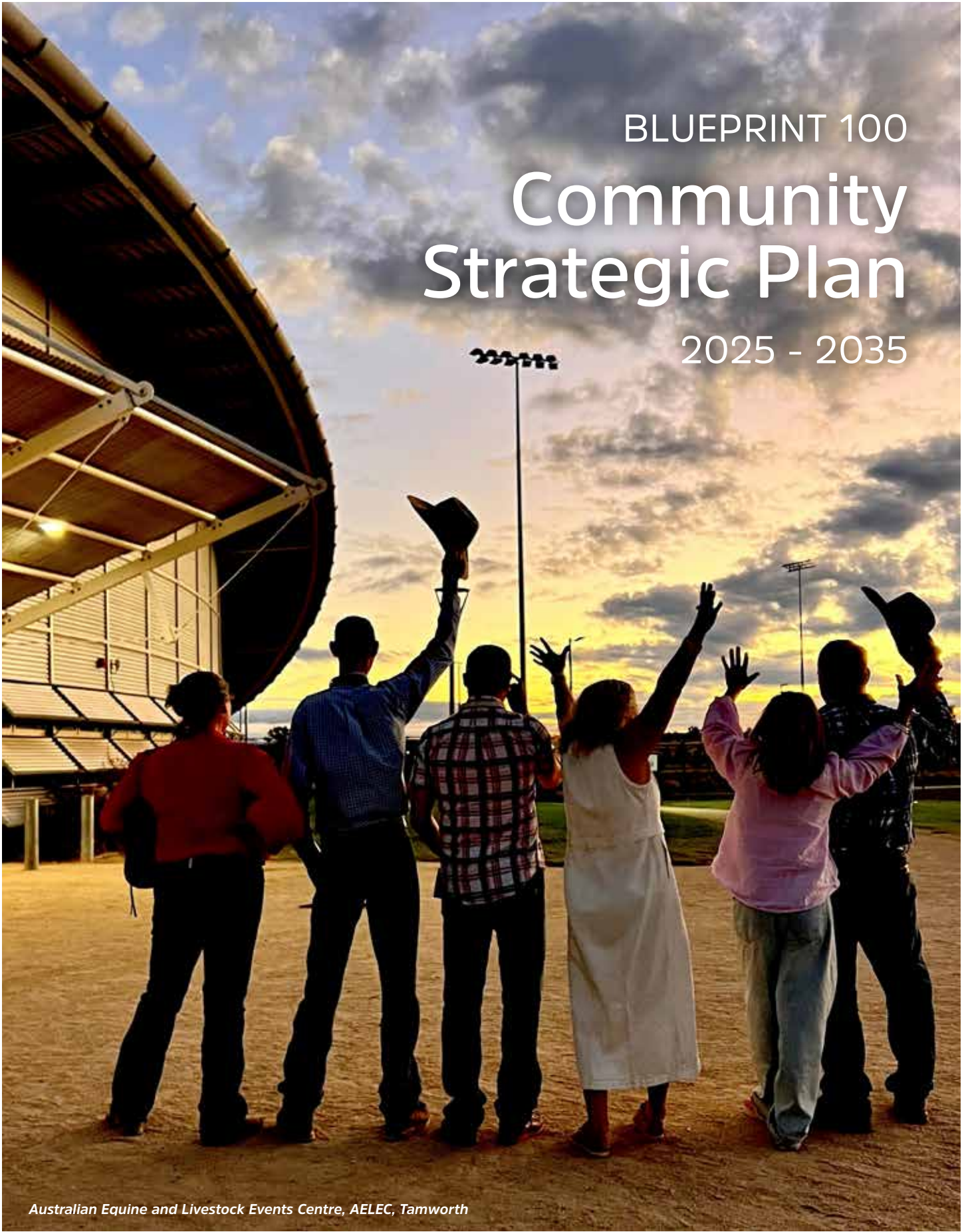




BLUEPRINT 100

Community Strategic Plan

2025 - 2035

Australian Equine and Livestock Events Centre, AELEC, Tamworth

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



The artwork on this page was created by Gomeroi artist Tess Reading. Her artwork was selected through an expression of interest where Aboriginal artists with a connection to the Kamilaroi/Gomeroi Nation were asked to create an artistic element for inclusion in Council's corporate brand.

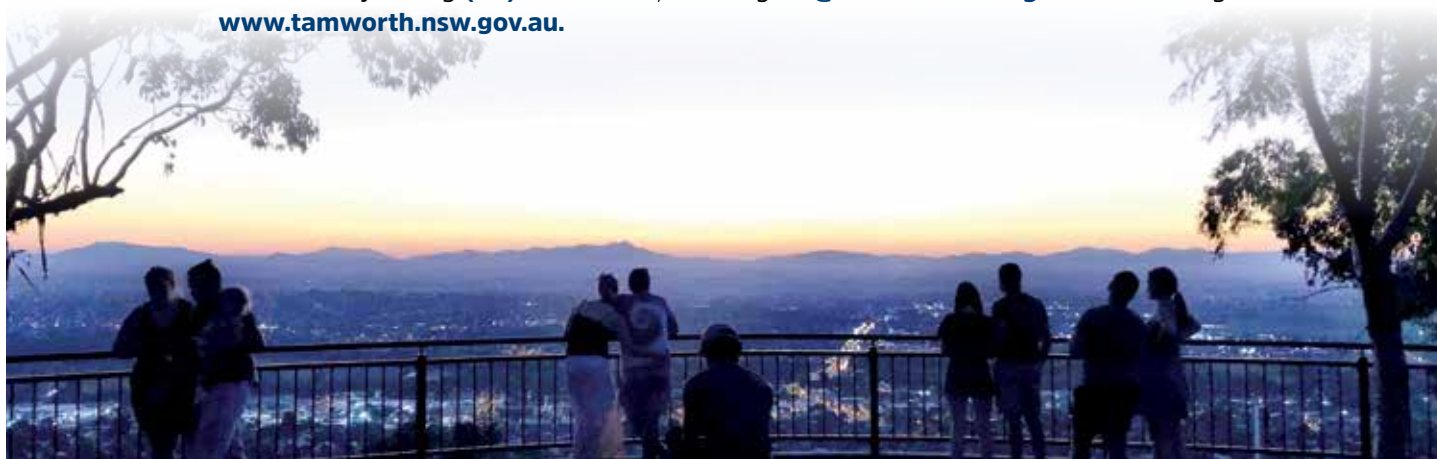
Ms Reading describes her work as depicting the land and communities that spread across the Tamworth Regional Council footprint. Elements of the artwork will start to appear on Council's letterheads, business cards, signage and uniforms in 2025.

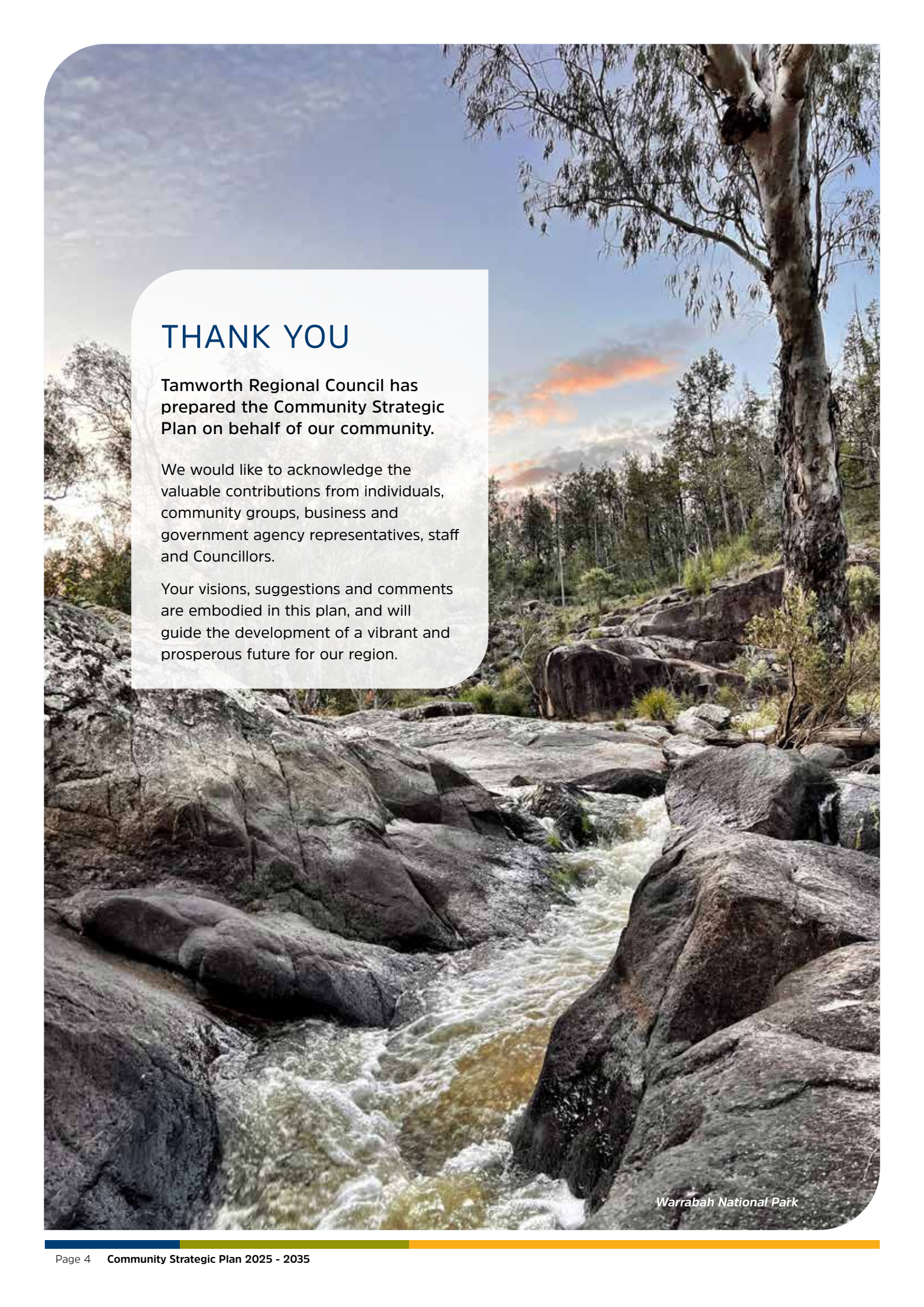
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FEEDBACK

