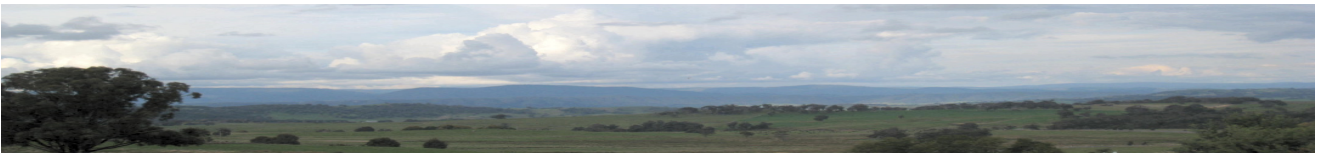


2030

Tumbarumba Shire Council Community Strategic Plan





Cover Page:
Snowy Hydro Bridge, just before the airfield.

Recognising our Aboriginal custodians

The Tumbarumba Shire Council acknowledges the Walgalu people as the original inhabitants and custodians of the land and water in the Shire of Tumbarumba.

Navigation – How to use this document and other linked documents

Readers are able to view hard copies of the Community Strategic Plan, however as the Plan has been prepared to be “integrated”, with other plans and strategies , it is best to read this plan on line as there are hyperlinks to related plans and other key reports.

This is a new approach to reporting and Council will endeavour to provide the most up to date information to the Community.

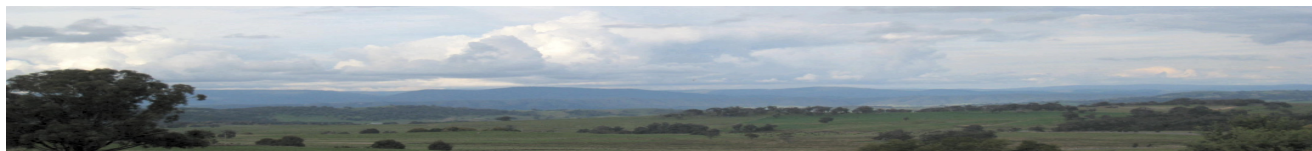
Your feedback on this plan and any of the other associated plans is most welcome and can be emailed to mail@tumbashire.nsw.gov.au .

Acknowledgements

The following individuals and organisations are gratefully acknowledged for their valuable contribution and support in the development of the Tumbarumba Shire Council Community Strategic Plan.

Survey Respondents – Providing responses to the community survey
Focus Group Participants – Providing information through Focus Group meetings
Councillors and Staff of the Tumbarumba Shire Council
Linqage International Consultants
Photographers for the images used in the Community Strategic Plan and associated documents.

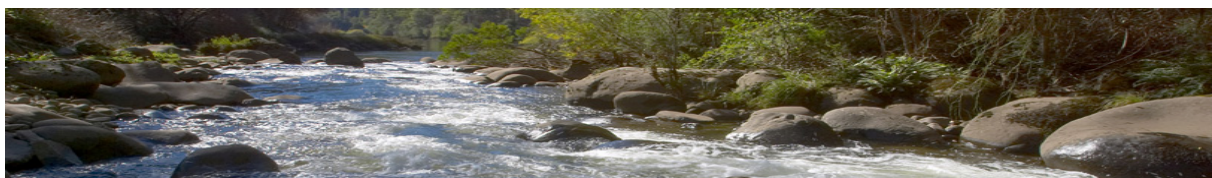
Adopted: 27 June 2013


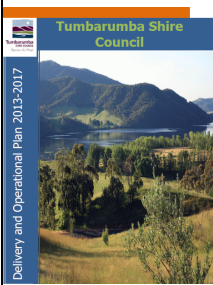



Community Strategic Plan

Tumbarumba Shire

| | |
|---|-----------|
| COMMUNITY STRATEGIC PLAN | 4 |
| TUMBARUMBA SHIRE | 4 |
| 1. A MESSAGE FROM THE MAYOR..... | 6 |
| 2. AN INTRODUCTION TO TUMBARUMBA SHIRE | 8 |
| 3. OUR COUNCIL | 10 |
| 4. HOW THE COMMUNITY STRATEGIC PLAN WAS DEVELOPED | 11 |
| 5. COMMUNITY VISION STATEMENT, THEMES, ISSUES, CHALLENGES AND OPPORTUNITIES, OUTCOMES AND STRATEGIES IDENTIFIED BY THE COMMUNITY | 15 |
| 6. HOW THE DOCUMENTS FIT TOGETHER | 17 |
| 7. CARRYING THE PLAN FORWARD..... | 34 |



| | |
|--|---|
| <p>2030</p> <p>Tumbarumba Shire Council Community Strategic Plan</p>  | <p>Community Strategic Plan 2030 – The Community Strategic Plan for Tumbarumba Shire Council identifies the main priorities and aspirations for the future.</p> <p>The plan flows from the macro, the Community Vision, which reflects the overall aspirations of the communities across the Shire, through the themes that are linked to the quadruple bottom line. The Themes are: 1. Social – Maintaining our Strong Community, 2. Economic – Economic Development, 3. Environment - Sustainability of the Environment and 4. Civic – Action through Leadership. These four themes ensure a balanced approach is maintained.</p> <p>The plan details outcomes and strategies at the individual town and village level, and actions that are linked back to the outcomes and strategies. The structure was developed to facilitate quick access by people wishing to see what is proposed for their community.</p> <p>The clear statement of outcomes provides a ready assessment method for determining whether the strategies are being achieved. The Community Strategic Plan for Tumbarumba Shire covers a time frame of 20 years.</p> |
|  <p>Delivery and Operational Plan 2013-2017– The four year Delivery Plan interprets the long term Community Strategic plan into actions. This program then guides the Council and community's activities through to 2017. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake within its areas of responsibility and capacity, towards achieving the community's outcomes.</p> <p>Key performance indicators signalling the effectiveness of the management of assets and provision of services, and the implementation of the community's goals are nominated in the Delivery Program.</p> <p>The annual Operational Plan covers the first year of the delivery program, it includes actions and projects specific to a single year budget (2013-2014) and outlines activities to be undertaken for the year.</p> <p>Included in the Operational Plan is the Revenue Policy which including detail about Councils' rate income scenario and fees and charges.</p> | <p>Resourcing Strategy– The Resourcing Strategy provides support for the implementation of the Community Strategic Plan. The Resourcing Strategy includes three components. These are the 10 year Financial Plan, which reviews the Councils financial capacity against the community's desired outcomes; the Workforce Management Strategy, a framework for Council's human resource planning and training; and the Asset Management Strategy and Plans that refine the asset standards and levels of service that the community has endorsed.</p> <div data-bbox="810 1563 1353 1816">  </div> |



1. A message from the Mayor

The Tumbarumba Community Strategic Plan reflects the views of the communities in Tumbarumba Shire. The Plan reflects how those living in the Shire would like to see their community as a place to live 20 years out.

Significant consultation with the community had taken place to develop this plan in 2012. The engagement process has resulted in a Plan that the communities in Tumbarumba Shire can own. With the approval of the Department of Local Government a follow up community consultation by way of a community survey was conducted in 2013; results from this survey can be located at the back of this document and also included in the delivery plan.

The Community Vision that emerged from the consultation was:

The communities in Tumbarumba Shire will remain caring, safe, secure and progressive with a vibrant economy, where residents experience good quality of life in a beautiful and sustainable environment.

Four themes support this vision and again were evident from the community consultation.

They are:

Theme 1 – Maintaining Our Strong Community

Tumbarumba Shire will remain a strong and caring community where the aged, the young, the less advantaged and others can pursue satisfying and healthy lifestyles within their community.

Theme 2 – Economic Development

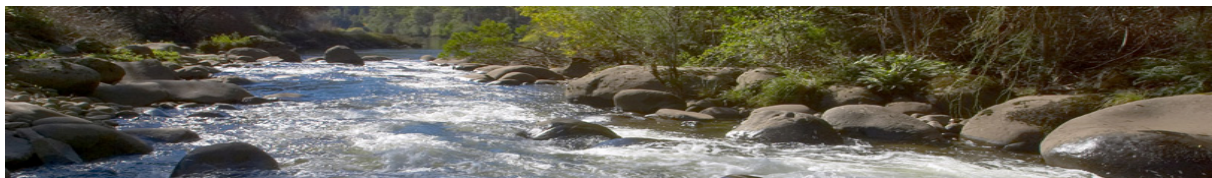
The lifestyle, well-being and employment of those living and working in Tumbarumba Shire will be assured through the maintenance and further development of a vibrant, robust and diversified local economy.

Theme 3 – Sustainability of the Environment

The sustainability and enhancement of the environment will be a major priority in all aspects of social, community and economic development.

Theme 4 – Action through Leadership

The community's vision for the future will be realised through effective leadership and governance



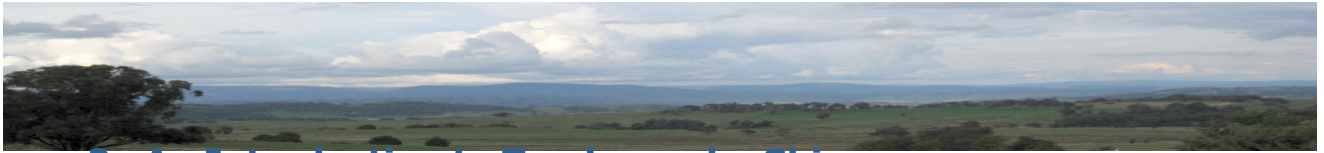
The four themes reflect the approach referred to as the Quadruple Bottom Line which details the social, economic, environmental and civic leadership aspects of the Community Strategic Plan. The approach ensures that the Plan is balanced and holistic, rather than favouring one particular aspect.

During the extensive community consultation process, it was of note that the vast majority of people engaged were aware of the tyranny of distance and its effect on Council services. The view of those people was that the level of service provided by the Tumbarumba Shire Council was good. The floods that occurred in 2010, 2011 and 2012 and their consequent impact on the condition of roads in the Shire were also noted. Maintenance of roads in the Shire was a major priority.

We recommend the Plan to you and we would welcome your views on the strategies and outcomes proposed. All views in relation to this Plan will be considered and changes will be made to the Plan on the basis of the feedback we receive.

Tumbarumba Shire Council's resourcing strategy which includes long-term financial planning, workforce management planning and asset management planning reports have been crafted to deliver as much as possible of the final Community Strategic Plan. Where actions are to be undertaken by other organisations, Tumbarumba Shire Council will facilitate and support where necessary the organisations responsible for carrying forward the strategies.

Councillor Ian Chaffey
Mayor



2. An Introduction to Tumbarumba Shire

Tumbarumba Shire is located on the south western slopes of the Snowy Mountains, about half way between Sydney and Melbourne, and ranges between 200 metres and 750 metres above sea level. The Shire has a population of over 3,700 people living in a region covering 4,392 square kilometres from the New South Wales and Victorian border in the South, to Laurel Hill in the North, Rosewood in the West, and Mount Kosciuszko in the West.

