constraints and development.

In partnership with the community and state agencies we will have:

- A community built on friendliness, culture and lifestyle;
- Adequate health, transport and community services;
- Waste to land fill will be reduced by 40%.

Financial sustainability is fundamental and Council is committed to ensure sound financial responsibility that is shared respectfully across the Shire and amongst the community. The 10 year Financial Plan is linked to Asset Management Plans and updated annually to ensure that we are on target. Special rates variations and loan funding will also be required to meet financial sustainability into the future.

The challenge into the future is how our Shire in partnership with all stakeholders, not the least being the community itself, will use our combined strength to remain a unique place and therefore be sustainable for generations to come.

Lotta Jackson
General Manager

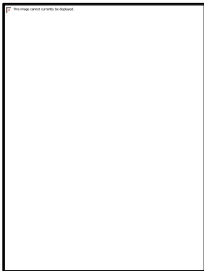
1.4 Elected Representatives



Clr Gary Verri
A Ward



Clr Peter Petty
A Ward



Clr Blair Maxwell
B Ward



Clr Thomas Peters
B Ward



Clr Mary Leahy
C Ward



Clr Brian Murray
C Ward



Clr Donald Forbes
D Ward



Clr Carol Schiffmann
D Ward



Clr Toni Hull
E Ward



Clr Michael Petrie
E Ward

1.5 Our Mission, Vision and Corporate Values

Our Mission

Tenterfield Shire Council provides local civic leadership and a wide range of community services and facilities.

Our mission statement "Quality Nature, Quality Heritage and Quality Lifestyle" provides focus and direction in the manner in which we provide leadership and services.



Our Vision

- To establish a shire where the environment will be protected and enhanced to ensure sustainability and inter-generational equity,
- To recognise and actively develop our cultural strengths and unique heritage,
- To establish a prosperous shire through balanced, sustainable economic growth managed in a way to create quality lifestyles and satisfy the employment, environmental and social aims of the community,
- To establish a community spirit which encourages a quality lifestyle, supports health and social well-being, promotes family life and lifestyle choices,
- To establish a community spirit which promotes opportunities to participate in sport and recreation, promotes equal access to all services and facilities, and
- To encourage all people to participate in the economic and social life of the community with a supportive attitude towards equal life chances and equal opportunity for access to the Shire's resources.

Our Corporate Values

At Tenterfield Shire Council we value our staff and recognise that they are central to the success of our organisation. Our Workforce Plan "Investing in our Employees" provides a strategic framework for developing our workforce so that it is appropriately skilled and flexible to best meet the challenges ahead.

Our corporate values express how we as Council wish to conduct ourselves as an organisation and reflect the manner in which Council desires to engage with its community. They provide a reference point for all staff. Our five corporate values are I CARE:

1. **Integrity** – ensuring openness and honesty in all our activities
2. **Community focus** – delivering prompt courteous and helpful service
3. **Accountability** – accepting responsibility for providing quality services and information
4. **Respect** – treating people with courtesy, dignity and fairness regardless of our personal feelings about the person or issue
5. **Excellence** – being recognised for providing services and programs that aim for best practice.



Section 2 – About the Plan

2.0

About the Plan

In June 2011 Council adopted its first Community Strategic Plan as a blueprint to guide Council and the community over the next 10 year period.

Community strategic plans pursuant to the requirements of the NSW Division of Local Government must reflect the entirety of the local community's priorities and aspirations for the future, not just those priorities that a local Council may be directly responsible. At the same time, it is the responsibility of Councils to report to the community on progress towards achieving the totality of their priorities and desired outcomes, regardless of a Council's influence over them.

This custodial role in initiating, developing and monitoring the community strategic plan on behalf of the community will be pivotal in the quest to put in place the necessary drivers to ensure a continual sustainability in people's quality of life and quality of living standards. This new leadership role will also require Council to integrate the activities of Federal and State agencies to align with local community priorities.

The legislation makes it clear that if we are to achieve sustainability our Community Strategic Plan must pay specific attention to the foundations of sustainability often referred to as the quadruple bottom line (QBL) considerations – environmental, social, economic and government leadership. The QBL approach also dictates that the Community Strategic Plan is balanced and holistic in its outlook and importantly ensures that no one particular aspect dominates.

Council in developing its Community Strategic Plan has adopted a set of high level principles to provide general guidance and direction in the establishment and prioritisation of community outcomes. These principles over time will need to become part of Council's every day decision-making, actions and management practices.

These principles will also greatly assist Council in ensuring that our planning and reporting framework takes a long-term view when making decisions and takes consideration of social, environmental and economic factors.

The Tenterfield principles of sustainability whilst significantly influenced from community engagement feedback, also generally cover the prudent functioning of a sustainable shire.

1. Provide a uniquely Tenterfield Shire long-term vision based on sustainability, intergenerational, social and economic equity.
2. Achieve long-term economic and social security.
3. Recognise the value of the natural environment and biodiversity ensuring their protection and restoration.
4. Empower people and foster community engagement.

5. Grow cooperative networks to work towards a common, sustainable future.
6. Promote sustainable production and consumption, through smart use of environmentally sound technologies and practices.
7. Recognise and build on the distinctive characteristics of Tenterfield Shire, including its people, places, culture, history and natural systems.
8. Enable continual improvement of government leadership, based on proactive advocacy, transparency, accountability and good governance principles.

These principles are incorporated into Council's Community Engagement Strategy in various ways, like a focus on quadruple bottom line outcomes and targeted questions on the content of the principles.

The Community Strategic Plan is also based on the social justice principles of equity, access, participation, and rights. Specifically Council supports and integrates into all its planning the following principles:-

- There is equity in the distribution of resources.
- Rights are recognised and promoted.
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life.
- People have better opportunities for genuine participation and consultation about decisions affecting their lives.

These principles are incorporated into Council's Community Engagement Strategy through targeted questions to obtain feedback on social factors like access and equity issues, affordable housing, community consultation and engagement methodologies and ethical practices of government leadership.

2.1 Building the Plan

Community Engagement is the foundation and key building block of the Community Strategic Plan.

Council's Community Engagement Strategy was structured to enable as many key stakeholders and representative groups to participate as possible and at this time the revised plan included:

- Open community forums
- Community survey questionnaires

The public forums held during November/December 2012 followed a set format in addressing Council's six "Key Focus Areas", which are targeted at addressing the quadruple bottom line considerations – environmental, social, economic and government leadership.

Eight (8) community forums were held and 4000 surveys were distributed to all households in the Shire. Almost 400 of the surveys were returned (9.2%) and the community responses have been sorted into quadruple bottom line considerations.

After identifying all of the best and worst issues facing the community about living in Tenterfield Shire, participants were asked to prioritise their issues and their thoughts. A summary of the key issues brought up by the community were as follows:

Likes:

Climate;
Warm and friendly community;
Nature, parks and gardens;
Lifestyle
Heritage.

Don't like:

Condition of the roads;
Council disunity;
The deterioration of the main street;
Lack of businesses and employment;
No recycling.

Future:

Economic Development;
Upgrade of the Main Street;
Tourism;
New Hospital/more doctors;
Better roads;
Heavy vehicle by-pass;
Recycling;
Attention to villages and their infrastructure needs;
More services for Youth and children;
Councillors that work together, and a dedicated Council working for the entire Shire.

The full results of these engagement processes for the revised Plan are presented within the "Community Engagement Strategy: Listening & Learning" report, which is available on Council's website at www.tsc.nsw.gov.au.

The following page provide pictorial view of the survey results.

Project Planning Process

Stage 1 – Situation Analysis	<ul style="list-style-type: none"> ○ New Councillor work-shop ○ Internal Service Delivery Review ○ Census Data, research and analysis
Stage 2– Community Engagement	<ul style="list-style-type: none"> ○ Revised Community Engagement Strategy
Stage 3 – Community Engagement	<ul style="list-style-type: none"> ○ Consult, involve and collaborate with the community through workshops and house hold surveys
Stage 4 – Data Analysis	<ul style="list-style-type: none"> ○ Synthesise findings
Stage 5 – Document revision	<ul style="list-style-type: none"> ○ Incorporate community feedback, service review, into the Delivery Program ○ Councillors to determine outcomes within their term in office ○ Revise Community Strategic Plan and update sections in line with the State Plan ○ Revise Work force Plan, Asset Management Plans and Long Term Financial Plan
Stage 6 – Future Analysis	<ul style="list-style-type: none"> ○ Develop the Operational Plan in line with the revised Community Strategic Plan, Delivery Program and associated Resourcing Strategies. ○ Environmental analysis ○ Long term Finance and resource projections
Stage 7 – Draft Documents on public exhibition	<ul style="list-style-type: none"> ○ Present draft Community Strategic Plan and all sub-plans to Council for public exhibition
Stage 8 – Inform and gain feedback from the Community	<ul style="list-style-type: none"> ○ Disseminate information to community through community forums and ask for submissions
Stage 9 – Adoption of revised Planning documentation	<ul style="list-style-type: none"> ○ Adoption of the community Strategic Plan, Delivery Program, Operational Plan and the Resourcing Strategy: Work Force Plan, Asset Management Plans and Long Term Financial Plan.

2.2 Resourcing the Plan

To maximise the chance of successfully achieving the expectations and objectives of the Community Strategic Plan, a long-term resourcing strategy has been prepared and aligned. This includes strategies for asset management planning, financial resources planning and workforce management planning. These documents are available on Council’s website at www.tsc.nsw.gov.au.

2.3 Delivering the Plan

The Community Strategic Plan sets:

- Directions – to match community aspirations and priorities;
- Strategies – to steer us in these directions; and
- Key Partners – identify who will assist us to achieve the actions and outcomes.

Council's 4 Year Delivery Program and 1 Year Operational Plan provide details on the principal activities to be undertaken by Council to achieve the objectives of the Community Strategic Plan.

The Delivery Plan is the point where Council takes ownership of the Community Strategic Plan objectives.

2.4 Revising and Monitoring the Plan

The community will have a chance to substantially revisit the Community Strategic Plan every four years following an election.

For the 2016 Council elections, the review must be completed within 9 months of the election, to allow the new Council to prepare its other Operational Plan for the following financial year.

Council will monitor and report on progress against the indicators and targets on a regular basis as per the legislation.

The Annual Report is the key point of accountability between Council and the community. The Annual Report will focus on implementation of the Delivery Program and Operational Plan.

2.5 Integrating Our Plans

The Community Strategic Plan must be integrated with the plans of the State Government. In particular, the legislation requires that “The Community Strategic Plan must give due regard to the State Plan and other relevant state and regional plans”.

Many of the goals and priorities established in the NSW State Plan are also priorities of the Tenterfield Shire community. Therefore, achievement of Council’s objectives and strategies will make a positive contribution towards achievement of the targets established by the NSW State Government.

The contribution of the Tenterfield Shire Community Strategic Plan to the NSW State Plan 2021 covers 32 key goals that are described below.

