



# Blueprint to Support a Thriving Wellbeing Economy

ECONOMIC DEVELOPMENT STRATEGY 2026-2030



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This report was prepared by





# Acknowledgement of Country

Tenterfield Shire Council acknowledges and pays our respect to the Ngarabal, Jukembal, Bundjalung, Kamilaroi, Githabul and Wahlubul people of our Shire, and extend our respect to all people.





# Executive Summary



**The Tenterfield Shire Economic Development Strategy 2026-2030, is Tenterfield Shire Council's five-year blueprint for supporting a thriving wellbeing economy through a series of actions designed to advance Tenterfield's community, cultural and environmental attributes which are inextricably linked with economic success.**

A plan of action for promoting prosperity, this strategy presents a framework to support the vibrancy, liveability and sustainability of Tenterfield Shire and its individual towns and villages, with the following desired outcomes:

- Business growth and investment that builds on Tenterfield's strengths in a diversity of existing, new and emerging industries;
- A strong and adaptable workforce with a mix of skills required by businesses to innovate and prosper, providing employment opportunities for a growing population; and
- Sustainable population growth in line with Council's and the community's vision for a resilient and prosperous Tenterfield Shire, with a population of 8,000 by 2035.

These outcomes will be realised through the implementation of a series of key initiatives (actions) presented across *three pillars*, focussed on:



#### STRATEGIC PILLAR 1

**Innovative  
Industries and  
Prosperous  
Enterprises**



#### STRATEGIC PILLAR 2

**A Future-Ready  
and Resilient  
Workforce**



#### STRATEGIC PILLAR 3

**Vibrant and  
Inclusive Villages,  
Precincts and  
Places**

Some of the recommended actions seek to build on or continue initiatives already in place, some are already resourced while others require additional resourcing.

Prepared in the context of Tenterfield Shire Council's Community Strategic Plan 2025-2036 and the organisation's broader program of work and strategic objectives, the Tenterfield Shire Economic Development Strategy 2026-2030 underpins Council's commitment to take a lead in the areas where it has greatest control and influence to shape positive economic development outcomes within its remit and resource capacity. It also seeks to support others in playing their role in nurturing a thriving wellbeing economy with Council support. Adopting a partnership approach, the strategy promotes advocacy and collaboration with Council's neighbours, its partners in industry and the community, as well as the other levels of government.

Strategy implementation will be tracked through measurable outcomes, ensuring accountability and transparency while also providing the opportunity to pivot where circumstances dictate. The strategy will evolve with annual reviews and in line with Council resources and the priorities of the day, with a full update planned for 2030, ensuring it remains relevant and effective. While strategy implementation progress will be measured by changes in levels of investment, employment and income, success will also be defined by improvements in key measures of resilience and wellbeing including the extent to which wealth is built, retained and shared locally across the communities of Tenterfield Shire



# 1

## Vision for a Thriving Wellbeing Economy

### A Blueprint for a Prosperous Future

The *Tenterfield Shire Economic Development Strategy 2026-2030* is a visionary, aspirational and practical plan of action to support the economic vibrancy, diversity, resilience and wellbeing of the communities of Tenterfield Shire over the next five years and beyond.

Holistic in its approach to supporting prosperity, this foundational document draws on contemporary wellbeing economy frameworks and the notion that 'economic development' is about the continuous improvement in levels of income and place-based capital (wealth) and the distribution of that wealth (through local expenditure and jobs) to the community.

A blueprint to guide Tenterfield Shire Council in facilitating positive change, it is built on the premise that economic development requires long-term growth while also nurturing and enhancing Tenterfield's community, cultural and environmental attributes which are inextricably linked with economic success. Rooted in principles of sustainability,

inclusivity, resilience and prosperity, economic development in Tenterfield Shire will be realised when economic growth translates into community wellbeing.

A wellbeing economy considers immediate economic gains alongside the long-term health and general welfare of the community, and the environment we rely on. It's about finding a balance, where economic activity supports our wellbeing today without compromising the ability of future generations to meet their needs.

Informed by research, consultation and analysis and guided by a set of economic development planning principles, this forward-looking and aspirational strategy builds on the priorities of the 2025-2036 Community Strategic Plan and Council's commitment to help shape a resilient and prosperous future for all communities of Tenterfield Shire.

Addressing challenges and opportunities for economic development in a strategic and informed manner, it articulates strategic pillars and priority initiatives (actions) within the scope of Council's available resources and its capacity to influence positive change in line with the vision for a thriving wellbeing economy.





## Vision for a Thriving Wellbeing Economy

Through balanced and sustainable economic growth, Tenterfield Shire is a prosperous and connected community of towns and villages celebrated for its quality lifestyle, diversity of employment opportunities and thriving businesses.

