

A16

**OPERATIONAL PLAN
2015/16 – KEY STRATEGIES
& ACTIONS
RESOLUTION 178/15**

1.4 Fit for the Future – Improvement Plan

Council's "Fit for the Future" improvement plan includes:

- Continued review and revision of IP&R documentation;
- Review Service Levels (including discontinuation);
- Consider service consolidation (economies of scale);
- Review Procurement Practices;
- Organisational Development through a Business Excellence Framework (staff morale and efficiencies);
- Review potential task for consolidation and multi-skilling;
- Streamline business processes, governance practices and procedures;
- Research alternative sources/ideas for service funding;
- Investigate other service delivery models including:
 - Shared services/administration/resources
 - Outsourcing to market
 - Improved use of Technology.

The following activities are in progress and planned in line with the Community Strategic Plan, and are included in this year's Operational Plan:

We have already made severe cuts to operational expenditure in 2013/14 and 2014/15 that flows into subsequent years of the Long Term Financial Plan as recommended by Treasury Corporation (Tcorp). Further we will yet again assess if there are additional cuts during the quarterly reviews in year for 2015/16.

We have adopted increased revenue through special rates variations in year 2015/16 of 10% to pay for building maintenance and with the vast majority of funds to be used for roads infrastructure renewal across the Shire.

Council has factored in loans revenue to fund projects that will last for generations such as the Tenterfield Main Street Project through the successful LIRS application (\$1.2 million), the dam wall (50% funding from Public Works) and sewer infrastructure projects.

Council has committed in the Delivery Program to raise miscellaneous fees and charges by 40% by the end of this term of Council (2016/17).

Council has conducted an audit of all council land and buildings with the potential to sell or lease assets including rationalisation of facilities such as road reservations, open spaces and community halls. This audit identified that land classifications needed to be altered. This has been completed, including the required Public Hearing, and the Land classification amendments have been gazetted as of April 2015. The next step in this Operational Plan is to carry out a cost benefit analysis of the identified land that is classified operational.

Council adopted the Organisational Structural review in 2013, aligned with the Community Strategic Plan which resulted in more "hands on" positions and multi-

skilling across the organisation. The adopted Succession Planning Policy is based on the principle of multi-skilling and continues to be implemented.

The proposed Organisational Structural review in 2014 had the aim to further align the organisation with the Community Strategic Plan and develop a business improvement framework. This will be continued in this Operational Plan.

Implemented a new Business Software System – SynergySoft. This system is an integrated system with capacity to house as much of Council’s functions as possible within the one software package. Council is thereby gaining efficiencies and saving in additional licensing fees. Staff will need to master the system in the coming year.

Other strategies and actions included in this Operational Plan that will enhance Council’s sustainability into the future, and in line with Council’s Community Strategic Plan with a focus on increasing the population:

- Strategically look at land use planning and promote development through our new LEP;
- Focus on economic development and tourism strategies;
- Completion of the Tenterfield Main Street project including Bruxner Park;
- Asset Management Plans will be further refined and continue to be linked to the Long Term Financial Plan;
- Revaluations of assets have resulted in a reduction in depreciation and further revaluations will occur and depreciation will be adjusted as maintenance is carried out;
- Continued focus on roads maintenance and renewal across the Shire in a planned way;
- Established and successfully facilitated the Audit Committee of Council, including specific audits conducted for various aspect of Council’s administration.
- Commenced business improvement practices that will be further developed and implemented in 2015/16.

Factors of consideration - Barriers to revenue:

- Council currently has 34.8% non-rateable land (National Parks, State forest and other non-rateable land) and this needs to be addressed and negotiated into the future with the State and Federal Governments. The total area of Tenterfield Shire is 7333 km² with the non-rateable area being 2554 km².
- Rate pegging;
- Historically low rating structure and the time this will take to rectify;
- Capping of Financial Assistance Grants.

Important factors to demonstrate that Council has the knowledge, scale and capacity into the future:

- Completed all the recommendations in the Better Practice Review and successfully reported to the Office of Local Government;
- Successful remediation of the Waste Transfer Station and Landfills and the introduction of Recycling;
- Collaboration/partnership with Southern Downs Regional Council (SDRC) through a Memorandum of Understanding (MoU);
- Community Participation in decision making through a number of Community Committees of Council (under section 355 of the *Local Government Act 1993*).
- Successful lobbying for grant funding for Mount Lindesay Road;
- Successful State and Federal Government relationships with the Mayor and the General Manager conducting continuous networking, lobbying and information sharing;
- Excellent partnership with RMS in relation to the Main Street Project and funding; the bike-paths; the heavy vehicle detour; Bolivia Hill and Tabulam Bridge.



Section 2 – Key Priority Focus Areas

2.0**Key Priority Focus Areas**

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

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

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

Directions:

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

Strategy 1.1a - Provide for and facilitate future economic growth throughout the Shire			
Actions	Responsible Department Officer	How will we measure progress	Target
Facilitate opportunities for industrial and commercial land development and employment generating activity that will cater for a diverse range of industry and business needs.	SP&ES <i>Senior Economic Development</i>	Activity Levels	Current shop occupancy levels be maintained or increased by June 2016
Promote the Tenterfield Industrial Estate within South East Queensland and Northern Rivers areas.		Delivery of advertising campaigns	Report on results of activity levels in December 2015 and June 2016
Pursue the implementation of free wireless internet to the CBD, and possibility of this as an extension of the Library, subject to funding.			By June 2016
Continue to implement the community Economic Development Strategy to promote economic growth and ensure that any new development is a good fit with Tenterfield's heritage and landscape.	SP&ES <i>Senior Economic Development Tourism</i>	Number of Actions implemented	By June 2016
Review and update Tenterfield and District Marketing Plan.		Quality of Outcomes	By December 2015
Facilitate the delivery of business training, workshops and forums in conjunction with the district business community.			Minimum of one activity provided throughout the year
Engage with the Tenterfield and District Tourism Association and the business community to develop new marketing strategies and assist businesses to update their product offering.			Staff attendance at relevant TADBA & TDVA meetings.
Engage with Southern Downs Regional Council and the cross border communities to develop a cooperative approach to regional marketing.			Meet with SDRRC twice a year.
Work with outlying villages to apply for Recreational Vehicle (RV) friendly destination status as required.			June 2016.
Review the marketing strategies to promote increased sales activities of the Tenterfield Industrial Park.	SP&ES <i>Senior Economic Development</i>	50% sold by 2016	Review marketing strategy by September 2015
Develop a cost & benefit analysis for Council properties including identifying new financial opportunities. Finalise Land Classification Local Environmental Plan 2013 Amendment.	SP&ES <i>Director Senior Planner</i>	Number of opportunities identified and revenue raised	By October 2015
Investigate opportunities to provide additional resources to optimise opportunities to secure grants and funding for economic and community development initiatives.	SP&ES <i>Senior Economic Development</i>	Successful grants obtained	Minimum of one (1) grant secured by businesses for identified initiatives by July 2016.

Strategy 1.1b - Recognise agriculture as a significant industry in the Shire and encourage initiatives that enhance the economic sustainability of agriculture			
Actions	Responsible Department	How will we measure progress	Target
Implement actions in the Business Strategic Plan for the saleyards to ensure medium to long term viability.	SP&ES <i>Operations Supervisor, Saleyards Committee</i>	Saleyards are up to standard and viable	Completion of Capital & Operational maintenance projects.
Work health and Safety issues addressed with the catwalk being replaced over 3 years.			Stage 3 of the Catwalk completed by November 2015.
Manage the Shire's rural land resources for rural land use conflict and ensure the commercial viability of agriculture.	Environmental Services <i>Director</i>	Rural population continues to sustainably increase	Maintain or increase rural population

Strategy 1.2a - Recognise and promote the Shire as a tourist attraction and destination			
Actions	Responsible Department	How will we measure progress	Target
Focus on marketing the key assets of the Shire through a combination of print, TV, online, social media and face-to-face marketing activities.	SP&ES <i>Tourism</i>	Promotion Strategy in place	Actions in line with Marketing Plan & results monitored through visitor nights and online statistics.
Target Brisbane, South East Queensland, Gold Coast, Sydney and NSW North Coast through a combination of brand awareness and tactical campaigns.			
Implement the Strategic Plan for Tourism across the Shire.	SP&ES <i>Tourism</i>	Strategic Plan for Tourism in place	Review Strategic Plan by Dec 2015
Specific actions this year are: <ul style="list-style-type: none"> • Business & Tourism Awards • Assist businesses to become international ready • Develop new product for Tenterfield (trails, rides, self-drive tours etc.) 			Business & Tourism Awards held. One new product developed by June 2016.