STATE PLAN	STATE PLAN GOALS	TENTERFIELD’S CONTRIBUTION STRATEGIES
Rebuild the Economy	1. Improve the performance of the NSW Economy	Key Focus Area 1
	2. Rebuild State Finances	
	3. Drive economic growth in regional NSW	Key Focus Area 1
	4. Increase the competitiveness of doing business in NSW	Key Focus Area 1
	5. Place downward pressure on the cost of living	Key Focus Areas 1 and 4
	6. Strengthen the NSW skills base	Key Focus Areas 1 and 4

STATE PLAN FOCUS	STATE PLAN GOALS - TRANSPORT	TENTERFIELD’S CONTRIBUTION STRATEGIES
Return Quality Services	7. Reduce travel times	
	8. Grow patronage on public transport by making it a more attractive choice	
	9. Improve customer experience with transport services	Key Focus Area 2
	10. Improve road safety	Key Focus Area 2

STATE PLAN FOCUS	STATE PLAN GOALS - HEALTH	TENTERFIELD’S CONTRIBUTION STRATEGIES
Return Quality Services	11. Keep people healthy and out of hospital	Key Focus Area 4
	12. Provide world class clinical services with timely access and effective infrastructure	Key Focus Area 4

Community Strategic Plan 2013-2023

STATE PLAN FOCUS	STATE PLAN GOALS – FAMILY AND COMMUNITY SERVICES	TENTERFIELD'S CONTRIBUTION STRATEGIES
Return Quality Services	13. Better protect the most vulnerable members of our community and break the cycle of disadvantage	Key Focus Areas 4 and 5
	14. Increase opportunities for people with a disability by providing support that meet their individual needs and realise their potential	Key Focus Area 4

STATE PLAN FOCUS	STATE PLAN GOALS - EDUCATION	TENTERFIELD'S CONTRIBUTION STRATEGIES
Return Quality Services	15. Improve education and learning outcomes for all students.	Key Focus Area 4

STATE PLAN FOCUS	STATE PLAN GOALS – POLICE AND JUSTICE	TENTERFIELD'S CONTRIBUTION STRATEGIES
Return Quality Services	16. Prevent and Reduce the level of crime	Key Focus Area 4
	17. Prevent and reduce the level of re-offending	
	18. Improve community confidence in the justice system	Key Focus Area 4

STATE PLAN FOCUS	STATE PLAN GOALS	TENTERFIELD'S CONTRIBUTION STRATEGIES
Renovate Infrastructure	19. Invest in critical infrastructure	Key Focus Area 2
	20. Build liveable centres	Key Focus Areas 1,3,4 and 5
	21. Secure potable water supplies	Key Focus Area 2

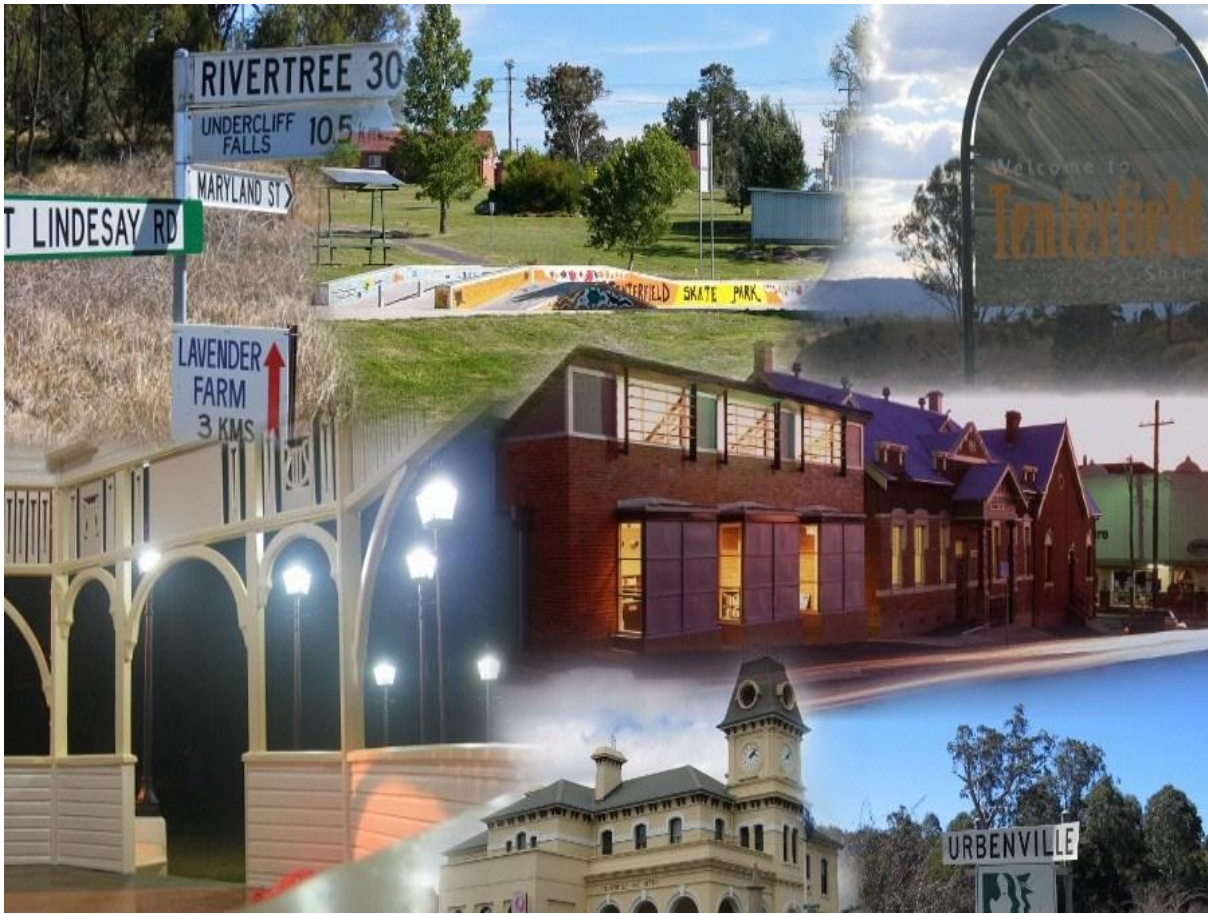
STATE PLAN FOCUS	STATE PLAN GOALS	TENTERFIELD'S CONTRIBUTION STRATEGIES
Strengthening our Local Environment and communities	22. Protect our natural environment	Key Focus Area 3
	23. Make it easier for people to look after their own neighbourhoods and environments	Key Focus Areas 3 and 5
	24. Make it easier for people to be involved in their communities	Key Focus Areas 3, 4 and 5
	25. Increase opportunities for seniors in NSW to fully participate in community life	Key Focus Area 4
	26. Fostering Opportunity and partnerships with Aboriginal people	Key Focus Areas 4 and 5
	27. Enhance cultural, creative, sporting and recreation opportunities in sporting activities	Key Focus Areas 4 and 5
	28. Ensure NSW is ready to deal with major emergencies and natural disasters	Key Focus Areas 2 and 3

STATE PLAN FOCUS	STATE PLAN GOALS	TENTERFIELD'S CONTRIBUTION STRATEGIES
Restore Accountability to Government	29. Restore confidence and integrity in the planning system	Key Focus Areas 3 and 6
	30. Restore trust in State and Local Government as a service provider	Key Focus Area 6
	31. Improve government transparency by increasing government information	Key Focus Area 6
	32. Involve the community on government policy, services and projects	Key Focus Area 6

Further, regional priorities are integrated into the actions in the key focus areas in accordance with the to the New England North West Regional Action Plan 2021.

REGIONAL PRIORITIES	TENTERFIELD'S CONTRIBUTION STRATEGIES
1. Support sustainable economic growth	Key Focus Area 1
2. Invest in regional and local infrastructure	Key Focus Area 1 and 2
3. Improve education pathways for young people	Key Focus Area 1 and 4
4. Deliver quality integrated health services	Key Focus Area 4
5. Deliver integrated coordinated human services	Key Focus Area 4
6. Support strong sense of communities	Key Focus Area 1

Council also take into account a number of other important regional plans and strategies including Northern Rivers Catchment Management Plan, Border Rivers Gwydir Catchment Management Plan and the Hunter New England Area Health Plan.



Section 3 – Tenterfield Shire Profile

3.0 Tenterfield Shire Profile

Accurate information about the make-up of our economy, environment, population and projections into the future are critical for prudent long-term planning of needs, aspirations and works and services that satisfy the needs of the community.

Our Shires First Inhabitants

Tenterfield Shire was first inhabited by the Jukembal people with their territory straddling the Great Dividing Range from near Glen Innes to Stanthorpe. The name Jukembal means "the people who say 'jogom'" (jogom meaning no).

The Place

The Shire of Tenterfield is set astride the Great Dividing Range at the northern end of the New England highlands.

The major centre of Tenterfield is located 770km north of Sydney and 270km south of Brisbane. Other centres within the Shire include the villages of Drake, Jennings, Legume, Stannum, Liston, Torrington and Urbenville. Localities include Bolivia and Mingoola.

The Shire covers an area of 713,439 hectares including mountains and rural landscapes.

History

Tenterfield Shire first inhabited by the Jukembal people. The Tenterfield township was gazetted on October 7, 1851 with the Municipality of Tenterfield being incorporated on November 22, 1871.

Australian explorer Allan Cunningham approached nearest the site of present day Tenterfield in 1827.

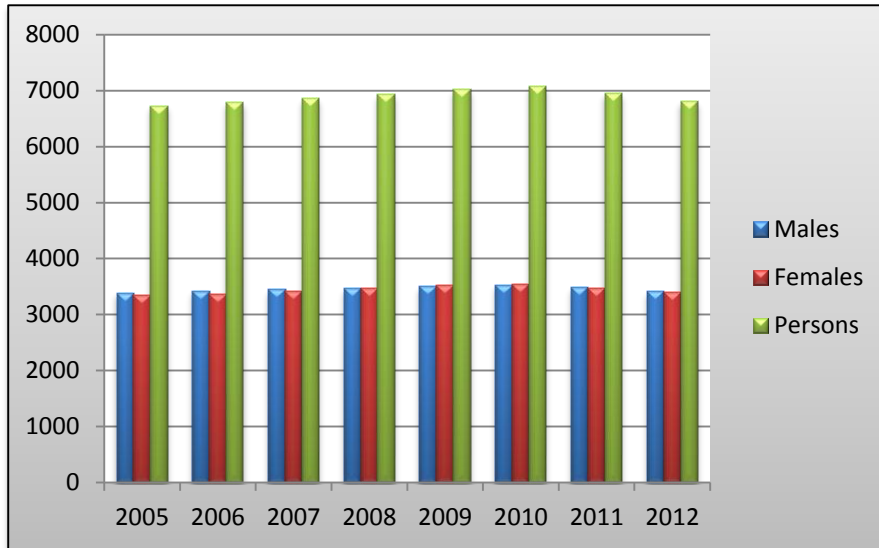
Debate as to the naming of Tenterfield continues with the most generally accepted evidence being in favour of Sir S.A. Donaldson naming the locality after the home of his maiden aunts in Haddington, Scotland.

The most momentous and far-reaching event in the history of Tenterfield was the 'Federation Speech' by the then NSW Premier, Sir Henry Parkes, which led to Federation of the Australian states on January 1, 1901 and gave Tenterfield the name of 'birthplace of a nation'.

The Population

Tenterfield Shires population is 6,805. Since 2012 this is an increase of 79 persons or 1.17%.

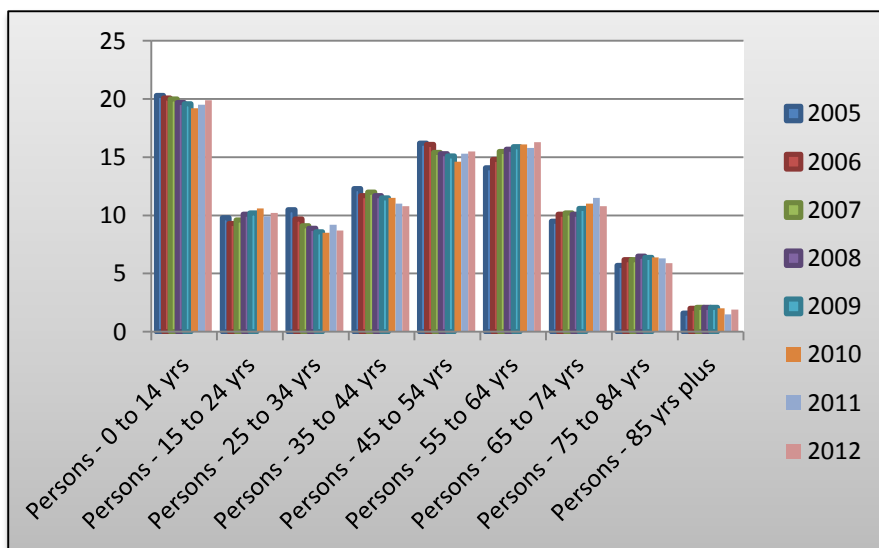
Graph 1 – Estimated Residential Population



The three largest population groups in 2012 were 0-14 years age group (19.9%), the 45-54 years age group (15.5%) and the 55-64 years age group (16.3%).