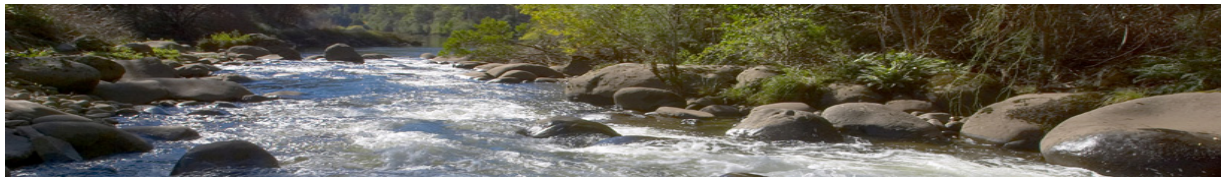
The towns in the Shire are Tumbarumba, Khancoban, Jingellic, Rosewood, Tooma and Laurel Hill. The geographical area covered by the Tumbarumba Shire is shown opposite.

The travel patterns and community links for those living in the Shire are influenced by the proximity to larger towns where services and goods are easily accessed. Those living in the Southern end of the Shire have a natural affinity to seek services from and travel to Victorian towns. The diagram opposite details those travel patterns and community links.

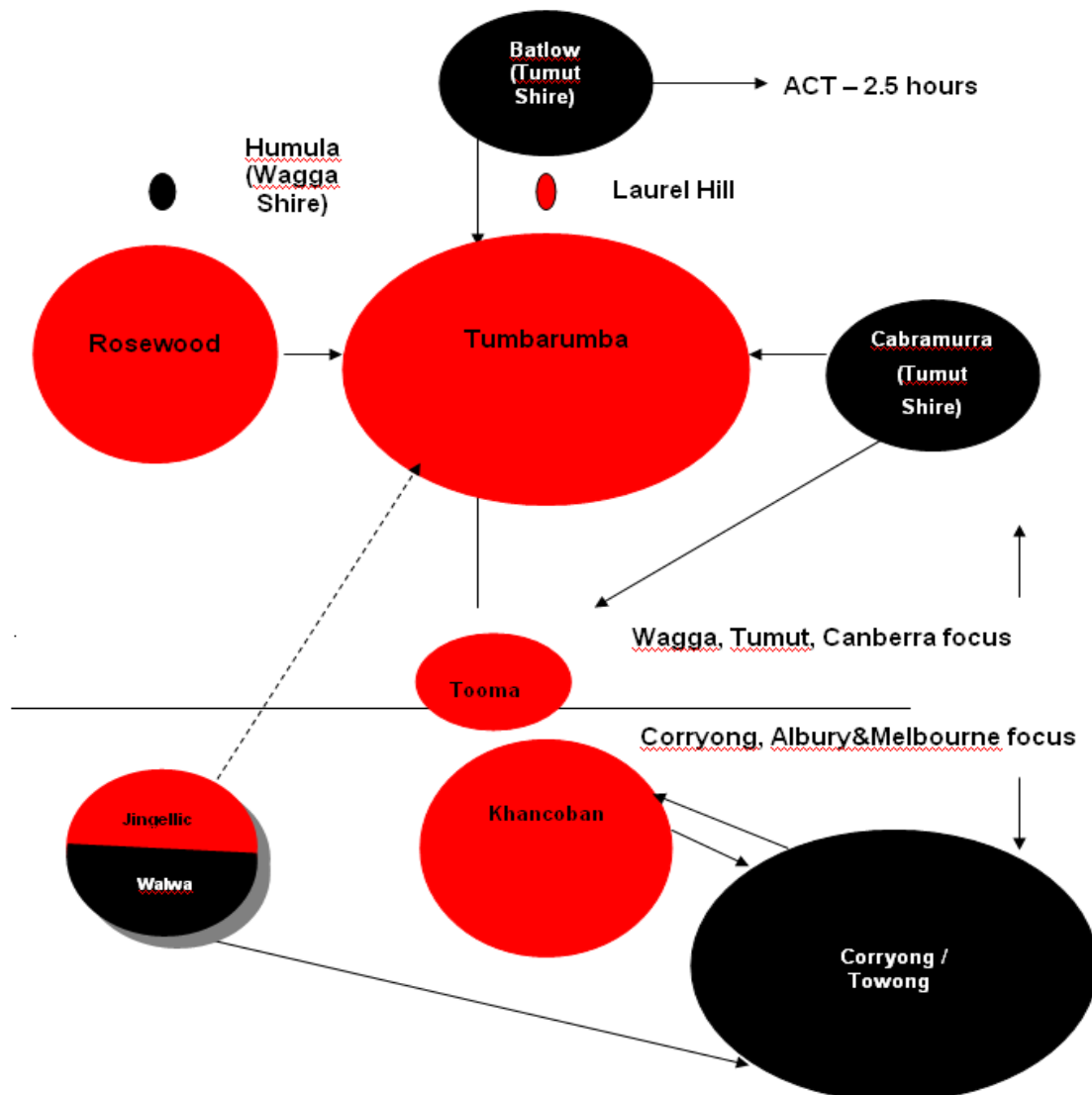
The Shire was first settled by Europeans in the 1850s after gold was discovered in the district. Tumbarumba Shire has a rich heritage in gold, timber and agriculture.

There is growing recognition of the aesthetic appeal of the natural assets, as a place not only to visit but to live and enjoy the rural lifestyle.





Economically the Shire is vibrant, with the timber plantation and processing industry as a key employer. Hyne and Son Pty. Ltd. operate a newly constructed mill at Tumbarumba, being the largest softwood processing mill in the southern hemisphere. Agriculture, horticulture and viticulture add to the economic strength of the area. The reputation of the region's cool climate wines continues to grow, with the achievement of numerous awards in the wine industry. Other key employers are the commercial business centre, Tumbarumba Shire Council, Snowy Hydro, the National Parks and Wildlife Service, and Murrumbidgee Local Health District which provides health services across the Shire. South of Tooma is the catchment of Upper Murray Health and Community Services operated from Corryong.





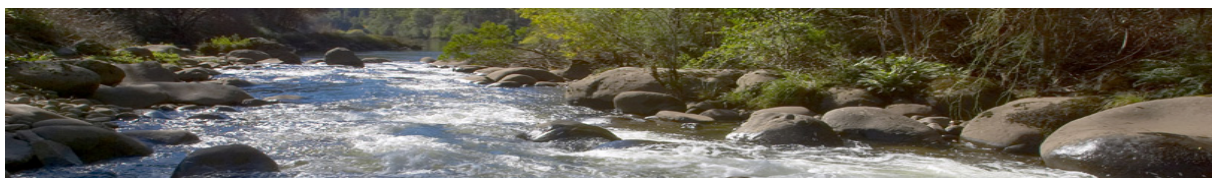
3. Our Council

Tumbarumba Shire Council makes many decisions that affect the quality of life for the community in future years. As with other shire councils within NSW, we are required to follow the guidance provided by the NSW and Australian Governments. Our Council is a small Council with an annual turnover of approximately 25 million, employing some 109 full time equivalent staff members funded by grant, rate and fee funded programs and we manage approximately 232 million of assets.

INSERT MANEX PHOTO HERE

The roles played by others:

| | Policy Legislator | Funding body | Planning | Service Provider | Partners | Supporters and Volunteers |
|---------------------------|------------------------------|-------------------------|-----------------|-----------------------------|-----------------|--|
| Federal Government | ✓ | ✓ | | ✓ | | |
| State Government | ✓ | ✓ | ✓ | ✓ | | |
| Other agencies | | | ✓ | ✓ | ✓ | ✓ |
| Business | | | | ✓ | ✓ | |
| Local Groups/clubs | | | | ✓ | ✓ | ✓ |
| Community and Individuals | | | | ✓ | ✓ | ✓ |



4. How the Community Strategic Plan Was Developed

The Community Strategic Plan for Tumbarumba Shire is the highest level Plan prepared by Tumbarumba Shire Council.

The Plan identifies the community's main priorities and aspirations for the future, and identifies themes, strategies and tactics for achieving the outcomes required.

4.1 Community Engagement

Extensive community consultation had taken place to develop this plan in 2012, with a further review conducted in 2013. The community consultation was progressed in accordance with Tumbarumba Shire Council's Community Engagement Strategy.

In 2012 the Tumbarumba Shire Council implemented the Engagement Strategy by conducting a comprehensive survey. This survey was sent out to all residents of the Tumbarumba Shire with 84 respondees.

Also Public meetings, and extensive focus group sessions were held with key stakeholders, including Council staff, and individual interviews with community members and business people across the Shire. Over and above the planned activities in the Engagement Strategy, additional public meetings in each of the main towns across the Shire and a workshop for Councillors were conducted. A total of 23 people attended public meetings in Tumbarumba, 15 in Khancoban, 8 in Jingellic and 5 in Rosewood. A total of 55 individuals participated in structured or ad hoc consultation sessions, and over 20 structured and ad hoc focus groups each with up to five individuals were completed. A final focus group meeting was held in May 2012 with 31 participants attending. The focus group included members of all sections of the community including individual clubs, schools, Horticulture, Viticulture, Children's Services and Business groups.

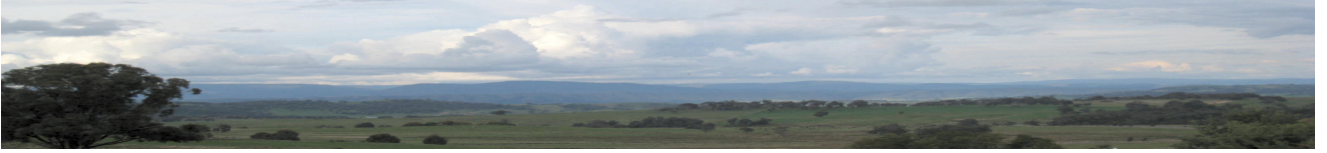
Considerable consultation was conducted in the development of Council's Community Social Plan, in 2010. A survey was conducted to gauge input from the community and several meetings were held with members of the community to provide valuable contribution to the development of the Tumbarumba Shire Council community Social plan 2010-2013.

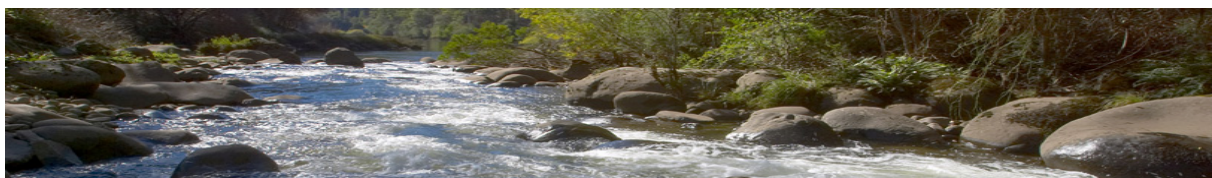
The Tourism Strategy was also developed in 2011 and participants at the public tourism forums provided insight for the development of the Tourism Strategy 2011 – 2016.

The Economic Development Strategy 2012-2016 was prepared after wide consultation with the business community. Acknowledgment of the consultation process is printed in the individual documents which can be located on the Tumbarumba Shire Council website.

The Community Social Plan, Tourism Strategy and Economic Development Strategy recommendations and actions are all reflected in the Community Strategic Plan.

During the engagement process, when considering the issues and pressures that affect the communities in Tumbarumba Shire, the vast majority of people appreciated the level of resources that will realistically be available to achieve the aims and aspirations of those communities.