Strategy 1.2b - Continue to support Tenterfield's principal events			
Actions	Responsible Department	How will we measure progress	Target
Support key events in the Shire as required including marketing and promotion assistance.	SP&ES <i>Tourism Community Development Economic Development</i>	Sustainable, well attended events	Assist at least one key event.
Inform event committees about potential grants and assistance available.		Visitor Numbers Activity Levels	Regular grant information Distributed.

Strategy 1.3a - Encourage community involvement in defining and shaping the character and identity of individual communities throughout the Shire

Actions	Responsible Department	How will we measure progress	Target
<p>Foster constructive and productive communication channels with the various Progress Associations and Hall Committees.</p> <p>Community Development Officer attendance at Association meeting to assist with funding submissions.</p> <p>Dates of Progress Association and Hall Committee Meetings diarised.</p>	GM Office <i>Executive Assistant CDO</i>	Good relationship with the various Progress Associations	Positive feedback and productive working relationship

Strategy 1.3b - Use planning and heritage policies and controls to protect and improve the unique built environment

Actions	Responsible Department	How will we measure progress	Target
Use planning and heritage policies and controls to protect and improve the unique built environment	SP&ES <i>Director Town Planner</i>	No of DA's approved in line with Council's policies	Report(s) to Council on significant development
Ensure all properties with heritage significance listed within LEP and updated as necessary	SP&ES <i>Town Planner Heritage Advisor</i>	LEP schedules up to date	Revise annually in August and as necessary

Strategy 1.3c - Maintain a distinct sense of identity for individual towns and villages

Actions	Responsible Department	How will we measure progress	Target
<p>Streetscape improvements to maintain the identity of towns and villages</p> <p>Complete the remaining sections of the Tenterfield Streetscape Beautification project at Rouse Street – Refer 1.6d.</p> <p>Subject to grant funding, implement the Civic Plan for infrastructure renewal at Urbenville and Drake.</p> <p>Investigate Landscaping options for Legume and Jennings in partnership with the community.</p>	<p><i>Engineering Services Director</i></p> <p><i>Environmental Services Operations Supervisor, Progress association,</i></p>	<p>No of actual improvement works</p> <p>All villages have improved public facilities (toilets), signage, bins and recreational areas where budgets permit and in partnership with the community</p>	<p>By Jun 2016</p> <p>Priority actions implemented by Jun 2016</p> <p>Plan agreed with the progress association/ hall committee by March 2016</p> <p>June 2016</p>

Strategy 1.4a – Ensure planning controls for new buildings and upgrades deliver good design outcomes, in which heritage characteristics are recognised			
Actions	Responsible Department	How will we measure progress	Target
Continue to implement the provisions of Tenterfield Development Control Plan 2014 and provide free advice to owners of heritage listed buildings when considering new development works.	SP&ES <i>Director Town Planner</i>	Ensure planning controls for new buildings and upgrades deliver good design outcomes, in which heritage characteristics are recognised	All new development is compatible with existing streetscape amenity and enforces heritage aspects of Tenterfield.

Strategy 1.5a – Land use planning strategies and policies support sustainable economic growth			
Actions	Responsible Department	How will we measure progress	Target
Review current Section 94 Plan.	Engineering Services <i>Director</i>	DCPs reflect current LEP, legislation and industry best practice	December 2015
Commence review of Bushfire Prone Land Mapping in conjunction with NSW Rural Fire Service.	SP&ES <i>Director Town Planner Health & Building Surveyor</i>		December 2015

Strategy 1.5b – Exercise Council's statutory functions under the EPAA 1979 properly and equitably to determine applications efficiently and in accordance with statutory requirements and/or Council policy and standards			
Actions	Responsible Department	How will we measure progress	Target
Proper execution of delegated authorities in a timely and professional manner in accordance with the adopted policy "Limit of Delegated Authority in Dealing with Development Applications and Complying Development Certificates"	SP&ES <i>Director</i>	No of DA's processed within statutory timeframes No of approvals	Report to Council monthly.

Strategy 1.6a – Maintain and enhance the liveability of Tenterfield Shire as a place to live, work and find a lifestyle of choice			
Actions	Responsible Department	How will we measure progress	Target
Implementations of the new LEP with provisions to achieve desired outcomes.	SP&ES <i>Director Economic Development</i>	Population Increase	Population maintained or increased by June 2016
Market rural lifestyle and commercial/industrial opportunities.			

Strategy 1.6b - Ensure that planning provisions support and promote sustainable land use and management			
Actions	Responsible Department	How will we measure progress	Target
Implement requirements of a Development Control Plan in line with the Tenterfield LEP.	Environmental Services: <i>Director</i> <i>Senior Planner</i>	Strategy for LEP completed	Ongoing to June 2016

Strategy 1.6c - Provide for a variety of housing choices which recognises changing household structure and promotes sustainability and affordability			
Actions	Responsible Department	How will we measure progress	Target
Liaise with local land developers to utilise existing land and promote possible development within the town.	Environmental Services <i>Director</i> <i>Senior Planner</i> <i>Economic Development</i>	Quality of new LEP and DCP's	Facilitate development activity within Town

Strategy 1.6d-Ensure Tenterfield's main street is well designed, attractive and supports our unique identity			
Actions	Responsible Department	How will we measure progress	Target
Complete the remaining sections of the Tenterfield Streetscape Beautification project at Rouse Street – Refer 1.3c.	GM Office Department heads	Completed four stages of the Main Street Master Plan	By June 2016

Strategy 1.7a - Support and enhance the role of the airport			
Actions	Responsible Department	How will we measure progress	Target
Subject to funding, implement improvements to the airport in accordance with the Council resolution of 25 June 2014 (ENG 58/13)	Engineering Services <i>Director</i>	Funding secured to complete the works	External funding sourced to assist with works

Strategy 1.8a - Work with other government bodies to ensure the Heavy vehicle bypass stay on target			
Actions	Responsible Department	How will we measure progress	Target
Continue to work with RMS in regards to the design and future construction of the heavy vehicle bypass of Tenterfield	Engineering Services <i>Director</i>	Government has committed to the project and identified preferred route	Completion of design and acquisition of road corridor
Lobby for funding to secure the project.	<i>GM/Mayor</i>		Briefings held with State and Federal Members

2.2 Key Priority Focus Area 2 – Our Infrastructure

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

Directions:

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

Strategy 2.1a - Roads and bridges will be well designed, constructed and efficiently maintained			
Actions	Responsible Department	How will we measure progress	Target
Implement Asset Management Plans pursuant to IPRL based on technical levels of service	Engineering Services <i>Director</i>	Maintenance and implementation of the Road Network Management Plan	Ongoing
Review to ensure accuracy at least annually and present updates to Council where required			AMP reviewed annually.
Mount Lindesay Road (Legume to Woodenbong) - continue to actively lobby the State and Federal Government for grant funding to upgrade this section of road			Ongoing
Mount Lindesay Road (Legume to Woodenbong) - complete the construction of the section of road covered by the Fixing Country Roads funding			Complete by June 2016
Mount Lindesay Road (at Bookookoorara Bridge) - Construction of new bridge and road approaches			Complete by June 2016

Strategy 2.1b - Develop a revised four year Roads to Recovery Program and Road Repair Program			
Actions	Responsible Department	How will we measure progress	Target
Four year R2R program presented to Council.	Engineering Services <i>Works Manager</i>	Finalisation of strategy and required approvals	By August 2015
Four year REPAIR Program implemented in accordance with Council resolution of 17 Dec 2014 (ENG62/14)			Project completed by June 2015

Strategy 2.1c - Undertake road safety inspections of the road network to identify deficiencies in signage, guide posts and line marking			
Actions	Responsible Department	How will we measure progress	Target
Undertake inspections on a timely basis and ensure data is captured and recorded.	Engineering Services <i>Works Manager</i>	Regular inspections conducted and defects rectified in accordance with the timeframes in the Road Network Management Plan	Road safety inspections are undertaken and documented.
Road safety inspections are completed in accordance with the schedule detailed in the Road Network Management Plan. Ensure items identified as a risk to public safety are corrected in the timeframes detailed for the class of road.			Repairs completed in line with the schedule and budget constraints.

