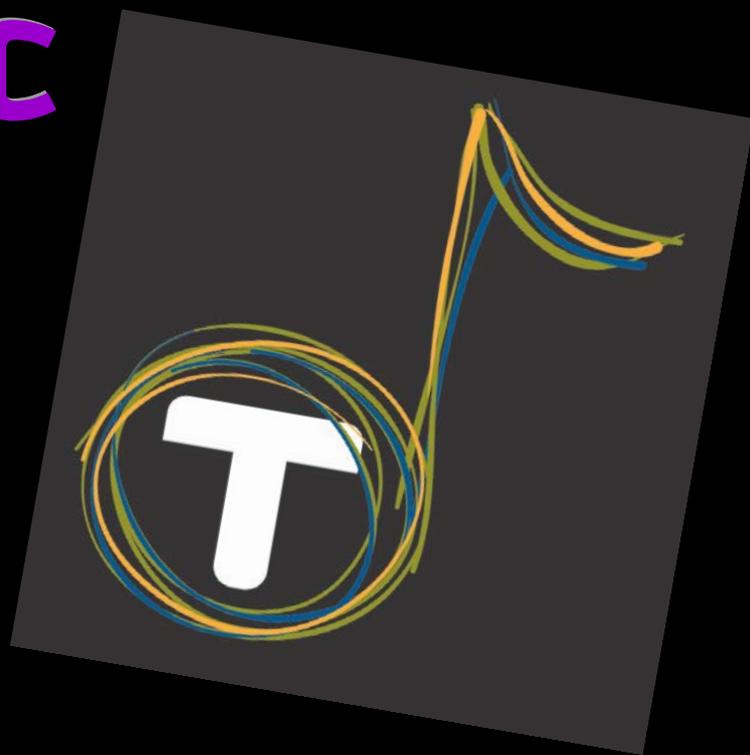


# Keychange 2022

## Community Strategic Plan

June, 2012



## Tamworth Regional Council



[www.tamworthkeychange.com.au](http://www.tamworthkeychange.com.au)

## How to Read this Document

Keychange 2022 is a suite of five separate documents that provide information about Tamworth Regional Council's direction for the future, as established by the Tamworth Regional Community.

### *Document 1: Tamworth Regional Community Strategic Plan (Keychange 2022)*

This document sets out the strategic direction and the vision for the future. It is a community plan based on information provided by the community. The Community Strategic Plan (CSP) consists of:

- Vision and Values
- Themes and Outcomes
- Strategies to achieve our vision
- What residents, businesses and community members can do to help achieve our vision
- What Council will measure to track progress towards achieving the vision

### *Document 2: Delivery Program*

The Delivery Program sits between the CSP and Annual Operational Plan (AOP) and outlines what Council will focus on during the elected Councillors' four-year term of office. It provides more detail than the CSP, but less detail than the AOP and is the single point of reference for all activities.

### *Document 3: Annual Operational Plan*

The Annual Operational Plan is a sub-component of the Delivery Program. Simply, it provides greater detail on the activities, projects and services planned for the current financial year. Financial information included in the Operational Plan includes a detailed annual budget, Council's Revenue Policy (rates, fees and charges) and estimates of income and expenditure.

### *Document 4: Resourcing Strategy*

Council's Resourcing Strategy outlines the resources available to implement the Community Strategic Plan. Resources are people, money and assets. The components of the Resourcing Strategy are the:

- Asset Management Strategy and Asset Management Plans (AMP): An AMP is a tactical plan used by Council to ensure infrastructure and assets deliver the required standard of service
- Long-term Financial Plan (LTFP): The LTFP is a tool that can 'test' the community's aspirations outlined in the CSP against the financial reality. It is both a decision-making tool and a problem solving tool
- Workforce Plan: Workforce Planning helps Council have the right people in the right place with the right skills doing the right job at the right time to implement the Community Strategic Plan.

### *Document 5: Tamworth Region's Big Book of Little, and Not So Little, Ideas*

This book summarises comments made by our community during the development of the CSP. Its purpose is to demonstrate the linkages between ideas, values and objectives raised during engagement activities and the high level strategies and objectives in the CSP. The 'Big Book of Little, and Not So Little, Ideas' will continue to be updated. The listing of ideas in the 'Big Book of Little, and Not So Little, Ideas' does not automatically guarantee that they will be implemented.

## Introduction

### a message from the mayor

It is my pleasure to present “Keychange 2022”, the first 10-year strategic plan developed for the Tamworth Region. Prepared in 2011, the plan is based on outcomes from engagement activities held with the community. Residents, businesses, students and community representatives from all across the region participated in a range of activities to establish a shared vision for the future of the Tamworth Region. The community’s vision for the future is: *‘a region of opportunity and prosperity – a place to call home’*.

Tamworth Region is one of the most progressive and exciting places in inland Australia. Keychange 2022 will protect and strengthen what we value about Tamworth Region such as our spirit of community, our lifestyle and our diversity of opportunity. By clearly defining the community’s expectations, the plan establishes a framework for decision-making for Council. Over the coming years, when faced with multiple choices or difficult decisions, Keychange 2022 will provide clarity about the objectives and outcomes sought by the community for our future.