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





THANK YOU

Tamworth Regional Council has prepared the Community Strategic Plan on behalf of our community.

We would like to acknowledge the valuable contributions from individuals, community groups, business and government agency representatives, staff and Councillors.

Your visions, suggestions and comments are embodied in this plan, and will guide the development of a vibrant and prosperous future for our region.

Warrabah National Park



Message from Tamworth Region Mayor, Russell Webb

I am heartened and encouraged to see our community's enthusiasm and optimism for the future of our region.

We started a conversation late last year to find out more about the vision local people have for our region into the next decade.

Council has listened and we have used the information you shared to put together this long-term plan that maps out what you want our region's future to look like.

The Community Strategic Plan 2025-2035 reflects the wants, needs and aspirations of our community - it is "the people's plan".

It will be the guiding influence for all other strategies Council produces. It sets out how we can ensure our region will be economically strong with sustained growth and give us all the quality of life we want to enjoy.

We know our region is steadily growing and it's essential that we plan ahead to ensure we have an even better place to call home.

I thank everyone who has taken the time to voice what's important to them and I encourage you to continue to be involved in realising your vision.



Message from the General Manager, Paul Bennett

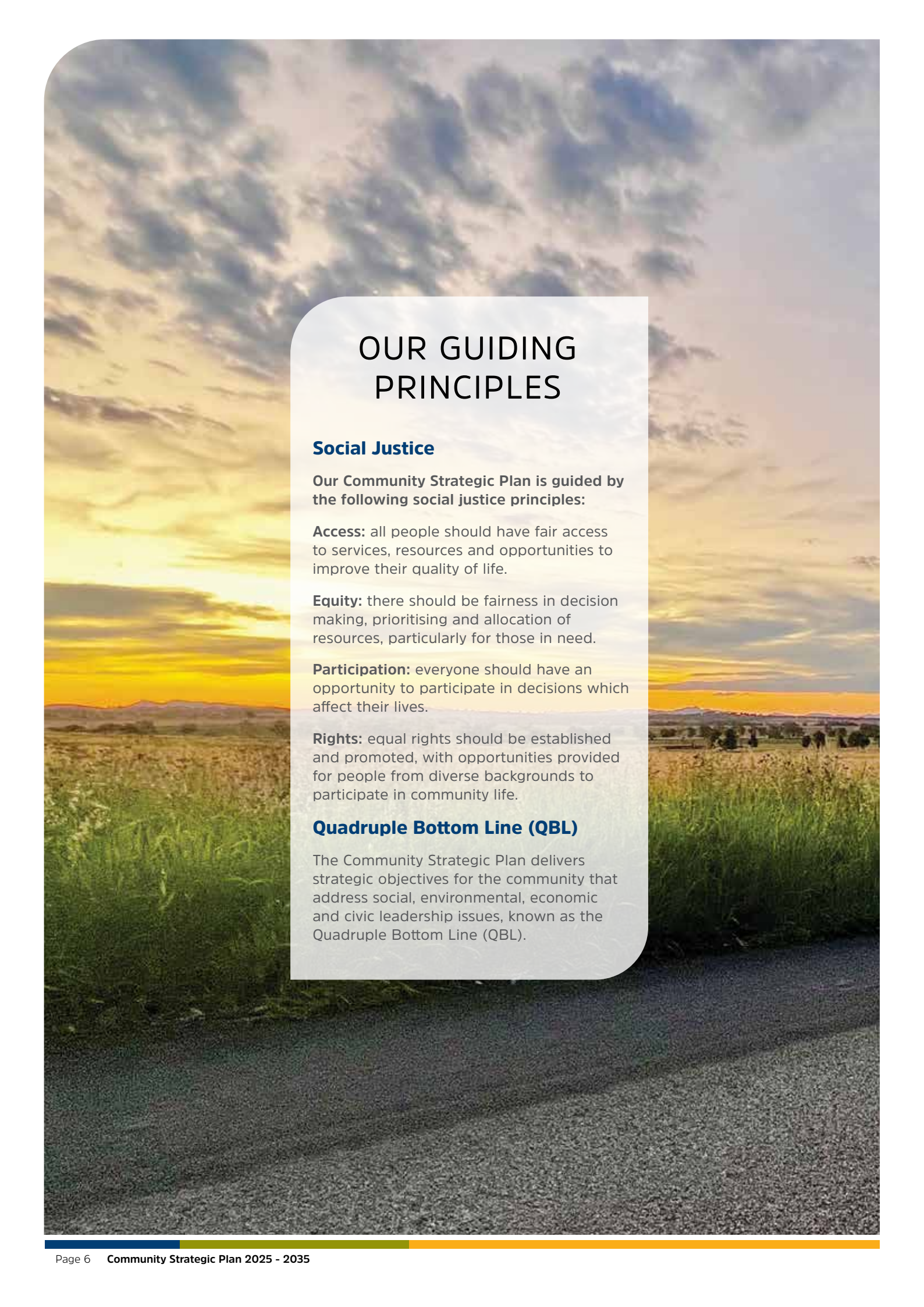
This Community Strategic Plan 2025-2035 is a community-owned plan for the future of the Tamworth region.

It genuinely captures the wants and needs of our community, being the result of an extensive consultation process.

It will be used to guide the delivery of services and facilities in our region over the next 10 years.

The plan's nine focus areas set out how the region will continue to be a great place to live, work, study and visit. Delivering water security, facilitating a liveable built environment, fostering prosperity and innovation, building resilient and diverse communities, connecting our region and its citizens, working with and protecting our environment, celebrating our culture and heritage, strengthening our proud identity and open and collaborative leadership are part of the roadmap which will get us where we all want to be.

I encourage you to continue with us on this journey.



OUR GUIDING PRINCIPLES

Social Justice

Our Community Strategic Plan is guided by the following social justice principles:

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

Equity: there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need.

Participation: everyone should have an opportunity to participate in decisions which affect their lives.

Rights: equal rights should be established and promoted, with opportunities provided for people from diverse backgrounds to participate in community life.

Quadruple Bottom Line (QBL)

The Community Strategic Plan delivers strategic objectives for the community that address social, environmental, economic and civic leadership issues, known as the Quadruple Bottom Line (QBL).



Our values

We endeavour to uphold our values in all that we do:

- one team
- accountability
- excellence
- wellbeing

Our mission

Tamworth Regional Council is committed to serving the community with:

- integrity • efficiency
- fairness • impartiality
- the encouragement of mutual respect
- Council promotes and strives to achieve a climate of respect for all

Our promise

Tamworth Regional Council is committed to making it simple for you to get in touch, have your questions answered and find the information you need.

Sunset over Loomberah Road, Tamworth

PLANNING FOR OUR FUTURE

What is Integrated Planning & Reporting?

Legislated by the Local Government Act 1993, the Integrated Planning and Reporting (IP&R) Framework provides a structured approach for NSW Councils in developing and implementing a comprehensive suite of strategic planning and reporting documents.

Occupying the highest level of this framework is a plan owned by the community, known as the **Community Strategic Plan (CSP)**.