Strategy 2.1d - Undertake traffic planning to facilitate safe and efficient traffic flows and pedestrian movements			
Actions	Responsible Department	How will we measure progress	Target
Collection of data from traffic counters and completion of road safety audits as required on identified roads.	Engineering Services <i>Director,</i>	Evidence based classification of roads and	Traffic counts undertaken in line with

<p>Update the Pedestrian Access Management Plan (PAMP) and integrate into the construction of Tenterfield Main Street and Civic Plans for Urbenville and Drake respectively.</p> <p>Work with RMS to progress the Tenterfield Bypass and upgrades to Regional Roads</p> <p>Participate in Bolivia Hill upgrade and Tabulam Bridge replacement by providing necessary input to RMS</p>	<p><i>Works Manager</i></p>	<p>maintenance schedules</p>	<p>adopted schedule</p> <p>Funding sourced to implement the identified PAMP projects.</p> <p>PAMP projects implemented by June 2016.</p> <p>Participate in RMS directed activities including Legume to Woodenbong Road Alliance, Local Traffic Committee, Bolivia Hill, Tenterfield Bypass, and Tabulam bridge</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------	------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Strategy 2.2a – Stormwater drainage systems will be well designed, constructed and efficiently maintained			
Actions	Responsible Department	How will we measure progress	Target
<p>Implement Asset Management Plans pursuant to IP&R based on technical levels of service.</p> <p>Stormwater AMP reviewed and updated as required to reflect completed projects and new priorities</p> <p>Subject to funding, undertake drainage studies for the various sub-catchments in Tenterfield to identify where stormwater drainage is required to eliminate nuisance flooding</p>	<p>Engineering Services <i>Director</i></p>	<p>Maintenance and implementation of the Stormwater Asset Management Plan</p>	<p>AMP reviewed annually</p> <p>Drainage study completed by June 2016</p>

Strategy 2.2b – Effectively manage stormwater quality and protect Tenterfield Creek and other urban water course.			
Actions	Responsible Department	How will we measure progress	Target
<p>Keep plans current and implement annual recommendations subject to available funding</p> <p>Stormwater management devices (silt and rubbish pits) maintained and cleaned as necessary</p>	<p>Engineering Services <i>Director, Works Manager</i></p>	<p>Quality of plans and degree of implement.</p>	<p>Tenterfield Dam project managed to ensure ongoing water quality and amenity.</p> <p>Stormwater management devices no more than 75% full at any time.</p>

Strategy 2.3a – Urban water supply networks will be well designed, constructed and efficiently maintained			
Actions	Responsible Department	How will we measure progress	Target
Ensure necessary infrastructure renewals, upgrades and extensions occur as necessary to ensure the safe and ongoing provision of a reticulated water service.	Engineering Services: <i>Manager Water and Waste</i>	Compliance levels with all guidelines Maintenance and implementation of the Drinking Water Management Plan	Continue value and meter replacement program Ongoing renewal of aged water infrastructure

Strategy 2.3b – Ensure compliance with the Best-Practice Management of Water Supply and Sewerage Guidelines 2007 and the NSW Reference Rates Manual for Valuation of Water Supply, Sewerage and Stormwater Assets			
Actions	Responsible Department	How will we measure progress	Target
Operate and maintain water treatment, storage and distribution systems to provide good quality potable water with all standards meeting the Australian Drinking Water Guidelines.	Engineering Services: <i>Manager Water and Waste</i>	Compliance levels with all guidelines	Compliance with Australian Drinking Water Guidelines Compliance with licence

Strategy 2.3c – Ensure long-term security of Tenterfield urban water supply			
Actions	Responsible Department	How will we measure progress	Target
Detailed design and documentation of the dam wall construction completed Tenders for dam wall construction publicly advertised	Engineering Services: <i>Director</i>	Maintenance and implementation of the Water Asset Management Plan Including reinforcement of the dam wall	Design completed Dec 2015 Tenders called June 2016

Strategy 2.4a – Urban wastewater supply networks will be well designed, constructed and efficiently maintained			
Actions	Responsible Department	How will we measure progress	Target
Operate and maintain wastewater treatment processes and systems to prescribed standards	Engineering Services: <i>Manager Water and Waste</i>	Compliance levels with standards	All testing is compliant.
Ongoing renewal of aged wastewater infrastructure	Engineering Services	Completion of works	Ongoing
Investigation, detailed design and costing of wastewater system to service the area bounded by Bulwer and East Streets, between Naas and Cowper Streets	Engineering Services	Completion of works	June 2016

Strategy 2.4b – Ensure compliance with the Best-Practice Management of Water Supply and Sewerage Guidelines 2007 and the NSW Reference Rates Manual for Valuation of Water Supply, Sewerage and Stormwater Assets			
Actions	Responsible Department	How will we measure progress	Target
Operate and maintain wastewater treatment, storage and distribution systems to meet the Protection of Environment Operations licence conditions	Engineering Services: <i>Director, Manager Water and Waste</i>	Compliance levels with all guidelines	Compliance with Sewer Guidelines Compliance with licence

Strategy 2.5a – Establish, maintain and improve pedestrian facilities, cycleways and walking tracks			
Actions	Responsible Department	How will we measure progress	Target
Seek funding from the RMS and other agencies to implement the Tenterfield Bike Plan and Pedestrian Access Mobility Plan.	Engineering Services: <i>Works Manager</i>	Effective cycleway and pedestrian facilities	Grant funding received to undertake identified projects All projects completed on time and budget
Regular inspections and corrections of defects undertaken in accordance with the Road Network Management Plan	Engineering Services: <i>Director</i>	No major defects	Inspections completed and documented as specified in plan.
Maintain current Asset Management Plans pursuant to IPRL based on technical levels of service	Engineering Services: <i>Director</i>	Quality of Plans Compliance levels	Plan Current at June 2016
Update the Tenterfield Bike Plan and PAMP to include the villages of Drake and Urbenville (following completion of the Civic Plans for Drake and Urbenville)	Engineering Services: <i>Works Manager</i>	Quality of Plan	Review completed by June 2016

2.3 Key Priority Focus Area 3 – Our Environment

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

Directions:

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

Strategy 3.1a – Manage, protect, enhance and conserve the natural environment in a sustainable manner			
Actions	Responsible Department	How will we measure progress	Target
<p>Update the State of the Environment Report to provide sound, reliable and up to date information on the current condition, pressures and responses to issues including land, water, air, biodiversity, salinity, waste, noise and heritage</p> <p>Manage the spread of weeds and feral animals in the shire.</p> <p>Proactively pursue compliance of air/land/water/noise /development activities.</p>	SP&ES <i>Director</i>	Preparation of a State of the Environment Report by 30 November annually	<p>Annual Report</p> <p>Ongoing and reported actions in the Annual Report</p>
<p>Conduct noxious weed inspections of lands within the Tenterfield Region, comprising private and Council lands, as well as those managed by public authorities</p> <p>Control of Control Class 1 and 2 weeds and control of any new weed incursions.</p>	SP&ES <i>Weeds Officer</i>	<p>Complete annual reports on noxious weeds activities</p> <p>Conduct a minimum number of property inspections annually</p>	<p>Annual and report on actions taken in Monthly reports to Council.</p> <p>Regular program to control weeds.</p>
<p>Implement an education program of noxious weeds in partnership with Granite Boarder Landcare Committee and the Local Land Services to facilitate landholder compliance, and awareness of the linkages to biodiversity, agricultural productivity, animal health and welfare, landscape aesthetics and human health in accordance with obligations under the Noxious Weeds Act.</p> <p>Noxious Weeds Officer to conduct Weed Safari bus tours, Field days and have a presence at local agricultural shows.</p>	SP&ES <i>Weeds Officer</i>	<p>Undertake community awareness program for noxious weeds including, but not limited to, public displays within the Tenterfield Region and visit to schools.</p> <p>Conduct media advertising</p>	<p>Annual and report on actions taken in Monthly reports to Council.</p> <p>Attendance at Field days and have a presence at local agricultural shows</p>
Conduct environmental monitoring for the ongoing protection of the environment, pollution management and mitigation, ensuring promotion of conservation practices and improved environmental outcomes under the Protection of the Environment Operations Act 1997.	SP&ES <i>Director</i>	Continue monitoring program to audit high priority premises including activities operating without planning approval and activities operating in breach of development consent.	Annual and report on actions taken in Monthly reports to Council.
<p>Implement On Site Sewerage Management Policy to promote communities achieving environmental and community health improvements</p> <p>Council Web site kept up to date in relation to on-site sewerage management information available to the public.</p>	SP&ES <i>Building Surveyor</i>	Identify and inspect all classified high risk on-site sewerage management systems annually	<p>Ongoing and reporting number inspected and numbers of failed systems</p> <p>Reviewed by June 2016</p>

Strategy 3.1b – Provide compliance and regulatory services to protect the amenity of the environment

Actions	Responsible Department	How will we measure progress	Target
Provide compliance services to protect the peace, amenity and environment.	SP&ES <i>Building Surveyor</i>	Number of complaints	Implementation of relevant Policy.
Provide control services to ensure effective provision of surveillance investigation and education on regulations		Resolution of complaints	Report to Council as needed.
Establish a register of businesses requiring Annual Fire Safety Certificates			Fire safety certificates received monthly

Strategy 3.2a – Promote waste minimisation and sustainable waste disposal

Actions	Responsible Department	How will we measure progress	Target
Maximise the recovery, reprocessing, reuse and recycling of all waste materials	Engineering Services <i>Manager Water and Waste</i>	40% diversion rates	40% diversion rate at Tenterfield by June 2016
Prepare a landfill management plan for Boonoo Boonoo Landfill facility	Engineering Services <i>Manager Water and Waste</i>	Implement and communicate Waste Management Strategy	March 2016
Update Council's waste management strategy to reflect community attitudes for the long term sustainable management of waste and landfill management plan outcomes			Strategy updated by June 2016
Convert rural landfills to Transfer Stations at: <ul style="list-style-type: none"> • Legume • Liston; and • Urbenville Close Dalman landfill	Engineering Services <i>Manager Water and Waste</i>	Residents are satisfied with the and timing of waste collection services Kerbside recycling implemented Increased number of kerbside services on established routes	Landfills closed and Transfer Stations operational Landfill closed
Continue the operation of sustainable landfills, transfer stations and investigate alternate service delivery options for other areas	Engineering Services: <i>Manager Water and Waste</i>	Continue to secure the Sunnyside Loop Transfer Station to be the next landfill site	Purchase the necessary land at Sunnyside Loop Road as funding permits
Continue an education program to ensure waste is correctly streamed from households and by Council (Refer 3.2b)	Engineering Services: <i>Manager Water and Waste</i>	Measure and report on the amount of material reused	Media releases, newsletter, letter box drops, and workshops
Actively participate in and support the Northern Inland Regional Waste Group (NIRW) to achieve regionally sustainable outcomes	Engineering Services: <i>Manager Water and Waste</i>	Attendance at meetings and participation in initiatives	Participation in regional initiatives

Strategy 3.2b – Review, improve and implement waste education programs			
Actions	Responsible Department	How will we measure progress	Target
Promote community attitudes from a waste disposal focus to a waste avoidance and waste minimisation focus through a wide range of waste education programs Continue an education program to ensure waste is correctly streamed from households and by Council (Refer 3.2a)	Engineering Services: <i>Manager Water and Waste</i>	Rates of disposal at Council's landfills – 40% by 2016. Reduced household green waste to landfill	Community workshop on waste/recycling and organic management

Strategy 3.3a – Implement projects to conserve potable water and contribute to improved water quality outcomes			
Actions	Responsible Department	How will we measure progress	Target
Implement the Integrated Water Cycle Management Plan including water conservation and demand management Investigate water reuse schemes / opportunities	Engineering Services: <i>Manager Water and Waste</i>	Completion of Plans and implementation of strategies Results of monitoring are compliant with EPA standards	Ongoing implementation of Plan Recycled Water Management Plan completed by June 2016

Strategy 3.3b – Landfill managed effectively to minimise contamination of overland water and ensure compliant discharges to the environment			
Actions	Responsible Department	How will we measure progress	Target
Implement the requirements of the Landfill Management Plan as the landfill footprint at Boonoo Boonoo is extended	Engineering Services: <i>Manager Water and Waste</i>	Results of monitoring are compliant with EPA standards	Compliance with licence requirements

Strategy 3.4a – Obsolete

Strategy 3.5a – Review and prioritise recommendations contained in the NSW Government's Floodplain Development Manual			
Actions	Responsible Department	How will we measure progress	Target
Ensure requirements of the Floodplain Management Strategy are integrated into Town Planning and DA Assessment process Subject to funding availability, implement the recommendations of the Tenterfield Flood Risk Management Study and Plan	Engineering Services: <i>Works Manager</i>	Quality of solutions	Strategy and plan recommendations incorporated in DA/Planning process Priority measures implemented in accordance with the Plan

Strategy 3.5b – Ensure management of water quality in the catchments			
Actions	Responsible Department	How will we measure progress	Target
Catchment Management Authorities to provide annual reports on water quality testing	Engineering Services <i>Director</i>	Maintain and implement the Stormwater Quality Management Plan, the Drinking Water Management Strategy and the Water Asset Management Plan	Annual

Strategy 3.5c – Maintain a current Tenterfield Emergency Management Plan (EMPLAN)			
Actions	Responsible Department	How will we measure progress	Target
Develop new EMPLAN in line with legislative requirements in liaison with the police and other authorities	Engineering Services <i>Director</i>	Emergency situations are well managed and co-ordinated	EMPLAN completed by December 2015

Strategy 3.6a – Minimise water use in Council operations and facilities			
Actions	Responsible Department	How will we measure progress	Target
Review areas where water usage has increased to assess viability of water usage reduction	SP&ES <i>Manager Property and Environmental Services</i>	Reduction targets in water usage	Assess viability for installation of water saving devices by May 2016.

Strategy 3.7a – Encourage and support community involvement in environmental programs			
Actions	Responsible Department	How will we measure progress	Target
Groups within the community are targeted and ways determined to engage are identified	Engineering Services <i>Manager Water & Waste</i>	Landcare or equivalent group continues to be funded	Landcare group projects supported by Council.
Investigate the potential for annual visits by the schools to Council facilities such as the water treatment plant and waste transfer station.			At least once school visit/year
Involvement of Council in Keep NSW Beautiful Blue sustainability awards program entry in line with Parks & Gardens Committee recommendations	SP&ES <i>Manager Property and Environmental Services Director</i>		July 2016

2.4 Key Priority Focus Area 4 – Our Community

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

Directions:

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

Strategy 4.1a – Engage with the community and develop partnerships in the delivery of services and facilities

Actions	Responsible Department	How will we measure progress	Target
Provide support to community groups for projects which support and encourage social capital and the provision of community services and facilities.	SP&ES <i>Community Dev Officer (CDO)</i>	Strong support/contribution the provision of services and facilities to the community	CDO to inform and support community organisations.
Inform community organisations about the grant assistance available.			Minimum of 2 grant applications submitted by the community.
Distribute a weekly email newsletter for the community			Tenterfield in Touch newsletter distributed.