4.2 2013 Review

After the general council elections in 2012 a new panel of Tumbarumba Shire Councillors were elected and one of their initial duties included a review of the Community Strategic Plan 2030. The new Council is required to review or rewrite this plan and to adopt the document for the future years. After confirmation from the Department of Local Government Council was able to use a community survey to review and amend the existing Community Strategic Plan.

This amended Community Strategic Plan will be adopted, including information which was produced with considerable active involvement by the community using a community survey. There were 100 respondents to the current survey providing valuable information and insight for Council to amend the plans. A full report on the results of the 2013 survey can be located at the back of this document.

4.3 Principles on Which the Plan Is Based

The Integrated Planning and Reporting framework requires Council's to apply the Principles related to social justice and sustainability in the strategies and actions identified in the Community Strategic Plan.

The social justice principles as defined by the New South Wales Department of Local Government in its Social Justice Framework 2008 – 2012 have been utilised. Those principles are:

- 1. Equity** – involving fairness in decision making, prioritising and allocation of resources, particularly for those in need.
- 2. Access** – having fair access to services, resources and opportunities to improve quality of life.
- 3. Participation** – the maximum opportunity to genuinely participate in decisions which affect their lives.
- 4. Rights** – equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Council has committed to these principles in the development of the plans and the strategies in the adopted framework.

Underpinning the sustainability aspects of the Plan are the **Melbourne Principles**.

The Melbourne Principles for Sustainable Cities are ten short statements on how cities can become more sustainable. They were developed in Melbourne in 2002 during an International Charette, sponsored by the United Nations Environment Programme and the International Council for Local Environmental Initiatives. The Principles aim to create environmentally healthy, vibrant and sustainable cities and communities where people respect one another and nature, to the benefit of all.

Those principles are:



1. Provide a **long-term vision** for communities based on sustainability; intergenerational, social, economic and political equity; and their individuality.
2. Achieve long-term economic and social **security**.
3. Recognise the intrinsic value of **biodiversity and natural ecosystems**, and protect and restore them.
4. Enable communities to minimise their **ecological footprint**.
5. Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.
6. Recognise and build on the **distinctive characteristics** of towns and cities, including their human and cultural values, history and natural systems.
7. **Empower** people and encourage participation.
8. Expand and enable **co-operative networks** to work towards a common, sustainable future.
9. Promote **sustainable production and consumption**, through appropriate use of environmentally sound technologies and effective demand management.
10. Enable **continual improvement**, based on accountability, transparency and good governance.

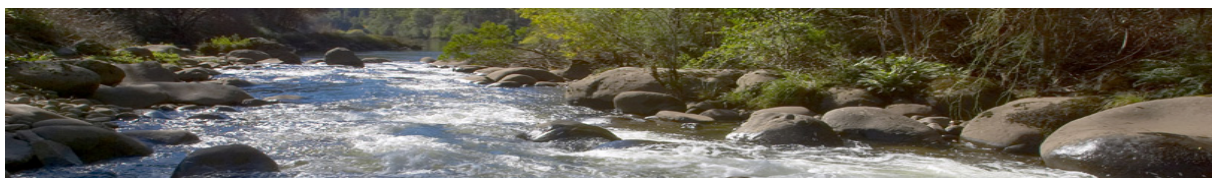
4.3 Plan Structure

The Community Strategic Plan for Tumbarumba Shire identifies the main priorities and aspirations for the future.

The Plan flows from the macro, the Community Vision, which reflects the overall aspirations of the communities across the Shire, through themes that are linked to the Quadruple Bottom Line. They are social, economic, environmental and civic leadership outcomes which ensure a balanced approach is maintained.

The Plan details outcomes and strategies at the individual town and village level, and tactics that are linked back to the outcomes and strategies. The structure was developed to facilitate quick access by people wishing to see what is proposed for their community.

The clear statement of outcomes provides a ready assessment method for determining whether the strategies are being achieved. The Community Strategic Plan for Tumbarumba Shire covers a minimum time frame of 20 years.



5. Community Vision Statement, Themes, Issues, Challenges and Opportunities, Outcomes and Strategies Identified by the Community

Throughout the extensive community consultation process, the overwhelming message from those born in the Tumbarumba area and from those who chose to live in the area, was the great value placed on lifestyle and being part of a caring community that was situated in a clean and beautiful alpine environment. Generally community concerns were centred on maintenance of employment and essential services such as health, aged care, education and utilities to ensure the ongoing social, economic and environmental sustainability of the area. There was strong recognition that maintenance of those essential services would ensure that Tumbarumba remained a caring and economically viable community with a valued lifestyle.

5.1 Community Vision

The Community Vision that reflects this clear message is:

The communities in Tumbarumba Shire will remain caring, safe, secure and progressive with a vibrant economy, where residents experience good quality of life in a beautiful and sustainable environment

5.2 Community Values

The community values underpinning this vision that were articulated during the community consultation are as follows:

PEOPLE - People are our most valuable resource.

ACCESSIBILITY - Community initiatives should always be progressed in an inclusive manner that allows accessibility for all.

INTEGRITY - We will be honest, fair and equitable.

ACCOUNTABILITY - We will be accountable for what we do.

ENVIRONMENT - We value and respect our environment.

INNOVATION - We will encourage innovation and excellence.

LEADERSHIP - We will achieve action through leadership by planning for the future, taking the initiative and providing leadership to maintain a caring community and achieve growth and prosperity.

COMMITMENT - We will be caring and committed.



5.3 Themes

The themes that were self-evident from the community consultation and were reflected in the Community Vision are:

Theme 1 – Maintaining Our Strong Community

Tumbarumba will remain a strong and caring community where the aged, the young, the less advantaged and others can pursue satisfying and healthy lifestyles within their community.

Theme 2 – Economic Development

The lifestyle, well-being and employment of those living and working in Tumbarumba will be assured through the maintenance and further development of a vibrant, robust and diversified local economy.

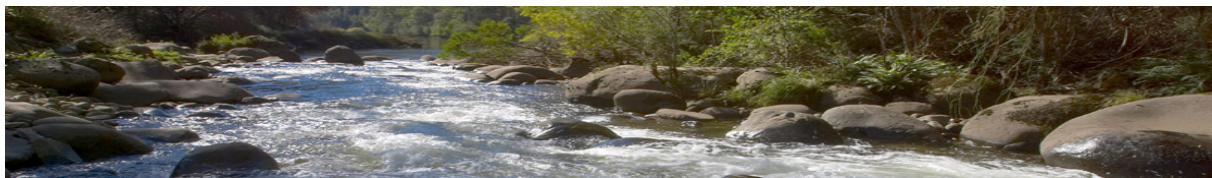
Theme 3 – Sustainability of the Environment

The sustainability and enhancement of the environment will be a major priority in all aspects of social, community and economic development.

Theme 4 – Action through Leadership

The community's vision for the future will be realised through effective leadership and governance. The diagram detailed below shows the relationship between the themes and the Community Vision.





6. How the documents fit together

The Community Strategic Plan outlines the agreed direction for the delivery of programs and services for the Tumbarumba Shire Council.

The Community Strategic Plan is based upon four themes:-

Theme 1 – Maintaining our strong community

Tumbarumba Shire will remain a strong and caring community where the aged, the young, the less advantaged and others can pursue satisfying and healthy lifestyles within their community.

Theme 2 – Economic Development

The lifestyle, well being and employment of those living and working in Tumbarumba Shire will be assured through the maintenance and further development of a vibrant, robust and diversified local economy.

Theme 3 – Sustainability of the Environment

The sustainability and enhancement of the environment will be a major priority in all aspects of social, community and economic development.

Theme 4 – Action through leadership

The community's vision for the future will be realised through effective leadership and governance.

The **Delivery Program** is the foundation from which all other organisational plans, such as the Operational Plan, are based. The Delivery Program lists all key actions Council will undertake during a fixed four-year period to meet the objectives of the Community Strategic Plan. Key actions are fully resourced within the Resourcing Strategy.

Within the Delivery plan, Capital works to be undertaken during the planning period are detailed, together with estimates of incomes and expenditures over the same period.

The delivery of key actions is monitored by performance indicators, to ensure activities are completed within the planned timeframes and allocated budgets. Performance outcomes are reported to Council on a six-monthly basis.

The Delivery Program will be reviewed annually before preparing the next year's Operational Plan, ensuring all projects and services are directed towards long-term objectives for the community.

A new Delivery Program will be prepared every four years, following each Local Government election.

The **Operational Plan** is incorporated into the Delivery Program. It details individual actions Council will undertake in a single financial year to directly address key actions identified in the Delivery Program.



A detailed annual budget is included, together with a Statement of Revenue Policy which includes the proposed rates, fees and charges for the next year.

The **Resourcing Strategy** details Council's capacity to manage assets (Asset Management Plans), workforce (Workforce Management Plan) and long-term funding (Long Term Financial Plan) needed to implement the Community Strategic Plan's objectives.

Council is not solely responsible for implementing and resourcing all the aspirations in the Community Strategic Plan. State agencies, non-government organisations, community groups and individuals also have a role to play in delivering long-term objectives for the Tumbarumba Shire Council. However, the Resourcing Strategy focuses in detail on matters that are Council's responsibility.

The **Annual Report** is a summary of Council's performance and achievements during the preceding year. It focuses on Council's responsibility to implement key actions in the Delivery Program and Operational Plan. The report also includes additional information prescribed by legislation.

The **State of the Environment (SOE) Report** is a component of the Annual Report. A comprehensive SOE will be presented every four years, to coincide with the term of the Delivery Program. A summary of the SOE will be presented during each of the other three years.

Tumbarumba Shire Council Community Strategic Plan



The four themes utilise the approach referred to as the Quadruple Bottom Line which reflects the social, economic, environmental and civic leadership aspects of the Community Strategic Plan. This approach ensures that the Plan is balanced and holistic, rather than favouring one particular aspect.