## Strategy Outcomes

Informed by research, stakeholder consultation and data analysis, this strategy articulates Tenterfield Shire Council's commitment to take the lead in building a prosperous future, through the realisation of the following outcomes:

- Business growth and investment that builds on Tenterfield's strengths in a diversity of existing, new and emerging industries;
- The development of a strong and adaptable workforce with a mix of skills required by businesses to grow and prosper, providing employment opportunities for Tenterfield Shire's growing population; and
- Sustainable population growth in line with Council's and the community's vision for a resilient and prosperous Tenterfield Shire, with a population of 8,000 by 2035.

Strategy outcomes will be realised through the implementation of a suite of initiatives across three pillars that are designed to support innovative industries and prosperous enterprises; encourage a future-ready and resilient workforce; and create vibrant and inclusive villages, precincts and places.

This strategy will be implemented in line with the availability of resources and the capacity of Council to progress the initiatives identified. Embracing a partnership approach to economic development, it will also be used to inform advocacy initiatives and collaborations to secure support from Council's partners in economic development, including the other levels of government.







## 2

# Pillars and Guiding Principles for a Thriving Wellbeing Economy



## Wellbeing Economy Pillars and Guiding Principles

The vision for a thriving wellbeing economy will be realised through the delivery of a suite of actions presented across *three strategy pillars*, each with supporting principles to guide economic development planning and implementation.



### STRATEGIC PILLAR 1

#### **Innovative Industries and Prosperous Enterprises**

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Support local industry by making it easy to do business in Tenterfield Shire

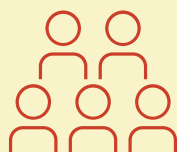
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Provide the infrastructure and services needed to foster business innovation and entrepreneurship

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Attract new investment and encourage existing local industry to value-add and prosper

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### STRATEGIC PILLAR 2

#### **A Future-Ready and Resilient Workforce**

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Support workforce capacity-building and alignment with industry needs and opportunities

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Support community resilience and adaptability to reduce barriers to economic participation

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Attract and retain knowledge workers and their families to Tenterfield Shire

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### STRATEGIC PILLAR 3

#### **Vibrant and Inclusive Villages, Precincts and Places**

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Plan for and create thriving villages, precincts and places

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Provide the enablers of a vibrant visitor economy to grow the visitor destination

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Provide and advocate for strategic infrastructure to enable investment and sustainable population growth

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The three pillars and guiding principles frame the initiatives presented in the Economic Development Strategy Action Plan and assist Council in assessing future challenges and opportunities for economic development as they arise.



# Tenterfield Shire Socio-Economic Snapshot

## The Tenterfield Shire Economy

**Straddling the Queensland/New South Wales border in the north and across the range from the Northern Rivers Region, Tenterfield Shire is well-connected to Brisbane, Sydney and the NSW North Coast.**

Surrounded by productive agricultural land and stunning national parks, Tenterfield Shire is home to a population of just over 7,000, with the township of Tenterfield at its core, and a network of vibrant villages including Urbenville, Drake, Jennings, Legume, Liston, Torrington and Mingoola. Steeped in history, art and culture and a welcoming rural character, Tenterfield Shire is the ideal place to live, learn, work, visit and invest, providing a wealth of opportunity for economic prosperity and wellbeing.

Home to around 1,000 businesses, a workforce of over 2,400 and 2,220 local jobs, Tenterfield Shire has a predominantly rural-based economy driven by its agricultural sector. Other industries that drive and support local economic activity include health care and social assistance, construction, transport, education, public administration, retail trade and an evolving tourism sector centred on nature-based and adventure tourism experiences including an emerging world-class mountain bike trail network.

While these industries will continue to underpin local economic activity, an ambitious plan to grow a stronger, more vibrant community, with a population of 8,000 by 2035, means that a more diversified industrial base is needed to drive Tenterfield's economic growth and development. This can be achieved by leveraging local comparative and competitive advantages, including Tenterfield's strategic location, its natural features, its agricultural capabilities, its tourism assets and its appealing regional lifestyle offer.

Emerging sectors that have potential for growth include professional services, controlled environment horticulture, renewables, the arts and creative industries and the visitor economy. The potential for tourism in Tenterfield Shire is built on the area's stunning national parks and other natural assets as well as current and planned investments in Tenterfield's cycle tourism sector led by the Angry Bull Trails project.

Tenterfield's natural beauty, its vibrant towns and villages, local industries and cultural richness offer exciting opportunities for sustainable economic development. Looking ahead, there is enormous potential to enhance quality of life, promote sustainable population growth and support local businesses to foster a thriving and connected community. To do so requires a considered understanding of both the challenges and opportunities for economic development in Tenterfield Shire.