Strategy 4.1b – Promote and encourage community involvement in local decision making

Actions	Responsible Department	How will we measure progress	Target
Assist community groups and organisations by providing information through Community Directories and update the Shire wide Community Directory on a regular basis	GM Office: <i>Executive Assistant</i>	Greater community involvement and increased community attendance at community events	Review and update the Communications Strategy by September 2015.
Revise Council's Communication Strategy and implement accordingly.			

Strategy 4.1c – Promote and recognise the work of volunteers within the community

Actions	Responsible Department	How will we measure progress	Target
Involve people in community life through the engagement of volunteers.	SP&ES <i>Economic Development Community Development</i>	Volunteers recognised and numbers retained	Maintain 40 volunteers at the School of Arts.
Assist with the promotion of volunteers' week annually.		Volunteers supported and services and programs continue to operate	Volunteer's week information distributed.
Assist with Australia day activities.			Assist with Australia Day activities as required.

Strategy 4.2a – Support people with specific needs through appropriately identified services

Actions	Responsible Department	How will we measure progress	Target
Identify needs and services required in the Shire	SP&ES <i>Community Development</i>	Grants received and relevance of programs	Attend Service Network meetings
Assist community organisations with grant enquiries and applications as required.			Upon request, assist with funding applications

Strategy 4.2b – Ensure that Prince Alfred Memorial Hospital is meeting the needs of the community

Actions	Responsible Department	How will we measure progress	Target
<p>Strongly advocate on behalf of the community for upgrade and increased services.</p> <p>Attendance by Mayor at regular Hospital meetings, keeping Councillors informed, lobby State member</p>	GM's Office Mayor	<p>New England Health has Tenterfield Hospital on their capital works program</p> <p>A GP is available at Bonalbo.</p>	<p>The potential for new hospital is discussed and continues to be an aim.</p> <p>Health Services are maintained at current levels or improved.</p>

Strategy 4.3a – Continue to strengthen community safety and crime prevention partnerships with Police, licensees, businesses, regulatory and other agencies

Actions	Responsible Department	How will we measure progress	Target
<p>Work with key stakeholders with the aim to reduce crime and build a safe community by attending:</p> <ul style="list-style-type: none"> Tenterfield Service Network meetings Liquor Accord meetings as required 	SP&ES Community Development	Reduction in Crime Statistics	Attend Service Network meetings and Liquor accord meetings

Strategy 4.3b – Promote and implement appropriate companion animal programs

Actions	Responsible Department	How will we measure progress	Target
<p>Development and implement the Companion Animal Management Plan</p> <p>Implement the SCAMP</p> <p>Develop and implement an educational programme to promote responsible pet ownership throughout the Tenterfield Shire including educational visits to school in the Shire</p>	SP&ES Rangers	<p>Number of Nuisance Dog orders</p> <p>Decrease in the number of dog attacks reported</p>	<p>Reduction in Companion Animals Orders</p> <p>One school visited and report by December 2015</p> <p>Educational brochure available to the community by June 2016</p>

Strategy 4.3c – Promote a standard of public health that ensures community safety

Actions	Responsible Department	How will we measure progress	Target
<p>Identify and implement programs to ensure that those within the community who conduct regulated business activities that may impact on public health are adequately advised and educated on relevant statutes and regulations.</p> <p>Establish a register to record any food premises complaints received, and actions taken.</p> <p>Local Orders Policy Implemented.</p>	SP&ES Health & Building Operations Supervisor	<p>Number of premises inspected</p> <p>Number of complaints</p>	<p>Annual inspection of all food shops is undertaken by June each year</p> <p>Register kept updated</p> <p>June 2016.</p>

Strategy 4.4a – Improve the quality and useability of parks, reserves and open spaces to meet recreational and leisure needs, whilst ameliorating any negative environmental impacts			
Actions	Responsible Department	How will we measure progress	Target
Implement Plans of Management and strategies for parks, reserves and other open spaces Playground equipment inspected by accredited staff.	SP&ES <i>Manager Environmental Services</i>	Maintain quality of parks, reserves and open spaces and increase usage.	Review implementation of Plan of Management for parks, reserves and other open spaces May 2016 Inspections in line with Playground Strategy.

Strategy 4.4b – Provide a wide range of facilities and activities to improve the physical and mental health of the community			
Actions	Responsible Department	How will we measure progress	Target
Physical health: provide cycle ways - parks and gardens, swimming pool. Support community organisations with mental health promotion and initiatives as required, including mental health week. Continue to make available published list of resources to support mental health.	Engineering SP&ES <i>Community Development Parks and Gardens Library</i>	Awareness of physical and mental health services Ensure facilities are provided for mental health	Recreational activities available and promoted Support given to community groups as required. Ongoing.

Strategy 4.5a– Recognise and plan for the needs of our ageing population			
Actions	Responsible Department	How will we measure progress	Target
Regularly communicate with local service providers of aged care services and inform them of grant opportunities.	SP&ES <i>Community Development</i>	Maintain or increase current service levels	Providers information on grants
Assist with the organisation of Seniors Week and other events and activities aimed at improving the lives of older people. Promote resources available for seniors including Home Library service.	SP&ES <i>Community Development Library</i>	Number of events and feedback on Seniors Week	CDO to support Seniors Week committee with organisation of Seniors Week as required. Maintain and promote Home Library service.

Strategy 4.5b– Improve access to the broad range of services and facilities that Council delivers throughout the Shire			
Actions	Responsible Department	How will we measure progress	Target
<p>Implement the Disability Action Plan</p> <p>The section 335 committee - Disability Advisory Committee to meet quarterly.</p> <p>Council staff & progress association representatives undertake an access audit of the public amenities and public halls in the villages of Drake, Urbenville, Liston, Legume and Mingoola.</p>	<p>Director Engineering Services <i>Engineering Officer</i></p>	<p>Disability Action Plan is developed and strategies implemented</p>	<p>Disability Advisory Committee meets quarterly.</p> <p>Access audit of public halls completed Dec 2015.</p>

Strategy 4.5c– Improve access to shops and facilities in the main street for people with a disability			
Actions	Responsible Department	How will we measure progress	Target
<p>Incorporate into the Disability Action Plan an audit of the main street access issues.</p>	<p>Director Engineering Services <i>Engineering Officer</i></p>	<p>Actions from the Main Street Masterplan consider actions of mobility and accessibility</p>	<p>DAP updated by Dec 2015</p>

Strategy 4.6a – Develop and maintain a range of community facilities that meet the diversity of community needs, interests and aspirations			
Actions	Responsible Department	How will we measure progress	Target
<p>Analyse and interpret statistical information, social trends, and government initiatives to inform Council and service providers as required.</p>	<p>SP&ES <i>Community Development</i></p>	<p>Provision of quality and timely research on key demographic issues and trends</p>	<p>Supply information to Council and the community as required.</p>
<p>Actively take all actions necessary to encourage the establishment of more GP's in Shire.</p> <p>Country Women's Association Rural doctor's Bursary – ensure Council receives invitation and considers each year (not adopted for 2015/16)</p>	<p>GM Office <i>Executive Assistant Mayor</i></p>	<p>Quality of service provision Number of GPs</p>	<p>Maintain current number of GPs</p> <p>Consider in budget for 2016/17</p>
<p>Provide for lifelong learning opportunities and recreational pursuits through the provision of modern library services</p> <p>Establish a Friends of the Library Group</p>	<p>SP&ES <i>Senior Librarian</i></p>	<p>Visitor numbers Loan borrowings Web visits</p>	<p>Maintain 2014/2015 levels.</p> <p>Increase community participation in Library operations</p>
<p>Provide well managed and well maintained cemeteries</p>	<p>SP&ES <i>Manager Environmental Services</i></p>	<p>Well managed and well maintained cemeteries</p>	<p>Number of compliments</p>
<p>Support and inform local education service providers about grant opportunities.</p>	<p>SP&ES <i>Community Development</i></p>	<p>Retain current level of educational facilities</p>	<p>TAFE and Community College informed about grant opportunities</p>

DIRECTION 4.7a – Encourage and foster community pride			
Actions	Responsible Department	How will we measure progress	Target
Provide community groups with Clean Up Australia information.	SP&ES <i>Economic Development</i> <i>Community Development</i>	Continued level of activities	Community groups informed about Clean Up Australia Day.