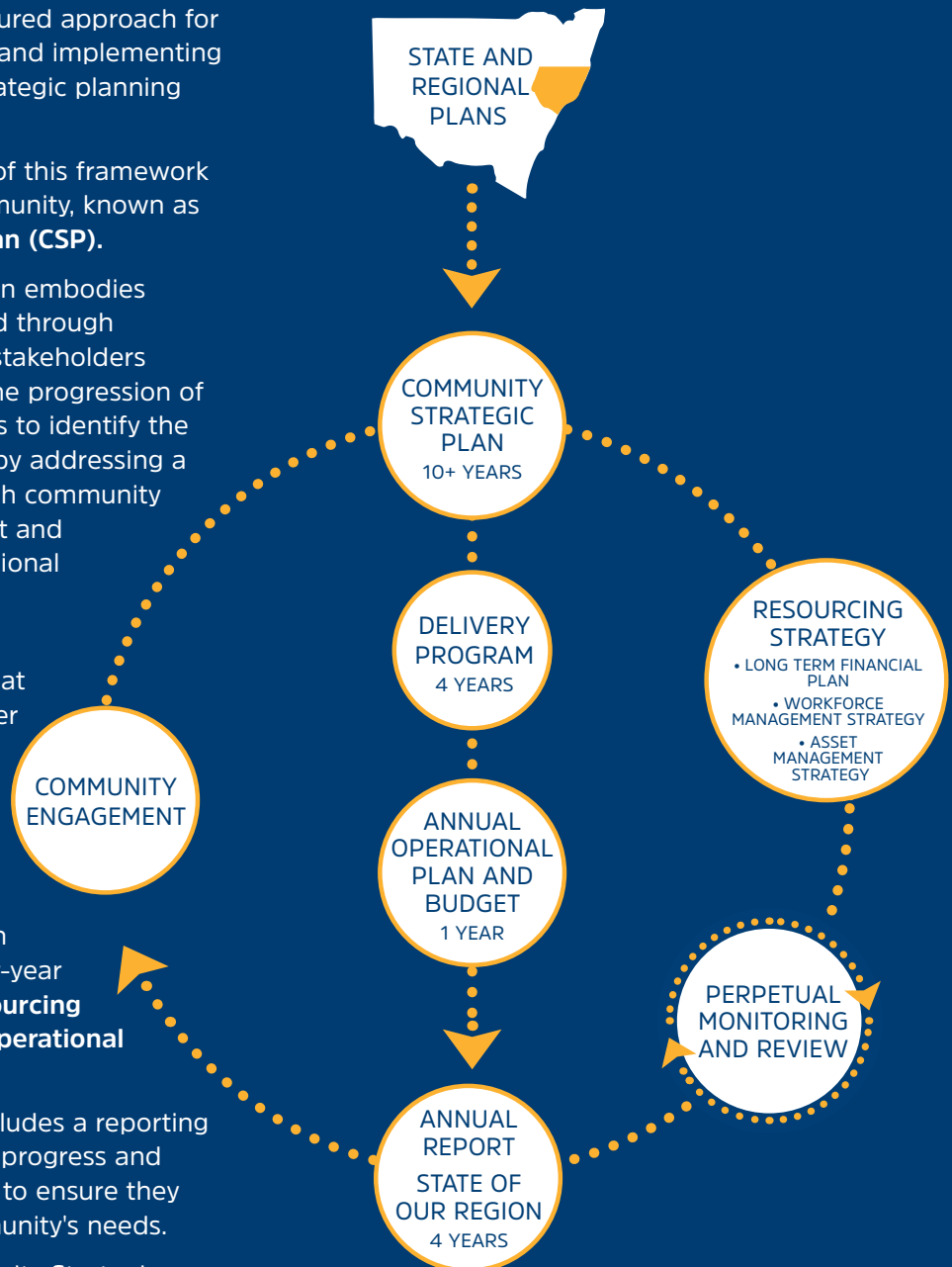
The Community Strategic Plan embodies a collective vision, formulated through collaborative efforts among stakeholders whose aspirations support the progression of our community. Its purpose is to identify the community's main priorities by addressing a broad range of issues through community and stakeholder engagement and alignment with state and regional planning priorities.

This process results in the development of strategies that will guide our community over the next 10 years.

With this long-term vision established, Council is then able to translate the community's strategic goals into actionable plans through the implementation of a four-year **Delivery Program (DP)**, **Resourcing Strategy (RS)**, and **Annual Operational Plans (AOP / OP)**.

The IP&R framework also includes a reporting mechanism to communicate progress and a schedule for revising plans to ensure they continue to reflect the community's needs.

As custodians of the Community Strategic Plan, Council leads its development and implementation. However, achieving its vision requires collective efforts from the entire community.



DEVELOPING OUR COMMUNITY STRATEGIC PLAN

Our community vision is formed by addressing four key questions:

Where are we now?

Informed by:

Community engagement / Community and Economic Profile Data / State of our Region Report (formerly End of Term Report)

Outcome:

Provides benchmarks and identifies key issues, challenges and opportunities

Where do we want to be in 10 years' time?

Informed by:

Community engagement with: stakeholders, government representatives, business and industry groups, community groups and individuals
State and Regional plans and strategies

How will we get there?

Outcome:

Establishes community aspirations, expected levels of service and strategies for achieving these goals
Alignment with the priorities and strategies of the NSW State Government

How will we know we have arrived?

Informed by:

Measures of success (performance indicators). Outcomes of the CSP are reported at the end of the council term in the **State of our Region report**

Outcome:

Monitors progress towards achieving the community objectives and informs the development of subsequent CSP

OUR COMMUNITY PROFILE



The Community

POPULATION

65,246

ABS ERP 2023

ABORIGINAL AND TORRES
STRAIT ISLANDER

12.70%

ABS 2021

BORN OVERSEAS

8%

ABS 2021

MEDIAN AGE

39yrs

ABS 2021

MEDIAN RENTAL PRICE

(Tamworth)

\$440 per week

.id June 2024

LIVING WITH A DISABILITY

6.7% of population

ABS 2021



Business and the Economy

GROSS REGIONAL PRODUCT

\$4.13 billion

NIEIR 2023

TOTAL BUSINESSES

6,138

ABS June 2024

Top Industries by output:

MANUFACTURING

\$1180M

NIEIR 2023

CONSTRUCTION

\$949M

NIEIR 2023

HEALTH CARE &
SOCIAL ASSISTANCE

\$753M

NIEIR 2023

AGRICULTURE, FORESTRY
& FISHING

\$599M

NIEIR 2023



Education and Employment

UNIVERSITY QUALIFICATION

15%

ABS 2021

VOCATIONAL QUALIFICATION

24.95

ABS 2021

EMPLOYED RESIDENTS

33,498

NIEIR 2023

UNEMPLOYMENT

2.1%

September 2024 economy.id

Projected Trends

POPULATION

2031

72,618

forecast.id

2041

80,769

forecast.id

DWELLINGS

2031

31,053

forecast.id

2041

34,486

forecast.id

STRENGTHS, CHALLENGES AND OPPORTUNITIES

Strengths	Challenges	Opportunities
Liveability Excellence in local amenity, services, recreation & lifestyle Robust Economic Base Long-standing industries of agriculture, food production, and health services Regional Centre Hub for services and economic activity in the broader region Existing Brand Well-known regional brand anchored in country music	Housing Availability Increasing cost of housing and limited diversity of options Ageing Population Increasing proportion of older residents and retirees Water Security Managing and continuing to enhance regional water security Climate Change The impacts of climate variation, extreme weather events and associated natural disasters	Digital Revolution Creating new digital industries, jobs and productivity Expanded Visitor Offerings Exploring ways to expand visitation across the region and throughout the year Renewable Energy Growth in the renewable, green and sustainability sectors Evolving Transport and Mobility Technology and sustainability are transforming transport networks, modes and behaviours, resulting in a rise of electric vehicles, ride-sharing, micro-mobility and public transport models



COMMUNITY ENGAGEMENT

Effective and meaningful engagement is vital to our strategic planning process. It helps Council make well-informed and sustainable decisions by converting community wants and needs into visions for our future.

In 2024, Council commenced the Community Strategic Plan review process by reaching out to the community through the 'Community Views' survey and 'Our Region, Our Future' workshops, which drew a total of 1045 participants.

We asked our community:

When thinking about living in the Tamworth Region, what is the most important thing for me in the next 10 years, and what will make our region even better?

The responses from these activities along with other engagement initiatives carried out throughout the term confirmed that the priority areas in 'Our Community Plan 2023-2033' remain relevant, ensuring our Community Strategic Plan 2025-2035 will accurately represent our vision for the Tamworth Region.

What you told us:



OUR VISION

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

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

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

And we will achieve this with openness and accountability.



FOCUS AREA 1

OUR WATER SECURITY

"Deliver durable water infrastructure including raw water"



FOCUS AREA 2

A LIVEABLE BUILT ENVIRONMENT

"Facilitate smart growth and housing choices"



FOCUS AREA 3

PROSPERITY AND INNOVATION

"Create a Prosperous Region"



FOCUS AREA 4

RESILIENT AND DIVERSE COMMUNITIES

"Build resilient communities"



FOCUS AREA 5

CONNECT OUR REGION AND ITS CITIZENS



FOCUS AREA 6

WORKING WITH AND PROTECTING OUR ENVIRONMENT

"Design with Nature"



FOCUS AREA 7

CELEBRATE OUR CULTURES AND HERITAGE



FOCUS AREA 8

A STRONG AND VIBRANT IDENTITY

"Strengthen our proud identity"



FOCUS AREA 9

OPEN AND COLLABORATIVE LEADERSHIP

COUNCIL'S ROLE

As custodians of the Community Strategic Plan, Tamworth Regional Council takes a lead role in its implementation, however, the responsibility for its delivery lies with all levels of government, non-government agencies, organisations, industry and the community as a whole.