## Tenterfield's Key Socio-Economic Metrics at a Glance



Population

7,081

55

Median Age

55

(compared to 39 for NSW)



Av. persons per Household

2.1

(compared to 2.6 for NSW)



Local Jobs

2,219

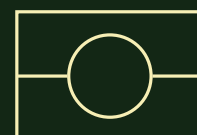
(compared to 2,427  
working residents)



Unemployment

3.2%

(compared to 4.3% for NSW)



Indigenous Population

7.5%

(compared to 3.4% for NSW)



Businesses

1,010

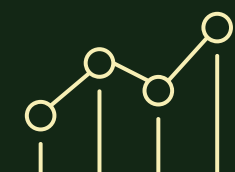
(70% of which  
are non-employing)



Tourism Jobs

8.1%

(compared to 5.4% for NSW)



Gross Regional Product (GRP)

\$507m

(up 6.2% pa over 5 years)



# Indicators of Community Resilience in Tenterfield Shire

Taking a holistic approach to economic development, one that focuses on the wellbeing economy, requires consideration of a broader set of economic and social indicators. The University of Canberra's **'Early Insights for More Resilient Communities'** survey visualises indicators of resilience change in NSW communities. **'Resilience'** is defined as "the capacity of individuals and communities to prepare for, respond to, recover from and adapt to challenges in ways that support healthy levels of wellbeing over the long-term"

The latest survey was administered in 2023. Key findings for the Tenterfield Local Government Area include:

## Financial Resources

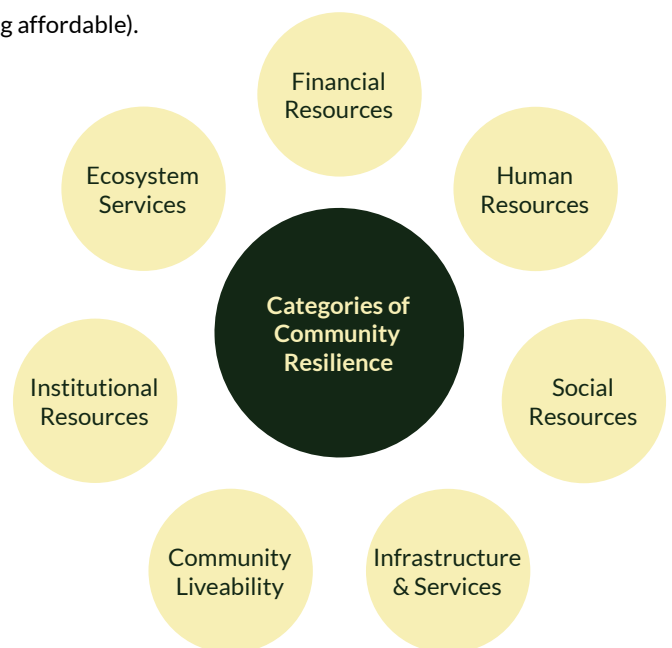
- **Household financial stress:** Dropped from 17% (in 2016) to 9% (2022).
- **Housing affordability:** Declined (65% down to 43% find housing affordable).
- **Rental affordability:** Declined from an index of 261 (in 2014) to 191 (2022).
- **Living costs affordability:** Declined (59% to 48%).
- **Business base:** 13.9 active businesses per 100 people (in 2017) up to 14.2 in 2022 (stable).

## Human Resources (Personal Resilience)

- **Psychological distress:** Increased (16% to 20%).
- **Personal wellbeing:** Slight decline (from 74% to 72%).
- **School attendance:** Decline (93% down to 81%).

## Social Resources (Community Connections)

- **Practical support networks:** 72% report access.
- **Emotional support:** Dropped significantly (84% down to 62%).
- **Financial support networks:** Increased (63% to 86%).
- **Spending time with family/friends:** Declined (77% to 54%).
- **Community engagement in events:** Declined (62% to 26%).
- **Volunteering:** Declined slightly (from 70% down to 61%).





### Infrastructure and Services

- **Mobile coverage:** Dropped (58% to 34%).
- **Internet access:** Dropped (67% to 25%).
- **Road quality:** Dropped (58% to 12%).
- **Local trades & professionals:** Low access (12% report good access).
- **Council asset ratios renewal ratio:** Strong (Renewal 112%).
- **Public halls:** Down from 16.5 per 100 people to 13.2.

### Community Liveability

- **Willingness to recommend area:** Declined (69% down to 58%).
- **Perception of crime:** Slight increase (25% to 29%).

### Institutional Resources

- **Confidence in local government:** Declined (50% to 36%).
- **Confidence in community leadership:** Declined (56% to 45%).
- **Effectiveness of local groups:** Declined (72% to 61%).

### Ecosystem Services

- **Satisfaction with local environment:** Still high but declining (94% to 87%).
- **Attractive natural places:** High but declining (99% down to 89%).