DIRECTION 4.8a – Encourage young people to live, enjoy and stay in Tenterfield Shire			
Actions	Responsible Department	How will we measure progress	Target
Seek out grant opportunities to assist with youth activities, youth week and associated activities. Assist with youth week activities as required. Youth representative on the Public Arts Committee.	SP&ES <i>Community Development</i> <i>Economic Development</i>	A range of activities are available for young people Young people have increased employment opportunities	Obtain Youth Week Funding. At least one Youth Week activity each year. Youth attending committee meetings.

DIRECTION 4.8b – Encourage families to live, enjoy and stay in Tenterfield Shire			
Actions	Responsible Department	How will we measure progress	Target
Include activities and facilities for families and children in promotional material as part of Council's Marketing Strategy. Develop a new residents' information kit.	SP&ES <i>Economic Development</i> <i>Community Development</i>	Increased number of Families with children	Marketing strategy include attractions for families and children Information kit developed by September 2016.

DIRECTION 4.9a – Establish trust and partnerships with the local Aboriginal community			
Actions	Responsible Department	How will we measure progress	Target
Active participation and engagement through the Aboriginal Advisory Committee. CDO to inform the Aboriginal community about grant and development opportunities.	SP&ES <i>Economic Development</i> <i>Community Development</i>	Positive relationship with the Local Aboriginal Community	Aboriginal Advisory Committee meets four times a year. Aboriginal community groups informed of opportunities.

DIRECTION 4.9b – Encourage and appreciate people from culturally and linguistically diverse backgrounds to reside in, work and enjoy Tenterfield Shire

Actions	Responsible Department	How will we measure progress	Target
<p>Promote Council's inclusiveness in promotional material for the Shire.</p> <p>Market Tenterfield as an inclusive community open for business for all.</p> <p>Liaise with community to scope the development of a "Tenterfield World Festival".</p>	<p>SP&ES <i>Economic Development</i> <i>Community Development</i></p>	<p>Increased number of people from culturally and linguistically diverse backgrounds</p>	<p>People from culturally and linguistically diverse backgrounds reside in and visit Tenterfield Shire.</p> <p>Scoping of cultural festival by May 2016.</p>

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

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

Directions:

- 5.1** Our public places and spaces will look and feel good
- 5.2** Sporting facilities will be well maintained, provide choice and cater for the diverse needs of the community
- 5.3** Recreational facilities will be varied and cater for the diverse needs of the community
- 5.4** Cultural activities will foster an involved community and a creative environment
- 5.5** Cultural heritage is recognised, protected, respected and promoted

Strategy 5.1a – Ensure that public places and spaces are clean and well maintained			
Actions	Responsible Department	How will we measure progress	Target
<p>All public place areas including high profile gardens, landscaped traffic areas are well maintained</p> <p>Removal and heavy pruning of Pin Oaks in Logan Street and Bruxner Highway East including other species within the town limits as assessed.</p> <p>Investigate planting of new trees in Manners St from Rouse St Tenterfield Creek (west).</p>	SP&ES <i>Operations Supervisor</i>	Maintained current high maintenance levels.	<p>Maintenance schedules are met</p> <p>December 2015</p> <p>September 2015</p>
Community awareness of and strategies as required to prevent and manage graffiti	SP&ES <i>Operations Supervisor</i>	No of complaints	Number of incidents recorded in Annual Report
Street trees and road reserves are well maintained	SP&ES <i>Operations Supervisor</i>	Integrity of street scape is maintained	Maintenance schedules are met
Inspections and removal of illegally dumped rubbish	SP&ES <i>Operations Supervisor</i>	Appropriate action taken and community education provided	Recorded and action taken in response to illegal dumping.
Public place regulation and compliance undertaken by regular inspections of parks and open spaces by rangers.	SP&ES <i>Operations Supervisor</i>	Appropriate signage and enforcement undertaken	Regular inspections undertaken.

DIRECTION 5.2a – Determine and prioritise future sporting needs			
Actions	Responsible Department	How will we measure progress	Target
<p>Work in partnership with community organisations to audit and plan for future sporting infrastructure needs taking into account all groups with a focus on ensuring adequate focus on women's and girls' participation.</p> <p>Audit review to be conducted and recommendations to Council.</p>	SP&ES <i>Operations Supervisor</i>	Sports & Recreation Committee have identified relevant sporting needs and requirements	October 2015

DIRECTION 5.2b – Provide a targeted range of modern and well maintained sporting facilities			
Actions	Responsible Department	How will we measure progress	Target
<p>Engage with key stakeholders regarding the provision of sporting facilities and services and encourage participation in sport.</p> <p>Investigate irrigation and playing surface improvement options for Federation Park.</p> <p>Investigate rain water saving, drainage to parks, grass areas and sporting fields.</p>	SP&ES <i>Operations Supervisor</i>	Sporting facilities are well maintained in accordance with Asset management Plans	<p>Maintenance according to schedule</p> <p>November 2015.</p>

DIRECTION 5.3a – Provide a wide range of high quality and well maintained active and passive recreation facilities			
Actions	Responsible Department	How will we measure progress	Target
Maintain and improve the provision of safe aquatic services.	SP&ES <i>Manager Property Operations Supervisor</i>	Asset Management Plan for the pool is developed.	Maintain service standards. Measure compliments.
Provide and plan for well developed recreation facilities for the benefit of the whole community	SP&ES <i>Operations Supervisor</i>	No of grant applications Feedback on quality of facilities	Actively seek funding

DIRECTION 5.4a – Recognise and enhance cultural diversity and support cultural and artistic endeavours			
Actions	Responsible Department	How will we measure progress	Target
Manage and operate the School of Arts.	SP&ES <i>Economic Development</i>	Increased number of events and visitors	School of Arts operates 7 days a week, 354 days a year. Increased number of visitation over time.
Implement the Cultural Plan Engage the community in cultivating public art. Continue to support ANZAC activities and events.	SP&ES <i>Community Development Cultural Officer</i>	Implementation of the actions within the Cultural Plan	Cultural plan reviewed April 2016. Public Art Committee meets quarterly. ANZAC activities and events occur in 2015/16.
Support the activities of Arts North West in its endeavours to create opportunities within the Shire	SP&ES <i>Community Development Cultural Officer</i>	Continued partnerships and projects with Arts Northwest	Arts North West projects supported.

Strategy 5.4b – Enrich the cultural life of the community by supporting a variety of cultural events and activities for the community and visitors			
Actions	Responsible Department	How will we measure progress	Target
Partnerships with community organisations and Arts North West to plan and undertake events and activities	SP&ES <i>Economic Development Community Development Cultural Officer Tourism Officer</i>	No of partnerships and events Continued Cultural Activities at the School of Arts	At least one partnership event held in Tenterfield Shire by June 2016.