Where Council is not the delivery agent, we are committed to facilitating progress through collaboration and advocacy on behalf of our community.

In each focus area, Council has identified the role it plays in the provision of each strategy.



PROVIDER

Council provides services, facilities, infrastructure and programs to meet the long-term goals of our community



ADVOCATE

We advocate on behalf of our community and provide a collective voice



COLLABORATOR

Council partners with other stakeholders to deliver the best outcomes for the community



OUR ORGANISATION



**Councillor
Russell Webb**
Mayor



**Councillor
Jeff Budd**
Deputy Mayor



**Councillor
Ryan Brooke**



**Councillor
Charles Impey**



**Councillor
Steve Mears**



**Councillor
Brendon North**



**Councillor
Mark Rodda**



**Councillor
Matt Sharpham**



**Councillor
Marc Sutherland**



Paul Bennett
General Manager

Peter Resch Director Regional Services	Bruce Logan Director Water & Waste	Gina Vereker Director Liveable Communities	Peter Ross Executive Manager Creative Communities & Experiences	Karen Litchfield Acting Executive Manager Strategy & Performance	Rami Abu-Shaqra Chief Financial Officer	Rebecca Cosgrove Chief People Officer
<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>
Operations & Construction	Laboratory	Community Safety & Wellbeing	AELEC	Commercial Property	Economic Development & Investment	People & Culture
Plant Fleet & Building Services	Projects, Strategy & Infrastructure	Learning Communities	Entertainment Venues	Governance	Financial Services	Heath & Wellbeing
Project Planning & Delivery	Sustainability	Customer Services	Events	Legal Services	Information Technology	Injury Management
Sport & Recreation	Water & Environmental Operations	Development	Gallery & Museums	Risk & Safety		
Strategy, Assets & Design	Waste & Resource Recovery	Development Engineering	Marketing & Communications	Strategy & Performance		
Airport & Aviation		Future Communities	Visitor Experience			

COUNCIL'S DELIVERY OF THE COMMUNITY VISION

Council is committed to the realisation of the community vision; achieving outcomes through strategic initiatives, detailed plans, projects and targeted actions. These commitments are detailed in the plans that sit beneath the Community Strategic Plan in the IP&R suite and pertain to the actions of Council.

Delivery Program

The Delivery Program (DP) is the primary reference point for the activities Council undertakes in implementing the Community Strategic Plan. The DP is a statement of commitment that addresses the question ***"how will we get there?"***, translating the CSP priorities into clear actions.

The DP identifies Council's key projects and programs, including plans for service delivery and resourcing requirements. Council's commitment to continuous improvement and best practice is demonstrated by addressing efficiency, productivity, financial management and governance of Council.

Additionally, the DP identifies Council's services, roles and responsibilities, and how business-as-usual activities help to achieve the CSP objectives.

Annual Operational Plan

The Annual Operational Plan (AOP) is Council's action plan, outlining the activities Council will carry out in working towards the

objectives of the Community Strategic Plan and Delivery Program. The AOP is developed each year and identifies clear actions, responsibilities and performance indicators to measure effectiveness.

Resourcing Strategy

The Resourcing Strategy articulates how Council will resource the implementation of the Community Strategic Plan's strategies and the actions of the Delivery Program and annual Operational Plans. The Resourcing Strategy consists of three components:

1. Long-Term Financial Plan

The Long-Term Financial Plan (LTFP) informs decision making and demonstrates how objectives and commitments of the CSP & DP/AOP will be resourced and funded. The LTFP is a 10-year rolling plan.

2. Workforce Management Strategy

The Workforce Management Strategy (WMS) maximises the capacity of Council's workforce resources to meet the vision of the Community Strategic Plan.

3. Asset Management Strategy

The Asset Management Strategy (AMS) sets out how Council will manage and account for the assets it manages on behalf of the community in an efficient and sustainable way.



SUPPORTING STRATEGIES AND PLANS

In addition to the plans developed under the IP&R Framework, Council develops supporting strategies to guide the delivery of actions identified in the Delivery Program and annual Operational Plan, examples include:

Community Engagement Strategy

Community Safety and Crime Prevention Plan

Disability Inclusion Action Plan

Demand Management Plan

Drought Management Plan

Open Space Management Guide

Our Environmental Sustainability Strategy and Action Plan

Reconciliation Action Plan

Regional Resilience Plans for Towns and Villages

Tamworth Integrated Transport Plan

Tamworth Region Creative Communities Plan

Tamworth Regional Community Development Strategy

Tamworth Regional Council Sport and Recreation Strategic Plan

Tamworth Regional Council Visitor Economy Plan

Tamworth Regional Development Control Plan

Tamworth Regional Housing Strategy

Tamworth Regional Local Environmental Plan

Tamworth Tomorrow Economic Development and Investment Strategy

Tamworth Youth Strategy and Action Plan



MEASURING OUR SUCCESS

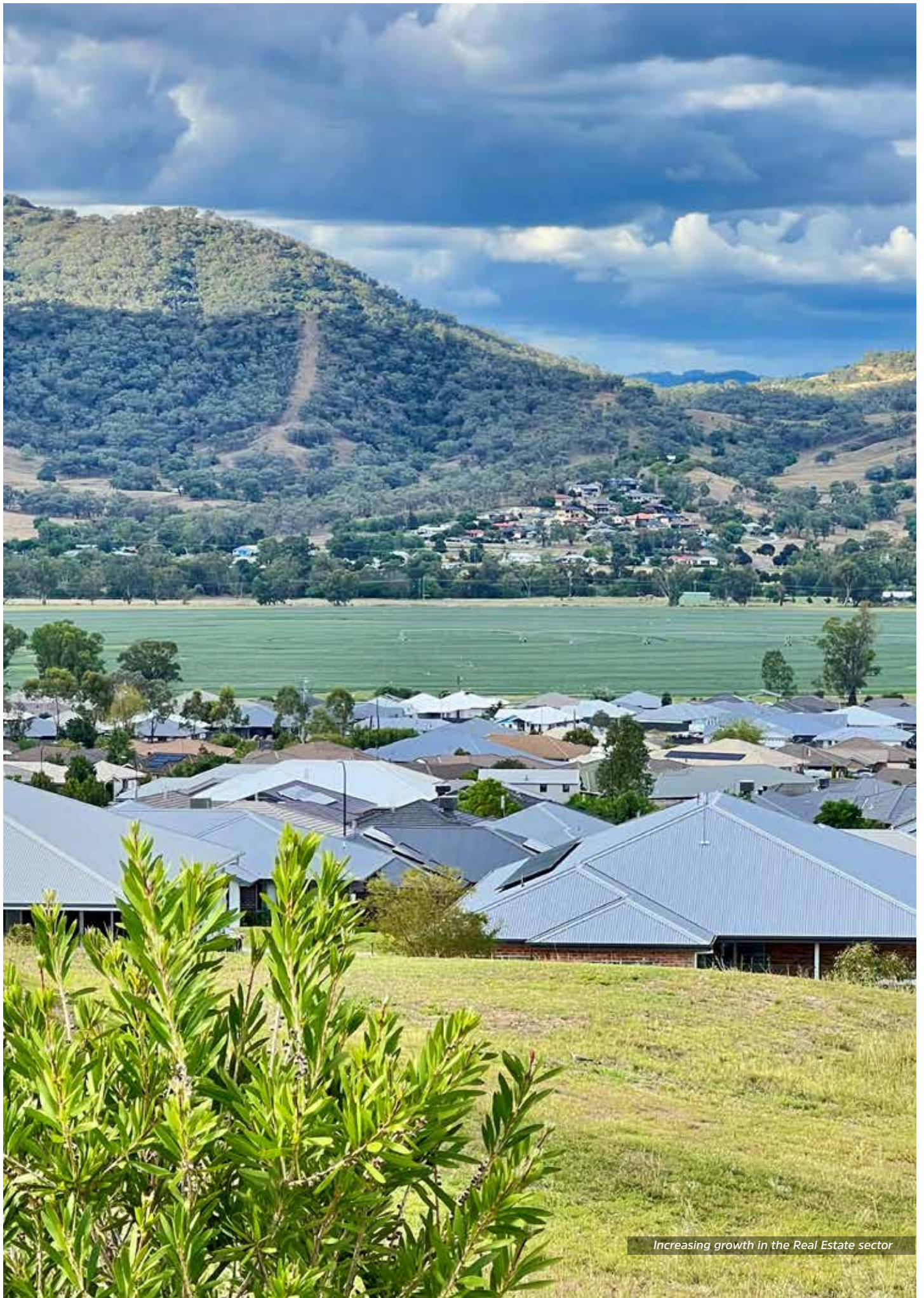
Measuring success is an essential aspect of the IP&R cycle. As custodians of the Community Strategic Plan, Council has legislative responsibility to guide and influence its implementation and to identify appropriate assessment methods.