## Some Key Considerations

The indicators of resilience draw out a number of considerations, including:

- Rental affordability / housing pressures could **constrain population growth and people / worker attraction**.
- **Declining affordability** could be a barrier to prosperity and wellbeing.
- Declining engagement in **education** may compromise **workforce resilience**.
- **Erosion of social capital** is a risk to community belonging and retention.
- **Infrastructure and service gaps** such as digital connectivity shortfalls and fewer public meeting spaces (halls) constrain liveability and investment.
- **Weakening perceptions of liveability** adversely impact community cohesion and the capacity to attract new residents, workers and businesses.
- **Declining confidence in local government** adversely impacts community cohesion and perceptions of Tenterfield as a place to live, work and invest.
- A strong propensity for **local business activity** is a strength and should be encouraged as a means of providing for prosperity.
- Strong perceptions of **environmental attributes** support '**wellbeing economy**' positioning (environmental, locational and liveability advantages).

These are key considerations informing the need for this Economic Development Strategy that is responsive to the challenges facing the Tenterfield community as well as the opportunities for sustainable growth to realise a thriving population of 8,000 by 2035.





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## Challenges and Opportunities for Economic Development



# Priority Challenges and Opportunities for Economic Development

The findings of the research, consultation and analysis points to some key economic development needs and opportunities which require attention. In summary, these include:

## Business & Industry:

- Capitalise on our agricultural expertise through support for agricultural for innovation and diversification
- Encourage new industry opportunities (e.g. renewables, controlled environment horticulture)
- Encourage investment in existing industry strengths (e.g. freight and transportation)
- Grow a vibrant nature-based visitor economy anchored by our natural assets
- Grow a vibrant adventure tourism economy around current and planned investments in mountain biking
- Support our small business to survive and thrive (make it easy to do business; provide access to support services)
- Support Indigenous business development in Tenterfield Shire
- Attract and grow the professional services sector (knowledge workers and their families)
- Support local business procurement opportunities (e.g. Angry Bull Trails project, New England REZ)
- Explore opportunities for aviation-related industry at the Tenterfield Aerodrome

## Tourism:

- Build on investments in adventure tourism (Angry Bull Trails) such as the Rail Trail connection south
- Leverage our natural assets to promote nature-based tourism experiences
- Support opportunities for agri-tourism
- Leverage location and proximity to other destinations (e.g. Stanthorpe, Gold Coast, Armidale)
- Invest in Tenterfield's festivals and events to grow visitation and support community wellbeing
- Invest in visitor infrastructure (toilets, rubbish facilities, bike racks, etc.)

## Education & Employment:

- Support greater engagement in school education, training, mentorships and employment pathways to retain youth
- Invest in higher education and training locally to build workforce capacity and wellbeing
- Invest in worker attraction and retention to address skills shortages and improve workforce capacity

## Enabling Infrastructure:

- Prioritise (and advocate for) road and rail transport infrastructure upgrades (including public transport services)
- Address digital connectivity (phone and Internet) shortfalls
- Plan for increased visitation and population growth impacts on Tenterfield's infrastructure and services

## Housing:

- Rising rental stress and limited affordable and social housing impacts community resilience
- Limited housing constrains worker attraction, especially for lower-paying jobs such as hospitality and aged care
- Promote affordable housing opportunities to prospective regional movers
- Explore innovative housing solutions to meet current and future needs

## Health & Wellbeing:

- Need for affordable aged care and the opportunity to age in place
- Need for more childcare to retain and attract families
- Attract health care workers and their families to Tenterfield
- Advocate for investment in health care infrastructure and services to accommodate a growing population

## Community Infrastructure & Assets:

- Investment in health care infrastructure and services
- Investment in emergency services capabilities at the Tenterfield Aerodrome
- Need for investment in public transport
- More investment in arts and cultural facilities

## Community, Lifestyle & Liveability:

- Promote our location and lifestyle advantage to prospective investors
- Invest in our town centres and villages (place-making and retail (and hospitality) revitalisation)
- Plan for the Tenterfield Heavy Vehicle Bypass and the challenges and opportunities this presents for the town centre
- Explore opportunities to activate the 'first light' economy and the night-time economy
- Invest in and support local festivals and events
- Celebrate our European history and heritage and our Indigenous cultural heritage

## Sustainability & the Environment:

- Protect, sustain and leverage our natural features and landscape (nature-based tourism, lifestyle advantage)
- Leverage opportunities in renewable energy / New England REZ for local businesses and communities

The Economic Development Strategy Action Plan presents a suite of initiatives that are designed to address identified challenges and opportunities across interrelated activity areas (strategy pillars) that will result in positive economic development outcomes for the communities of Tenterfield Shire now and in future.





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## A Collaborative Approach



## Key Partners and Strategic Alignment

**Tenterfield Shire Council is committed to providing the foundations for prosperity by working to strike a balance between economic opportunity and community wellbeing.**

Economic development sits at the intersection of economy, community, culture and environment. This means that strong connections across departments within the organisation, as well as between Council and its implementation partners, is vital for supporting a thriving wellbeing economy.

Through the delivery of the actions presented in this strategy, Council supports and guides economic development using its levers in regulation, planning and place management; local business engagement and support; tourism promotion and visitor servicing; support for workforce planning and development; advocacy and partnership-building; and investment attraction.