Continue to support the following community events and activities: <ul style="list-style-type: none"> • Brush with Verse • Oracles of the Bush • Jack Frost campaign • Wintersong – Peter Allen Festival • Quota Eisteddfod (biennial) • Sir Henry Parkes Oration weekend • Tenterfield Rotary Fishing Classic • Tenterfield Manhattan Film Festival • Tenterfield Westpac Helicopter Christmas Fair • Tenterfield Rotary Bavarian Cultural Music Festival & Beerfest (biennial) • The Tenterfield Show • Lion's Cracker Night • Taste of New England 	SP&ES <i>Economic Development</i> <i>Community Development</i> <i>Cultural Tourism</i>	Quality and economic activity generated	Support given for events and activities as required within available staff resources and budgets.
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------	-----------------------------------------	---------------------------------------------------------------------------------------------------

Strategy 5.5a – Support programs and activities that recognise and celebrate our indigenous culture

Actions	Responsible Department	How will we measure progress	Target
Advocacy and grant seeking to support and strengthen indigenous programs and activities.	SP&ES <i>Community Development</i>	Include Aboriginal Art in the Main-street Plan	Grant information given to Indigenous organisations.
Contribution and engagement at NAIDOC celebrations		Number and type of programs implemented	Assist with NAIDOC planning and celebrations where required.

Strategy 5.5b – Support programs and activities that recognise and celebrate post colonial culture

Actions	Responsible Department	How will we measure progress	Target
Grant seeking to support and strengthen colonial culture programs and activities.	SP&ES <i>Community Development</i>	Number and type of programs implemented	Grant information given to community organisations for post colonial culture programs and activities.
Continue to support the ANZAC Centenary program as required.	SP&ES <i>Manager Environmental Services</i>		ANZAC activities supported.

2.6 Key Priority Focus Area 6 – Government Leadership

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

Directions:

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

Strategy 6.1a – Ensure the Community Strategic Plan and associated supporting plans are prepared in accordance with statutory requirements

Actions	Responsible Department	How will we measure progress	Target
Implement pursuant to the legislation all the requirements of the community strategic plan	GM Office Councillors	Prepared in accordance with DLG requirements	Quarterly reviews and Annual Report completed on time and in line with requirements.
Develop a Business Excellence framework for Systems, Processes and Performance that supports the IP&R and as per Fit for the Future Action Plan.	<i>Organisational Dev. Manager</i>		June 2016
Empower the local communities to extend available services through volunteers and effective Council Committees.			Increased participation on current levels in 2015

Strategy 6.1b – Ensure financial strategies underpin the Council's asset management policies and strategic vision

Actions	Responsible Department	How will we measure progress	Target
Implement long term financial plans pursuant to the community strategic planning legislation.	Corporate Services <i>Finance Manager</i>	Continue to work towards long term financial sustainability in line with Council's financial strategies and NSW State Government performance benchmarks	By June 2016
Review Service Levels (including discontinuation) of assets. (Specific action as stated in the fit for the future plan).	<i>Directors and Managers</i>		

Strategy 6.1c – Implement accounting and financial management policies and practices that provide for the ongoing sustainable operations of Council's facilities and services

Actions	Responsible Department	How will we measure progress	Target
Provide financial services for the Council in an accurate, timely, open and honest manner	Corporate Services <i>Finance Manager</i>	Continue to work towards long term financial sustainability in line with Council's financial strategies and NSW State Government performance benchmarks	LTFP reviewed annually. Budget variations no greater than 10%. Report financial performance against industry benchmarks annually.
Review monthly reports to Council to ensure that they are easy to read and provides timely information			Capital expenditure report to Council monthly. Comment included on over-expenditure.

Council's expenditure needs are properly identified and funded sustainably Consider service consolidation (economies of scale) and potential savings transferred to reserves. (Action linked to the Fit for the Future actions)	Corporate Services <i>Finance Manager</i> <i>GM, Directors</i>	Quality systems and controls	Quarterly reviews submitted to Council in November, February and May.
Implement financial processes and systems to control and manage operating budgets Auditors Management Plan actions Implement recommendations of Internal Audit Committee from TSC Strategic Internal Audit Plan	Corporate Services & <i>Finance Manager</i>	Auditor feedback Statutory compliance	Monthly Reports readily available to Managers Supervisors through synergySoft by September 2015. Three (3) or less minor improvements implemented by June 2016 As requested or By 30 June 2016.
Complete a review of all Council's fees and charges to ensure maximisation of revenues Research alternative sources/ideas for service funding (Action linked to the Fit for the Future actions)	Corporate Services & Community Sustainability <i>Finance Manager</i> <i>GM, Directors</i>	Increased revenue by 40%	Proposed Increased revenue by 10% in the draft Operational Plan for 2015/16 New revenue/ideas researched

Strategy 6.2a – Ensure that Council's strategic directions reflect the views of the community			
Actions	Responsible Department	How will we measure progress	Target
Revise the Community Engagement Strategy with the aim to be more inclusive and at the same time meet legislative requirements. Conduct Community Forums in accordance with the revised Community Engagement Strategy.	GM Office <i>Executive Assistant</i> <i>All Directors</i>	Community informed Plans Community Engagement Strategy is implemented	Engagement Strategy Revised by November 2015.

Strategy 6.2b– Ensure Council's communications are effective and accessible			
Actions	Responsible Department	How will we measure progress	Target
Review Council's Communication Plan in line with the results of the Customer Satisfaction Survey.	GM Office <i>Executive Assistant</i>	Strategies outlined in the Council Communication Plan are adhered to.	By September 2015. Positive Community Feedback Increased participation at forums and through Submissions Increased involvement of community in decision making

Strategy 6.3a – Develop and maintain a planning framework and policies that ensures open, honest and transparent Council operations			
Actions	Responsible Department	How will we measure progress	Target
<p>Governance policies prepared and existing policies reviewed regularly and access to Council's policies provided</p> <p>Policies that are scheduled for review: Aboriginal Recognition of Protocol Approval for the Construction of Residential Sheds, Machinery Sheds and the Illegal Conversion of a Shed to a Dwelling Asset Management Building Control – Building Lines Bullying and Harassment Burial on Private Rural Land Child Protection Community Donations/Contributions Conference/Seminar/Training Expenses Debt Recovery Development Application Fees Education Expenses Employment Screening Excessive Vegetation Control in Residential Areas Exit Interview Filming Footpaths – Paving Fraud and Corruption Prevention Funerary and Monument/Masonry Services Gathering Information Gifts and Benefits Granting of pensioner Rebate Concessions Gutter Crossings Health and Safety Impounding – Abandoned Motor Vehicles International Town Partnership Cultural Committee – Exchange Program Interview Expenses Kerb and Gutter – Contributions (Corner Lots) Kerb and Gutter – Replacement of Granite Gutter Blocks Light Motor Vehicle Fleet Liquid Trade Waste Regulation Local Orders for the Keeping of Animals in Urban Areas of Tenterfield Shire Maintenance of Nature Strips and Road Verges Memorial Hall Fees Memorial Hall – Hiring of Chairs and Tables National Framework for Women in Local Government Noxious Weeds Payment of Expenses and Provision of Facilities to Councillors Personnel Files Private Swimming Pool Safety Procurement Policy Public Art Public Gates and Vehicle By-Passes Rainwater Tanks- Installation Requirements Where Reticulated Water is Connected Rates and Charges-Sewerage Charges Recognition for Services Roadside Memorials/Commemorative Markers Salary System School of Arts-Collections Acquisition and Deaccession Policy and Procedural Manual School of Arts Theatre/Cinema Front of House</p>	Corporate Services Director	Policies are updated and compliant.	Review policies as required and as per schedule.