Age groups less than 25 years accounted for 30.1% of the total population, whilst those over 65 years accounted for 18.6% of the population.

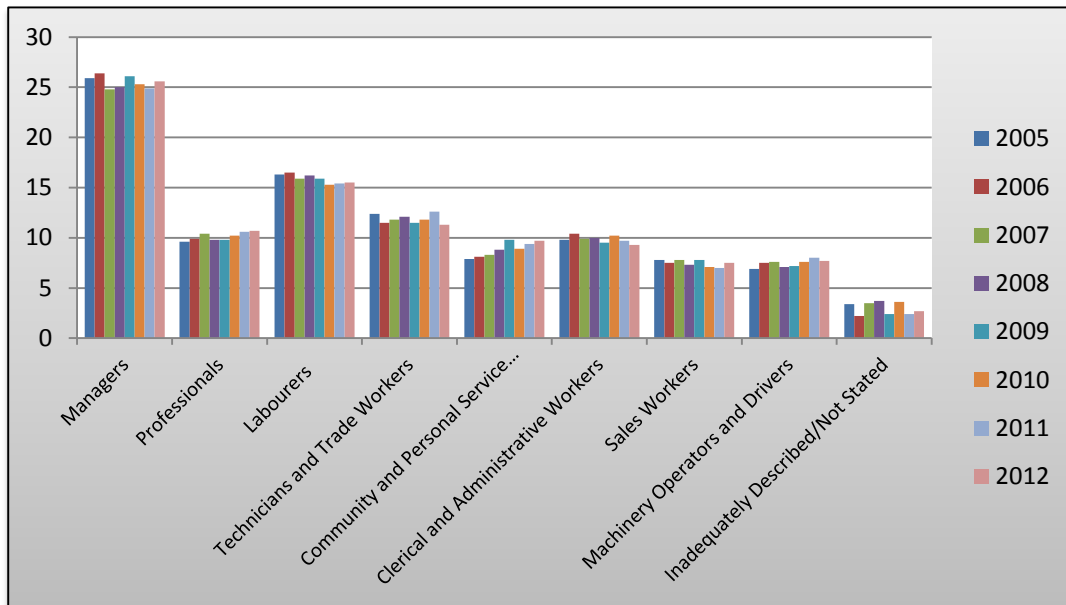
Graph 2 – Population by Age Group



Employment and Development Activity

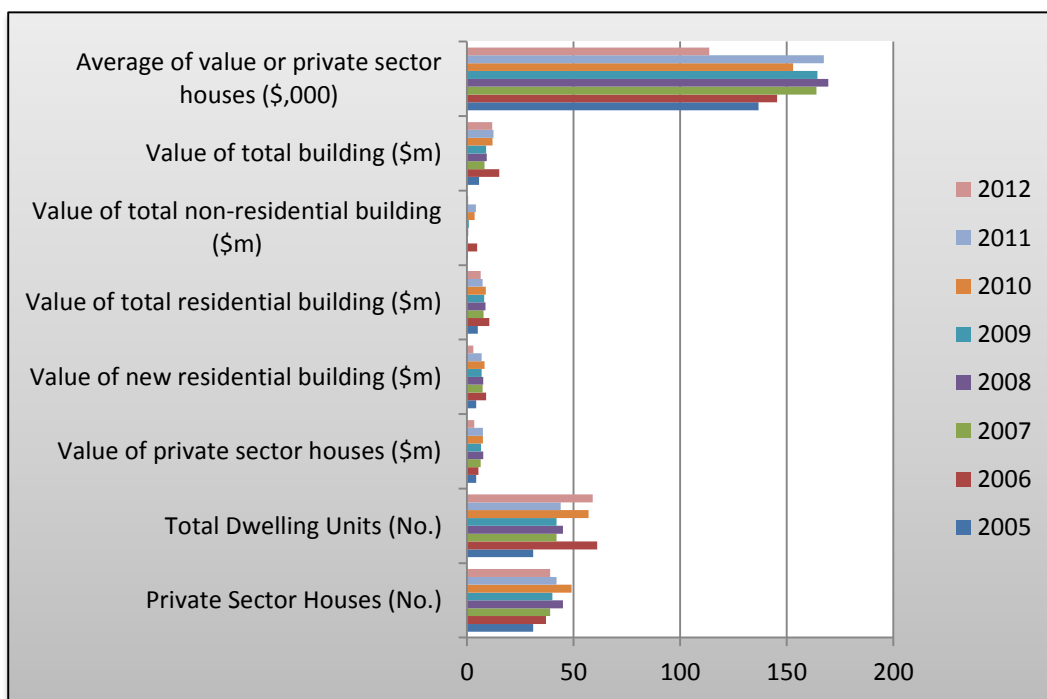
The four main occupations in Tenterfield Shire are managers (25.6%), labourers (15.5%) and technicians and trade workers (11.3%) and professionals (10.7%).

Graph 3 – Wage & Salary Earners by Occupation



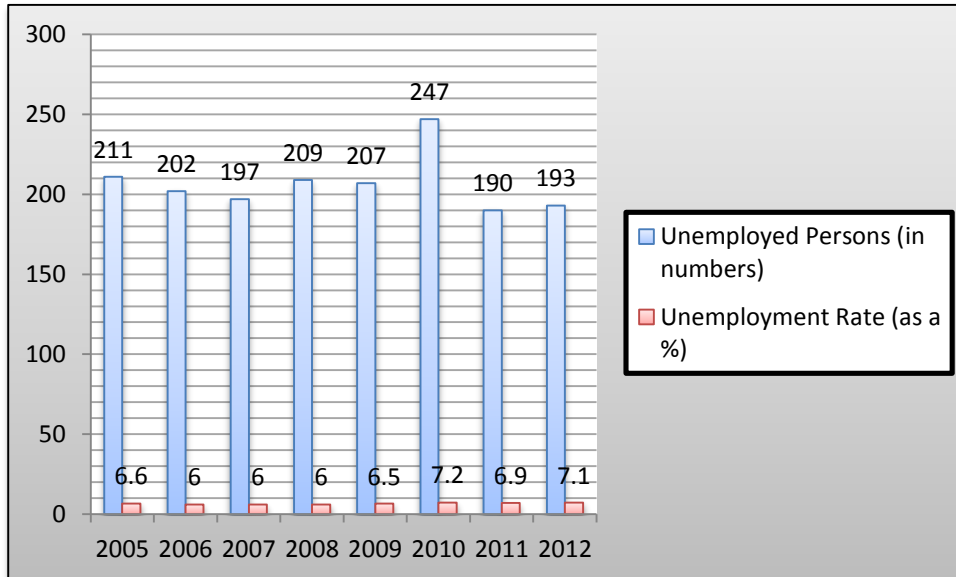
Total dwellings and units constructed decreased from 62 in 2005 to 39 in 2012, a total decrease of 38.7%. The total value of building rose from \$5.6mil in 2005 to \$11.8mil in 2009, an increase of 110.7%.

Graph 4 – Building Approvals



Tenterfield Shire had an unemployment rate of 7.1% in 2012 up from 6.6% in 2005.

Graph 5 – Unemployment



The Environment


Tenterfield Shire contains many areas of natural beauty and straddles the Great Dividing Range in the north of NSW, with approximately half the Shire entering the Clarence Catchment on the east and half entering west into the upper Murray-Darling Basin. The Shire generally consists of undulating to hilly landscape and ranges from approximately 150m to 1500m above sea level.

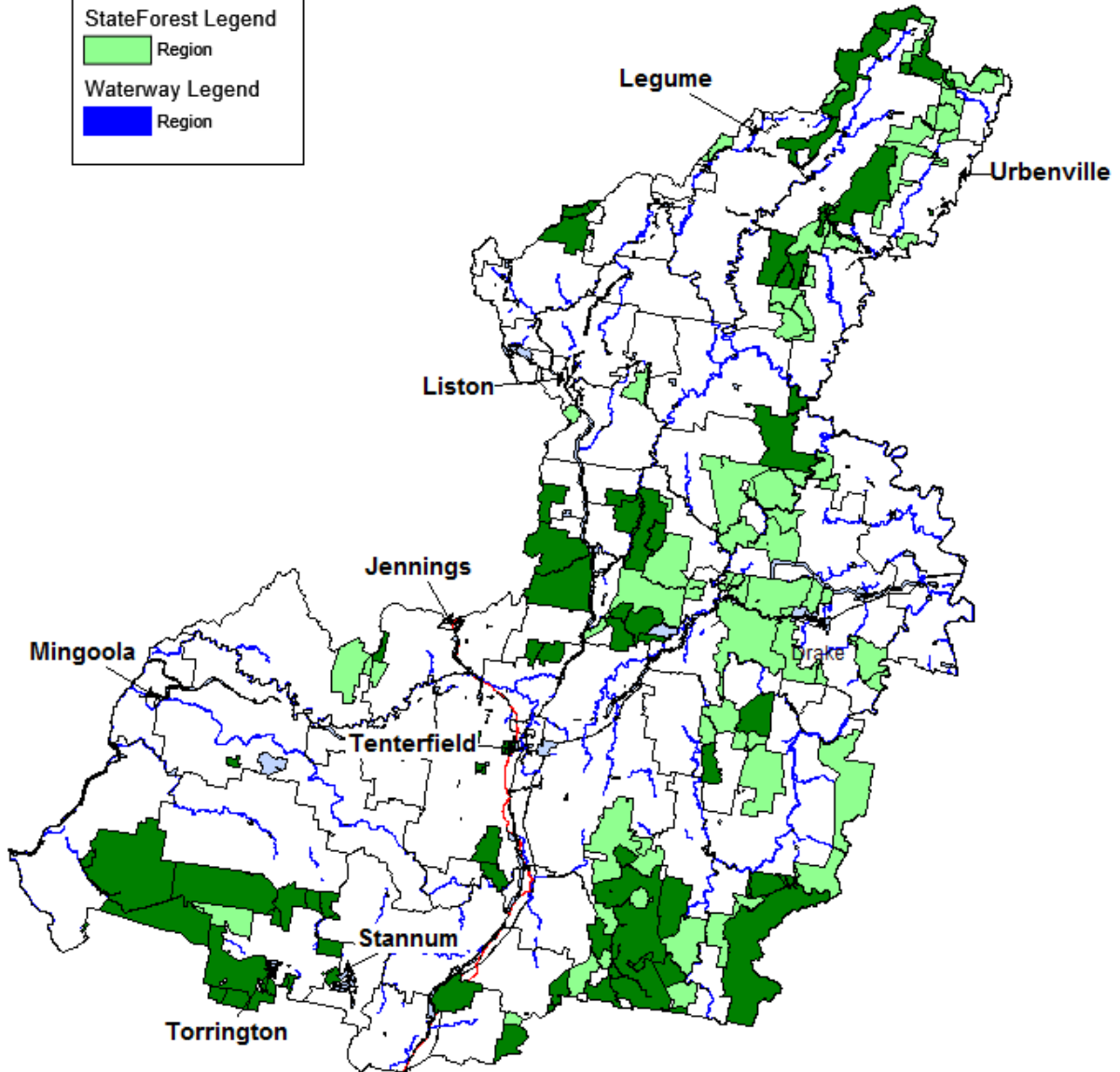
Rainfall and temperatures vary, with the area generally experiencing warm summers and cool to cold winters, with a summer dominate rainfall pattern. Mean maximum temperature is 21.4°C and mean minimum 8°C. Average annual rainfall is 850.2mm.