Achieving our vision for the future is dependent on working in collaboration with our community and government agencies and other organisations. We must all work together to align the focus of our activities. Partnerships increase connections with the community helping us to better meet expectations and understand and address community concerns.

We have a great future ahead of us, we’ve planned it well, now we just have to work together to achieve it. I am confident that through the effective partnerships we’ve established, we will overcome the challenges that lay ahead to achieve our vision for the future. I strongly encourage you to pitch in and get involved in making Tamworth Region *‘a region of opportunity and prosperity- a place to call home’*.



Cr Col Murray  
**Mayor**

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## Tamworth Region in 2022 – What Does the Future Look Like?

We asked you to share your values and ideas about what's important to you about the Tamworth Region, and more importantly what the future should look like. Although everyone's ideas and aspirations were diverse across a broad range of topics, there were some common themes. We've brought these common themes together and developed the following vision statement to guide our activities and decisions. Everything we do needs to contribute to achieving this vision:

### vision

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

So what does it mean?

### opportunity

In its simplest sense, opportunity is 'a chance to do something'. While the decision to act on an opportunity is up to an individual or organisation to make, Council's role is to create an environment that generates opportunities and confidence for those considering acting on the opportunity. Values and concepts that relate to opportunities identified by the community included: opportunity for business, employment, growth, diversification, entertainment, activity, lifestyle and education.

### prosperity

Prosperity, while similar to opportunity is about ensuring the region is moving forward and responding to the changing needs of the community. Prosperity is about fostering region-wide economic and business activity, and seeing that it continues to grow into the future to ensure a sustainable regional economy for the long-term. In people terms, prosperity is measured in confidence and a feeling of well-being, good fortune and success – the successful results gained by acting on opportunity.

### a place to call home

'Home' is more than a dwelling. And it's not always about where we currently live. Home is about feeling connected to a place. For most people, thinking about home evokes a feeling of belonging, being comfortable and safe. For many home is also about sharing and connecting with family and friends, raising children or returning to their 'roots'. Our vision is about creating a region where we are proud to call Tamworth Region home.

### achieving our vision

We believe that to ensure that Tamworth Region is the best it can be we need to foster our spirit of community; be prosperous; accessible; and responsible in ensuring we make the right decisions now for the future. These are the four core themes that the Community Strategic Plan is built on. Initially, we had developed five themes. As a result of feedback received to date, we have changed our five themes to four, combining 'sustainable' and 'responsible' into 'a region for the future' which combines the intent of both the original sustainable and responsible themes.

### *a spirit of community*

The theme 'A Spirit of Community' includes all of the things that make the Tamworth Region a place to call home.

### *a prosperous region*

As a 'Prosperous Region', Tamworth Region should offer limitless opportunities for residents and businesses alike in business, employment, education, innovation, technology, and lifestyle and beyond. Prosperity is also about quality of life and the feeling that is gained from a safe, enjoyable and healthy place to call home – a feeling of well-being, good fortune and success. Being prosperous is more than being financially rich or wealthy, it's about opportunity.

### *an accessible region*

Being an 'Accessible Region' means it is easy to move around the region, both within Tamworth city and between the city and our towns and villages. Accessibility is also about making sure our region is well connected to other places such as capital cities, other regional centres and the coast. Beyond physical access, this theme also refers to access to services and facilities within our region.

### *a region for the future*

To achieve success in the future we need to be planning for it now and creating the right foundations. Focusing on the future is about not only reacting to immediate pressures but having the foresight to make strategic decisions to ensure the long-term sustainability of our community. This theme is also about sustainability - acting and living now in a way that doesn't risk our future. It's also about governance, leadership and good planning. Decision-making needs to be open and in line with the law. We need to deliver the best outcomes possible, not only for our current community, but also for future generations who will live in the Tamworth Region.

### *principles of social equity*

In developing the Community Strategic Plan, and more importantly, when implementing it, Council must ensure that the principles of social justice are considered. The principles for social justice 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 have fair access to services, resources and opportunities to improve their quality of life.

#### *participation*

Everyone should have an 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.

## Tamworth Region in 2012 – Where Are We Now?

### history

Tamworth is located in the traditional land of the Kamilaroi Nation. The Kamilaroi Nation had a presence in the Tamworth region for thousands of years prior to European settlement. The explorer John Oxley was the first white man to enter what is now known as the Peel Valley in 1818, and the first squatters came to the district in 1830. Tamworth, Manilla and Barraba were established in the 1830's with the settlement of pastoral holdings and agricultural stations.

Tamworth was declared a town in 1850. The discovery of gold at Hanging Rock and around Barraba in the 1850's brought even more settlers to the area, seeing the further development of the Tamworth district and the establishment of new towns, including Nundle. During the 1860's a number of new businesses flourished in the town including flourmills and associated housing developments. Tamworth was the first town in the southern hemisphere to light its streets by electricity in 1888 with a larger Power Station being established due to the high demand for electricity.