Designed to support its commitment to build a prosperous future for all communities of the Shire, this strategy is aligned with and supports the Community Strategic Plan, other

key Council plans and strategies as well as other strategies external to Council's operations.

Equally important as connections across departments within the organisation is strong partnerships between Tenterfield Shire Council and other key agencies and organisations throughout the Shire and surrounding areas. In delivering this strategy, Tenterfield Shire Council promotes a collaborative approach to economic development with its key partners including neighbouring councils; key State and Federal Government departments; Regional Development Australia Northern and Inland NSW; Destination Country and Outback NSW; business chambers and trader associations; community groups; and education and training providers.

Working together in partnership with other key agents of change, local businesses and the community underpins Council's collaborative approach to achieving the goals and objectives of this Economic Development Strategy.







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# Economic Development Strategy Action Plan



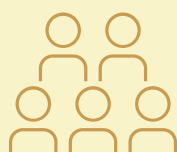
## Economic Development Planning Framework

This Economic Development Strategy contains 26 actions across the three pillars and are informed by the guiding principles under each. The actions are presented in the following pages, under each of the three pillars. The initiatives are focussed on:



STRATEGIC PILLAR 1

**Innovative  
Industries and  
Prosperous  
Enterprises**



STRATEGIC PILLAR 2

**A Future-Ready  
and Resilient  
Workforce**



STRATEGIC PILLAR 3

**Vibrant and  
Inclusive Villages,  
Precincts and  
Places**

9 Guiding Principles

26 Individual Actions

## The Action Plan

Addressing Tenterfield Shire Council's key focus areas for economic development, the individual actions represent 'Council-led' initiatives that involve specific tasks and an allocation of the organisation's human, physical and financial resources. They include key advocacy initiatives, where delivery relies on a partnership approach.

Designed to capitalise on the unique character and features of Tenterfield Shire, to help fulfil the vision for a thriving wellbeing economy, the actions are outcomes-focussed with an emphasis on what needs to be done to promote positive economic development outcomes.

The action plan balances accountability with agility, providing Tenterfield's businesses, the community and strategy implementation partners with enough detail about the approach to each initiative to ensure alignment and to address the challenges and opportunities for economic development, without providing so much detail that Council is locked into activities that become outdated.

All of the actions will be implemented over the course of this five-year plan in line with the availability of resources to progress the initiatives identified. Some actions are designed to build on or continue initiatives already in place, some are already resourced while others require additional resourcing.

Each action is assigned a level of priority / timing according to whether it is a high (short-term) measure (to be implemented in Year 1), a medium-term initiative (Years 2 and 3) or a longer-term initiative (Years 4-5). Potential implementation partners are also identified.

Through its key economic development support functions and guided by this strategy, Tenterfield Shire Council is committed to the implementation of the initiatives presented in the action plan to fulfill its vision for a thriving wellbeing economy.





## STRATEGIC PILLAR 1

# Business and Industry – Innovative Industries and Prosperous Enterprises

## Support the Establishment, Growth and Development of Innovative Industries and Prosperous Enterprises

**Tenterfield Shire Council is committed to pro-actively facilitating economic development through initiatives that capitalise on local comparative and competitive advantages while being cognisant of emerging industry trends and prospects.**

Council is equally committed to initiatives to help build the Shire's business and employment base from within. Supporting micro and small-to-medium sized enterprises including social enterprises, to grow and prosper, is key to ensuring that there are equitable opportunities for investment, enterprise growth and employment across the communities of Tenterfield Shire.

Engaging with and supporting locally owned and operated businesses is a Council priority as it promotes growth that is grounded in Tenterfield Shire's unique community, its cultural heritage, the environment and the natural landscape as the drivers of sustainable economic development and community wellbeing.

Council recognises the importance of strong and resilient local enterprises for the role they play in providing local jobs. They also build local supply chains through their preference for purchasing locally, they maximise investment (and reinvestment) of wealth in the community where they operate and they contribute to local economic self-sufficiency and resilience.

For the communities of Tenterfield Shire, future prosperity and wellbeing lies in continued innovation and investment in existing and emerging 'driver' industries, in agriculture, transport and logistics, tourism and the services economy. When these driver industries flourish, demand for the goods and services of the

Shire's service sectors, including health, education, retail and the professional services, will also grow.

Tenterfield Shire Council embraces an 'open-for-business' approach in its efforts to facilitate new businesses investment and support business expansion, consistent with its vision for a thriving wellbeing economy. It encourages established and emerging enterprise development, innovation and capacity by connecting local businesses to a range of resources and support services to build capability and resilience and to support local wealth creation.

Council also facilitates private sector investment by promoting what the Shire and its constituent towns and villages have to offer prospective investors. It markets, promotes and facilitates investment opportunities and priority projects and supports the development of both existing and emerging new growth industries.