The Shire is home to high levels of biodiversity, a large proportion of endemic species and threatened species that are no longer found in other areas of Australia.

Tenterfield Shire Map

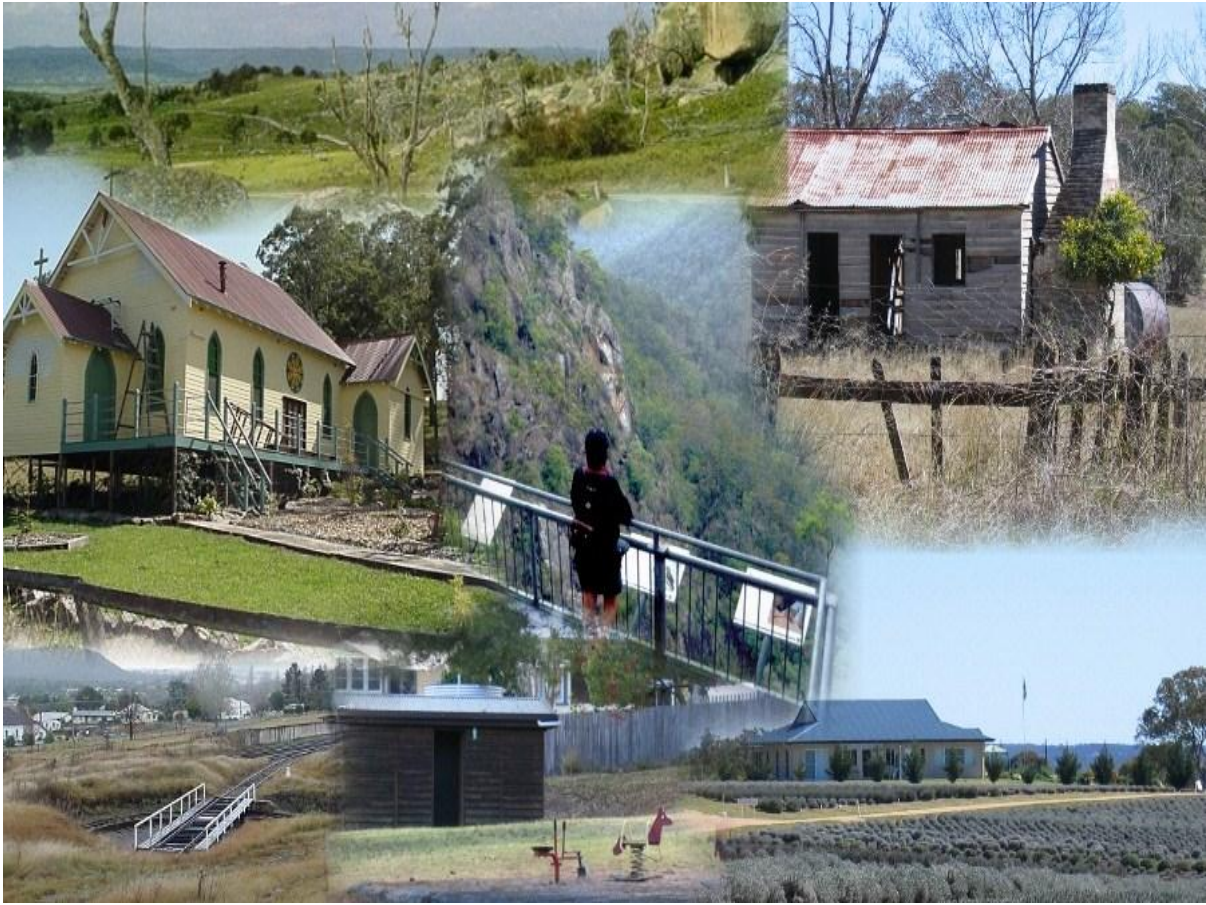
Tenterfield Shire Legend

NationalPark Legend	
	Region
StateForest Legend	
	Region
Waterway Legend	
	Region



Tenterfield Shire Council – Vital Statistics

STATISTICAL ITEM	NUMBER	LOCATION/COMMENT
Population	6,394 6,793 6,805	Census 2001 Census 2006 Population 30 June 2012
Council Area (sq kms)	7,177	
Voters on the Roll	4,727	As at 30 July 2012
Towns	4	Tenterfield, Jennings, Urbenville & Drake
Villages/Localities	5 Villages 46 Localities	Data from Council's GIS
Council Airports	Nil	
Council Landing Strips	1	Sunnyside Platform Road
Waste Transfer Facilities	3	Tenterfield, Urbenville & Drake
Landfill Sites	4	
Sewerage Treatment Plants	2	Tenterfield & Urbenville
Water Treatment Plants	2	Tenterfield & Urbenville
Village Water Schemes	Nil	
Kilometres Sealed Roads	495.759 km	Data from Asset Management System
Kilometres Unsealed Roads	1,107.899 km	Data from Asset Management System
Timber Bridges	64	Data from Asset Management System
Concrete/Other Bridges	88	Data from Asset Management System
Council Owned Buildings	112	Data from Asset Management System
Council Properties and Land Parcels	67 Council Properties 14,603 Parcels of Land	Data from Asset Management System and Rating System
Swimming Pools	1	
Rate Notices	4,710	As at 1 March 2013
Estimated Budget Expenditure 2012/2013 (incl. Depreciation)	\$18,132,396	Operational Plan Budget
Estimated Capital Expenditure 2012/2013	\$7,300,111	Operational Plan Budget
Total Land Value 2012/2013	\$910,111,840	As at 3 February 2013

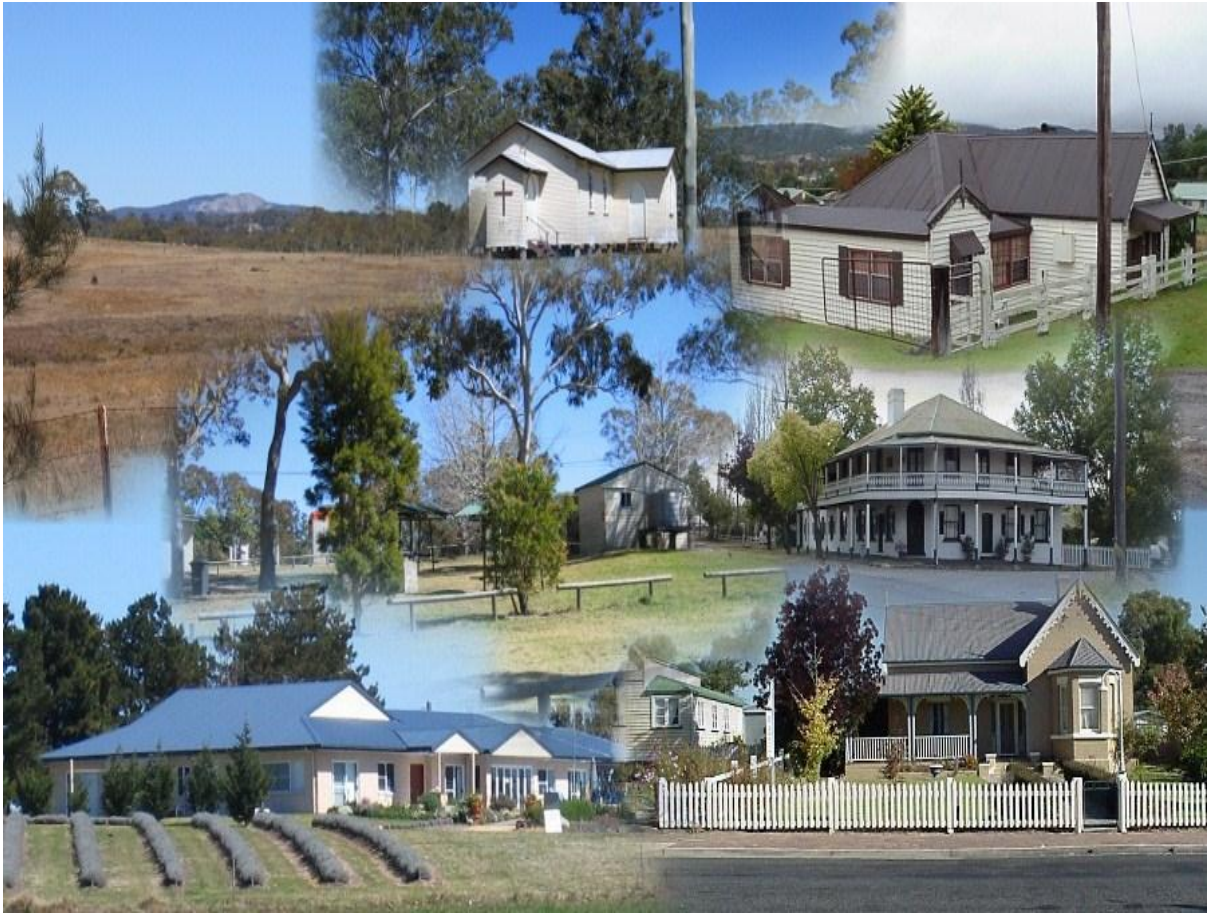


Section 4 – Community Priorities

4.0 Community Priorities

Where are we now?	Where do we want to be?	How will we get there?
Tenterfield Town Centre looks tired and there are several shops vacant	A vibrant and inviting Town Centre with business activity in all shops and green spaces and places to meet and relax.	Implement the Main Street Masterplan. Implement the Economic Development Strategy
Tenterfield is not necessarily a destination in its own right. Tourism is catered for but there is room to broaden and expand as a priority throughout the Shire	An inviting Shire for people visiting and relocating.	An LEP that ensures that innovation and creativity in Tourism ventures are encouraged and permissible across the entire Shire.
A low population base for the size of the Shire	Increased population both in the town, villages and rural areas. Increased retention of Youth, increased numbers of families, people from diverse cultural backgrounds and retirees.	An LEP that ensures that innovation and creativity in business ventures are encouraged and permissible across the entire Shire.
The natural Environment, fresh air and green spaces Beautiful parks, gardens and National Parks	Retain and improve our Parks and Gardens, retain and advocate for improved access to our national Parks	Ensure adequate maintenance budget is provided for each financial year to keep our parks and gardens beautiful. Provide services for the reduction and removal of Noxious weeds
No coordinated information on our population groups and what community services are available	Quality Community Services provided for all population groups that require these including but not limited to: Mental health Care Aged and Disability Services Child Care Services Youth Services Family Support Aboriginal Specific services Women's health services Men's health services	Lobby service providers and government departments to ensure services are provided to meet community needs
Hospital services are available but the building	Local Medical Services including Hospital Services	Lobbying New England health ad NSW State

Where are we now?	Where do we want to be?	How will we get there?
<p>and facilities are out dated.</p> <p>Visiting specialists and allied health services</p> <p>GP practitioner at the hospital 7 days per week</p> <p>No doctor at Bonalbo Hospital</p>	<p>in modern facilities for all residents to access.</p>	<p>Government for a new Hospital to be put on their capital works schedule within the next 10 years</p> <p>Lobby Northern Rivers Area Health Services for a doctor at Bonalbo.</p>
<p>Roads are in poor to average condition across the Shire</p>	<p>Roads that are safe with acceptable service levels as determined by the community and based on Council's affordability</p>	<p>Asset Management Plans are linked to the Long Term Financial Plan</p> <p>Ensure that Asset Management Plans are updated each year and actions are incorporated within the Operational Plan each year including budgets</p> <p>Lobby State and Federal Governments for additional funding to address back log</p>
<p>Timber bridges are old and need replacement within a not too distant future</p>	<p>Bridges are safe.</p>	<p>Asset Management Plans are linked to the Long Term Financial Plan</p> <p>Lobby State and Federal Governments for additional funding to address back log</p>
<p>Villages have asked for amenities, bins, signage and general upgrade of main recreational areas.</p>	<p>All villages have public amenities, good signage including for tourism, bins available, a recreational area and hall that are maintained by the community</p>	<p>Councillors and staff will work closely with the village progress and or hall associations to assist with progressing all villages to the same or similar standard.</p>
<p>Council is working as a team to meet the needs of the community</p>	<p>Council is united and the strategic direction is achieved.</p>	<p>Councillors will focus on the strategic and policy issues, and the General Manager and staff implement the actions within the Integrated Planning and Reporting Framework.</p>
<p>Weak financial positions</p>	<p>Financial Sustainability Remain autonomous</p>	<p>Special rates variations, loans, cut in service levels where not detrimental, staff audit, activities audit, grant funding, rate-pegging.</p>



Section 5 –

Key Priority Focus Areas

5.0

Key Priority Focus Areas

Priority Focus Area No	Focus Area
1	Our Towns, Villages and Economic Growth
2	Our Infrastructure
3	Our Environment
4	Our Community
5	Our Sport, Recreation & Culture
6	Government Leadership

Key Priority Focus Area 1 - Our Towns, Villages & Economic Growth

This focus area refers to those plans, policies, initiatives and actions that support the liveability and economic vitality & sustainability of the Tenterfield Shire area. It includes place management strategies to improve the look and feel of town centres and villages, promotion of economic growth and tourism, through to land use and development planning. It generally represents the “economic” component of the QBL.