### the region today

The Tamworth Region covers 9,653.25 square kilometres. From the Nandewar Range north of Barraba, to the head of the Peel River and the Great Dividing Range, Tamworth Region sits roughly halfway between Brisbane and Sydney. The region is one of the most progressive and exciting places in inland Australia. Recognising this, Tamworth is one of seven 'Evocities' in inland NSW, selected for its energy, vision and opportunity. A map of the region is presented on the following page.

### population and demographics

Approximately three quarters of the region's 59,500 strong population lives within the city of Tamworth. The balance reside in the townships of Manilla, Barraba, Kootingal, Nundle, and the villages of Attunga, Bendemeer, Dungowan, Duri, Moonbi, Somerton, Woolbrook and Woolomin. The region is also scattered with various rural localities including Watsons Creek and Ogunbil.

Measured against the NSW average, there is a smaller proportion of people born overseas, and/or from a non-English speaking background living in Tamworth Region. In 2009, 25.6% of NSW's population were born overseas compared with just 5.4% born overseas in our region. Only 2.0% of our region's population is from non-English speaking backgrounds, also significantly less than the NSW percentage of 16.8%. In contrast we have a relatively large percentage of Indigenous people with 7.2% of our population declaring Aboriginality compared to the state average of 2.2%.

The largest changes in the population in recent years has been the significant increase in the number of people over the age of 50 (now approximately 34% of the population) and the drop in the number of 18 to 24-year olds remaining in the region following secondary school.



## growth and opportunity

As Tamworth is one of seven growing inland regional cities in NSW, Council is actively encouraging capital city residents to move here and invest in the opportunities the city and surrounds have to offer. With a growing population, comes growing demands for services and infrastructure and a strong regional economy. To ensure long-term sustainability of the region's growth, Council has a Regional Development Strategy and is developing a Regional Economic Development Strategy (REDS).

In developing REDS, the strengths, weaknesses, opportunities and threats to the regional economy have been assessed at an industry level. Key industry sectors identified as making up Tamworth's regional economy are: services; food processing; transport and distribution; education; equine, tourism and aviation. Strategies for the education, food processing and transport and distribution services industries have been developed to further grow these industry sectors.

REDS, coupled with Council's Regional Development Strategy that provides a comprehensive strategic framework for managing growth in both our rural and urban areas, ensures that growth in the Tamworth Region is achieved sustainably. Guiding Principles of the Regional Development Strategy are:

- Strengthening the Region and Supporting Existing Centres
- Meeting Cultural and Social Needs
- Meeting Future Housing Needs
- Supporting and Protecting Rural Futures
- Supporting Employment and Economic Development
- Caring for the Natural Environment
- Improving Transport and Accessibility
- Improving Infrastructure Provision

## Challenges for the Future

Council's current budget is fully committed to the provision of existing services and facilities. Our revenue comes from a limited number of sources: rates and annual charges; user charges and fees; grants and contributions; and interest. Approximately 65% of Council's revenue is "tied" to delivering specific services, leaving just 35% as general revenue that can be allocated to discretionary services and facilities.

Council has limited opportunities to source new revenue. Levels of service currently provided by Council are declining due to increasing costs of maintenance and the continuing expansion of services, facilities and assets provided by Council. As a result, maintaining our assets to an acceptable standard to the community cannot be achieved without additional expenditure.

The philosophy for coordination and collaboration between the three-tiers of government (and between agencies and departments) is simple; however it is more difficult in practice. Difficulties arise as a result of different charters, responsibilities, inconsistent geographic areas and different priorities.

Another challenge is that, as both individuals and as communities, our priorities and demands for our time, attention and resources change. We don't know what events, activities or decisions will be made over the next ten years and how each of these might impact on us. We need to develop a Community Strategic Plan that provides enough rigour to ensure we have a clear direction, yet enough flexibility to continue to adapt and respond to opportunities that eventuate over the coming years.

Other challenges specific to each of our themes include, but are not limited to:

### a spirit of community

- Balancing the needs of city, village and rural lifestyles to ensure that each of our towns and villages retain their unique character and identity
- Supporting new and emerging communities relocating to Tamworth, as well as the needs of our existing community diversity needs
- Addressing the lack of medical practitioners and access to basic and specialist medical services and facilities
- Increasing costs of living, coupled with the increased need for parents to go back to work, places increasing demand for long day care facilities that are affordable. In addition many skilled and unskilled workers searching for increased incomes feel forced to leave existing employment to seek higher wages, which may mean leaving the region or leaving other industries with skills gaps
- Aged care facilities are feeling the pressure of the ageing population, with long waiting lists and a lack of high level care and long term care services

### a prosperous region

- Skilled labour shortages, the growing demand for skilled labour and increasing competition with other regional areas for skilled labour
- An ageing workforce
- Attracting a University to Tamworth: access to tertiary education has been identified as a deciding factor for relocating to one of NSW's Evocities and important for attracting and retaining 18-25 year olds
- Attracting a 'high end' department store: research conducted in 2010 showed that the lack of a high end department store was regretted not only by current residents but also by potential new residents to the region
- Growth and expansion in the Tamworth Region is hindered by the limited access to basic and specialist medical services
- Creating tourism opportunities for the younger generation to ensure the longevity of the tourism industry. It is important that we attract the next generation of visitors by having attractions that are youthful, fun and exciting