School of Arts-Use of Weddings and Other Activities Sewerage-Septic Tank Connections Smoking in the Workplace Special Exhibitions Collection Standard Engineering Design Drawings Staff Recruitment and Selection State Emergency Service-Agreement with Kyogle Council Subdivision Guidelines Subdivision-Road Naming Tenterfield CBD Works Procedures Transfer of Land in Payment of Rates Volunteers Water-Service Connections Water Supplies and Sewerage Services-Contributions to Water and Sewer Main Extensions Workplace Surveillance			
Investigate systems to improve accessibility, maintenance and Register of Council's: <ul style="list-style-type: none"> • Policies • Procedures • Plans • Council Resolutions 	Corporate Services <i>Executive Assistant</i>	Implementation of New Systems	Up to date Register for all Policies, Plans and Council Resolutions. Investigate SynergySoft Applications
Regular Code of Conduct training provided to Councillors and Staff. Code of Conduct included in staff inductions at commencement. Information session – all staff meetings Information session – Councillors at Workshop Reminder for staff of the code of conduct in staff pay slips	GM Office	Training conducted No Code of Conduct cases	Code of conduct check list of inductions completed. By September 2015. July 2015 and February 2016

Strategy 6.3b – Internal Audit Function is established and supported			
Actions	Responsible Department	How will we measure progress	Target
Implement the Internal Audit Action Plan Implement recommendations of Internal Audit Committee from TSC Strategic Internal Audit Plan: 1. Records Management. 2. Review of Asset Management Strategies and long term financial implications. (Tcorp review)	Corporate Services <i>Director</i>	Number of audits	Audits conducted as requested and by June 2016
Monitor, review and implement the Continuous Improvement Plan Actions Develop and monitor Council's Compliance register	Corporate Services <i>Director</i>		Actions attended to Compliance Register developed as per recommendation from Audit

Strategy 6.4a – Ensure all staff are fully briefed and trained in the systems and procedures that support good customer service principles and practices

Actions	Responsible Department	How will we measure progress	Target
Customer service training provided to staff and systems and processes that support good customer service are in place.	GM Office Corporate Services <i>HR Manager</i>	Training provided and satisfactory customer service provided and number of compliments	Positive Customer Services feed back
Customer service charter reviewed and implemented	Corporate Services <i>Director</i>	Implementation of charter	By September 2015 Positive Customer Services feed back

Strategy 6.4b – Implement a systematic and structured approach to obtaining quality feedback from the community about service provision and service levels

Actions	Responsible Department	How will we measure progress	Target
Performance against defined standards for customer service and complaints recorded and reported	Corporate Services <i>Records Officer</i>	Customer Satisfaction Survey Conducted	Reported quarterly and in the Annual Report
Implement compliments and complaints register and monitor action.			Report monthly to MANEX

Strategy 6.5a – Maintain a safe workplace

Actions	Responsible Department	How will we measure progress	Target
Develop, communicate, consult and implement the following Work Health & Safety Management System (WHSMS) elements: Contractors Management Procedures, WHS Inspection Testing & Monitoring Procedures and Hazardous Chemicals Procedure in conjunction with State Cover WHS Action Plan, Legislative requirements and AS/NZS 4801 and 4804 Occupational health and safety management systems.	Corporate Services <i>WHS/Risk Officer</i> <i>All Departments</i>	No or low number of workers injured Workers compensation premium – less than 2012/13	By Dec 2015
Develop, communicate, consult and implement the following Work Health & Safety Management System (WHSMS) elements: Emergency Preparedness & Management Procedures, Incident Reporting and Investigation Procedure and WHS Event Safety Risk Assessment and Management Plan Procedures in conjunction with State Cover WHS Action Plan, Legislative requirements and AS/NZS 4801 and 4804 Occupational health and safety management systems.			By June 2016

Strategy 6.5b – Provide a safe community environment by implementing specific risk management policies and practices			
Actions	Responsible Department	How will we measure progress	Target
Operational risk processes and strategies developed and regularly reviewed in conjunction with State wide Mutual Risk Management Action Plan. Synergy Soft Risk Module utilised and kept up to date.	Corporate Services <i>WHS/Risk Officer</i> <i>All Departments</i>	Reduced number of incidents (less than 11)	Meet targets as outlined in State wide Mutual Risk Management Action Plan
Council will maintain WHS performance measures and management systems that comply with legislation, codes of practice, standards and guidelines. Review of all Safe Operating Procedures and Safe Work Method Statements to ensure safe work sites. Health & Safety Management Plan & associated procedures are reviewed for compliance.	Corporate Services <i>WHS/Risk Officer</i> <i>All Departments</i>	Compliant	Work Health and Safety Management System to be reviewed March 2016 On going

Strategy 6.6a – Implement information technology systems and procedures that provide improved service, efficiency, innovation and community engagement			
Actions	Responsible Department	How will we measure progress	Target
Manages and operate Council's IT infrastructure and systems to facilitate Councils operations and provide improved service delivery capabilities to the community by implementing the actions in the strategic plan.	Corporate Services <i>Director</i>	Systems are adequate to do what we have to do.	High level of system availability is maintained.

Strategy 6.6b – Implement software applications and procedures that provide the Council and community with ready access to information			
Actions	Responsible Department	How will we measure progress	Target
Implement, develop and upgrade applications software to facilitate a productive and responsive organisation by implementing the actions in the strategic plan.	Corporate Services <i>Director</i>	Quality of software systems Staff Feedback	Upgrades to Corporate Business Software installed as required.

Strategy 6.7a – Attract and retain skilled employees who take pride in Tenterfield Shire and in delivering quality services to achieve the community's vision			
Actions	Responsible Department	How will we measure progress	Target
Actions within Council's Workforce Plan are implemented.	GM Office <i>Organisational Dev. Manager</i>	Actions implemented within the Plan	30 June 2016
Refine Performance Appraisal System			December 2015
Ensure the aligning the organisational structure with the IP&R and Fit for the future actions whilst retaining skilled and high performance staff.			June 2016
Review, develop and implement recruitment and employment strategies to attract and retain staff including web-site. Update Employee Handbook to reflect organisational changes and implement as a staff induction tool.	GM Office <i>Organisational Dev. Manager</i>	Levels of retention Quality of staff recruitments	December 2015
Conduct Staff Attitude Survey			May 2016
Develop annual staff training plan			March 2016 April 2016

Strategy 6.7b – Create a positive organisational culture that develops attitudes, behaviours and skills in alignment with Council’s mission, vision and corporate values			
Actions	Responsible Department	How will we measure progress	Target
EEO Management plan regularly reviewed and implemented - Staff Consultative Committee’s standard agenda.	GM Office <i>Organisational Dev. Manager</i>	No or low number of grievances.	Report Annually by November
Enhance productivity through efficiency gains in the organisational culture “how we do things” and through staff development and training, including succession planning and multi-skilling. (Business Excellence Framework)		Monitored by MANEX.	Monthly
Staff Corporate Knowledge: succession planning - multi skilling, develop position procedures for various functions, systems and performance implementation of the same.			By June 2016 Number of tangible changes All position procedures developed by June 2016

Strategy 6.8a – Develop strategies, policies and practices to enable Council to achieve excellence in corporate governance			
Actions	Responsible Department	How will we measure progress	Target
Continue to monitor policies, practices and processes with the aim of continuous improvement.	GM Office <i>Organisational Dev. Manager</i>	Achieved in 2014/15	Activities leading to improved efficiencies and increased staff moral
Staff development and training with a view of “self-reflection” – where are we now and how can we improve as an organisation? (Business Excellence Framework)		Successful Best Practice Review (50% reduction in the number of recommendations compared with 2008)	

Key Actions from the Fit for the Future action plans:

- Land and property assets review for properties owned by Council that could be sold or leased; (SP&ES)
- Identifying assets (e.g. vehicles, plant and buildings) which should not be replaced as there is no efficient use for them; (SP&ES / DENG)
- Identifying new savings through more organisational restructuring and more efficient work practices; (HR/MANEX)
- Further increasing expenditure on roads and bridges infrastructure each year through grant funding; (Mayor/GM/DENG)
- Improving the efficiency of our capital and maintenance works through improved work practices and supervision. (DENG/WM)