The table below gives an indication of how the four key areas have been addressed in developing this Plan. It is important to note that although the objectives listed below have only been listed once, they may be relevant to more than one key area.

| 1. SOCIAL | 2. ECONOMIC | 3. ENVIRONMENTAL | 4. CIVIC LEADERSHIP |
|---|--|---|---|
| 1.1 Make communities better places to live by enhancing community identity and spirit | 2.1 Capitalise on and maintain the natural commercial advantage the area has due to the abundance of softwood | 3.1 Value water - promote uses and initiatives that ensure the needs of the community and industry are met in a sustainable manner | 4.1 Develop a cohesive community structure by capacity building, engagement of the community and participation |
| 1.2 Ensure the effective provision of social services and facilities | 2.2 Support, sustain and grow the existing primary industry base especially in food production | 3.2 Ensure urban design planning and building controls are sustainable and meet community needs | 4.2 Support local champions as they progress initiatives that add to our communities |
| 1.3 Ensure the effective provision of primary and allied health services | 2.3 Promote effective policy and management of water at the Federal State and local level to ensure the needs of the environment, our communities and industry are met in a sustainable manner | 3.3 The commercial advantage of the area which is based on an abundance of softwood will be maintained through sustainable practices | 4.3 Develop younger leaders through effective leadership programmes |
| 1.4 Creating supportive places to live and work including the provision of sport, recreation, leisure and cultural facilities | 2.4 Capitalise on lifestyle opportunities to facilitate the relocation of small to medium businesses to the area where business may be conducted using e-commerce | 3.4 Proactively manage the land, addressing key issues including those related to bio-diversity, management of feral animals, bushfire management, flood mitigation, water quality, and weed management in a sustainable manner | 4.4 Ensure ongoing high levels of governance in local government, through the implementation of an effective Councillor succession plan |
| 1.5 Ensuring access for all the community goods thereby increasing social justice and promoting a fairer community | 2.5 Grow the tourism industry and its profitability in the area through increased participation, partnership, training and development | 3.5 Ensure the health and safety of the Environment is protected | 4.5 Engage at all levels - internationally, nationally, at a state level, regionally and locally |
| 1.6 Remain a safe community that is prepared and capable of handling emergencies | 2.6 Gaining leverage for the tourism industry through collaboration so the area becomes synonymous with the Snowy Mountains | | 4.6 Effectively influence key decision-makers to ensure outcomes that are optimal for the Tumbarumba Shire community |

Tumbarumba Shire Council Community Strategic Plan

| 1. SOCIAL | 2. ECONOMIC | 3. ENVIRONMENTAL | 4. CIVIC LEADERSHIP |
|---|--|------------------|---|
| 1.7 Promote social inclusion through the effective provision of road and other transport infrastructure and utilities | 2.7 Continue to develop a visitor experience that celebrates and protects the culture, heritage and outstanding natural environment of the Tumbarumba area | | 4.7 Effectively and efficiently provide essential local government services through a Council that engages the community and acts in a timely and innovative manner |
| 1.8 Remain a clever Shire through the effective support of educational initiatives, learning and creativity | 2.8 Maintain the competitiveness of existing industries and enhance the attractiveness of the area to new industries, through the effective provision of road and transport infrastructure and utilities | | |
| 1.9 Continue to welcome newcomers to the area especially those from diverse cultural backgrounds | 2.9 Capitalise on long-term infrastructure initiatives such as the direct link to Canberra and the very high speed rail project to ensure optimal economic outcomes for the area | | |
| 1.10 Developing co-operative action between the three levels of government, the private sector, and the community | | | |



5.4 Links to the New South Wales State Plan

As detailed earlier, the Quadruple Bottom Line, reflects the social, economic, environmental and civic leadership aspects of the Community Strategic Plan and the four themes. Those themes relate to the priorities in the New South Wales State Plan.

- **The social elements relate to:**

- New South Wales State Plan Priority 1 – Better Transport and Liveable Cities
- New South Wales State Plan Priority 2 – Supporting Business and Jobs
- New South Wales State Plan Priority 3 – Clever State
- New South Wales State Plan Priority 4 – Healthy Communities
- New South Wales State Plan Priority 6 – Stronger Communities
- New South Wales State Plan Priority 7 – Keeping People Safe

- **The economic elements relate to:**

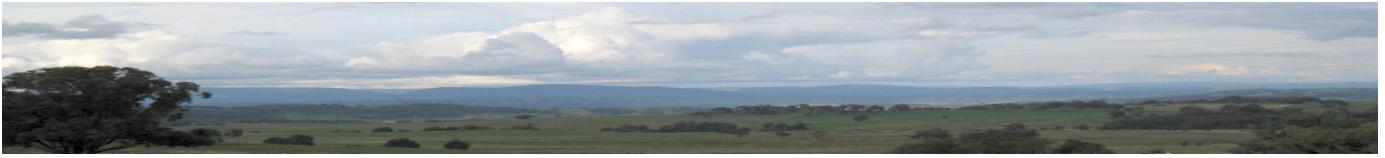
- New South Wales State Plan Priority 1 – Better Transport and Liveable Cities
- New South Wales State Plan Priority 2 – Supporting Business and Jobs
- New South Wales State Plan Priority 3 – Clever State
- New South Wales State Plan Priority 4 – Healthy Communities
- New South Wales State Plan Priority 7 – Keeping People Safe

- **The environmental elements relate to:**

- New South Wales State Plan Priority 1 – Better Transport and Liveable Cities
- New South Wales State Plan Priority 3 – Clever State
- New South Wales State Plan Priority 4 – Healthy Communities
- New South Wales State Plan Priority 5 – Green State

- **The civic leadership elements relate to:**

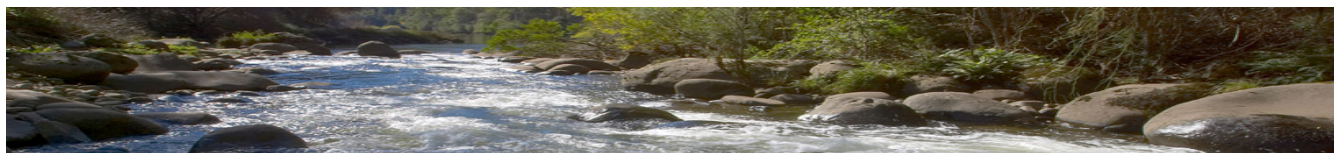
- New South Wales State Plan Priority 4 – Healthy Communities
- New South Wales State Plan Priority 6 – Stronger Communities



5.5 Theme 1 – Maintaining Our Strong Community

Tumbarumba will remain a strong and caring community where the aged, the young, the less advantaged and others can pursue satisfying and healthy lifestyles within their community. The key issues, challenges and opportunities that will influence the community's actions in this area are:

- Providing essential community services in a remote rural area of New South Wales, where the tyranny of distance imposes cost and other constraints, including the ability to attract health and allied health services professionals to the area.
- For communities in the Southern half of the Shire who naturally source community and health services from Victoria, ensure that the provision of those services continues in a seamless manner.
- Facilitating social inclusion by maintaining the ability of members of our communities to travel across the region and also ensure the delivery of essential services and goods to remote areas in our community through the provision of quality roads.
- In an environment where the capital cost of critical equipment required for primary care is increasing significantly, providing a primary care capability that is sustainable and meets the needs of our communities.
- linked to the above two issues and challenges, providing the capability and capacity for those who are ageing in our community to "age in place" within their local communities, without the need to seek aged care in distant communities remote from their families.
- Maintenance of a secure community where "community policing" maintains an essential link to those living in the community and provides a safe environment for all.
- Realizing the opportunities that will lead to greater social inclusion, improved employment opportunities and greater access to services that will flow from new major national capital works projects that will provide faster economical links to regional centres in capital cities.
- Promoting strong communities through the maintenance and further development of sporting and recreational facilities in an environment where demands are great and resources are limited.
- Becoming a clever Shire where the levels of education and training ensure that all those in our community, including the young, can develop their full capability and potential.
- Fully realising the potential of a co-operative, equitable relationship between the three levels of government and the private sector to ensure policy and service delivery outcomes that meet the needs of our community.



The long-term strategies, to 2030, and outcomes for Maintaining Our Strong Community are:

1.1 Outcome - Our communities are better places to live through enhancement of community identity and spirit.

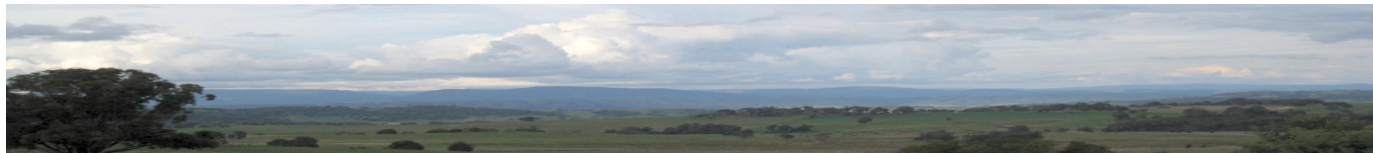
| | Strategy | Responsibility | Support |
|-------|---|----------------|---|
| 1.1.1 | Improve amenity in our towns and villages by providing streetscapes that reflect the identity of our communities and facilitate easy access for all, especially those with limited mobility | Council | Community Business Groups Commercial Property Owners |
| 1.1.2 | Improve amenity in our towns and villages by providing town and village entrances that are inviting and reflect the identity of our communities | Council | Community |

1.2 Outcome - Effective provision of social services and facilities.

| | Strategy | Responsibility | Support |
|-------|--|-----------------------------|----------------------|
| 1.2.1 | Provide the capability and capacity for those who are ageing in our community to "age in place" within their local communities, without the need to seek aged care in distant communities remote from their families | Murrumbidgee Health Network | Council Community |
| 1.2.2 | Ensure the provision of appropriate and adequate facilities and services for the aged and disabled in the community | Murrumbidgee Health Network | Council Community |
| 1.2.3 | Strategic delivery of modern library and information services in partnership with the Riverina Regional Library | Council | RRL |
| 1.2.4 | Properly maintain cemeteries to meet the needs of the community | Council | Community |
| 1.2.5 | Provide infrastructure, facilities and urban design that meets the needs of the community both now and in the future | Council | Community |

1.3 Outcome - Effective provision of primary and allied health services.

| | Strategy | Responsibility | Support |
|-------|---|--|----------------------|
| 1.3.1 | Implement the adopted recommendations that relate to the provision of primary and allied health services and facilities in Tumbarumba Shire Council's Community Social Plan (CSP) | Murrumbidgee Health Network | Council Community |
| 1.3.2 | Engage the communities in the south of the Shire to ensure access, where appropriate, to primary and allied health services across the border is achieved | Murrumbidgee Health Network Council | Community |
| 1.3.3 | Maintenance of an acceptable level of environmental health and water quality and the proper treatment and disposal of wastewater | Council | Community |
| 1.3.4 | Protect and enhance public health | Council | Community |
| 1.3.5 | Maintain storm water drainage system throughout the towns and villages of the Shire | Council | Community |



1.4 Outcome - Create supportive places to live and work in our community through the provision of sport, recreation, leisure and cultural facilities.

| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|-----------------------------|
| 1.4.1 | As a community maintain and further develop sporting, recreational and leisure facilities | Council Community | Sport and Recreation Groups |
| 1.4.2 | Provide community halls for community use with assistance by local committees who have responsibility for the care, control and management of many of these facilities | Council Community | Council User groups |
| 1.4.3 | Coordinate street stalls. Provide funding for Small Town and Community Cultural programs | Council | Community User groups |
| 1.4.4 | Provide effective and efficient management of swimming pools | Council | Community |
| 1.4.5 | To provide effective and efficient management of sports grounds and showground in Tumbarumba Shire | Council | Community |
| 1.4.6 | Maintain the extensive area of public parks, gardens and reserves through effective and efficient management | Council | Community |

1.5 Outcome - Ensuring access for all the community goods thereby increasing social justice and promoting a fairer community.