In each focus area, Council has established 'measures of success' addressing the question **"how will we know we have arrived?"**. These measures (also known as performance indicators) set benchmarks, provide insights into community satisfaction levels, and assist in monitoring progress towards achieving desired outcomes. To assess these performance indicators, data is obtained from internal and external sources. Examples include:

Data	Source	Applicable Focus Area
Community satisfaction surveys	TRC	        
Community Engagement Strategy reports	TRC	        
Community Profile	Id.community / ABS	        
Economic Profile	Economy.id / ABS / NIEIR	   
Housing Monitor	.idcommunity / ABS	  
Development approvals	TRC	    
Laboratory testing	Tamworth Environmental Laboratory – TRC	
Service utilisation, participation rates and ticket sales	TRC	   
Financial reports	TRC	        
Customer requests	TRC	        
Assets management reports	TRC	        
Water and wastewater processing	TRC	 
Landfill operations	TRC	

As a result, Council is able to report outcomes back to the community via:

Strategic Plan	Report	Reporting timeline
Community Strategic Plan	State of our Region	End of Council Term (<i>generally every four years</i>)
Delivery Program	Progress Report	Six monthly
Annual Operational Plan	Annual Report	Annually



Increasing growth in the Real Estate sector

ALIGNING WITH SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs apply to all countries and promote action on climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities.

The SDGs were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable

Development. Each of the 17 Goals are underpinned by targets.

Local Government plays a key role in identifying and implementing local actions that address the SDGs. Tamworth Regional Council has identified the most relevant SDGs aligned to Community Strategic Plan focus areas. This provides a framework for how council can contribute to the SDGs.

For further information visit <https://sdgs.un.org/goals>

2020 Agenda for Sustainable Development

SUSTAINABLE DEVELOPMENT GOALS



TAMWORTH REGIONAL COUNCIL FOCUS AREA SUSTAINABLE DEVELOPMENT GOALS

FOCUS AREA 1 – OUR WATER SECURITY



FOCUS AREA 2 – A LIVEABLE BUILT ENVIRONMENT



FOCUS AREA 3 – PROSPERITY AND INNOVATION



FOCUS AREA 4 – RESILIENT AND DIVERSE COMMUNITIES



FOCUS AREA 5 – CONNECT OUR REGION AND ITS CITIZENS



FOCUS AREA 6 – WORKING WITH AND PROTECTING OUR ENVIRONMENT



FOCUS AREA 7 – CELEBRATE OUR CULTURES AND HERITAGE



FOCUS AREA 8 – A STRONG AND VIBRANT IDENTITY



FOCUS AREA 9 – OPEN AND COLLABORATIVE LEADERSHIP





FOCUS AREA 1 OUR WATER SECURITY

- W.01 A region with a safe and secure water supply
- W.02 A region that prioritises water conservation and water sustainability
- W.03 Efficient and fit for purpose waste water management
- W.04 Our urban planning, design and operations use sustainable water and waste water approaches



FOCUS AREA 2 A LIVEABLE BUILT ENVIRONMENT

- L.01 The right growth in the right locations
- L.02 Vibrant city and town centres
- L.03 More diverse and affordable housing
- L.04 High quality lifestyle, recreational and community facilities



FOCUS AREA 3 PROSPERITY AND INNOVATION

- P.01 Be an attractive region for new and existing businesses to invest
- P.02 Our community has access to vocational education and skills development
- P.03 Our industries are successful and create opportunities for other initiatives/ business in the downstream economy
- P.04 The Tamworth Region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy



FOCUS AREA 4 RESILIENT AND DIVERSE COMMUNITIES

- R.01 Our towns, villages and communities grow and prosper
- R.02 Our community has improved inclusive outcomes and access to community and social services
- R.03 Meet the 17 targets of the "Closing the Gap" national agreement for our community
- R.04 Improve the physical and mental health outcomes for all residents
- R.05 Be a safer and more resilient community



FOCUS AREA 5 CONNECT OUR REGION AND ITS CITIZENS

- C.01 A thriving aviation hub supporting travel and investment in our region
- C.02 A safe and efficient transport network
- C.03 Expanded public transport options
- C.04 Improved access to active transport options for movement between places
- C.05 Our community is enabled by technology



FOCUS AREA 6 WORKING WITH AND PROTECTING OUR ENVIRONMENT

- E.01 Increase the take up and use of affordable and clean energy across the region
- E.02 A region where sustainable design of facilities, infrastructure and development are the rule not the exception
- E.03 Reduce our waste and manage it responsibly
- E.04 We care for our natural environment



FOCUS AREA 7 CELEBRATE OUR CULTURES AND HERITAGE

- H.01 Enhance our lives through the lived experience of arts and culture
- H.02 Our Aboriginal community's history and culture is protected and celebrated
- H.03 Our region's heritage assets are protected



FOCUS AREA 8 A STRONG AND VIBRANT IDENTITY

- S.01 Be known for country music and so much more
- S.02 Tell the world who we are and what we have
- S.03 Show who we are when people arrive by land or air to our towns and region



FOCUS AREA 9 OPEN AND COLLABORATIVE LEADERSHIP

- T.01 Conduct the business of Council with transparency and accountability
- T.02 Our financial position is strong and able to meet our current and future obligations to our community
- T.03 Everyone in our community feels informed, heard and understood
- T.04 Our workforce is agile and future ready
- T.05 Build strategic partnerships and advocate to other levels of government to ensure our community needs are met and concerns heard

HOW TO READ THIS PLAN

A community vision derived from community engagement addressing priority areas and expected levels of service

Focus area alignment with sustainability goals

Community Priorities

Strategies are the method or approach by which the priorities of the CSP will be met

The stakeholders involved in the delivery of focus area outcomes

FOCUS AREA 1 OUR WATER SECURITY



Our Community Vision

A region where the water supply is both safe and secure, delivering durable water infrastructure, including raw water systems that ensure resilience and longevity, safeguarding the health and well-being of our communities. We place a high priority on water conservation and sustainability, efficient and fit-for-purpose wastewater management, ensuring our urban planning designs and operations are grounded in sustainable water and wastewater approaches.

Sustainable Development Goals



Our Guiding Principles

Social Justice
Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)
Social, Environmental, Economic & Civic Leadership

Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
W.01 A region with a safe and secure water supply			
W.0101	Establish appropriate water and drought contingency measures in collaboration with the State Government	Provider, Collaborator, Advocate	Civic Leadership Economic Environmental Social
W.0102	Investigate and develop practical ways to secure our water supply	Provider, Collaborator, Advocate	Civic Leadership Economic Environmental Social
W.02 A region that prioritises water conservation and water sustainability			
W.0201	Improve water sustainability across the region	Provider, Collaborator, Advocate	Civic Leadership Economic Environmental Social
W.0202	Use demand management measures, such as water pricing, to encourage efficient water use	Provider, Collaborator, Advocate	Civic Leadership Economic Environmental Social
W.03 Efficient and fit for purpose waste water management			
W.0301	Progress the establishment of sustainable effluent management practices for all wastewater treatment works	Provider, Collaborator	Civic Leadership Economic Environmental Social
W.0302	Plan for the renewal and upgrade of our waste water infrastructure	Provider, Collaborator	Civic Leadership Economic Environmental Social
W.04 Our urban planning, design and operations use sustainable water and waste water approaches			
W.0401	Ensure water sustainability is included in strategies, plans and policies	Provider, Collaborator, Advocate	Civic Leadership Economic Environmental Social
W.0402	Implement sustainable water practices across TRC services and facilities	Provider, Collaborator	Civic Leadership Economic Environmental Social

The role Council plays in implementing the strategy

Our Partners

(Who we will work with to deliver outcomes)

Our community
All water users
Federal Government
State Government
Research sector
Water industry
IPART
Water sustainability industry
Waste water sector
Building industry
Community groups
Developers
Businesses

Measures of Success

(How will we know we have arrived?)

Improved water security
Community satisfaction with water security
Community satisfaction with water sustainability
Increased participation in water conservation measures and programs
Improved waste water practices
Increased number of TRC services and facilities using sustainable approaches to waste water management
Increased water and waste water designs

Measures of success provide scope to determine progress towards or success of a strategy

FOCUS AREA 1

OUR WATER SECURITY



Our Community Vision

A region where the water supply is both safe and secure, delivering durable water infrastructure, including raw water systems that ensure resilience and longevity, safeguarding the health and well-being of our communities. We place a high priority on water conservation and sustainability, efficient and fit-for-purpose wastewater management, ensuring our urban planning designs and operations are grounded in sustainable water and wastewater approaches.

Sustainable Development Goals



Our Guiding Principles

Social Justice

Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)

Social, Environmental, Economic & Civic Leadership

Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
W.01 A region with a safe and secure water supply			
W.0101	Establish appropriate water and drought contingency measures in collaboration with the State Government	  	Civic Leadership Economic Environmental Social
W.0102	Investigate and develop practical ways to secure our water supply	  	Civic Leadership Economic Environmental Social
W.02 A region that prioritises water conservation and water sustainability			
W.0201	Improve water sustainability across the region	  	Civic Leadership Economic Environmental Social
W.0202	Use demand management measures, such as water pricing, to encourage efficient water use	  	Civic Leadership Economic Environmental Social
W.03 Efficient and fit for purpose waste water management			
W.0301	Progress the establishment of sustainable effluent management practices for all wastewater treatment works	 	Civic Leadership Environmental Social
W.0302	Plan for the renewal and upgrade of our waste water infrastructure	 	Civic Leadership Environmental Social
W.04 Our urban planning, design and operations use sustainable water and waste water approaches			
W.0401	Ensure water sustainability is included in strategies, plans and policies	  	Civic Leadership Economic Environmental Social
W.0402	Implement sustainable water practices across TRC services and facilities	 	Civic Leadership Economic Environmental Social

Our Partners

(Who we will work with to deliver outcomes)

Our community

All water users

Federal Government

State Government

Research sector

Water industry

IPART

Water sustainability industry

Waste water sector

Building industry

Community groups

Developers

Businesses

Measures of Success

(How will we know we have arrived?)