Directions:

- 1.1 Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities.
- 1.2 Tourism is promoted and tourists are welcomed and make a positive contribution to the community and economy.
- 1.3 The individual unique qualities and strong sense of local identity of Tenterfield Shires towns and villages is respected and recognised and promoted.
- 1.4 Buildings are well designed, safe and accessible and the new is balanced with the old.
- 1.5 Land use planning strategies and polices enhance and support sustainable economic growth
- 1.6 Our places and spaces will be attractive, liveable, sustainable and grow the Shire.
- 1.7 There will be a range of affordable transport options to allow movement of people and services within and to and from the Shire.
- 1.8 Tenterfield Shire has a heavy vehicle by-pass.

DIRECTION 1.1 – Tenterfield Shires economic base is robust, growing and supports the creation of a variety of employment and business opportunities		
No	Strategies	Key Partners
1.1a	Provide for and facilitate future economic growth throughout the Shire	RDA, NSW State & Regional Development, Community & Stakeholder Groups
1.1b	Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture	DoP, NSW State & Regional Development

DIRECTION 1.2 – Tourism is promoted and tourists are welcomed and make a positive contribution to the community and economy		
No	Strategies	Key Partners
1.2a	Recognise and promote the Shire as a tourist attraction and destination	NSW Tourism, Regional Tourism Board
1.2b	Continue to develop Tenterfield’s principal events	NSW Tourism, Regional Tourism Board

DIRECTION 1.3 – The individual unique qualities and strong sense of local identity of Tenterfield’s towns and villages is respected, recognised and promoted		
No	Strategies	Key Partners
1.3a	Encourage community involvement in defining and shaping the character and identity of individual communities throughout the Shire	DoP, Community, Progress Associations
1.3b	Use planning and heritage policies and controls to protect and improve the unique built environment	NSW Heritage Council, DoP
1.3c	Maintain a distinct sense of identity for individual towns and villages	DoP, Community, Progress Associations

DIRECTION 1.4 – Buildings are well designed, safe and accessible and the new is balanced with the old		
No	Strategies	Key Partners
1.4b	Ensure planning controls for new buildings and upgrades deliver good design outcomes, in which heritage characteristics are recognised	DoP, NSW Heritage Council

DIRECTION 1.5 – Land use planning strategies and policies enhance and support sustainable economic growth		
No	Strategies	Key Partners
1.5a	Review all Development Control Plan (DCP's) to ensure they reflect current legislation and industry best practice	DoP
1.5b	Exercise Council's statutory functions under the EPAA 1979 properly and equitably to determine applications efficiently and in accordance with statutory requirements and/or Council policy and standards	DoP, Joint Regional Planning Panel

DIRECTION 1.6 – Our places and spaces will be attractive, liveable, sustainable and grow the Shire		
No	Strategies	Key Partners
1.6a	Maintain and enhance the liveability of Tenterfield Shire as a place to live, work and find a lifestyle of choice	DoP, Government agencies, Business, Community
1.6b	Ensure that planning provisions support and promote sustainable land use and management	DoP
1.6c	Provide for a variety of housing choices which recognises changing household structure and promotes sustainability and affordability	DoP
1.6d	Ensure Tenterfield's main street is well designed, attractive and supports our unique identity	NSW Heritage Council, RMS, Business, Community

DIRECTION 1.7 – There will be a range of affordable transport options to allow movement of people & services to and from the Shire.		
No	Strategies	Key Partners
1.7a	Support and enhance the role of the airport	NSW State & Regional Development

DIRECTION 1.8 – Tenterfield Shire has a heavy vehicle by-pass		
No	Strategies	Key Partners
1.8a	Work with other government bodies to ensure the Heavy vehicle by-pass stay on target	Federal Government and NSW State Government

Key Priority Focus Area 2 – Our Infrastructure

This focus area refers to those plans, policies, initiatives and actions that ensure the provision of a quality network of roads, bridges, stormwater drainage systems, urban water and wastewater supplies and pedestrian facilities, It generally represents the “economic” component of the QBL.

Directions:

- 2.1** Ensure a safe and efficient road network for all road users
- 2.2** Drainage systems allow for effective management of stormwater
- 2.3** Urban water supply networks are modern, efficient and meet industry best practice guidelines
- 2.4** Urban wastewater supply networks are modern, efficient and meet industry best practice guidelines
- 2.5** Pedestrian and cycle facilities are safe and effective

DIRECTION 2.1 – Ensure a safe and efficient road network for all road users		
No	Strategies	Key Partners
2.1a	Roads and bridges will be well designed, constructed and efficiently maintained	RMS
2.1b	Develop a revised four year Roads to Recovery Program and Road Repair Program	RMS
2.1c	Undertake road safety inspections of the road network to identify deficiencies in signage, guide posts and line marking	RMS
2.1d	Undertake traffic planning to facilitate safe and efficient traffic flows and pedestrian movements	RMS

DIRECTION 2.2 – Drainage systems allow for effective management of stormwater		
No	Strategies	Key Partners
2.2a	Stormwater drainage systems will be well designed, constructed and efficiently maintained	Dept Climate Change & Water, LGSA
2.2b	Effectively manage stormwater quality and protect Tenterfield Creek and other urban water course.	Dept Climate Change & Water, LGSA

DIRECTION 2.3 – Urban water supply networks are modern, efficient and meet industry best practice guidelines		
No	Strategies	Key Partners
2.3a	Urban water supply networks will be well designed, constructed and efficiently maintained	Dept Climate Change & Water, LGSA
2.3b	Ensure compliance with the Best-Practice Management of Water Supply and Sewerage Guidelines 2007 and the NSW Reference Rates Manual for Valuation of Water Supply, Sewerage and Stormwater Assets	Dept Climate Change & Water, LGSA
2.3c	Ensure long-term security of Tenterfield’s urban water supply	Dept Climate Change and Water

DIRECTION 2.4 – Urban wastewater supply networks are modern, efficient and meet industry best practice guidelines

No	Strategies	Key Partners
2.4a	Urban wastewater supply networks will be well designed, constructed and efficiently maintained	Dept of Climate Change & Water, LGSA
2.4b	Ensure compliance with the Best-Practice Management of Water Supply and Sewerage Guidelines 2007 and the NSW Reference Rates Manual for Valuation of Water Supply, Sewerage and Stormwater Assets	Dept of Climate Change & Water, LGSA

DIRECTION 2.5 – Pedestrian and cycle facilities are safe and effective

No	Strategies	Key Partners
2.5a	Establish, maintain and improve pedestrian facilities, cycleways and walking tracks	RMS

Key Priority Focus Area 3 – Our Environment

This focus area refers to those plans, policies, initiatives and actions that improve environmental sustainability. It includes strategies which encourage waste minimisation, protect and enhance the natural environment, encourage water conservation. It generally represents the “environment” component of the QBL.

Directions:

- 3.1** The natural environment will be protected, enhanced and promoted for future generations
- 3.2** The community is encouraged to implement waste minimisation strategies and recycling is fully implemented
- 3.3** A total water cycle management approach including water conservation and reuse is adopted
- 3.4** Land use planning and management enhances and protects biodiversity and natural heritage
- 3.5** Environmental risks and impacts are strategically managed
- 3.6** Water is used carefully in Council’s buildings, parks, sporting grounds and daily operations
- 3.7** Tenterfield Shire is an environmentally educated and committed community

DIRECTION 3.1 – The natural environment will be protected, enhanced and promoted for future generations		
No	Strategies	Key Partners
3.1a	Manage, protect, enhance and conserve the natural environment in a sustainable manner	EPA
3.1b	Provide compliance and regulatory services to protect the amenity of the environment	EPA

DIRECTION 3.2 – The community is encouraged to implement waste minimisation strategies and recycling is fully implemented		
No	Strategies	Key Partners
3.2a	Promote waste minimisation and sustainable waste disposal	N.I.R.W.G
3.2b	Review, improve and implement waste education programs	N.I.R.W.G

DIRECTION 3.3 – A total water cycle management approach including water conservation and reuse is adopted		
No	Strategies	Key Partners
3.3a	Implement projects to conserve potable water and contribute to improved water quality outcomes	LGSA, Dept Climate Change & Water
3.3b	Landfill managed effectively to minimise contamination of overland water and ensure compliant discharges to the environment	EPA

DIRECTION 3.4 – Land use planning and management enhances and protects biodiversity and natural heritage		
No	Strategies	Key Partners
3.4a	Continue development of Council's Biodiversity Strategy	EPA, National Parks, Forestry NSW

DIRECTION 3.5 – Environmental risks and impacts are strategically managed		
No	Strategies	Key Partners
3.5a	Review and prioritise recommendations contained in the NSW Government’s Floodplain Development Manual	EPA
3.5b	Ensure management of water quality in the catchments.	Catchment Management Authorities
3.5c	Maintain a current Tenterfield Emergency Management Plan (EMPLAN)	Government Agencies

DIRECTION 3.6 – Water is used carefully in Council’s buildings, parks, sporting grounds and daily operations		
No	Strategies	Key Partners
3.6a	Minimise water use in Council operations and facilities	

DIRECTION 3.7 – Tenterfield Shire is an environmentally educated and committed community		
No	Strategies	Key Partners
3.7a	Encourage and support community involvement in environmental programs	EPA, Dept of Education

Key Priority Focus Area 4 – Our Community

This focus area refers to those plans, policies, initiatives and actions that contribute to the development of our community capacity, children, young people, older people and people with disabilities, our sense of community and community connection, health and medical services, as well as a safe and harmonious living environment. It generally represents the “social” component of the QBL.

Directions:

- 4.1** The community, other levels of government and key stakeholders will work with Council to address local issues and shape our future
- 4.2** Proactive leadership representation and advocacy to ensure relevant community services are maintained and improved
- 4.3** People feel safe in all parts of Tenterfield Shire
- 4.4** Health and quality of life are improved through a wide range of recreation and leisure opportunities
- 4.5** A range of services and facilities accommodates the needs of an ageing population and people with disabilities.
- 4.6** A range of public services and facilities that will be accessible for all people is provided
- 4.7** The community is welcoming, friendly and inclusive.
- 4.8** The interests and concerns of young people and families are catered for across the Shire.
- 4.9** The interests and concerns of Aboriginal and Torres Strait Islander peoples and people from culturally and linguistically diverse backgrounds are respected and promoted.