### an accessible region

- The cost of road infrastructure maintenance is increasing at a faster rate than Council's revenue can increase. This creates a gap between what Council is currently spending and what is required for infrastructure maintenance
- Expanding road infrastructure assets: each year Council is 'gifted' new roads and drainage infrastructure from subdivision development
- Demand for new/upgraded road infrastructure (sealed and gravel roads, bridges, footpaths, kerb & gutter, stormwater drainage etc)
- Maintaining satisfactory service levels and satisfactory condition of our assets
- Ensuring public transport around the city and connecting the city with our towns and villages is adequate and affordable for all members of the community
- Affordability and choice of transport services to other regions and capital cities
- Many areas in the region are unable to access existing and emerging technology such as mobile phone service, digital TV and internet

### a region for the future

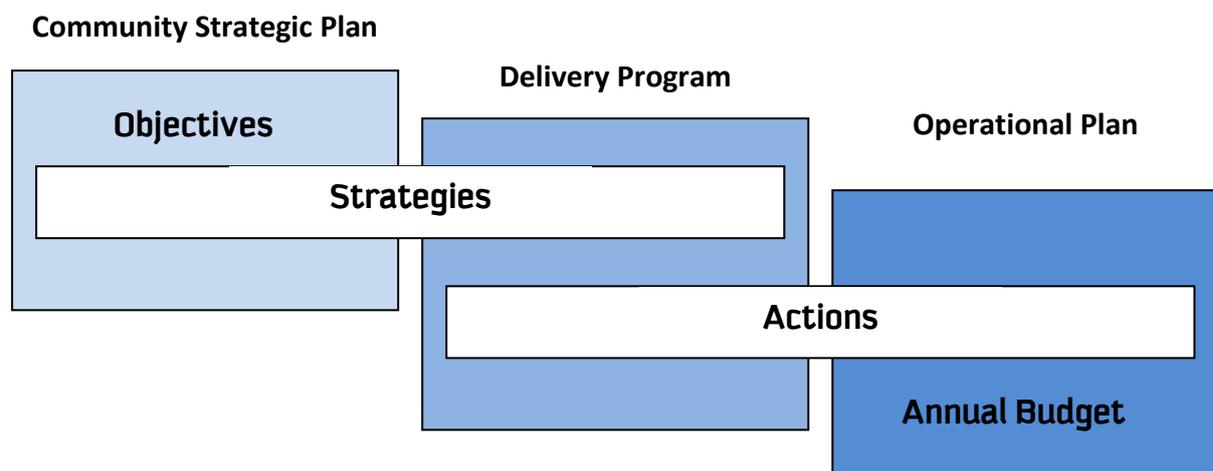
- Managing the region's development in a way that respects the social and economic needs and environmental functions for the benefit of the community and future generations
- Ensuring development is ecologically sustainable and protects ecosystem functioning to provide clean air, water and healthy soils
- Continuing to ensure the different needs of our city, town, village and rural lifestyles are met
- Making the best decisions that meet short-term needs, as well as positioning the region well for future opportunities
- Ensuring the community is actively engaged and participating in planning decisions
- 'Whole-of-Government' integration of activities and resources of different government agencies

## How Will We Achieve our Vision?

To turn ideas and aspirations into reality, we all need to work together. We also need greater clarity about what it is that we should be doing. To this end, we have developed a set of objectives supported by strategies for each of our themes. Like the themes, the objectives and strategies listed in the tables below are direct outputs from consultation with the community.

It is also important to outline how we will measure our progress against our objectives. A series of performance measures have been identified to track our progress. Council will prepare a report to the community about progress towards the objectives every six months.

The strategies identified in the Community Strategic Plan will cascade down into the Delivery Program. The Delivery Program will clearly express timeframes, priorities, funding allocations and who is responsible for implementing them. They will be fleshed out with even more specific detail about activities and projects under each strategy in Council's Annual Operational Plan for each financial year.



Keychange 2022 is a plan for the community. It does not impose a set of actions, but rather outlines the vision for the future, the ideal we are trying to create and the strategies that will help us get there. It is up to all of us to put the strategies into action. Planning is often the easy part, despite all the good intentions, many plans fall short at being implemented. To minimise the risk of this occurring, the objectives in this plan are embedded in our shorter-term plans and programs – specifically our annual operational plan and budget. In addition, Council understands that in bringing about change to the way we do things; we need to apply the principles of effective change management. We will do this through:

- Leadership
- Open, two-way communication
- Building Community Capacity

## 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 we will do

Objective	Strategies	Measures of Success
<b>C1 Unique character, identity and culture within localities, villages, towns and city</b>	C1.1 Keep main streets/central business districts fresh, vibrant and inviting	<ul style="list-style-type: none"> <li>• Shop vacancy rates</li> <li>• Community satisfaction rates</li> </ul>
	C1.2 Enhance and promote the unique character and quality of our villages, towns and city	<ul style="list-style-type: none"> <li>• Community satisfaction rates</li> </ul>
	C1.3 Value and support community festivals, celebrations and events	<ul style="list-style-type: none"> <li>• Number and diversity of events</li> <li>• Participation rate at events</li> </ul>
	C1.4 Value and protect our built, cultural, and natural heritage	<ul style="list-style-type: none"> <li>• Number of people using heritage advice</li> <li>• Number of active ‘heritage’ community groups</li> <li>• Number of heritage grants released</li> <li>• Number of nominations for heritage awards</li> </ul>
<b>C2 Active, healthy communities</b>	C2.1 Provide high-quality open spaces, parks and reserves suitable and accessible to all	<ul style="list-style-type: none"> <li>• Implementation of Open Space and Recreation Plan</li> <li>• Utilisation rates of open spaces and recreation facilities</li> </ul>
	C2.2 Provide high-quality sporting facilities to meet the diverse needs of the community	<ul style="list-style-type: none"> <li>• Implementation of Sports Audit</li> <li>• Utilisation rates of sporting facilities</li> </ul>
	C2.3 Provide health services and facilities that adequately address current and emerging health and lifestyle needs	<ul style="list-style-type: none"> <li>• Number of GPs/dentists</li> <li>• Number and diversity of specialist health services</li> <li>• Waiting times at hospital</li> <li>• Number and diversity of lifestyle health services and programs</li> <li>• Community satisfaction rates</li> </ul>
	C2.4 Provide accessible, functional, multi-purpose facilities and spaces suitable for cultural, recreational, learning and information services and activities	<ul style="list-style-type: none"> <li>• Utilisation rates of facilities</li> <li>• Community satisfaction rates</li> <li>• Implementation of Disability Action Plan</li> <li>• Number of additional services/facilities provided</li> </ul>

<b>C3 Resilient, empowered communities</b>	C3.1	Value and support volunteers, carers and community groups to continue their positive contribution	<ul style="list-style-type: none"> <li>• Number of volunteers</li> <li>• Contribution of volunteers/gift of time hours</li> </ul>
	C3.2	Provide accessible and inclusive high quality, integrated community services that meet current and emerging needs of the community	<ul style="list-style-type: none"> <li>• Community Satisfaction Rates</li> <li>• Implementation of Cultural Plan</li> </ul>
	C3.3	Provide opportunities to get actively involved in the community	<ul style="list-style-type: none"> <li>• Number of active community development committees/s355 committees</li> <li>• Number of engagement activities</li> </ul>
	C3.4	Proactively engage with 'hard to reach' members of the community including people with disabilities, elderly, youth, socially disadvantaged, geographically isolated, Aboriginal people and people of non-English cultural backgrounds	<ul style="list-style-type: none"> <li>• Number and diversity of engagement activities</li> </ul>
<b>C4 Safe places to live, work, play and visit</b>	C4.1	Increase policing levels throughout the region	<ul style="list-style-type: none"> <li>• Number of police officers</li> </ul>
	C4.2	Provide responsive, effective emergency management and emergency prevention services	<ul style="list-style-type: none"> <li>• Natural disaster response times</li> <li>• Number of emergency management training days</li> </ul>
	C4.3	Provide and support activities and programs to prevent crime, manage graffiti and minimise anti-social behaviour in the community	<ul style="list-style-type: none"> <li>• Implementation of Crime Prevention Plan</li> <li>• Number of complaints</li> </ul>
	C4.4	Create safe environments to live, work and play through planning and/or redesign and enforcement of regulations	<ul style="list-style-type: none"> <li>• Number of public places upgraded/redesigned to improve safety</li> <li>• Timely response to complaints regarding alleged breaches of regulations</li> </ul>

## what you can do

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

- Get to know your neighbours
- Join a community group or a 'not-for-profit' organisation
- Volunteer – share some time or lend a hand
- Participate in cultural and community celebrations and events
- Be physically active – walk, cycle or play a sport
- Attend a Community Development Committee meeting and/or participate in a Section 355 Committee
- Report your concerns
- Use existing services and facilities provided
- Value and recognise our community's diversity

## A Prosperous Region

If 'spirit' is the essence of the heart and soul of our region, prosperity is our 'life blood'. 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 we will do