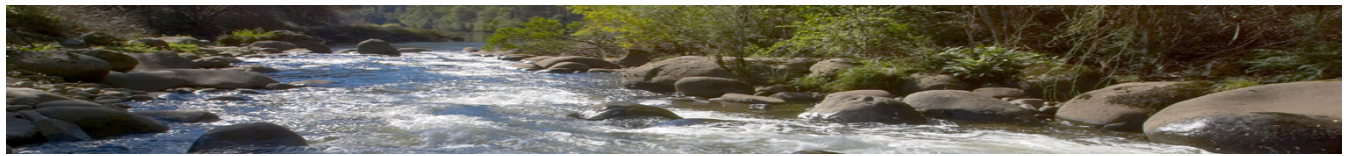
| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|----------------|
| 1.5.1 | The community will support the values and the social justice principles as defined by the New South Wales Department of Local Government in its Social Justice Framework 2008-2012 | Council | Community |

1.6 Outcome - Remain a safe community that is prepared and capable of handling emergencies.

| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|--------------------------------------|
| 1.6.1 | Support the NSW Police community policing strategy | Community | NSW Police |
| 1.6.2 | Develop and review comprehensive emergency response programs | Council | NSW Police and Emergency Services |

1.7 Outcome - Achieve high levels of social inclusion supported by the effective provision of road and other transport infrastructure and utilities.

| | Strategy | Responsibility | Support |
|--------------|---|-----------------------|----------------|
| 1.7.1 | Implement Tumbarumba Shire Council's Asset Management Plan to ensure effective provision of roads, and Council's advocacy to ensure that the community's other transport and utility needs are effectively represented to providers | Council | Community |
| 1.7.2 | Tumbarumba Shire Council's advocacy to ensure that the community's transport and utility needs are effectively represented to providers and to planners, when long-term infrastructure initiatives such as the direct link to Canberra and the very high speed rail projects are being considered | Council | Community |



1.8 Outcome - Remain a clever Shire through the effective support of educational initiatives, learning and creativity.

| | Strategy | Responsibility | Support |
|--------------|--|----------------|--------------------|
| 1.8.1 | Monitor and where necessary, influence providers to ensure that pre-school, primary school and secondary school facilities meet the needs of our community | Community | Council Parents |
| 1.8.2 | Monitor and where necessary, influence providers to ensure that training and tertiary education opportunities meet the needs of our community | Community | Council Parents |

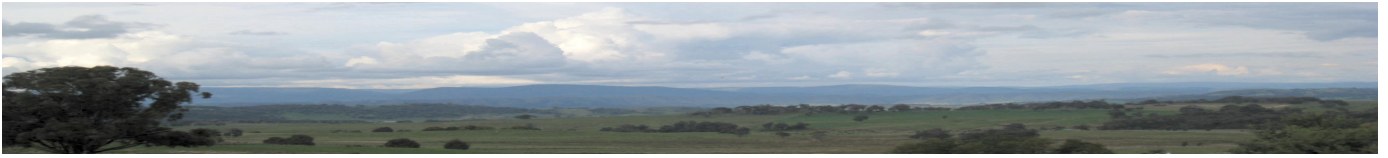
1.9 Outcome - Continue to welcome newcomers to the area, especially those from diverse cultural backgrounds.

| | Strategy | Responsibility | Support |
|--------------|--|----------------|---------|
| 1.9.1 | Maintain the community culture that welcomes and supports newcomers to our communities | Community | Council |
| 1.9.2 | Monitor and where necessary, influence providers of social and other services that assist newcomers to settle into our community | Community | Council |

1.10 Outcome - Developing co-operative action between the three levels of government, the private sector and the community.

| | Strategy | Responsibility | Support |
|---------------|--|----------------------|----------------------|
| 1.10.1 | Effectively promote and advocate across all three levels of government and the private sector to ensure policy and other initiatives that provide optimal outcomes for our community | Community Council | Community Council |





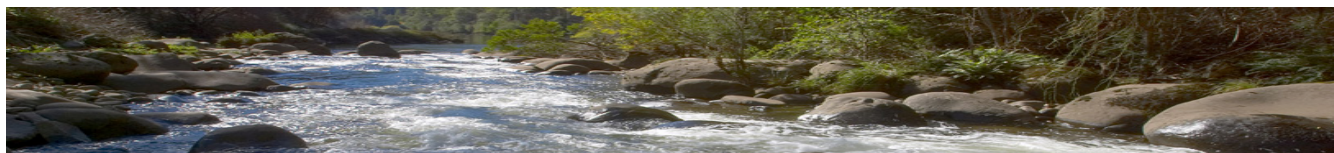
5.6 Theme 2 – Economic Development

The lifestyle, well-being and employment of those living and working in Tumbarumba will be assured through the maintenance and further development of a vibrant, robust and diversified local economy.

The key issues, challenges and opportunities that will influence the community's actions in this area are:

- Maintaining the natural advantage that the Shire has in terms of an abundance of softwood.
- Maintaining the competitiveness of its softwood processing industry.
- diversification of the economic base through retention of softwood manufacturing, development of tourism, development of the Shire's food production capability, and migration of small to medium businesses to the Shire where their activities can be supported by e-commerce.
- Support of primary, secondary and tertiary industries through the adequate provision of infrastructure.
- Retention of a water policy that supports the softwood industry, food production and tourism in the Shire.
- Retain the environmental edge that the Shire has to facilitate establishment of a strong food production capacity in the Shire in the medium to long term.
- Supporting the tourism industry through development of a customer focused service culture.
- Maintaining a planning regime that supports the economy of the Shire, while maintaining a sustainable environment.





The long-term strategies, to 2030, and outcomes for Promoting Economic Development are:

2.1 Outcome - Maintain and further develop the natural commercial advantage the area has due to the abundance of softwood.

| | Strategy | Responsibility | Support |
|-------|--|----------------|---------|
| 2.1.1 | Support Tumbarumba Shire's softwood industry | Industry | Council |

2.2 Outcome - Grows the existing secondary industry base linked to processing softwood.

| | Strategy | Responsibility | Support |
|-------|---|----------------|---------|
| 2.2.1 | A strong primary industry base, especially in food production | Producers | Council |
| 2.2.2 | Promote policy and other initiatives that will encourage investment in value added food and wine production within the Shire, and in the medium to long term becoming a major centre for value added food and wine production | Producers | Council |

2.3 Outcome - A strong primary industry base, especially in food production.

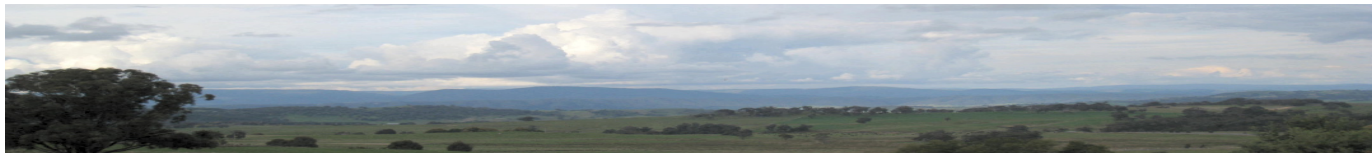
| | Strategy | Responsibility | Support |
|-------|--|--------------------|-----------|
| 2.3.1 | Promote effective policy and management of water at the Federal, State and local level to ensure that the needs of the environment, our communities, and industry are met in a sustainable manner | Government Council | Community |
| 2.3.2 | Monitor and where necessary, influence key decision makers to ensure that timber plantations, food production and the tourism industry in the Shire continue to benefit from the availability of water | Industry | Council |

2.4 Outcome - Water policy and management that sustainably supports the environment, our community and industry.

| | Strategy | Responsibility | Support |
|-------|--|------------------------------|---------------------|
| 2.4.1 | Effectively promote the Shire as a place where business owners can conduct business using e-commerce, supported by effective mobile telephone and Internet services, and can capitalise on lifestyle opportunities and facilitate relocation of their small to medium businesses to the area | Business Chamber of commerce | Council |
| 2.4.2 | Improve mobile phone and internet services in the Shire | Council | Industry |
| 2.4.3 | Support the retention and expansion of existing businesses in Tumbarumba Shire | Council | Chamber of commerce |

2.5 Outcome - Relocation to the Shire of small to medium enterprises based on improved lifestyle for the owners and supported by e-commerce.

| | Strategy | Responsibility | Support |
|-------|--|----------------|---------------------|
| 2.5.1 | Implement components of the Tumbarumba Shire Tourism Strategy 2011 – 2016 related to growing the tourism industry and its profitability through increased participation, partnership, training and development | Council | Chamber of Commerce |



2.6 Outcome - A strong and profitable tourism industry with increased participation, profitability and training.

| | Strategy | Responsibility | Support |
|--------------|---|-----------------------|--------------------------------|
| 2.6.1 | Implement components of the Tumbarumba Shire Tourism Strategy related to gaining leverage for the tourism industry through collaboration so that the area becomes synonymous with the Snowy Mountains | Tourism Industry | Council Chamber of Commerce |

2.7 Outcome - To be synonymous with the Snowy Mountains as a tourist destination.

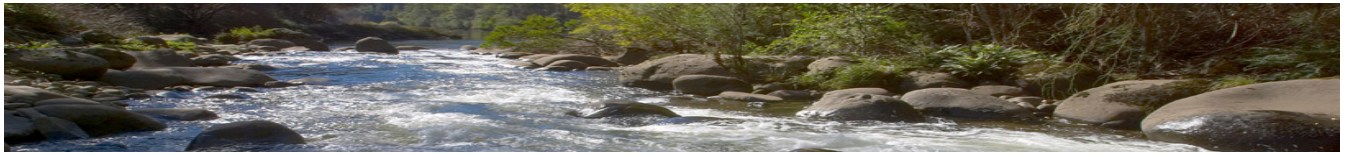
| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|--------------------------------|
| 2.7.1 | Implement components of the Tumbarumba Shire Tourism Strategy related to developing a visitor experience that celebrates and protects the culture, heritage and outstanding natural environment of the Tumbarumba area | Tourism Industry | Council Chamber of Commerce |

2.8 Outcome - A visitor experience that celebrates and protects the culture, heritage and outstanding natural environment of the Tumbarumba area.

| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|--------------------------------|
| 2.8.1 | Effectively promote policy, projects and initiatives that maintain the competitiveness of existing industries and enhance the attractiveness of the area to new industries, through the effective provision of road and transport infrastructure, communication services and utilities | Tourism Industry | Council Chamber of Commerce |
| 2.8.2 | Monitor feasibility of providing a gas pipeline to Tumbarumba. If a major user of natural gas is identified, commence lobbying for supply of natural gas. | Industry | Council |
| 2.8.3 | Assist the Aero Club with arrangements to establish a hanger and other facilities to support Aero club activities within Tumbarumba Shire | Aero Club | Council |
| 2.8.4 | Improve roads in the Tumbarumba Shire area through successful implementation of the Council's assets management plan | Council | Community |
| 2.8.5 | Manage crushing operations and Quarries to source good quality aggregates for Council works | Council | Industry |
| 2.8.6 | Improve digital television and radio reception in the Shire | Council | Industry |
| 2.8.7 | Develop a mechanism that will utilise email to enable the community to be made aware of Council initiatives and other issues that impact on ratepayers | | |

2.9 Outcome – Capital on Long-term infrastructure initiatives such as the direct link to Canberra and the very high speed rail project that provide optimal economic outcomes for the area.

| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|---|
| 2.9.1 | Capitalise on long-term infrastructure initiatives such as the direct link to Canberra and the very high speed rail project to ensure optimal economic outcomes for the area | Council | Chamber of Commerce Tourism Industry Industry |



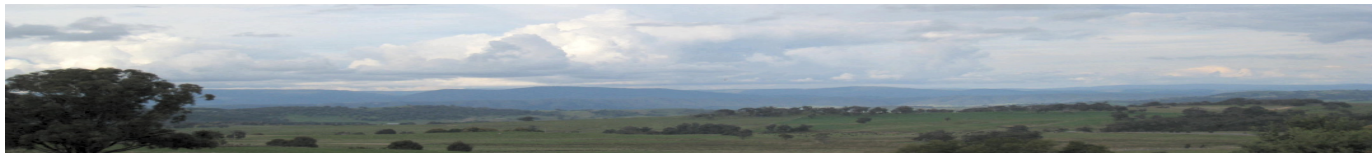
5.7 Theme 3 – Sustainability of the Environment

The sustainability and enhancement of the environment will be a major priority in all aspects of social, community and economic development.