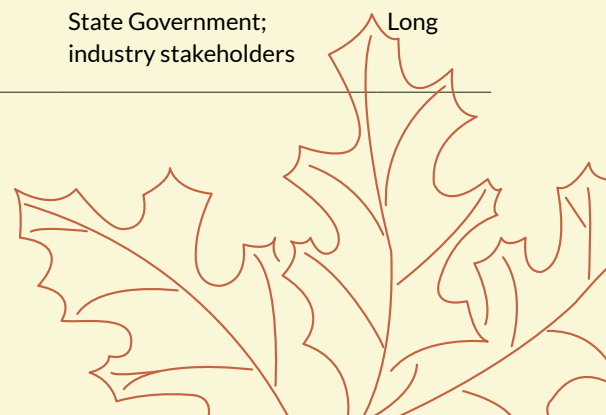
In pursuing these activities under Pillar 1 of this strategy, Council is guided by the following three economic development planning principles:

- Support local industry by making it easy to do business in Tenterfield Shire
- Provide the infrastructure and services needed to foster business innovation and entrepreneurship
- Attract new investment and encourage existing local industry to value-add and prosper

Guided by these planning principles, Pillar 1 contains 9 individual actions as shown on the next page.



ACTIONS	POTENTIAL PARTNERS	TIMING
<b>Support local industry by making it easy to do business in Tenterfield Shire</b>		
1.1 Promote Council services to facilitate access to information on the planning and regulatory pathway to business establishment and growth in Tenterfield Shire.	Business NSW; Service NSW; Tenterfield Chamber of Tourism, Industry and Business	Short
1.2 Engage with businesses and community groups to facilitate access to government-sponsored small business grants, information and advisory / support services.	Business NSW; Tenterfield Chamber of Tourism, Industry and Business; progress associations	Short
1.3 Collaborate with First Nations groups to connect Indigenous businesses with government programs designed to build business capacity and capabilities throughout Tenterfield Shire.	First Nations representatives	Medium
<b>Provide the infrastructure and services needed to foster business innovation and entrepreneurship</b>		
1.4 Conduct information sessions on Council's Purchasing Policy to inform local businesses of opportunities to supply goods and services to the organisation.	Tenterfield Chamber of Tourism, Industry and Business	Medium
1.5 Engage with Angry Bull Trails and other current and prospective project investors to identify and help secure local business supply chain opportunities.	Tenterfield Chamber of Tourism, Industry and Business	Medium
1.6 Prepare a Tenterfield small business innovation hub opportunities and options analysis to support start-up, home-based and micro-businesses requiring a professional workspace to develop, expand and network.	Tenterfield Chamber of Tourism, Industry and Business	Medium
<b>Attract new investment and encourage existing local industry to value-add and prosper</b>		
1.7 Prepare an investment attraction strategy and prospectus to promote Tenterfield Shire's key industries and investment opportunities to prospective investors and key government agencies.	RDA Northern Inland NSW; State Government	Medium
1.8 Quantify and report on current and planned industrial land supply across Tenterfield Shire to inform business investment enquiries and the preparation of the proposed investment prospectus.	State Government	Medium
1.9 Support diversification and value-adding in Tenterfield Shire's agricultural sector.	State Government; industry stakeholders	Long







## STRATEGIC PILLAR 2

# People – A Future-ready and Resilient Workforce

**Key to the development of competitive industries and resilient local businesses in Tenterfield Shire is a capable workforce that is equipped with the skills required to meet the needs of businesses now and in future so that they can compete effectively in a constantly evolving economic environment.**

Being ready for the future means learning new skills and being able to adapt and think ahead. It's about planning for the long-term to ensure that the actions of Council, working in collaboration with other key stakeholders, address the needs of the Shire's businesses and the community. This includes planning for improved education and training and the development of the local workforce, as well as being open to new ideas and evolving technologies. It's also about taking a broader view to ensure the local workforce is integrated with the wider region so that Tenterfield's people and businesses have the tools they need to prosper.

Access to skilled labour is influenced by the availability of education and training, levels of workforce participation and the mobility and flexibility of labour. Tenterfield Shire's existing and emerging workforce requires access to education and training services and facilities with the programs and the infrastructure in place to support their employment aspirations and the requirements of local businesses.

Council pro-actively promotes local jobs for its resident workers. It will continue to take the lead in addressing workforce needs and opportunities by liaising with business and industry, peak industry bodies, the wider region's education and training providers and key government agencies, to help address workforce planning needs.

A collaborative approach will be pursued to inform Tenterfield's workforce planning and development priorities. Direct involvement from businesses, educators and the community will be encouraged so that the Shire's existing and aspiring workforce can be provided with opportunities for learning and for on-the-job training that will translate into sustainable career pathways in a diversity of existing and emerging new industries.