	Objective	Strategies	Measures of Success
<b>P1</b>	<b>A strong and diverse economic base</b>	P1.1 Implement Tamworth Regional Economic Development Strategy to ensure diversity of business, industry and services	<ul style="list-style-type: none"> <li>• Annual Regional Economic Report Card</li> <li>• Number business registrations</li> <li>• Business confidence</li> </ul>
		P1.2 Protect our agricultural industry	<ul style="list-style-type: none"> <li>• Number of businesses in agricultural supply chain</li> <li>• Agricultural industry contribution to regional economy</li> </ul>
		P1.3 Develop and strengthen partnerships with the business community to meet community needs	<ul style="list-style-type: none"> <li>• Business confidence</li> <li>• Active Business Chamber</li> <li>• Number of public-private partnerships</li> </ul>
		P1.4 Expand existing businesses by building business capacity	<ul style="list-style-type: none"> <li>• Skills gap</li> <li>• Business confidence</li> </ul>
		P1.5 Facilitate a diverse range of employment opportunities	<ul style="list-style-type: none"> <li>• Employment rate</li> </ul>
<b>P2</b>	<b>Diverse tourism opportunities</b>	P2.1 Market Tamworth and the Tamworth Region (Destination Tamworth)	<ul style="list-style-type: none"> <li>• Visitor numbers</li> </ul>
		P2.2 Value, promote and support major tourism events	<ul style="list-style-type: none"> <li>• Number of events</li> <li>• Participation rate at events</li> </ul>
		P2.3 Provide a network of information centres throughout the region	<ul style="list-style-type: none"> <li>• Visitor rates to information centres</li> </ul>
		P2.4 'Value-add' to existing tourism activities to attract greater age diversity and offer a broader range of experiences	<ul style="list-style-type: none"> <li>• Diversity in tourism opportunities</li> <li>• Demographics of visitors</li> </ul>
<b>P3</b>	<b>Plan for, manage and adopt new technology</b>	P3.1 Facilitate access to state of the art communications for all residents living in the Tamworth Region	<ul style="list-style-type: none"> <li>• Access to telecommunications</li> <li>• Number of service providers</li> <li>• Number of complaints</li> </ul>
		P3.2 Assist businesses to adopt new and emerging technology	<ul style="list-style-type: none"> <li>• Number of businesses using technology</li> </ul>
		P3.3 Adopt Gov2.0 recommendations to increase openness of government and online engagement	<ul style="list-style-type: none"> <li>• Accessibility of information</li> <li>• Number of blogs</li> <li>• Number of government agencies/organisations using social media for engagement</li> </ul>

<b>P4 Sustainable Growth</b>	P4.1	Actively encourage people to relocate to the Tamworth Region	<ul style="list-style-type: none"> <li>• Uptake of government regional relocation incentives</li> <li>• Population growth</li> </ul>
	P4.2	Implement the Regional Development Strategy to ensure adequate land is available and released for sustainable growth in commercial, industrial and residential development	<ul style="list-style-type: none"> <li>• Movement of population</li> <li>• Population growth</li> <li>• Land availability</li> <li>• Vacant land (commercial, industrial and residential)</li> </ul>
	P4.3	Fair and equitable development contributions across the region to provide appropriate facilities and infrastructure	<ul style="list-style-type: none"> <li>• Effective utilisation of developer contributions (outcomes)</li> <li>• Community satisfaction rates</li> </ul>
	P4.4	Encourage a diverse range of affordable housing	<ul style="list-style-type: none"> <li>• Diversity in housing choices available</li> </ul>

### 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

## 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 we will do

	Objective	Strategies	Measures of Success
<b>A1</b>	<b>Quality transport infrastructure</b>	A1.1 Provide a safe, reliable road network	<ul style="list-style-type: none"> <li>• Condition of road network</li> <li>• Length of new infrastructure</li> </ul>
		A1.2 Expand airport services and the aviation industry	<ul style="list-style-type: none"> <li>• Number of service providers</li> <li>• Number of flights</li> </ul>
		A1.3 Provide safe, convenient car parking	<ul style="list-style-type: none"> <li>• Car parking spaces provided</li> </ul>
		A1.4 Improve connections with capital cities and other regions	<ul style="list-style-type: none"> <li>• Number of service providers</li> <li>• Frequency of services (rail/bus/air)</li> </ul>
		A1.5 Support the growth of the transport industry	<ul style="list-style-type: none"> <li>• Growth in transport industry</li> </ul>
<b>A2</b>	<b>Getting around is easy and safe</b>	A2.1 Improve accessibility of public buildings and places for all	<ul style="list-style-type: none"> <li>• Implementation of Disability Action Plan</li> </ul>
		A2.2 Advocate for improving and expanding the region's public and community transport services	<ul style="list-style-type: none"> <li>• Passenger numbers</li> <li>• Number of service providers</li> <li>• Utilisation rates</li> </ul>
		A2.3 Traffic management and traffic safety planning	<ul style="list-style-type: none"> <li>• Trends in traffic incidents</li> </ul>
		A2.4 Provide a network of walking paths and cycle ways to safely connect communities and places (PAMPS)	<ul style="list-style-type: none"> <li>• Length of new walking paths and cycle ways</li> <li>• Number of communities and places connected</li> </ul>

### 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 over-hanging vegetation
- Use existing public transport services
- Use local and regional transport service providers
- Be aware of safety of self and others when moving around the city and region
- Report unsafe conditions on roads
- Adopt a 'life-long' attitude to learning and participate in cultural activities