The key issues, challenges and opportunities that will influence the community's actions in this area are:

- Maintaining the sustainable supply of softwood, which is of significant economic advantage to the Shire, through the utilisation of sustainable practices.
- Increasing and conflicting demands for water.
- Dependence on fossil fuels.
- Maintenance of bio-diversity.
- Natural resource management of the risks associated with manmade and natural calamities such as bushfires and floods.
- Maintaining a planning regime that supports the community and the economy of the Shire, while maintaining a sustainable environment.





The long-term strategies, to 2030, and outcomes for Sustainability and Enhancement of the Environment are:

3.1 Outcome – Promote uses and initiatives that ensure the needs of the community and industry in a sustainable manner.

| | Strategy | Responsibility | Support |
|-------|--|----------------|------------------------------|
| 3.1.1 | Support and where necessary, implement policies, procedures, programs and initiatives which ensure that the community and business value water, and ensure ongoing security of supply of quality water | Council | Industry Community CMA |
| 3.1.2 | Provide potable water supply to the townships of Tumbarumba and Khancoban within standards as defined by the Australian Drinking Water guidelines 2006 | Council | Community |

3.2 Outcome - Urban design, planning and building controls are that are sustainable and meet community needs.

| | Strategy | Responsibility | Support |
|-------|--|----------------|-----------------------|
| 3.2.1 | Implement urban design, planning and building controls are that are sustainable and meet community needs | Council | Industry Community |
| 3.2.2 | Provision of an efficient and professional building and other development works, approval and inspection | Council | Community |

3.3 Outcome - Sustainable environmental practices that support the softwood industry.

| | Strategy | Responsibility | Support |
|-------|--|----------------|-----------------------|
| 3.3.1 | Promote effective policy and practices which ensure that the needs of the softwood industry are met in a sustainable manner. | Council | Community Industry |

3.4 Outcome - Natural resource management of the risks associated with manmade and natural calamities.

| | Strategy | Responsibility | Support |
|-------|---|---------------------------------|----------------------|
| 3.4.1 | Proactively manage the land, addressing key issues including those related to bio-diversity, management of feral animals, bushfire management, flood mitigation, water quality, and weed management in a sustainable manner | Industry State Government | Community Council |
| 3.4.2 | Reduce the impact and numbers of noxious weeds on Council controlled land and private property | Council | Landowners |
| 3.4.3 | Develop and implement bushfire protection programs and lobby for better standards | Council | RFS |
| 3.4.4 | Maintain and enhance biodiversity on public and private land | Council | Landowners |

3.5 Outcome – Ensure the Health and safety of the environment is protected

| | Strategy | Responsibility | Support |
|-------|---|----------------|-----------|
| 3.5.1 | Provide appropriate services for the collection and disposal of domestic waste and commercial waste | Council | Community |

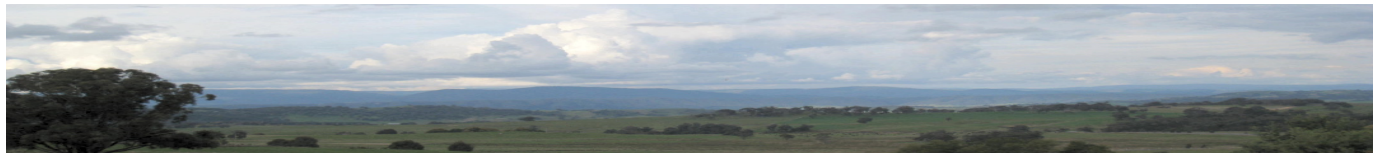


5.8 Theme 4 – Action through Leadership

The community's vision for the future will be realised through effective leadership and governance.

The key issues, challenges and opportunities that will enhance the community's actions in this area are:

- A legacy of endeavour and self-reliance within the community.
- A credible record of achievement due to effective leadership.
- An ageing community.
- Identifying new leaders from the small to medium enterprises that relocate to the area.
- Maintaining high levels of community engagement and participation.
- Supporting the champions to carry forward initiatives that improve our community.
- Effectively influencing policy and other outcomes that impact on our community.
- Encouraging community leaders to be involved in local government.
- Availability of e-commerce
- Progressing initiatives to develop young leaders.
- Attracting qualified people.



The long-term strategies, to 2030, and outcomes to promote Action through Leadership are:

4.1 Outcome - A cohesive community that has the capacity to help itself and is engaged.

| | Strategy | Responsibility | Support |
|--------------|---|-----------------------|---------------------|
| 4.1.1 | Implement those elements that develop capacity through self-help and participation that will lead to a cohesive community structure and engagement of the community | Community | Council Industry |

4.2 Outcome - Local champions that effectively progress initiatives that add to their communities.

| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|---------------------|
| 4.2.1 | Implement those elements in Tumbarumba Shire Council's Community Social Plan (CSP) that support local champions as they progress initiatives that add to their communities | Community | Council Industry |

4.3 Outcome - Effective young leaders.

| | Strategy | Responsibility | Support |
|--------------|---|-----------------------|---------------------|
| 4.3.1 | Develop young leaders through effective leadership programs | Community | Council Industry |

4.4 Outcome - Effective local government Councillors.

| | Strategy | Responsibility | Support |
|--------------|---|-----------------------|-----------------------|
| 4.4.1 | Ensure ongoing high levels of governance in local government, through the implementation of an effective Councillor succession plan | Council | Community Industry |

4.5 Outcome - Effective outcomes for the local community through effective engagement at all levels.

| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|-----------------------|
| 4.5.1 | Share ideas and resources with other Council bodies, authorities at regional, state and national level, to deliver the best practice lifestyle opportunities | Council | Community Industry |

4.6 Outcome - Policy and legislative outcomes that are optimal for our community.

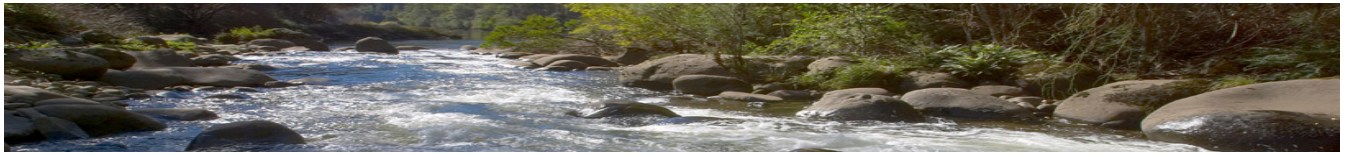
| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|-----------------------|
| 4.6.1 | Effectively influence key decision-makers to ensure outcomes that are optimal for the Tumbarumba community | Council | Community Industry |



4.7 Outcome - Effective and efficient provision of essential local government services through a Council that engages the community and acts in a timely and innovative manner.

| | Strategy | Responsibility | Support |
|--------------|--|-----------------------|------------------------|
| 4.7.1 | Effectively and efficiently implement the Community Strategic Plan, Resourcing strategy, delivery and operational plans | Council | Community Industry |
| 4.7.2 | Engage committed and skilled staff operating in a professional and cohesive organisational environment | | |
| 4.7.3 | Supply Council and the community with high quality administrative, financial and general support services whilst meeting associated statutory requirements | | |
| 4.7.4 | Implement Best Practice governance standards | Council | Employees |
| 4.7.5 | Ensure Council finances are managed in an effective and equitable manner to provide for the long term sustainability of the Council | Council | Employees |
| 4.7.6 | Minimise Council's level of risk exposure | Council | Employees Community |





7. Carrying the Plan Forward

The Community Strategic Plan is the highest level plan that Council has prepared. The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

The Community Strategic Plan will be supported and integrated with a Resourcing Strategy, including a Long Term Financial plan, an Asset Management Strategy and Plans, and a Workforce Management Plan, as well as other strategic plans already developed by Council.

- A **Resourcing Strategy** - The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to actually carry them out. The Resourcing Strategy consists of three components: A Long Term Financial Plan, a Workforce Management Strategy and Asset Management Strategy and Plans.

The Resourcing Strategy is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals. The Resourcing Strategy focuses in detail on matters that are the responsibility of Council, and looks generally at matters that are the responsibility of others.

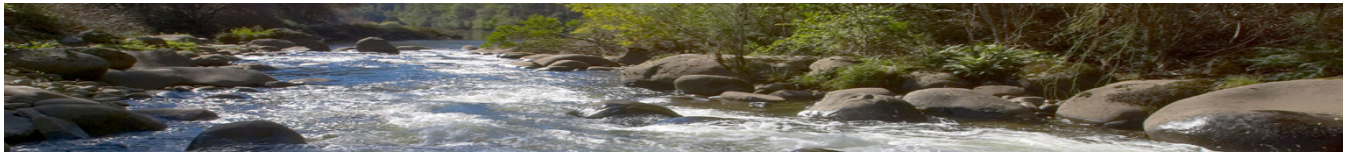
- A **Four Year Delivery Program** - This is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

- An **Operational Plan** is the supporting document for the four year Delivery Program and provides detailed information related to the current year's implementation of actions and tasks.

The diagram shows the implementation process to carry the Plan forward.





6.1 Ongoing Monitoring and Review

The Community Strategic Plan has identified a range of initiatives that should be taken by many stakeholders.

As indicated at the commencement of this document, this Community Strategic Plan belongs to the Shire community. While a majority of the strategies are the responsibility of Tumbarumba Shire Council, there are many that rely on the efforts of the community and other government departments to bring to life. The Council and community will have a strong advocacy role to play in convincing State and Federal Governments to take up the strategies for which they are responsible – such as education and health services.

Also to monitor the progress of actions identified in the plan, indicators and measures have been set. These indicators will measure the success of implementation of actions and will be reported with the annual report each year. A report will be presented to Council every six months outlining the progress for the implementation of strategies. This report will also be available on Council's website.

Tumbarumba Shire Council has a number of statutory responsibilities to implement the Community Strategic Plan and to report to the community on progress:

Community Strategic Plan – From 2012, following the election of the new Council a review of the community Strategic Plan must be conducted within nine months of the local government elections. The review must include: A report from the outgoing council on the implementation and effectiveness of the Community Strategic Plan in achieving its objectives over the past four years, a review of the information in the current Community Strategic Plan and a community engagement program is to be conducted.