Consistent with its approach to providing support for workforce planning and development, Tenterfield Shire Council will collaborate with its partners in industry, government, the community and in the education and training sectors to establish the case for investment in tertiary education and training locally to build capacity and enhance the wellbeing economy.

In pursuing activities to encourage a future-ready and resilient workforce under Pillar 2 of this strategy, Council is guided by the following economic development planning principles:

- Support workforce capacity-building and alignment with industry needs and opportunities
- Support community resilience and adaptability to reduce barriers to economic participation
- Attract and retain knowledge workers and their families to Tenterfield Shire

Guided by these planning principles, Pillar 2 contains 8 individual actions as shown on the next page.



ACTIONS	POTENTIAL PARTNERS	TIMING
<b>Support workforce capacity-building and alignment with industry needs and opportunities</b>		
2.1 Identify priority workforce needs through the development of a Tenterfield Shire Jobs Plan highlighting education and training priorities to be advocated for.	Education and training sectors; businesses	Short
2.2 Explore the delivery of careers expos, mentoring and leadership development opportunities for Tenterfield Shire's youth, to showcase local training and employment pathway opportunities.	TAFE NSW; schools; RTOs; Tenterfield Chamber of Tourism, Industry and Business	Medium
2.3 Partner with the health and community services sector to map critical training needs, to build capacity in priority areas including childcare, early learning and aged care.	TAFE NSW; Health and community service providers; RTOs	Medium
<b>Support community resilience and adaptability to reduce barriers to economic participation</b>		
2.4 Work with TAFE NSW and registered training organisations (RTOs) to identify and offer school-based apprenticeship placements across Tenterfield Shire Council's departments.	TAFE NSW; schools; RTOs	Short
2.5 Ensure equitable access to employment opportunities by advocating for systemic barriers to be addressed including childcare, transport, digital connectivity and housing.	State Government; service providers	Medium
<b>Attract and retain knowledge workers and their families to Tenterfield Shire</b>		
2.6 Promote Tenterfield and the Shire's villages as a location of choice for professional service providers / 'knowledge workers' seeking a regional work/life balance.	RDA Northern and Inland NSW	Short
2.7 Develop and deliver a Welcome to Tenterfield information pack and utilise Council's web site and social media channels to deliver essential information to new residents and businesses.	Tenterfield Chamber of Tourism, Industry and Business; key service providers	Medium
2.8 Work with government, industry and the education and training sector to investigate the business case and funding opportunities for a Country Universities Centre in Tenterfield Shire.	State and Federal Governments; education and training providers	Long







### STRATEGIC PILLAR 3

## Place – Vibrant and Inclusive Villages, Precincts and Places

**The people of Tenterfield Shire's towns and villages are its most important resource, and a stable and growing population will underpin the community's economic and social viability. To realise the vision for a thriving wellbeing economy, Council has set an ambitious growth target for a stronger, more vibrant community, with a population of 8,000 by 2035.**

Council aspires to support this target recognising the return on investment it will deliver to the communities of the Shire. An increase in population will support local service delivery, attract government funding, serve to retain existing businesses, recirculate more wealth locally and attract new investment as confidence in Tenterfield as a place to live, learn, work, visit and invest grows. New investment will generate more opportunities for employment, creating a positive multiplier effect of more people, more local investment and more jobs.

Tenterfield Shire Council is a place-maker, utilising its land use planning, regulatory and place-making levers to continually enhance the area's lifestyle appeal. It directly invests in a sense of place and the functioning of its towns and villages through streetscape enhancements, place activation and urban improvement programs.

Council promotes the importance of place, not only to the Shire's residents, but also to visitors who are seeking immersive, authentic experiences that are unique to the places they visit. It supports economic growth by promoting Tenterfield Shire, celebrating and showcasing our unique position to stimulate the visitor economy through increased visitation.

Council advocates, plans for and invests in essential infrastructure and services including recreation, leisure and entertainment facilities, arts and cultural facilities and community services and facilities. In doing so, it pro-actively

works to enhance Tenterfield's appeal as a desired location in which to live, learn, work and prosper.

Council also recognises a number of challenges that need to be addressed to elevate the Shire's appeal to both existing and prospective new residents, businesses and visitors. These challenges include town centre amenity and vitality, the quality of our roads, digital connectivity, adequate provision of housing to attract and retain residents, health care, aged care and childcare services and access to education and training.

Council is committed to continual investment in initiatives that will activate retail and commercial activity in the towns and villages throughout the Shire, such as town entry signage, streetscaping, interpretive trails, murals, markets and festivals & events.

Place activation initiatives can be designed and developed as a partnership between local businesses and community members with Council support. Council will also continue to prioritise place-making investments in the interest of community need while advocating for sustained levels of investment from the other tiers of government.

In pursuing activities to create vibrant villages, precincts and places, Council is guided by the following economic development planning principles:

- Plan for and create thriving villages, precincts and places
- Provide the enablers of a vibrant visitor economy to grow the visitor destination
- Provide and advocate for strategic infrastructure to enable investment and sustainable population growth

Guided by these planning principles, Pillar 3 contains 9 actions as shown on the next page.