## 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 we will do

Objective	Strategies	Measures of Success
<b>F1 Sustainability</b>	F1.1 Respect, protect and value our natural environment	<ul style="list-style-type: none"> <li>• % land protected</li> <li>• Diversity/number of species</li> <li>• Resilient landscapes</li> <li>• State of Environment Report</li> </ul>
	F1.2 Encourage efficient use of natural resources	<ul style="list-style-type: none"> <li>• Recycling rates</li> <li>• Water consumption rates</li> <li>• Energy consumption rates</li> <li>• Implementation of Energy Savings Action Plan</li> </ul>
	F1.3 Value, support and invest in green energy production	<ul style="list-style-type: none"> <li>• % green energy of total energy consumption</li> <li>• Uptake rate in green energy solutions (wind and solar)</li> </ul>
	F1.4 Support local supply chains e.g. live local, grow local, buy local	<ul style="list-style-type: none"> <li>• Number of business registrations</li> <li>• Business confidence</li> <li>• Annual Regional Economic Report Card</li> </ul>
	F1.5 Provide environmentally sustainable waste management services	<ul style="list-style-type: none"> <li>• % green waste</li> <li>• % waste recycled</li> <li>• Landfill 'fill' rate</li> </ul>
<b>F2 Council is respected by the Community</b>	F2.1 Represent and advocate community needs	<ul style="list-style-type: none"> <li>• Community satisfaction rate</li> <li>• Number of complaints</li> <li>• Number of issues advocated for to other levels of Government</li> </ul>
	F2.2 Sound management of Council's resources and finances	<ul style="list-style-type: none"> <li>• Long-term financial sustainability</li> <li>• Annual financial report (audit results)</li> </ul>
	F2.3 Effective and efficient Council operations	<ul style="list-style-type: none"> <li>• Implementation of Annual Operational Plan</li> <li>• Availability of Council policy and publications</li> <li>• Community satisfaction rates</li> <li>• Alignment of resources to achieve the CSP</li> </ul>

	F2.4	Adopt a collaborative approach to implementing the CSP	<ul style="list-style-type: none"> <li>• Number of effective community-government partnerships/projects</li> <li>• Number of effective cross-agency partnerships/projects</li> <li>• Implementation of CSP</li> </ul>
	F2.5	Manage Council's and the community's exposure to risk	<ul style="list-style-type: none"> <li>• Number of incidents (both public and within Council)</li> <li>• Corporate Risk Register</li> <li>• Preventative measures implemented</li> </ul>
	F2.6	Provide quality customer service	<ul style="list-style-type: none"> <li>• Timely response to customer inquiries</li> <li>• Number of customer inquiries closed (responded to)</li> <li>• Community satisfaction rate</li> </ul>
<b>F3 Tomorrow planned for today</b>	F3.1	Sound land use planning to prevent and minimise land-use conflict	<ul style="list-style-type: none"> <li>• Community satisfaction rates</li> <li>• Number of cases in NSW Land and Environment Court</li> </ul>
	F3.2	Promote ecologically sustainable development	<ul style="list-style-type: none"> <li>• Implementation of Regional Development Strategy</li> <li>• BASIX</li> </ul>
	F3.3	Improve levels of service for existing assets and services (prior to building new assets)	<ul style="list-style-type: none"> <li>• Condition of assets</li> <li>• Customer satisfaction rates</li> <li>• Levels of service</li> </ul>
	F3.4	Minimise the potential impacts of climate change	<ul style="list-style-type: none"> <li>• Awareness of climate change</li> <li>• Reduction in greenhouse gases</li> <li>• Number of education initiatives</li> </ul>
	F3.5	Regularly review and assess needs of the community to ensure emerging needs are identified to proactively plan services and facilities provided	<ul style="list-style-type: none"> <li>• Community satisfaction rates</li> <li>• Number and frequency of reviews</li> </ul>
<b>F4 Provide access to quality, affordable lifelong education and learning opportunities</b>	F4.1	Facilitate the establishment of a University	<ul style="list-style-type: none"> <li>• University presence</li> </ul>
	F4.2	Provide quality and choice in education and vocation pathways	<ul style="list-style-type: none"> <li>• Number of students enrolled in vocational education</li> <li>• Diversity of education pathways</li> <li>• Number of service providers</li> <li>• Community satisfaction rate</li> <li>• Skills gap</li> </ul>
	F4.3	Provide quality and choice in childcare and schooling from pre-school to adult learning	<ul style="list-style-type: none"> <li>• Number of service providers</li> <li>• Number of students enrolled</li> <li>• Community satisfaction rate</li> </ul>

<b>F5 Well constructed water related infrastructure, managed to industry best practice</b>	F5.1	Provide a secure, reliable water supply to the community	<ul style="list-style-type: none"> <li>• Water supply</li> </ul>
	F5.2	Manage wastewater and effluent in a sustainable manner	<ul style="list-style-type: none"> <li>• Condition of assets</li> <li>• Compliance with Environmental standards and licence conditions</li> </ul>
	F5.3	Maintain, upgrade and renew stormwater infrastructure	<ul style="list-style-type: none"> <li>• Condition of assets</li> </ul>

### 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
- Provide feedback to Council
- Adopt a 'life-long' attitude to learning

## Links to NSW's State Plan

One of the important components of the new framework for Integrated Planning and Reporting is the recognition that Councils and Communities do not exist in isolation. Like our counterparts in other levels of government we are all working towards achieving outcomes that better our quality of life.