Improved water security

Community satisfaction with water security

Community satisfaction with water sustainability

Community satisfaction with water quality and supply

Increased participation in water conservation measures and programs

Improved waste water practices

Increased number of TRC services and facilities using sustainable approaches to waste water management

Increased water and waste water designs



Calala Water Treatment Plant

FOCUS AREA 2

A LIVEABLE BUILT ENVIRONMENT



Our Community Vision

Our communities continue to evolve into dynamic centres featuring high-quality lifestyle, recreational and community facilities that foster a strong sense of community, strengthen social connections and enrich the lives of our residents. We prioritise strategic and sustainable growth, enhancing and revitalising city and town centres, improving the greening of our urban areas and increasing opportunities for diverse and affordable housing. These efforts collectively aim to create a thriving and liveable built environment.

Sustainable Development Goals



Our Guiding Principles

Social Justice

Access, Equity, Participation & Rights

Quadruple Bottom Line (QBL)

Social, Environmental, Economic & Civic Leadership

Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
L.01 The right growth in the right locations			
L.0101	Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirements	  	Civic Leadership Economic Environmental Social
L.0102	Ensure sustainability principles are embedded into our policies and planning tools for future developments	  	Civic Leadership Economic Environmental Social
L.02 Vibrant city and town centres			
L.0201	Enhance and revitalise city and town centres	  	Civic Leadership Economic Environmental Social
L.0202	Manage streetscapes to improve the visual appeal of the CBD	  	Civic Leadership Economic Environmental Social
L.0203	Encourage night time social connections	  	Civic Leadership Economic Environmental Social
L.0204	Improve the greening and cooling of the region	  	Civic Leadership Economic Environmental Social
L.03 More diverse and affordable housing			
L.0301	Deliver more opportunities for affordable housing	  	Civic Leadership Economic Environmental Social
L.0302	Encourage the development of diverse housing options	  	Civic Leadership Economic Environmental Social
L.0303	A more diverse and dense Longyard Local Centre	  	Civic Leadership Economic Environmental Social
L.04 High quality lifestyle, recreational and community facilities			
L.0401	Implement the respective strategic plans and masterplans for our open spaces and recreational facilities	  	Civic Leadership Economic Environmental Social
L.0402	Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities	  	Civic Leadership Economic Environmental Social
L.0403	Establish an aquatic centre as a regional sports and recreation attraction	  	Civic Leadership Economic Environmental Social

Our Partners

(Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
CBD Businesses
Building industry
Development industry
Private investors
Business Chamber of Commerce
Social housing providers
Arts community
NCIS
Community groups
Schools community
Sporting groups

Measures of Success

(How will we know we have arrived?)

Community satisfaction with growth decisions
Delivering outcomes of the Sustainability Strategy
Community satisfaction with city and town centres' liveability
Implementation of actions from the Tamworth Regional Housing Strategy
Community satisfaction with housing options and affordability
Increased investment opportunities
Community satisfaction with lifestyle, recreational, sporting and community facilities
Progression on a business case and funding for a performing arts centre
Development of the Tamworth Regional Aquatic Centre and the Northern Inland Centre of Sport and Health



New housing development in Tamworth

FOCUS AREA 3

PROSPERITY AND INNOVATION



Our Community Vision

We strive to build a robust and dynamic economic landscape, fostering economic growth through strategic development and innovation to ensure our industries and businesses thrive. Aspiring to be the events capital of Country Australia by activating our assets and leveraging our renowned country music festival, we aim to expand our portfolio of signature, bespoke, and business events, elevating the community experience and boosting our visitor economy. Our vision extends to the realisation of comprehensive health and education precincts. Through advocacy and collaboration, we ensure our community has access to services that improve and protect their well-being into the future.

Sustainable Development Goals



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Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
P.01 Be an attractive region for new and existing businesses to invest			
P.0101	Ensure business friendly principles are embedded into our policies, planning and operations	  	Civic Leadership Economic Environmental Social
P.0102	Identify and support investment opportunities for business and industry	  	Civic Leadership Economic Environmental Social
P.0103	Increase opportunities for Aboriginal economic and business growth	  	Civic Leadership Economic Environmental Social
P.02 Our community has access to vocational education and skills			
P.0201	Partner with stakeholders to advocate for greater availability and access to tertiary education	 	Civic Leadership Economic Environmental Social
P.0202	Support the ongoing service provisions of TAFE and school-based vocational education	 	Civic Leadership Economic Environmental Social
P.03 Our industries are successful and create opportunities for other initiatives/business in the downstream economy			
P.0301	Ensure strategies, plans and policies appropriately enable growth in our food processing industry	  	Civic Leadership Economic Environmental Social
P.0302	Champion development of our health sector to attract a range of medical and allied services	 	Civic Leadership Economic Environmental Social
P.0303	Collaborate with stakeholders to support establishment of a high technology agribusiness cluster	  	Civic Leadership Economic Environmental Social
P.0304	Grow our aviation sector to support the economy	  	Civic Leadership Economic Environmental Social
P.04 The Tamworth Region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy			
P.0401	Leverage Tamworth's brand as the Australian Capital of Country Music to grow our regional offering of signature, bespoke and business events	  	Civic Leadership Economic Social
P.0402	Enrich the experience of visitors through arts, culture, Aboriginal culture, nature, heritage and food experiences	  	Civic Leadership Economic Environmental Social
P.0403	Activate our assets and precincts to maximise the potential for equine, agricultural, sport, education and visitor economy	  	Civic Leadership Economic Environmental Social

Our Partners

(Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
Aviation sector
Food processing sector
Manufacturing sector
Health sector
Education sector
UNE
Destination NSW
Local businesses
Tourism Australia
Tourism industry

Measures of Success

(How will we know we have arrived?)

Business and community satisfaction
Delivery of actions from Tamworth Tomorrow Economic Development and Investment Strategy
Expansion of existing industries
Growth of GDP
Increased access and availability of tertiary education
Number of tertiary educated and skilled workers increases
Delivery of outcomes from the Visitor Economy Plan
Increase in the number of visitors and average nights stayed
Aviation utilisation rates and service availability
Improved access to medical and allied services
Expansion of regional events programs
Increased utilisation of assets and precincts



FOCUS AREA 4

RESILIENT AND DIVERSE COMMUNITIES



Our Community Vision

We work collaboratively to enhance the safety of our communities, spanning from natural disaster preparedness, and recovery, to the advocacy for reduction in crime. We actively involve our community in developing strategies to enhance local towns and villages and improve inclusive outcomes and access to social and community services. Additionally, we continue to advocate to state and federal governments to secure health services and improve health outcomes for residents, ensuring that our region continues to grow and prosper.

Sustainable Development Goals



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Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
R.01 Our towns, villages and communities grow and prosper			
R.0101	Foster local strategies for towns and villages, including Kootingal, Manilla, Barraba and Nundle	  	Civic Leadership Economic Environmental Social
R.0102	Create inclusive opportunities for local communities to be actively involved in decision-making	  	Civic Leadership Economic Environmental Social
R.02 Our community has improved inclusive outcomes and access to community and social services			
R.0201	Implement framework to support social and community services in the Tamworth Region	  	Civic Leadership Economic Environmental Social
R.0202	Advocate and partner with stakeholders to improve inclusive outcomes for our communities including our youth, Aboriginal, aged, volunteer and disability communities	  	Civic Leadership Economic Environmental Social
R.03 Meet the 17 targets of the "Closing the Gap" national agreement for our community			
R.0301	Align services and programs to meet "Closing the Gap" targets	  	Civic Leadership Economic Environmental Social
R.04 Improve physical and mental health outcomes for all residents			
R.0401	Advocate to state and federal governments to help secure access to health services		Civic Leadership Economic Environmental Social
R.05 Be a safer and more resilient community			
R.0501	Improve drought resilience of regional communities	  	Civic Leadership Economic Environmental Social
R.0502	Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters	  	Civic Leadership Economic Environmental Social
R.0503	Support the State Government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, and youth crime	 	Civic Leadership Economic Environmental Social
R.0504	Use education and enforcement of Council's compliance regulations to deliver equitable outcomes for individuals and the community	  	Civic Leadership Economic Environmental Social

Our Partners

(Who we will work with to deliver outcomes)

Our community

Federal Government

State Government

Business sector

Community organisations

Education sector

Mental health service providers

Aboriginal service providers

Community services sector

Local health providers and professionals

NSW Health

Companion animal welfare industry

NSW Emergency Service agencies

NSW Police

Measures of Success

(How will we know we have arrived?)