ACTIONS		POTENTIAL PARTNERS	TIMING
<b>Plan for and create thriving villages, precincts and places</b>			
3.1	Work with communities to identify sustainable town centre and village place activation strategies (e.g. streetscape improvements, art installations, retail pop ups, etc.) as the basis for grant funding applications.	Tenterfield Chamber of Tourism, Industry and Business; local businesses; progress associations	Short
3.2	Implement climate-resilient landscaping in Tenterfield's public spaces across all towns and villages, utilising best practice from the New England High Country Drought Resilience Plan.	Business and community stakeholders	Short
3.3	Prepare a Shire-wide housing strategy informed by projected needs and a review of policies on existing housing capacity, zoning, land release and development controls.	State Government	Medium
<b>Provide the enablers of a vibrant visitor economy to grow the visitor destination</b>			
3.4	Progress implementation of the new Tenterfield Shire Destination Management Plan, reviewing and prioritising strategic initiatives annually.	Visitor economy stakeholders	Short
<b>Provide and advocate for strategic infrastructure to enable investment and sustainable population growth</b>			
3.5	Work with service providers to prioritise mobile phone blackspots and determine solutions.	Service providers; businesses and the community	Short
3.6	Target government support to get more land 'development ready' for housing in Tenterfield Shire.	State and Federal Governments	Medium
3.7	Identify, plan for and promote the release and development of strategic parcels of land for new housing.	State Government; property industry stakeholders	Medium
3.8	Seek funding to prepare a Tenterfield Aerodrome Economic Master Plan.	Friends of Tenterfield Aerodrome	Medium
3.9	Identify and advocate for funding for key road infrastructure upgrades throughout Tenterfield Shire.	State and Federal Governments	Long







## 8

# Strategy Targets, Monitoring and Evaluation



## Measuring and Monitoring Strategy Outcomes

The initiatives presented in this five-year strategy have been developed with reference to the overarching aspiration for Tenterfield Shire as a resilient and thriving wellbeing economy, consideration of its economic status as well as broader economic trends, impacts and influences in a constantly-evolving economic landscape.

As a whole-of-organisation document that has been prepared in the context of Council's broader program of work and strategic objectives, this strategy will be implemented in line with determined priorities as well as the availability of resources and the capacity of Council to progress the initiatives identified.

Aligned with the Community Strategic Plan and the vision for a thriving wellbeing economy, the strategy's implementation progress and identified priorities will be used to inform ongoing operational planning, budget allocation and project/program delivery.

Some of the strategy actions seek to build on or continue initiatives already in place, some are already resourced while others require additional resourcing (depending on implementation priorities), either from internal or external sources such as government grants.

To ensure it is working effectively in collaboration with its partners towards addressing strategic objectives and the vision for a thriving wellbeing economy, Council will continually monitor, assess and report on the implementation of the actions and the achievement of key milestones.

Means of monitoring and evaluating implementation progress will include the use of both 'output' measures related directly to the recommended actions and their implementation as well as some broader 'outcome' metrics.

## Key Performance Measures

**Strategic planning outcome metrics, which will be monitored and measured using authoritative data sources to track economic development and community wellbeing, include the following:**

- Population growth to reach our target of 8,000 by 2035.
- Employment creation (an increase in local jobs in the Tenterfield LGA).
- Higher average household income levels.
- New local businesses (as measured by the net change in local business registrations).
- Levels of local procurement / spend in Tenterfield Shire.
- Higher levels of retail spend retained in the towns and villages of Tenterfield Shire.
- Greater economic diversity (as measured by industry diversity indices).
- Economic activity and productivity (as measured by increases in GRP value per capita).

Others include key community resilience (survey-based) indicators, for example:

- Financial wellbeing (housing affordability, rental affordability, financial stress).
- Levels of personal resilience (school attendance, personal wellbeing, psychological stress).
- Key infrastructure, service and liveability indices.

**Output measures** that will be used to monitor strategy implementation progress include:

- Tracking implementation of individual actions – implementation rates (ongoing).
- Success in retaining and growing our local business base including business start-ups, captured through targeted business and industry engagement (ongoing).
- Business satisfaction surveys on Council's approach to economic development in line with this strategy.
- Community satisfaction with levels of community connection, economic opportunity, liveability, the natural environment and overall wellbeing (annual survey).

The Tenterfield Shire Economic Development Strategy 2026-2030 will be reviewed annually to ensure resource allocation reflects the key challenges, opportunities and priorities of the day.







## Contact us

PO Box 214, Tenterfield NSW 2372

(02) 6736 6000

[council@tenterfield.nsw.gov.au](mailto:council@tenterfield.nsw.gov.au)

[www.tenterfield.nsw.gov.au](http://www.tenterfield.nsw.gov.au)