DIRECTION 4.1 – The community, other levels of government and key stakeholders will work with Council to address local issues and shape our future		
No	Strategies	Key Partners
4.1a	Engage with the community and develop partnerships in the delivery of services and facilities	Community
4.1b	Promote and encourage community involvement in local decision making	Community
4.1c	Promote and recognise the work of volunteers within the community	Community

DIRECTION 4.2 – Proactive leadership, representation and advocacy to ensure relevant community services are maintained and improved		
No	Strategies	Key Partners
4.2a	Support people with specific needs through appropriately identified services	All State Department dealing with Community Services Dept of Health
4.2b	Ensure that Prince Alfred Memorial Hospital is meeting the needs of the community. Continue to lobby Northern Rivers Area Health Services for a doctor at Bonalbo.	Dept of Health

DIRECTION 4.3 – People feel safe in all parts of Tenterfield Shire		
No	Strategies	Key Partners
4.3a	Continue to strengthen community safety and crime prevention partnerships with Police, licensees, businesses, regulatory and other agencies	Police
4.3b	Promote and implement appropriate companion animal programs	DLG
4.3c	Promote a standard of public health that ensures community safety	DLG

DIRECTION 4.4 – Health and quality of life are improved through a wide range of recreation and leisure opportunities		
No	Strategies	Key Partners
4.4a	Improve the quality and useability of parks, reserves and open spaces to meet recreational and leisure needs, whilst ameliorating any negative environmental impacts	Community and sporting groups
4.4b	Provide a wide range of facilities and activities to improve the physical and mental health of the community	Mental health, community and sporting groups

DIRECTION 4.5 – A range of services and facilities accommodates the needs of an ageing population and people with disabilities		
No	Strategies	Key Partners
4.5a	Recognise and plan for the needs of our ageing population	Tenterfield Care Centre Ltd Home & Community Care Tenterfield Hospital
4.5b	Improve access to the broad range of services and facilities that Council delivers throughout the Shire	Tenterfield Care Centre Ltd Home & Community Care Tenterfield Hospital
4.5c	Improve access to shops and facilities in the main street for people with a disability	Business

DIRECTION 4.6 – A range of public services and facilities that will be accessible for all people is provided		
No	Strategies	Key Partners
4.6a	Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations	NSW Government, Federal Government

DIRECTION 4.7 – The community is welcoming, friendly and inclusive		
No	Strategies	Key Partners

4.7a	Encourage and foster community pride	Community
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DIRECTION 4.8 – The interests and concerns of young people and families are catered for across the Shire

No	Strategies	Key Partners
4.8a	Encourage young people to live, enjoy and stay in Tenterfield Shire	Youth groups, business, Community groups
4.8b	Encourage families to live, enjoy and stay in Tenterfield Shire	Child care, Family support, business, Community groups

DIRECTION 4.9 – The interests and concerns of Aboriginal and Torres Strait peoples and people from culturally and linguistically diverse background are respected and promoted.

No	Strategies	Key Partners
4.9a	Establish trust and partnerships with the local Aboriginal community	Community
4.9b	Encourage and appreciate people from culturally and linguistically diverse backgrounds to reside in, work and enjoy Tenterfield	State and federal Governments Community, business

Key Priority Focus Area 5 – Our Sport, Recreation and Culture

This focus area refers to those plans, policies, initiatives and actions that ensure the provision of quality sporting, active and passive recreation facilities, including our cultural vitality, indigenous and post colonial heritage. It generally represents the “social” component of the QBL.

Directions:

- a. Our public places and spaces will look and feel good
- b. Sporting facilities will be modern, provide choice and cater for the diverse needs of the community
- c. Recreational facilities will be varied and cater for the diverse needs of the community
- d. Cultural activities will foster an involved community and a creative environment
- e. Cultural heritage is recognised, protected and respected

DIRECTION 5.1 – Our public places and spaces will look and feel good		
No	Strategies	Key Partners
5.1a	Ensure that public places and spaces are clean and well maintained	

DIRECTION 5.2 – Sporting facilities will be modern, provide choice and cater for the diverse needs of the community		
No	Strategies	Key Partners
5.2a	Determine and prioritise future sporting needs	NSW Sport & Recreation, Community, Tenterfield Sport & Recreation Group
5.2b	Provide a targeted range of modern and well maintained sporting facilities	Tenterfield Sport & Recreation Group, Sporting Associations

DIRECTION 5.3 – Recreational facilities will be varied and cater for the diverse needs of the community		
No	Strategies	Key Partners
5.3a	Provide a wide range of high quality and well maintained active and passive recreation facilities	

DIRECTION 5.4 – Cultural activities will foster an involved community and a creative environment		
No	Strategies	Key Partners
5.4a	Recognise and enhance cultural diversity and support cultural and artistic endeavours	Arts North West
5.4b	Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors	Arts North West

DIRECTION 5.5 – Cultural heritage is recognised, protected and respected		
No	Strategies	Key Partners
5.5a	Support programs and activities that recognise and celebrate our indigenous culture	NSW Heritage Council
5.5b	Support programs and activities that recognise and celebrate post colonial culture	NSW Heritage Council

Key Priority Focus Area 6 – Government Leadership

This focus area refers to those plans, policies, initiatives and actions that ensure strategic thinking, efficiency, openness and accountability of Council's operations. They ensure a high standard of governance including codes of conduct, financial and asset management, risk and safety, organisational development, procurement policies, community engagement and integrated planning. It generally represents the "governance" component of the QBL.

Directions:

- 6.1** Council has a long-term vision based on principles of sustainability
- 6.2** Our community is actively engaged and consulted about Council's decisions and informed about services and activities
- 6.3** Council's decision making processes are open, accountable and based on sound integrated planning
- 6.4** Services to our community are provided in a professional, friendly and timely manner
- 6.5** Council maintains sound safety and risk management practices to protect the community and our employees
- 6.6** Council achieves a high standard in information technology and knowledge management
- 6.7** Council is an employer governed by sound leadership and supported by a committed workforce
- 6.8** Council achieves excellence in corporate governance

DIRECTION 6.1 – Council has a long-term vision based on principles of sustainability

No	Strategies	Key Partners
6.1a	Ensure the Community Strategic Plan and associated supporting plans are prepared in accordance with statutory requirements.	DLG, Government Agencies
6.1b	Ensure financial strategies underpin the Council’s asset management policies and strategic vision.	DLG, Auditor
6.1c	Implement accounting and financial management policies and practices that provide for the ongoing sustainable operations of Council’s facilities and services.	DLG, Government Agencies

DIRECTION 6.2 – Our community is actively engaged and consulted about Council’s decisions and informed about services and activities

No	Strategies	Key Partners
6.2a	Ensure that Council’s strategic directions reflect the views of the community	DLG, Community
6.2b	Ensure Council’s communications are effective and accessible	Community, Progress associations

DIRECTION 6.3 – Council’s decision making processes are open, accountable and based on sound integrated planning

No	Strategies	Key Partners
6.3a	Develop and maintain a planning framework and policies that ensures open, honest and transparent Council operations	DLG, ICAC, NSW Ombudsman’s Office
6.3b	Internal audit function is established and supported	DLG

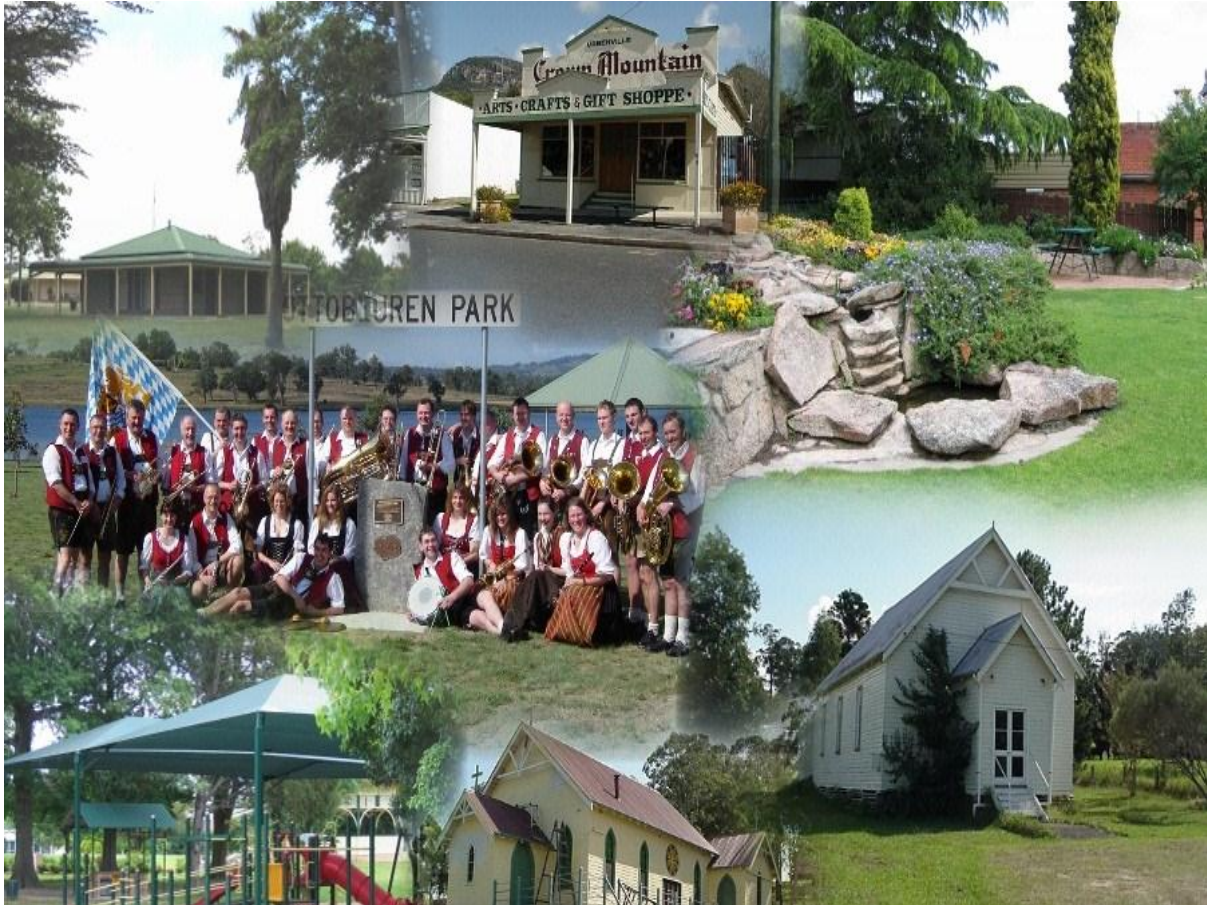
DIRECTION 6.4 – Services to our community are provided in a professional, friendly and timely manner		
No	Strategies	Key Partners
6.4a	Ensure all staff are fully briefed and trained in the systems and procedures that support good customer service principles and practices	LGMA, NSW Ombudsman’s Office
6.4b	Implement a systematic and structured approach to obtaining quality feedback from the community about service provision and service levels.	DLG, LGMA

DIRECTION 6.5 – Council maintains sound safety and risk management practices to protect the community and our employees		
No	Strategies	Key Partners
6.5a	Maintain a safe workplace	NSW WorkCover, State Cover
6.5b	Provide a safe community environment by implementing specific risk management policies and practices	State Cover, Community

DIRECTION 6.6 – Council achieves a high standard in information technology and knowledge management		
No	Strategies	Key Partners
6.6a	Implement information technology systems and procedures that provide improved service, efficiency, innovation and community engagement	
6.6b	Implement software applications and procedures that provide the Council and community with ready access to information	LGSA

DIRECTION 6.7 – Council is an employer governed by sound leadership and supported by a committed workforce		
No	Strategies	Key Partners
6.7a	Attract and retain skilled employees who take pride in Tenterfield Shire and in delivering quality services to achieve the community’s vision.	
6.7b	Create a positive organisational culture that develops attitudes, behaviours and skills in alignment with Council’s mission, vision and corporate values.	