Community and business satisfaction of our towns and villages

Community satisfaction with community engagement

Improved access to services

Improved outcomes for our community

Improved outcomes for our Aboriginal community

Reduction in service gaps

Meeting the targets of the "Closing the Gap" agreement

Improved health outcomes for the community

A more prepared and resilient community

Reduction of crime rates

Community satisfaction with crime rates

Reduction in non-compliant behaviour



FOCUS AREA 5

CONNECT OUR REGION AND ITS CITIZENS



Our Community Vision

We plan, provide and maintain safe and efficient transport infrastructure that meets the needs of our growing population, including partnerships with the NSW Government to ensure future-proofed connections to capital cities and networks within our region. We continue to expand our active transport options, connecting our communities and increasing participation in walking and cycling. Additionally, we collaborate and advocate for the enhancement and expansion of public transport options.

Sustainable Development Goals



Our Guiding Principles

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Quadruple Bottom Line (QBL)

Social, Environmental, Economic & Civic Leadership

Council's Role

Provider



Collaborator



Advocate



Priorities

Where do we want to be?

Strategies

How will we get there?

Council's Role

QBL Indicators

C.01 A thriving aviation hub supporting travel and investment in our region

C.0101

Improve connections with capital cities, other regions and within the region



Civic Leadership
Economic
Environmental
Social

C.02 A safe and efficient transport network

C.0201

Plan transport infrastructure to meet the needs of our community into the future



Civic Leadership
Economic
Environmental
Social

C.0202

Provide and maintain safe, cost effective and fit for purpose roads, bridges and car parking



Civic Leadership
Economic
Environmental
Social

C.0203

Partner with NSW Government to deliver efficient future proofed highways across our region



Civic Leadership
Economic
Environmental
Social

C.03 Expanded public transport options

C.0301

Advocate for improved local bus services



Civic Leadership
Economic
Environmental
Social

C.0302

Investigate and advocate for the expansion of rail services within and out of our region



Civic Leadership
Economic
Environmental
Social

C.04 Improved access to active transport options for movement between places

C.0401

Support initiatives to increase community participation in walking and cycling



Civic Leadership
Economic
Environmental
Social

C.05 Our community is enabled by technology

C.0501

Support the community through improved digital services that meet the community's needs



Civic Leadership
Economic
Environmental
Social

Our Partners

(Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
Aviation sector
Tourism sector
Business sector
Construction industry
Developers
Freight and logistics sector
NSW Police
Transport for NSW
Transport providers
Local community groups
NSW Health
Communications providers
Communications sector
Information Technology sector

Measures of Success

(How will we know we have arrived?)

Business investment
Community satisfaction with aviation services
Aviation utilisation rates and service availability
Community satisfaction with infrastructure service levels
Condition and life cycle costs of infrastructure
Infrastructure constructed
Improved public transport services and availability of options
Community satisfaction with active transport options
Improved health outcomes
Participation in active transport options
Community satisfaction with digital services
Cyber security outcomes
Improved digital efficiencies across Council



Burgmanns Lane upgrade

FOCUS AREA 6

WORKING WITH AND PROTECTING OUR ENVIRONMENT



Our Community Vision

Our vision is to lead in sustainability and energy efficiency, increasing the adoption of affordable clean energy and enhancing regional sustainability through innovative design and strategic initiatives. Our commitment includes waste minimisation, reducing and managing waste responsibly. By nurturing and protecting our natural environment, habitats, wildlife, and biodiversity, we ensure a thriving ecosystem for future generations.

Sustainable Development Goals



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Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
E.01 Increase the take up and use of affordable and clean energy across the region			
E.0101	Promote energy efficiency and renewable energy	  	Civic Leadership Economic Environmental Social
E.02 A region where sustainable design of facilities, infrastructure and development are the rule not the exception			
E.0201	Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within Council's Sustainability Strategy	  	Civic Leadership Economic Environmental Social
E.0202	Manage stormwater run-off to protect our built and natural environments	  	Civic Leadership Economic Environmental Social
E.03 Reduce our waste and manage it responsibly			
E.0301	Increase resource recycling, waste minimisation and segregation and improve operation efficiencies	  	Civic Leadership Economic Environmental Social
E.04 We care for our natural environment			
E.0401	Ensure that our planning and operational processes consider impacts on biosecurity and our natural environment	  	Civic Leadership Economic Environmental Social



Our Partners

(Who we will work with to deliver outcomes)

Our community

Federal Government

State Government

Building industry

Business sector

Development industry

Renewable energy sector

Waste industry

Transport providers

Developers

Measures of Success

(How will we know we have arrived?)

Community satisfaction with renewable energy options

Increase in the % of renewable energy used across the region

Achieving outcomes of Council's Sustainability Strategy

Achieving targets of the State Government's Waste and Sustainability Strategy 2041

Achieving targets of the State Government's NSW Plastics Actions Plan

Community satisfaction with waste management and recycling systems

Enhanced waste services and options

Integration of biodiversity into our LEP

Community satisfaction with environmental outcomes



Increase in solar energy collection

FOCUS AREA 7

CELEBRATE OUR CULTURES AND HERITAGE



Our Community Vision

Our vision is to enhance our lives through lived experiences, celebrating and acknowledging our Aboriginal history and culture. We aim to engage and collaborate with culturally diverse communities, preserving and showcasing our region's heritage and cultural assets. We are committed to encouraging creativity through new community arts initiatives and the innovative use of public spaces, creating vibrant and inclusive environments for all.

Sustainable Development Goals



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Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
H.01 Enhance our lives through the lived experience of arts and culture			
H.0101	Foster sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region		Civic Leadership Economic Environmental Social
H.0102	Encourage new community arts initiatives and use of public spaces		Civic Leadership Economic Environmental Social
H.02 Our Aboriginal community's history and culture is protected and celebrated			
H.0201	Support local Aboriginal and Torres Strait Islander communities in the preservation and celebration of their cultures		Civic Leadership Economic Environmental Social
H.03 Our region's heritage assets are protected			
H.0301	Support the development of museum, gallery and library heritage collections		Civic Leadership Economic Environmental Social
H.0302	Ensure development controls and zoning protect the heritage significance of items and conservation areas		Civic Leadership Economic

Our Partners

(Who we will work with to deliver outcomes)

Our community

Federal Government

State Government

Arts community

Aboriginal and Torres Strait Islander communities

Cultural and heritage groups

Measures of Success

(How will we know we have arrived?)

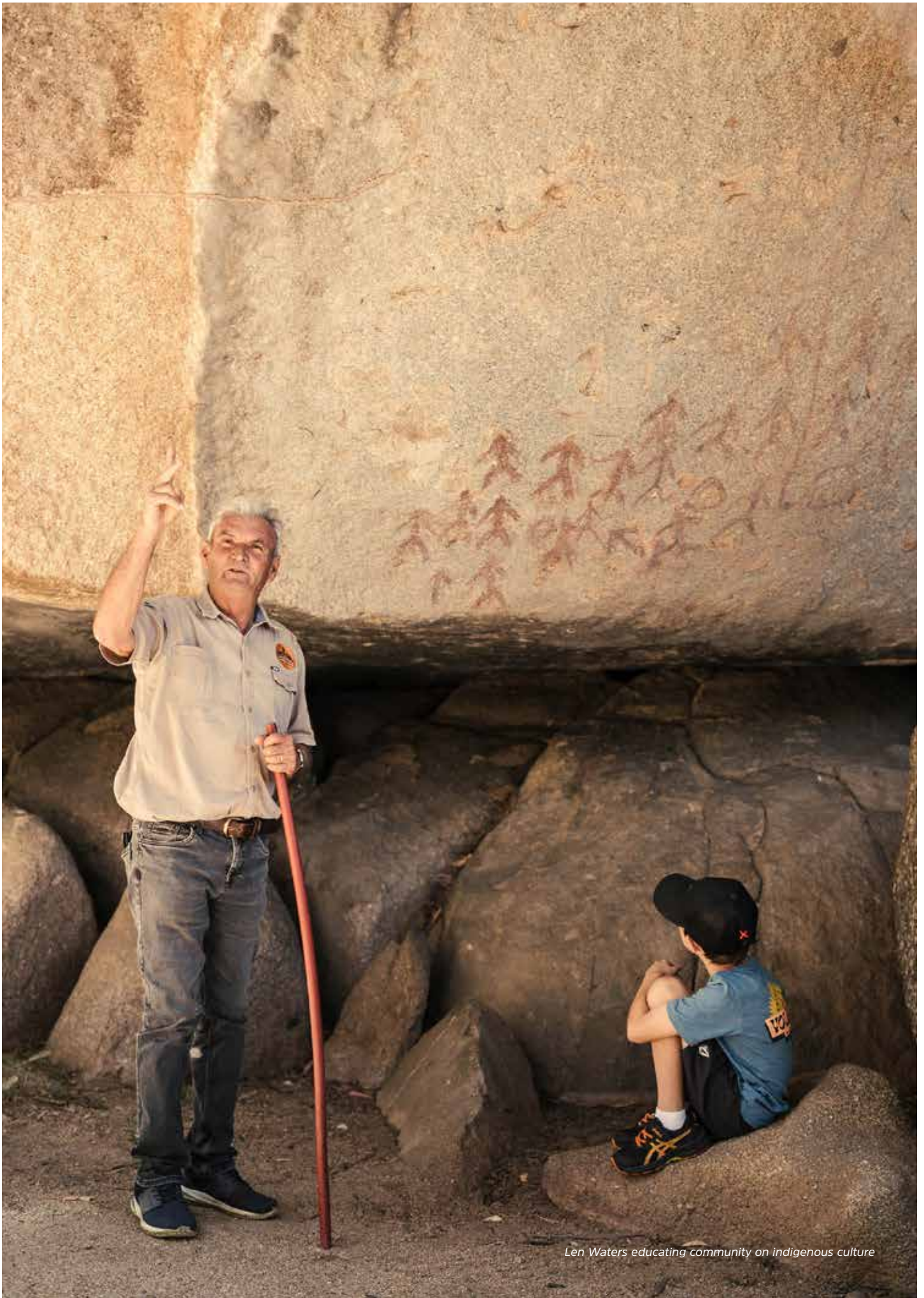
Community satisfaction with the arts and culture of the region