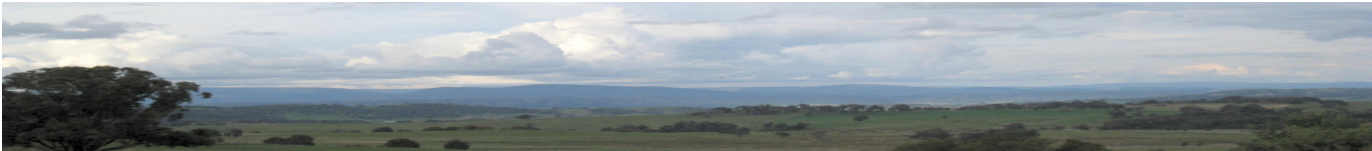
The Four Year Delivery Program – it replaces the Council's Management Plan and contains details of all actions to be taken by the Council to implement the Community Strategic Plan during the 4 year period. It should also be noted that priorities may change during the 4 year period due to any changes in government policy, local, regional or world events (e.g. storm damage, financial crisis, etc). The General Manager's report to the Council every 6 months will outline progress in implementing the actions in the Delivery Program.

The One Year Operational Plan – it effectively is the Council's annual budget, and specific strategic initiatives will be funded each year. Again, the annual Operational Plan will have the flexibility to adapt to government policy, local, regional or world events. The responsible accounting for Council must report quarterly (except the June quarter) to council on the budget in the Operational Plan.

Annual Report – The annual report is one of the key points of accountability between Council and the community and focuses on Council's implementation of the Delivery Program and the annual Operational Plan.

Council must prepare an annual report within five months of the end of the financial year. The report will outline Councils' achievements in implementing the Delivery program.

The annual report in the year of an ordinary election will also include an outline of achievements in implementing the Community Strategic Plan. The annual report must also include a copy of Council's audited financial statements.



The annual report in the year in which an ordinary election of councillors is held must include a state of the environment report relevant to the objectives for the environment established by the Community Strategic Plan.

6.2 Success Measures

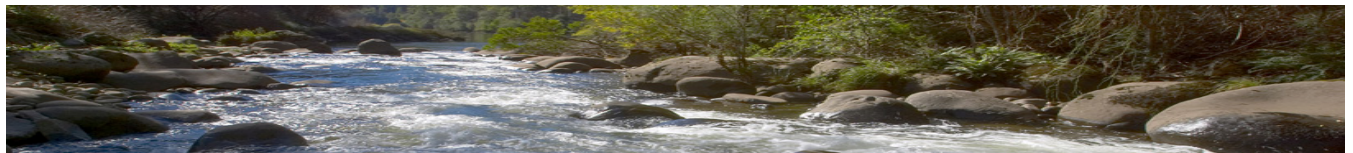
In order to measure how successful the Council has been in addressing and achieving the strategies, two measures are proposed:

Key Performance Measures – the strategies outlined in the above Plan will need to be reviewed over the life of the Plan. In order to gauge whether the strategies have been achieved, a simple reporting format is proposed.

Community Satisfaction with Progress – while some performance measures can be clearly quantified, it does not necessarily mean that the community is aware of or fully appreciates, or is fully satisfied with the extent of progress made.

A community satisfaction survey will be undertaken every four years to gauge the satisfaction of the community with the progress of initiatives, and where priorities could or should be assigned to particular areas in the future. The survey will be undertaken in the fourth year of the Council term.





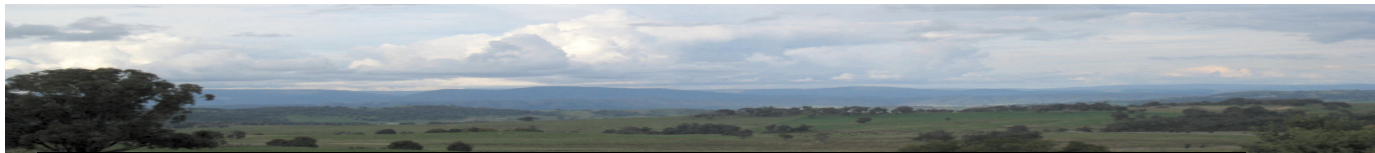
7. Issues Raised During Community Engagement

The community engagement process including the survey conducted by Council resulted in a number of issues being presented for inclusion in the Tumbarumba Shire Community Strategic Plan.

Some issues raised and addressed in the Community Strategic Plan reflect the community consensus gleaned from the extensive consultation process and the community meetings.

Many of the other issues raised during the engagement process have merit and those that have not already been included in the Community Strategic Plan will be retained for future reference. A listing of items raised in each consultation process is shown below together with the action taken by Council.

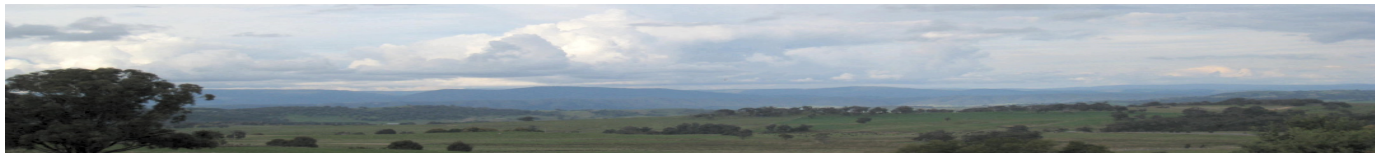
| Community action identified | Status |
|---|---|
| <u>Jingellic</u> | |
| 1. Further improve the visual amenity of the entries | Action in 2013/14 Operational plan re: 2.5.1.1 |
| 2. Further improve the campsite on the river | Next four year Operational plans re: 2.5.1.1 |
| <u>Khancoban</u> | |
| 1. In concert with the community, facilitate improvement of the approaches to Khancoban so that the aesthetics of the town are significantly improved | Action in 2013/14 Operational plan re: 2.5.1.1 |
| 2. Facilitate, with Parks NSW, the establishment of an information centre in Khancoban | Included in 13/14 Operational plan re: 2.5.1.2 |
| 3. Develop on the Tumbarumba Shire web-site, a dedicated section for Khancoban that highlights the tourist attractions in the area, and has the facility to make bookings for visitor accommodation within the Khancoban area | Not included in Council's plans because: - "The idea of Council supplying a booking facility is not in fact part of the context of the Tourism Strategy which aims to provide support for industry development but not to do the jobs of businesses. It is a fact that even VICs which are Level 1 and have provided a booking system for operators (at a commission) are experienced decreased demand for this service as customers prefer to go direct to the business online." |
| 4. Facilitate establishment of one additional community run event annually in Khancoban | Motorcycle Festival is an established annual event in Khancoban |
| 5. Improve signage for visitors on the entry points to Khancoban and within the town | 2013/14 Operational Plan number 1.4.1.1 |
| 6. Improve the visual amenity of Khancoban town centre through adoption of a "Hydro style town" | 2013/14 Operational Plan number 1.1.1.1 |
| 7. Further develop and improve the recreational facilities around the pondage | 2013/14 Operational Plan number 1.4.1.1 |
| <u>Tooma</u> | |
| 1. Plant trees along the road from hotel to the community hall | 2013/14 Operational Plan number 1.1.2.3 |
| 2. Improve amenity of park opposite the Tooma Hotel | Park improvements complete. A shelter is planned for construction over the picnic tables |
| 3. Improve the amenity of the creek area through planting of trees and vegetation along the banks of the Tumbarumba creek | Referred to CMA |



| Community action identified | Status |
|--|---|
| 4. Further improve the Tooma Community Hall | Improvements complete |
| 5. Improve playground area at the Tooma Community Hall | Improvements complete |
| 6. Establish a War Memorial in the grounds of the Tooma Community Hall | Not endorsed due to already established War Memorial in Tooma |
| 7. Improve school bus interchange arrangements in the vicinity of the community hall to improve safety | Complete in 12/13 financial year |
| 8. Having investigated the feasibility of establishing a refuge in the vicinity of the Community Hall, if feasible, progress the establishment of a community refuge | Not endorsed |
| 9. Further develop the recycling facility at Tooma | Recycling operation functional |
| <u>Rosewood</u> | |
| 1. Establish a second annual event in Rosewood based around bicycle activity in March / April each year | Not endorsed - Rosewood already has a second community event being the Rosewood rodeo |
| 2. Establish two free powered caravan sites and a dump point on land provided by the Rosewood Golf Club | 2013/14 Operational Plan number 2.5.1.5 |
| 3. Implement an 'Ageing in place' strategy which ensures that all residents in Tumbarumba requiring aged care can access locally | 2013/14 Operational Plan number 1.2.1.1 |
| <u>Tumbarumba</u> | |
| 1. Develop the streetscape in Tumbarumba, retaining the unique character while improving elements such as access and drainage | Main street project underway |
| 2. Improve amenity and safety in Tumbarumba's main street through the construction of a bypass | A concept study was undertaken which identified extreme costs for the development of a northern bypass. Currently Council is not able to fund the project without the assistance of RMS |
| 3. Within the medium term, having improved the quality of Tumbarumba drinking water, improve the security of supply | Installation of new water treatment plant at Tumbarumba has improved the quality of Tumbarumba Water |
| 4. Review family day care arrangements for children, and where necessary, improve those arrangements to ensure that all those requiring child day care can access such care within Tumbarumba | Council will continue to monitor and assist with the provision of child care requirements over the next four financial years |
| 5. Review Allied Health services within Tumbarumba to ensure the needs of the community are met | Council continues to provide assistance in this area |
| 6. Develop and implement a comprehensive plan to improve high speed internet services within Tumbarumba | 2013/14 Operational Plan number 2.4.2.1 |
| 7. Monitor the feasibility of providing a gas pipeline to Tumbarumba, and on an opportunity basis, successfully progress installation of piped natural gas to Town | 2014/15 Delivery Plan number 2.8.2.1 |
| 8. On an opportunity basis, rationalise sporting facilities to encourage multi-use | 2013/14 Operational Plan number 1.4.1.2 |
| 9. On an opportunity basis, facilitate the concentration of equine pursuits at one agreed location within Tumbarumba | 2013/14 Operational Plan number 1.4.1.2 |
| 10. Extend the creekscape walking track, cycle way and construct a bridgeway along the creek in Tumbarumba, extending to the racecourse and towards Batlow | 2013/14 Operational Plan number 1.4.14 |
| 11. Monitor the feasibility of enclosing the existing public swimming pool in Tumbarumba in order to take advantage of new technologies that may allow for enclosure and heating at a lower cost than is currently available | 2015/16 Delivery Plan number 1.4.1.5 |
| 12. Improve the sustainability of Tumbarumba through development and implementation in the long term of a sustainability audit | 2014/15 Delivery Plan number 3.4.1.3 |