DIRECTION 6.8 – Council achieves excellence in corporate governance		
No	Strategies	Key Partners
6.8a	Develop strategies, policies and practices to enable Council to achieve excellence in corporate governance.	DLG, Auditor, LGMA,



Section 6

Real Partnerships

6.0

Real Partnerships

True success in the achievement of effective community goals and aspirations will only come from the power of real partnerships. These partnerships involves Council the community, business and Federal and State Government,

Council needs to be proactive in informing the Federal and State Governments of the aspirations and needs of the Tenterfield Shire. There are parts of the Community Strategic Plan that require strong support and resources of higher levels of government to be achieved, and this is specially so for maintenance and upgrade our extensive roads infrastructure.

Better local community outcomes will only ever be achieved when we have an integrated planning focus aimed at achieving a co-ordinated approach to environmental, social and economic management. The only real basis for this approach is to have a genuine partnership between Federal, State and Local Governments, business and the community.

Appendix B provides a listing of many of the key agencies, groups and organisations that Council will need to form proactive working relationships with to maximise attainment of successful community outcomes.

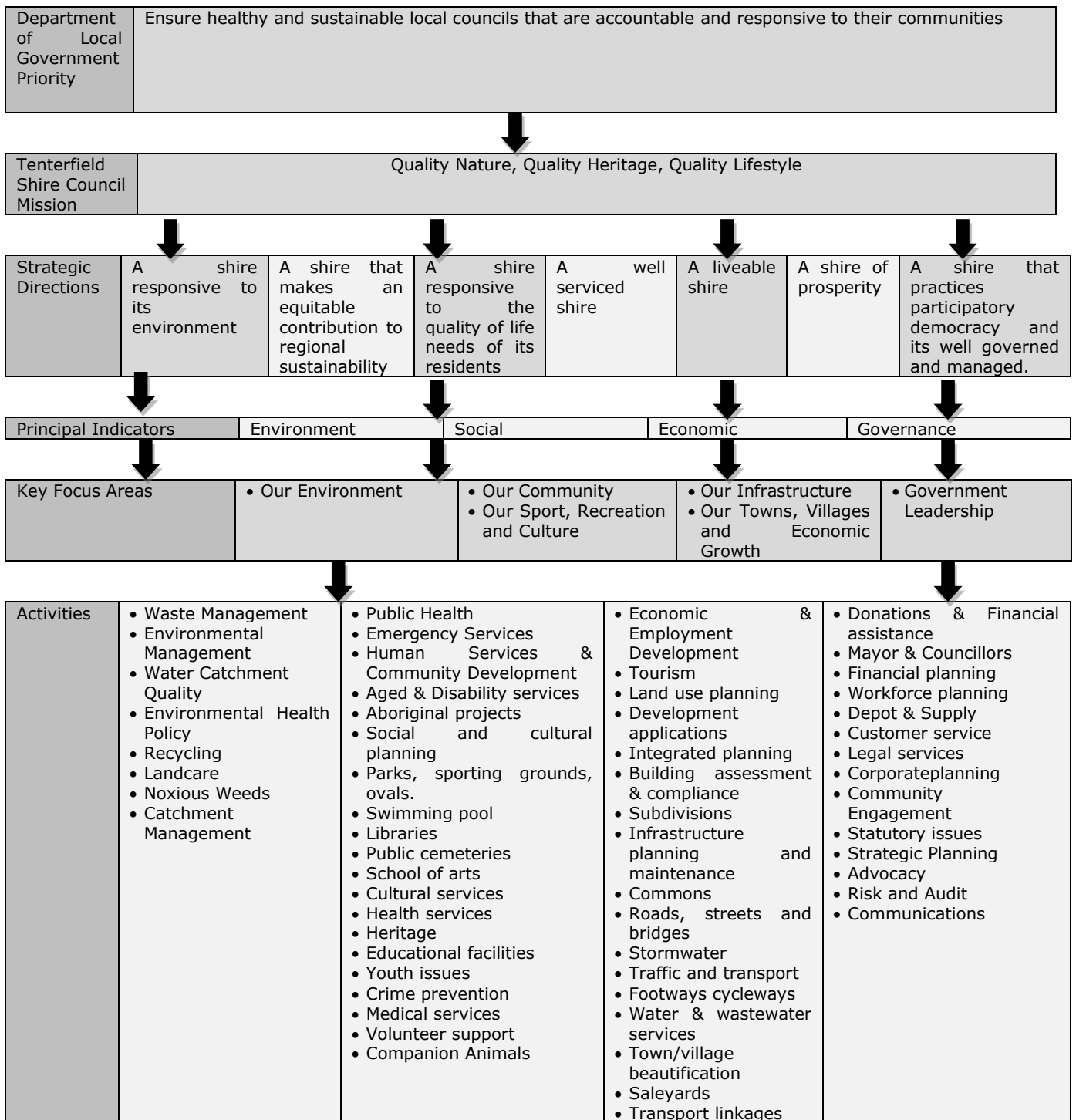


Section 7 – Appendices

Appendix A

Tenterfield Shire Council Strategy Map

This strategy map provides an overview of how the integrated planning framework guides and informs Council's operations.



Appendix B

Key Agencies, Groups & Organisations

BUSINESS AND INDUSTRY

TADBA (Tenterfield and District Business Association)
PO Box 66, Tenterfield, NSW
Phone: 02 6736 2333

Ten FM Radio
142 Manners Street, Tenterfield, NSW
Mobile: 0424 258 076 or
Email: info@tenfm.org.au
www.tenfm.org.au
Phone: 02 6736 3444
Fax: 02 6736 2197

Tenterfield Star
255 Rouse Street, Tenterfield, NSW
mail.tentstar@ruralpress.com
www.tenterfieldstar.com
Phone: 02 6736 1799
Fax: 02 6736 2758

CHURCH GROUPS

Anglican Church
388 Rouse Street, Tenterfield, NSW
Phone: 02 6736 1086

Catholic Church
Miles Street, Tenterfield, NSW
Phone: 02 6736 1810

St Stephens Presbyterian Church
117 Logan Street, Tenterfield, NSW
Phone: 02 6736 5849

Assemblies of God
111 Petrie Street, Tenterfield, NSW
Phone: 026736 2198

Jehovah's Witness Kingdom Hall
Rouse Street, Tenterfield, NSW
Phone: 02 6736 6559

Salvation Army
Cnr Logan/Naas Sts, Tenterfield, NSW
PO Box 256
Phone: 02 6736 3586

COMMUNITY

Bolivia Progress Association
181 Pelham Street, Tenterfield, NSW
Phone: 02 6736 5417

Country Womens Association (CWA) – Liston
Liston, Liston, NSW
glencolvin@bigpond.com
Phone: 07 4686 1168

Leech's Gully Progress Association
PO Box 29, Tenterfield, NSW
Phone: 02 6736 1059

Legume Progress Association
C/- Post Office, Legume, NSW
Phone: 07 4666 4161

**Country Women's Association (CWA)
Tenterfield – Day Branch**
PO Box 454, Tenterfield, NSW
Phone: 02 6736 2911

**Country Women's Association (CWA)
Tenterfield – Evening Branch**
PO Box 530, Tenterfield, NSW
Phone: 02 6736 1805

**Country Women's Association (CWA)
Urbenville**
Urban Street, Urbenville, NSW
Phone: 02 6634 1229

**Department of Ageing, Disability and
Home Care Services**
136 Manners Street, Tenterfield, NSW
scox@homecare.nsw.gov.au
Phone: 02 6736 1968

Drake Progress Association
Lot 9 Bruxner Highway, Drake, NSW
Phone: 02 6737 6790

**Granite Borders Landcare Committee
Incorporated**
Po Box 400, Tenterfield, NSW
landcare@halenet.com.au
www.graniteborderslandcare.com.au
Phone: 02 6736 3500
Fax: 02 6736 3500

Gungyah Ngallingnee Aboriginal Corporation
PO Box 46, Tabulam, NSW

Jubullum Local Aboriginal Land Council
PO Box 25, Tabulam, NSW
Phone: 02 6666 1337

Reachout Toy Library
132 Church Street, Glen Innes, NSW
Phone: 02 6732 3487

Red Shield Family Store and Welfare Centre
13 Crown Street, Tenterfield, NSW
Phone: 02 6736 2077

Rotary Club of Tenterfield
PO Box 41, Tenterfield, NSW
Phone: 02 6737 5392

RSL Women's Auxiliary
Molesworth Street, Tenterfield, NSW
Phone: 0411 019 057

Mingoola Hall Management Committee
PO Box 164, Tenterfield, NSW
Phone: 02 6737 5262

**Moombahlene Local Aboriginal Land
Council**
299 Rouse Street, Tenterfield, NSW
moombahlenelalc1@bigpond.com
Phone: 02 6736 3219

Muli Muli Local Aboriginal Land Council
PO Box 68, Woodenbong, NSW
Phone: 02 6635 1487

New England Community Care Services
67 Killean Street, Inverell, NSW
neccs@mcleanvillage.com.au
Phone: 1300 131 012
Fax: 02 6721 5752

**North East Tablelands Community
Transport**
Manners Street, Tenterfield, NSW
Phone: 02 6736 2902

Northern Tableland's Wild Care
24 Molesworth Street, Tenterfield, NSW
Phone: 02 6737 2462

**NSW Farmers Association – Tenterfield
Branch**
PO Box 124, Tenterfield, NSW
www.nswfarmers.org.au
Phone: 02 6736 3500

Old Friends
72 Clive Street, Tenterfield, NSW
Phone: 02 6736 2911

Quota International
PO Box 181, Tenterfield, NSW
Phone: 02 6736 1127

**Tenterfield Home and Community
Care Committee Inc**
PO Box 302, Tenterfield, NSW
Phone: 02 6736 1534

**Tenterfield Home and Community Care
(HACC)**
PO Box 302, Tenterfield, NSW
Phone: 02 6736 2170

Tenterfield Lions Club
PO Box 220, Tenterfield, NSW
Phone: 02 6736 3603

RSPCA Tenterfield

PO Box 123, Tenterfield, NSW
Phone: 02 6736 2013

**Sir Henry Parkes Infants School –
Parents Club**

75-79 Wood Street, Tenterfield, NSW
Phone: 02 6736 1401

**Sir Henry Parkes Memorial School –
Parents and Citizens Association**

75-79 Wood Street, Tenterfield, NSW
Phone: 02 6736 1401

**Steinbrook Progress Association Inc and
Country Music Club**

Steinbrook Road, Tenterfield, NSW
Phone: 02 6736 4003

Sunnyside Hall Management Committee

Bruxner Highway, Sunnyside, NSW
Phone: 02 6736 1120

**Tenterfield Disability and
Respite Support Service**

304 Manners Street, Tenterfield, NSW
Phone: 02 6736 3077

**Tenterfield Family and
Youth Support Service**

91 High Street, Tenterfield, NSW
admin@tfys.ngo.org.au
Phone: 02 6736 2619

Tenterfield Meals on Wheels Inc

PO Box 366, Tenterfield, NSW
tentmow@bigpond.net.au
Phone: 02 6736 3366

Tenterfield Playgroup

Memorial Hall (RSL Pavilion) at rear of hall
Molesworth Street, Tenterfield, NSW
Phone: 02 6736 3116

Torch Bearers for Legacy

Cowper Street, Tenterfield, NSW
Phone: 02 6736 1164

Torrington Memorial Hall Fund Inc

2782 Bates Road, Torrington, NSW
Phone: 0459 508 167

**Torrington War Memorial and Recreation
Reserve Trust**

66 Silent Grove Road, Torrington, NSW
Phone: 02 6734 6281

Urbenville Progress Association Inc.