Aboriginal communities' satisfaction with cultural respect

Community satisfaction with heritage protection initiatives

Implementation of actions from the Tamworth Regional Museums and Archive Strategy

Implementation of actions from the Tamworth Region Creative Communities Plan



Len Waters educating community on indigenous culture

FOCUS AREA 8

A STRONG AND VIBRANT IDENTITY



Our Community Vision

We will celebrate our region by promoting who we are and what we have to offer, increasing visitation and strengthening our visitor economies by broadening our identity beyond country music. Through strategic planning and effective communications, we will develop and evolve our narrative. Additionally, we are committed to enhancing the visual appeal of city and town entrances, ensuring that every visitor arriving by air or land is welcomed by captivating and inviting landscapes.

Sustainable Development Goals



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Council's Role

Provider



Collaborator



Advocate



Priorities

Where do we want to be?

Strategies

How will we get there?

Council's Role

QBL Indicators

S.01 Be known for country music and so much more

S.0101

Develop and evolve our story to expand Tamworth's identity through strategies, plans and communications



Civic Leadership
Economic
Social

S.02 Tell the world who we are and what we have

S.0201

Market Tamworth beyond the region through economic and tourism strategies



Civic Leadership
Economic
Social

S.03 Show who we are when people arrive by land or air to our towns and region

S.0301

Enhance key city and town entrances through implementation of the Tamworth Regional Entrance Strategy



Civic Leadership
Economic
Social

Our Partners

(Who we will work with to deliver outcomes)

Our community

Federal Government

State Government

Business Chamber of Commerce

Entertainment industry

Tourism industry

Tourism Australia

Tourism NSW

Measures of Success

(How will we know we have arrived?)

Our brand is well known and understood

Implementation of actions from Tamworth Tomorrow Economic Development and Investment Strategy

Delivery of outcomes from the Visitor Economy Plan

Increased visitation rates to the region

Our marketing reaches a larger audience

Increased business investment

Community satisfaction with entrances to our city and towns



AELEC during TCMF 2025

FOCUS AREA 9

OPEN AND COLLABORATIVE LEADERSHIP



Our Community Vision

We lead with transparency and accountability, actively consulting and including the community in decision-making processes, ensuring that everyone feels informed, heard, and understood. Our planning and reporting will be straightforward, reflecting the wants, needs, and aspirations of our community. By maintaining long-term financial sustainability and managing asset lifecycles effectively, we ensure the availability of resources needed to support our initiatives, thereby delivering efficient, sustainable, and high-quality services. Through collaboration and strategic partnerships, we aim to achieve the best outcomes for all, nurturing an environment of trust, innovation, and shared success.

Sustainable Development Goals



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Council's Role

Provider



Collaborator



Advocate



Priorities Where do we want to be?	Strategies How will we get there?	Council's Role	QBL Indicators
T.01 Conduct the business of Council with transparency and accountability			
T.0101	Ensure Council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws	 	Civic Leadership
T.0102	Make our planning and reporting easy to understand and reflective of the community's wants, needs and aspirations		Civic Leadership
T.02 Our financial position is strong and able to meet our current and future obligations to our community			
T.0201	Ensure long term financial sustainability through short-, medium- and long-term financial planning		Civic Leadership Economic
T.0202	Assets are managed to meet our community's needs through sustainable, cost-effective lifecycle management		Civic Leadership Economic
T.03 Everyone in our community feels informed, heard and understood			
T.0301	Build trust and transparency through clear communications and increased community engagement		Civic Leadership Economic Social
T.0302	Provide customer services that are proactive, available, helpful and accessible		Civic Leadership
T.04 Our workforce is agile and future ready			
T.0401	Attract and retain a high performing and engaged workforce		Civic Leadership
T.0402	Plan for our future workforce		Civic Leadership
T.05 Build strategic partnerships and advocate to other levels of government to ensure our community needs are met			
T.0501	Develop and manage relationships with all levels of government and stakeholders	  	Civic Leadership Economic Environmental Social

Our Partners

(Who we will work with to deliver outcomes)

Our community
Federal Government
State Government
NSW statutory authorities
Health providers
Industry associations
Neighbouring councils

Measures of Success

(How will we know we have arrived?)

Community satisfaction with Council's transparency and accountability
Integrated Planning and Reporting complies with State Government legislation
Increased community engagement participation
Community satisfaction with customer service levels
Community satisfaction with Council's communication and engagement
Meeting outcomes of the Workforce Management Plan
We have productive relationships within the local government network



Mayor Russell Webb addressing media

ALIGNMENT WITH STATE AND REGIONAL PLANS

Council's strategic planning doesn't happen in isolation. In addition to our Community Engagement Strategy, the Community Strategic Plan is informed by various state and regional plans, strategies and policies to ensure alignment with broader contexts.

Focus Area	Future Transport Strategy 2061	Housing 2041 - NSW Housing Strategy	New England North West Regional Plan 2041	NSW 2021 State Plan	NSW Disability Inclusion Action Plan 2020-2025
OUR WATER SECURITY			✓	✓	
A LIVEABLE BUILT ENVIRONMENT	✓	✓	✓	✓	✓
PROSPERITY AND INNOVATION	✓	✓	✓	✓	✓
RESILIENT AND DIVERSE COMMUNITIES	✓	✓	✓	✓	✓
CONNECT OUR REGION AND ITS CITIZENS	✓	✓	✓	✓	
WORKING WITH AND PROTECTING OUR ENVIRONMENT	✓		✓	✓	
CELEBRATE OUR CULTURES AND HERITAGE			✓	✓	
A STRONG AND VIBRANT IDENTITY			✓	✓	✓
OPEN AND COLLABORATIVE LEADERSHIP		✓		✓	✓

Links for further information:

Future Transport Strategy 2061	 Future Transport Strategy: Our vision for transport in NSW
Housing 2041 - NSW Housing Strategy	 Housing 2041 – NSW Housing Strategy
New England North West Regional Plan 2041	 New England North West Regional Plan 2041
NSW 2021 State Plan	 NSW2021_WEBVERSION.pdf
NSW Disability Action Plan 2020-2025	 Disability Inclusion Action Plan
NSW Net Zero Plan 2020-2030	 Net Zero Plan. Stage 1: 2020-2030

NSW Net Zero Plan 2020-2030	Lower North West Regional Economic Development Strategy – 2023	NSW Smart Places Strategy 2022-2027	NSW State Infrastructure Strategy 2022-2042	Child Safe Action Plan	Namoi Regional Water Strategy 2023
	✓		✓		✓
		✓	✓	✓	✓
✓	✓	✓	✓		✓
		✓	✓	✓	
✓		✓	✓		
✓		✓	✓		✓
					✓
		✓	✓	✓	

Lower North West Regional Economic Development Strategy – 2023	 Lower North West Regional Economic Development Strategy – 2023 Update
NSW Smart Places Strategy 2022-2027	 Smart Places Strategy NSW Government
NSW State Infrastructure Strategy 2022-2042	 State infrastructure strategy NSW Treasury
Child Safe Action Plan	 General information Child Safe Action Plans Office of the Children's Guardian
Namoi Regional Water Strategy 2023	 Namoi Regional Water Strategy

GLOSSARY

Term	Meaning
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
AOP (OP)	Annual Operational Plan (Operational Plan)
CSP	Community Strategic Plan
DP	Delivery Program
GDP	Gross Domestic Product
IPART	Independent Pricing and Regulatory Tribunal
IP&R	Integrated Planning and Reporting
LEP	Local Environmental Plan
LGA	Local Government Area
LTFP	Long-Term Financial Plan
RS	Resourcing Strategy
TRC	Tamworth Regional Council
WMS	Workforce Management Strategy



ENGAGE WITH US

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

CONTACTING US

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Visit us

- » Tamworth Regional Council, 474 Peel Street, Tamworth NSW 2340
- » Barraba Branch Office, 108 Queen Street, Barraba NSW 2340
- » Manilla Branch Office, 210 Manilla Street, Manilla NSW 2346
- » Nundle Branch Office, 58 Jenkins Street, Nundle NSW 2340





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