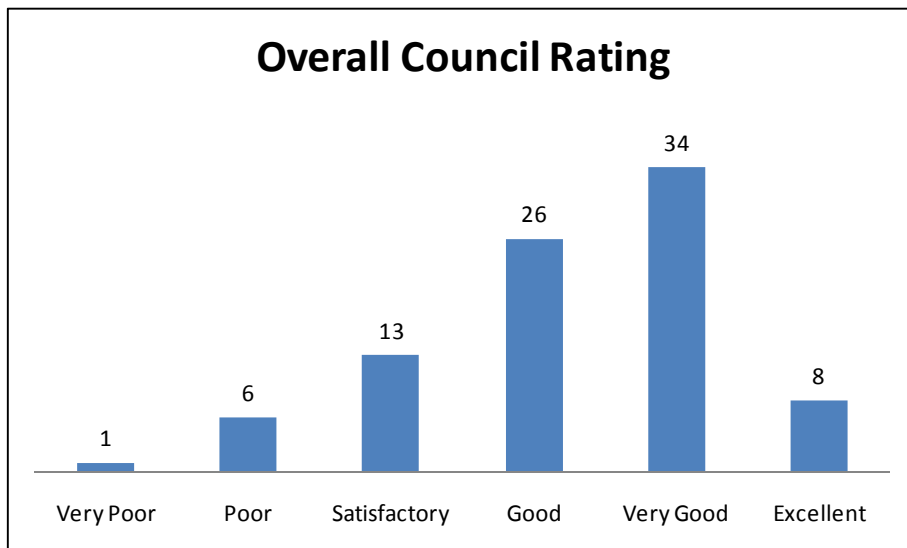
| Community action identified | Status |
|---|---|
| 13. Facilitate a change in the culture of service providers to tourists in Tumbarumba, with an aim of improving the availability of tourism services such as meals, refreshments and accommodation, out of normal business hours | No endorsed because of availability of essential services |
| 14. Facilitate the marketing of 5-10 acre lots in order to encourage tree change settlers, especially those with professional qualifications to move to Tumbarumba | 2013/14 Operational Plan number 2.4.1.2 |
| 15. Establish a hanger and other facilities to support the Aero Club activities within the Shire | Completed 12/13 financial year |
| 16. Monitor developments impacting on the viability of resumption of rail freight services to Tumbarumba, and if viable, act with industry and other groups to influence Government to reinstate the rail freight service | Not endorsed |
| 17. Improve roads in the Tumbarumba area through successful implementation of the Council Asset Management Plan | Complete for 12/13. Program identified for 13/14 |
| 18. Improve mobile phone and internet services in the Shire | 2013/14 Operational Plan number 2.4.2.1 |
| 19. Improve harvest labour availability | Withdrawn |
| 20. Improve signage within the Shire's towns, especially the signage associated with the availability of public toilets | 2013/14 Operational Plan number 1.6.2.1 |
| 21. Improve digital television reception in the Shire | 2013/14 Operational Plan number 2.8.6.1 |
| 22. Develop a mechanism that will utilise email to enable the community to be made aware of Council initiatives and other issues that impact on ratepayers | Information sourced from 2013 survey refer to results below |
| 23. Promote a community based leaders program | 2013/14 Operational Plan number 4.3.1.1 |
| 24. Develop and maintain suitable tourism facilities at Paddy's River Falls and Paddys River Flats | Works complete 12/13 |
| 25. Enhance the on ground search and rescue capability of police stationed within the Shire | 2013/14 Operational Plan number 1.1.2.3 |



2013 Ratepayer's Survey Summary and Analysis

The respondents to the **2013 Tumbarumba Shire Ratepayer's Survey** had a profile dominated by the two age categories 31-55 and 56-70 years of age. Overall the **performance and service of Council** was rated by respondents on average as *Very Good*. The overall response was that 100 surveys were completed. For such a long survey this is a good response rate. Council appreciates the participation in this project, as the results help to shape Tumbarumba Shire's strategic planning.

Summary of Question Nine – Overall Council Rating, 88 respondents



Satisfaction with and importance of service provision

There is clear room for improvement to the standard of construction and maintenance of sealed and unsealed roads, along with traffic management and communication infrastructure. The services that respondents rated as highly important were the appearance, cleanliness and use of public amenities, sewers, customer service and lobbying and community consultation of Council. Respondents were generally very satisfied with library services, museums, planning services and sewers. Environmental sustainability was relatively unimportant compared to other categories.

Assessment of road network

Respondents were split fairly evenly as to the standard of road maintenance being adequate – 54% believed it was satisfactory. Some respondents wanted trucks diverted from The Parade and to improve the standards of maintenance and construction on all types of roads in the Tumbarumba Shire. Respondents wanted better roads to encourage tourism, lower long term maintenance costs and improve safety.

High priorities in the next ten years

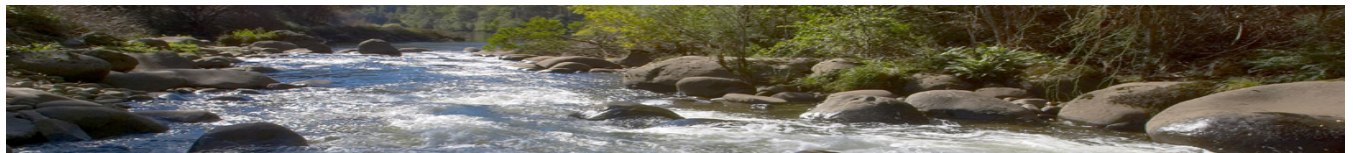
Ranked by frequency, the most important priorities identified by respondents were: recreational facilities, tourism, roads and bridges generally, water, aged care, truck diversion or mass/traffic load management, economic development, road repair, medical services and Mannus Dam.

Does the Shire give the community enough say?

Residents commented that generally Council listens to community concerns and Council is highly approachable and accountable. Council could engage community better using social media and having more avenues for forums and discussion. Surveys are liked as they allow everyone to have their say.

What methods of communication with Council best suit our residents?

Communication to Council would be best facilitated by covering as many forms of media (including social media) as possible given the wide array of responses preferring many methods of communication, but also including information and brainstorming sessions. The most popular



methods to receive information from Council were: newsletters, the Tumbarumba Times, letterbox drops, public meetings, Council's website, the Khancoban Echo, radio, TV and lastly, the Corryong Courier.

What areas do you consider need improvement and what steps should be taken to improve these?

Responses were very varied. The standard of roads was a recurring theme. Other key priorities were improvements to tourism and community facilities.

Other comments

The Council is viewed as easy to deal with by the ratepayers and overall rated well. The respondents strongly urged Council not to merge. The vacant land near the chemist and diversion of trucks (both on The Parade) rated several mentions. There is widespread support for more to be spent on parks and recreation.

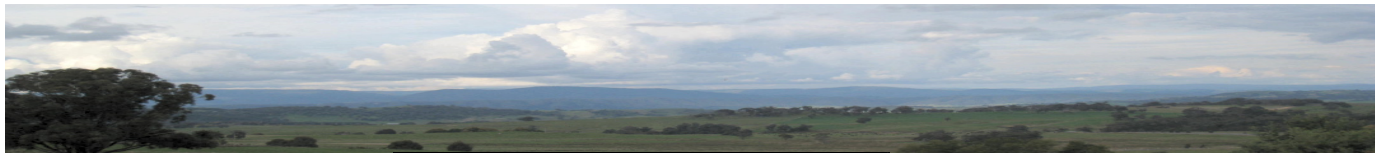
Analysis of Question Three – Satisfaction with Service Provision

| Part | Service | Importance - 10 Star Rating | Net Approval - 10 Star Rating | Weighted Approval - 10 Star Rating |
|------|--|-----------------------------|-------------------------------|------------------------------------|
| 1 | Community consultation & engagement | 10 | 7.5 | 7.5 |
| 2 | Lobbying on behalf of the community | 10 | 8.5 | 8.5 |
| 3 | Informing the community | 9.5 | 9 | 8.5 |
| 4 | Customer Service | 10 | 8.5 | 8.5 |
| 5 | Traffic management | 9.5 | 6 | 5.5 |
| 6 | Parking facilities | 9 | 8.5 | 7.5 |
| 7 | Enforcement of local laws | 9.5 | 7 | 6.5 |
| 8 | Family support services | 9 | 8.5 | 7.5 |
| 9 | Aged Care services | 9.5 | 8 | 7.5 |
| 10 | Library Services | 9.5 | 9.5 | 9 |
| 11 | Recreational facilities | 10 | 8 | 8 |
| 12 | Appearance of public areas & amenities | 10 | 8.5 | 8.5 |
| 13 | Museums | 9 | 10 | 9 |
| 14 | The cleanliness of public amenities | 10 | 8.5 | 8.5 |
| 15 | Community and cultural activities | 8.5 | 8.5 | 7 |
| 16 | Waste management | 9.5 | 8 | 7.5 |
| 17 | Economic development | 9 | 7 | 6.5 |
| 18 | Council's town planning | 9.5 | 6.5 | 6 |
| 19 | Issue of Planning and Building permits | 9.5 | 9.5 | 9 |
| 20 | Environmental sustainability | 7.5 | 6.5 | 5 |
| 21 | Emergency and disaster management | 9.5 | 8.5 | 8 |
| 22 | Communication Infrastructure | 9.5 | 6 | 5.5 |
| 23 | All road construction & maintenance | 9.5 | 4.5 | 4.5 |
| 24 | Water Service | 9.5 | 8.5 | 8 |
| 25 | Sewer Services | 10 | 9.5 | 9.5 |
| 26 | Storm Water drainage | 9.5 | 8.5 | 8 |
| 27 | Noxious Weed Control and management | 9.5 | 6.5 | 6 |
| 28 | Tourism | 8.5 | 7 | 6 |
| 29 | Directional and community signage | 9.5 | 7 | 6.5 |
| All | Average | 9.5 | 8 | 7.5 |

Discussion of Question Five – 10 Year Vision

Question five was an open ended question and it sought to gauge the highest priorities amongst respondents. Responses could name any topic as a priority and there was no limit on how many issues could be brought up as a priority for Council. Generally, most people had one particular issue they believed ought to be addressed. Each separate topic was recorded every time it was mentioned. The results were collated and the totals sorted by frequency.

Summary of Question Five – 10 Year Vision



| Category | Mentions |
|-----------------------------------|----------|
| Recreational Facilities | 23 |
| Tourism | 17 |
| Roads (General) | 14 |
| Water | 13 |
| Aged Care | 13 |
| Truck Diversion/Mass Issues | 12 |
| Economic Development | 10 |
| Road Repair | 6 |
| Medical Services | 6 |
| Mannus Dam | 6 |
| Gardens, eyesores and cleaning | 6 |
| Sewers | 5 |
| Khancoban | 5 |
| Youth Services | 5 |
| Rates & charges | 5 |
| Child & family services | 5 |
| Library | 4 |
| Education | 3 |
| Events | 3 |
| Localism | 3 |
| No amalgamation | 3 |
| Communication (General) | 2 |
| Energy Efficiency and Supply | 2 |
| Emergency Management & Prevention | 2 |
| Emergency services | 2 |
| Signage | 2 |
| Waste management | 2 |
| Consultation & engagement | 2 |
| New Road Sealing | 2 |
| Dirt Roads | 1 |
| Footpaths | 1 |
| Mobile Towers | 1 |
| TV | 1 |
| Capital maintenance (General) | 1 |
| Arts & culture | 1 |

Discussion of Question Seven

Question seven was similar in nature to Question five. Responses were open ended and once again all different responses were recorded and then the totals for each were collated and sorted.

Summary of Question Seven – Preferred Communication Method to Contribute to decision making

| Category | Mentions |
|--|----------|
| email | 22 |
| Letters to Council | 17 |
| Survey - any format | 14 |
| Personal contact with Council or staff | 12 |
| Phone | 9 |
| Town or open council meeting | 8 |
| Website or forum of any kind | 6 |
| Councillors visit residents | 4 |
| Community forum | 6 |
| Community consultation | 4 |
| Local media | 2 |
| Visit Council | 2 |