C/- Post Office, Urbenville, NSW
Phone: 02 6634 1227

**Wallangarra/Jennings Progress and Arts
Association Inc.**

43 Merinda Street, Wallangarra, QLD
Phone: 07 4684 3300

EDUCATION TRAINING AND LEARNING

**Granite Borders Landcare Committee
Incorporated**

Martin Street, Tenterfield, NSW
landcare@halenet.com.au
www.graniteborderslandcare.com.au
Phone: 02 6736 3500
Fax: 02 6736 3500

**Tenterfield Community College Inc. -
(Adult and Community Education)**

High Street, Tenterfield, NSW
tentace@halenet.com.au
Phone: 02 6736 0050
Fax: 02 6736 0050

**TAFE NSW New England Institute –
Tenterfield Campus**

High Street, Tenterfield, NSW
www.newengland.tafensw.edu.au
Phone: 02 6736 0000
Fax: 02 6736 0010

EMERGENCY SERVICES

Country Energy

PO Box 718, Queanbeyan, NSW
www.countryenergy.com.au
Phone: 132 356

NSW Ambulance Service

146 Manners Street, Tenterfield, NSW
Phone: 131 233

NSW Ambulance Service – Urbenville Station

33 Urban Street, Urbenville, NSW
<http://www.ambulance.new.gov.au>
Phone: 131 233

NSW Police Service Urbenville

21 Beaury Street, Urbenville, NSW
Phone: 02 6634 1244

Tenterfield Town Fire Brigade

125 Logan Street, Tenterfield, NSW
www.nswfb.nsw.gov.au
Phone: 02 6736 3835

NSW Rural Fire Service (RFS) Brigades

3 Francis Street, Tenterfield, NSW
Northern.Tablelands@rfs.nsw.gov.au
Phone: 02 6736 4150

State Emergency Service – Tenterfield Unit

Lot 2 Cowper Street, Tenterfield, NSW
Tenterfield.ses.ops@bigpond.com
www.ses.new.gov.au
Phone: 02 6736 2923
Fax: 02 6736 2797

Tenterfield Police

94 Molesworth Street, Tenterfield, NSW
Phone: 02 6736 1144
Fax: 02 6736 2492

EMPLOYMENT

Best Employment Ltd

190 Rouse Street, Tenterfield, NSW
www.best.com.au
Phone: 02 6736 2580
Fax: 02 6736 2590

Joblink Plus

122 High Street, Tenterfield, NSW
Phone: 02 6736 2511
Fax: 02 6736 1330

Centrelink

279 Rouse Street, Tenterfield, NSW
tapscott@halenet.com.au
www.centrelink.gov.au
Phone: 02 6736 2426
Fax: 02 6736 2346

ENVIRONMENT AND RESOURCES

Border Landcare Organic Group

PO Box 40, Tenterfield, NSW
www.graniteborderslandcare.com.au
Phone: 02 6736 4259

Casino Livestock Health and Pest Authority (North Coast Area)

147 Barker Street, Casino, NSW
www.lhpa.org.au
Phone: 02 6662 3166

Tenterfield Naturalists Incorporated

C/- PO Box 481, Tenterfield, NSW
Phone: 02 6736 4964

Tenterfield Regional Vegetation Committee

Scrub Road, Tenterfield, NSW

**Tenterfield Town Landcare
Bruxner Park**

247 Rouse Street, Tenterfield, NSW
council@tenterfield.nsw.gov.au
www.tenterfield.nsw.gov.au
Phone: 02 6736 6000
Fax: 02 6736 6005

**Granite Borders Landcare Committee
Incorporated**

Martin Street, Tenterfield, NSW
landcare@halenet.com.au
www.graniteborderslandcare.com.au
Phone: 02 6736 3500
Fax: 02 6736 3500

Milbrook Park

Naas Street, Tenterfield, NSW
council@tenterfield.nsw.gov.au
www.tenterfield.nsw.gov.au
Phone: 02 6736 6000
Fax: 02 6736 6005

**National Parks and Wildlife Service:
Part of the NSW Department
of Environment and Climate Change**

10 Miles Street, Tenterfield, NSW
www.nationalparks.nsw.gov.au
Phone: 02 6736 4298
Fax: 02 6736 4301

**National New England Rural Lands
Protection Board**

1 Greenaway Street, Glen Innes, NSW
nne@rlpb.org.au
Phone: 02 6732 1200
Fax: 02 6732 1420

GOVERNMENT

Northern Tablelands Electorate

175 Rusden Street, Armidale, NSW
Phone: 02 6772 5552
Fax: 02 6772 5028

Thomas George MP Lismore Electorate

PO Box 52, Lismore, NSW
Lismore@parliament.nsw.gov.au
Phone: 02 6621 3624
Fax: 02 6622 1403

**Tony Windsor MP
New England Electorate**

PO Box 963, Tamworth, NSW
Tony.Windsor.MP@aph.gov.au
www.tonywindsor.com.au
Phone: 02 6761 3080

HEALTH AND FAMILY

**Department of Ageing, Disability and
Home Care Services**

136 Manners Street, Tenterfield, NSW
scox@homecare.nsw.gov.au
Phone: 02 6736 1968

**Tenterfield Care Limited
C/- Millrace Hostel**

422 Rouse Street, Tenterfield
Phone: 02 6736 2622
Fax: 6733 6282

Prince Albert Memorial Hospital

1 Naas Street, Tenterfield, NSW
Phone: 02 6739 5200

**Tenterfield Home and Community
Care Committee Inc**

PO Box 302, Tenterfield, NSW
Phone: 02 6736 1534

**Tenterfield Disability and Respite
Support Service**

304 Manners Street, Tenterfield, NSW
Phone: 02 6736 3077

Urbenville Health Service

45 Beaury Street, Urbenville, NSW
Phone: 02 6634 1600

Tenterfield Family and Youth Support Service

91 High Street, Tenterfield, NSW
Phone: 02 6736 2619
Fax: 02 6736 2868

Tenterfield Health Services

1-5 Naas Street, Tenterfield, NSW
Phone: 02 6739 5200

PROPERTY AND HOUSING

Housing NSW

PO Box 461, Inverell, NSW
www.housing.nsw.gov.au
Phone: 02 6752 9870

SOCIETY AND CULTURE

Friends of Sir Henry Parkes School of Arts

"Kuac" Springfield Road, Tenterfield, NSW
Phone: 02 6737 5392

Oracles of the Bush

C/- Visitors Centre, Rouse Street,
Tenterfield, NSW
www.oraclesofthebush.com
Phone: 02 6736 2900

Sir Henry Parkes Memorial School of Arts Cinema

Rouse Street, Tenterfield, NSW
cinema@tenterfield.nsw.gov.au
www.tenterfield.nsw.gov.au
Phone: 02 6736 6100
Fax: 02 6736 6101

Sir Henry Parkes Museum

Rouse Street, Tenterfield, NSW
museum@tenterfield.nsw.gov.au
www.tenterfield.nsw.gov.au
Phone: 02 6736 6100
Fax: 02 6736 6101

Tenterfield Railway Museum

Railway Parade, Tenterfield, NSW
trsprs@halenet.com.au
Phone: 02 6736 2223
Fax: 02 6736 2223

Tenterfield Show Society

Manners Street, Tenterfield, NSW
info@tenterfieldshow.org.au
www.tenterfieldshow.org.au
Phone: 02 6736 1464

Tenterfield Transport Museum

PO Box 301, Tenterfield, NSW
Phone: 02 6736 2188

Upper Clarence Historical Society

Urban Street, Urbenville, NSW
Phone: 02 6634 1352

Tenterfield and District Historical Society

PO Box 225, Tenterfield, NSW
Phone: 02 6736 2844
Fax: 02 6736 2844

SPORT LEISURE AND RECREATION

Borderline Regional Arts Association

PO Box 201, Tenterfield, NSW
Phone: 02 6736 1388

Friends of Sir Henry Parkes School of Arts

"Kuac" Springfield Road, Tenterfield, NSW
Phone: 02 6737 5392

Federation Park

Cnr George and Petrie Street,
Tenterfield, NSW
council@tenterfield.nsw.gov.au
www.tenterfield.nsw.gov.au
Phone: 02 6736 6000

Horticultural Society

175 Wood Street, Tenterfield, NSW
Phone: 02 6736 1229

Rotary Club of Tenterfield

PO Box 41, Tenterfield, NSW
Phone: 02 6737 5392

Southern Communities Historical Group

"Ellamatta", Tenterfield, NSW
Phone: 02 6737 3632

Tenterfield and District Historical Society

PO Box 225, Tenterfield, NSW
Phone: 02 6736 2844
Fax: 02 6736 2844

Tenterfield Family History Group

PO Box 438, Tenterfield, NSW
Phone: 02 6736 1875

Tenterfield Lions Club

PO Box 220, Tenterfield, NSW
Phone: 02 6736 3603

TOURISM AND TRAVEL

Tourism and District Visitors Association

157 Rouse Street, Tenterfield, NSW
tourism@tenterfield.nsw.gov.au
www.tenterfield.com
Phone: 02 6736 1082

TRANSPORT

Tenterfield Taxi Service

56 Bulwer Street, Tenterfield, NSW
Phone: 02 6736 1000

Appendix C

Council Plans

Our Towns, Villages & Economic Growth

- Tenterfield Shire Local Environmental Plan
- Tenterfield Main Street Heritage Study 1997
- Council's Policy Register
- Tenterfield Shire Council Economic Development Strategy 2013-2017
- Tenterfield Main Street Masterplan 2013
- Northern Growth Corridor Economic Development Case 2013

Our Environment

- Tenterfield Shire Local Environmental Plan
- Waste Management Study & Strategy Plan 2008/2015
- Council's Policy Register
- State of the Environment Report
- Waste Management Strategy 2013
- Stormwater Quality Management Plan 2013
- Pollution incident management response plans

Our Sport, Recreation & Culture

- Tenterfield Shire Local Environmental Plan
- Tenterfield School of Arts Management Plan
- Sir Henry Parkes National (War) Memorial Museum & Library Conservation Management Plan
- Council's Policy Register
- TSC Heritage Management Plan 2002
- Public Art Policy

Our Community

- Council's Policy Register
- Emergency Management Plan 2013

Our Infrastructure

- Asset Management Plans
- Council's Policy Register
- Tenterfield Bypass Feasibility Study 2010
- Rouse Street Traffic Calming Report 2003
- Tenterfield Dam Safety Emergency Plan 2011
- Tenterfield Creek Flood Warning System Report 2000
- Road Network Management Plan 2013
- Benefit Cost Analysis - Mt Lindesay Road from Legume to Woodenbong 2013
- Integrated Water Cycle Management Plan
- Drinking Water Management Strategy
- Tenterfield Flood Study 2012
- Drought Management Plan June 2010
- Strategic Business Plan for water 2005
- Strategic business Plan for sewer 2005
- Section 94 Contributions Plan
- Section 94A Contributions Plan
- Development Servicing Plan - Sewerage Services - July 2012
- Development Servicing Plan - Water Services - July 2012

Government Leadership

- Community Strategic Plan
- Workforce Plan
- One Year Operational Plan
- Long Term Financial Plan
- Business Continuity Plan
- Delegations Register
- Code of Conduct
- Code of Meeting Practice
- Statement of Business Ethics
- Health and Safety Management Plan & Risk Management Policy
- Information Technology Strategic Plan
- Equal Employment Opportunity Management Plan
- Council's Policy Register

References

- Local Government Act, 1993.
- NSW Department of Local Government "Planning a Sustainable Future" Planning and Reporting Manual for local government in NSW, Version 1, January 2010.
- NSW Department of Local Government "IPRL Frequently Asked Questions" August, 2009.
- NSW Department of Local Government "Planning a Sustainable Future" Planning and Reporting Guidelines for local government in NSW, Version 1, January 2010
- NSW Premier and Cabinet, Division of Local Government, "Integrated Planning and Reporting Manual for local government in NSW", March 2013.
- NSW State Plan 2021
- NSW State Plan New England North West: Delivering Local Actions 2013
- NSW Industry & Investments State Plan: Supporting Business and Jobs, August 2010
- NSW Treasury Corporation (TCorp) "Financial Sustainability of the New South Wales Local Government Sector – Findings, Recommendations and Analysis", April 2013