The table below demonstrates how our community, working together to achieve our vision of 'a region of opportunity and prosperity – a place to call home', also contributes to achieving the goals of the NSW State Plan 'NSW2012 – a plan to make NSW number one'.

Theme	Keychange 2022 Objective	No.	NSW State Plan Goals
<b>A Spirit of Community</b>	C1 Unique character, identity and culture of localities, villages, towns and city	20	Build liveable centres
		23	Increase opportunities for people to look after their own neighbourhoods and environments
	C2 Active, healthy communities	11	Keep people healthy and out of hospital
		12	Provide world class clinical services with timely access and effective infrastructure
		13	Better protect the most vulnerable members of our community and break the cycle of disadvantage
		14	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
		27	Enhance cultural, creative, sporting and recreation opportunities
	C3 Resilient, empowered communities	13	Better protect the most vulnerable members of our community and break the cycle of disadvantage
		24	Make it easier for people to be involved in their communities
		25	Increase opportunities for seniors in NSW to fully participate in community life
		26	Fostering opportunity and partnership with Aboriginal people
		32	Involve the community in decision-making on Government policy, services and projects
	C4 Safe places to live, work, play and visit	16	Prevent and reduce the level of crime
		17	Prevent and reduce the level of re-offending
		23	Increase opportunities for people to look after their own neighbourhoods and environments
		28	Ensure NSW is ready to deal with major emergencies and natural disasters
<b>A Prosperous Region</b>	P1 A strong and diverse economic base	1	Improve the performance of the NSW Economy
		3	Drive economic growth in regional NSW
		6	Strengthen NSW skill base

	P2	Diverse tourism opportunities	3 27	Drive economic growth in regional NSW Enhance cultural, creative, sporting and recreation opportunities
	P3	Plan for, manage and adopt new technology	4	Increase the competitiveness of doing business in NSW
	P4	Sustainable Growth	3 5 20	Drive economic growth in regional NSW Place downward pressure on the cost of living Build liveable centres
<b>An Accessible Region</b>	A1	Quality transport infrastructure	10 19	Improve road safety Invest in critical infrastructure
	A2	Getting around is easy and safe	8	Grow patronage on public transport by making it a more attractive choice
			9	Improve customer experience with transport services
<b>A Region for the Future</b>	F1	Sustainability	21	Secure potable water supplies
			22	Protect our natural environment
	F2	Council is respected by the Community	30	Restore trust in State and Local Government as a service provider
			31	Improve government transparency by increasing access to government information
			32	Involve the community in decision-making on Government policy, services and projects
	F3	Tomorrow planned for today	3	Drive economic growth in regional NSW
			29	Restore confidence and integrity in the planning system
			30	Restore trust in State and Local Government as a service provider
	F4	Provide access to quality, affordable lifelong education and learning opportunities	6	Strengthen NSW skill base
			15	Improve education and learning outcomes for all students
	F5	Well constructed water related infrastructure, managed to industry best practice	21	Secure potable water supplies

## Keeping the Strategic Plan Current

### reviewing the plan

Council needs to engage the community in reviewing the Community Strategic Plan to ensure the direction and priorities in the CSP remain current and allow for the modification and/or inclusion of new objectives and strategies to respond to changing needs of the community.

Council will provide regular progress reporting on implementation of the Community Strategic Plan. Reporting on progress of the Community Strategic Plan allows us to determine how effective strategies in the CSP have been in achieving the Community's vision for the future. Regularly reviewing the CSP also ensures that the document stays current and appropriate for the needs of the community and Region, especially as priorities change in the future and new needs emerge.

### reporting on progress

The IPR framework requires Council to formally review progress against the Delivery Program. Progress reports need to be prepared bi-annually and at the completion of each four-year period. Because the Delivery Program aligns with the term that Councillors are elected for, the end-of-term report is what the Council has achieved against the Community Strategic Plan during their term of office. The incoming Council must review the end-of-term report to inform the development of the next four-year Delivery Program. This review provides the prime opportunity to establish whether any changes are required in the Community Strategic Plan. If the CSP is updated, the timeframe extends, ensuring that the future is always planned for a minimum of 10 years. To update the CSP, Council needs to formally engage with the Community, including re-exhibiting the proposed revised plan.

All reports and reviews must be completed within 9 months of the election to allow time for Council to prepare the Delivery Program, Annual Operational Plan and budget for the next financial year.

Council's Annual Reporting, under the new IPR framework will shift the focus to reporting on implementation of the Annual Operational Plan and Delivery Program against the Community's vision for the future as outlined in the CSP. This report will answer the questions: Did Council do what it said it would do, and if not, why not? Council will clearly demonstrate what has been achieved in the Annual Operational Plan and what may need to be revisited due to changes or circumstances. This report also provides a trigger to review the direction outlined in the CSP.

### got a comment on the community strategic plan?

Like it? Love it? Hate it? Think something should change? Share your thoughts and opinions:

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