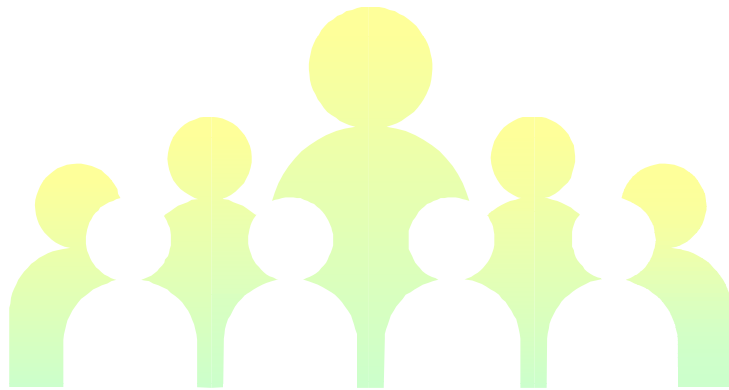
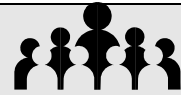


Tweed Shire Council Social Plan 2005-2009

Adopted by Council at its Meeting held 17 November 2004



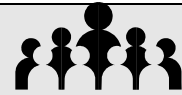
'Developing Just, Vibrant and Sustainable Communities'



TWEED SHIRE COUNCIL
SOCIAL PLAN
2005-2009

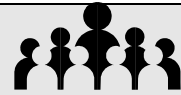
‘Developing Just, Vibrant and Sustainable Communities’





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1.0 Introduction to the Social Plan for Tweed Shire

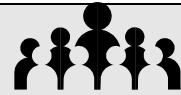
Social Plan Principles 2005-2009

- **To share equitably according to need the social and economic resources available to members of the community,**
- **To improve access to community services and facilities, maximise the level of economic resources available for community use, and to eliminate gaps in services,**
- **To consult with the community, measure community wellbeing, and respond to social and demographic change with innovative social and economic policies,**
- **To achieve fairness, respect for human rights, and accountability,**
- **To encourage cooperation between community organisations, service providers, volunteers, business and Government, and integrate the Social Plan with other Council or agency plans.**

Summary of Initiatives Recommended by this Social Plan

The headline initiatives recommended to maximise social wellbeing in Tweed for the period 2005-2009 are measures to:

- Implement structural changes in Council to facilitate more effective community service development and the capacity to advocate at all levels of Government for equitable access to resources to meet community service needs.
- Initiate a Quality of Life Program to maintain service levels for the community,
- Encourage social participation and development of young people,
- Facilitate opportunities for placement of young people in permanent employment, especially by encouraging locally-owned enterprises,
- Increase capacity for care of the frail aged, including respite, appropriate housing arrangements and improved accessibility to community life and services,
- Work with relevant institutions and agencies to increase tertiary education and training resources in the Shire,
- Work with human and health services to develop a coordinated approach to service delivery in the Tweed community,



- Promote affordable housing, sustainable active transport and mixed-use local centres in new urban neighbourhoods,
- Establish a long-term funding program for community facilities.
- Focus on working with relevant agencies and private transport sector to improve public transport services throughout the Shire, especially rural or suburban isolated areas.

1.1 Foreword

The Social Plan is unlike most of the policy plans prepared by a Council. Firstly, it deals with 'the local community' rather than the local environment, focusing on the wellbeing of people. Secondly, it embodies a statement of philosophy about what a Council can do, an approach to managing, developing and caring for a community rather than a physical or economic entity. Thirdly, there is an element of accountability to Government, to ensure that not only Council activities, but also an umbrella of government and community activities are being managed on behalf of all community members.

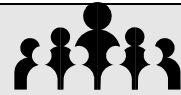
This gives the Social Plan a special relevance to the wellbeing of all members of the community, and strengthens the strategic role of the Council as the body of representatives and leader of the Tweed community.

1.2 Introduction

Tweed is one of the most rapidly growing areas of NSW. It has both established and new residents making social adjustments to changing circumstances and surroundings. Its social infrastructure and services are stretched by the demands arising. Planning the infrastructure and facilitating interactions between people helps them to make social adjustments, build new networks, and live full lives.

- Local Government Regulations require that a new Social Plan is prepared every 5 years, and is updated every year. This is the Plan for 2005-2009, which reports on progress up to the end of 2003, and provides proposals for a further 5 years
- This Social Plan draws on continuous consultation and research within the community, including:
 - Submissions received in response to the Social Plan Issues Statement (Attachment 3),
 - Public Meetings, Workshops, Summits and Telephone Survey associated with Tweed Futures Strategic Plan 2004,
 - Issue Papers from the Community Development Plan (Attachment 5),
 - The 2004 Tweed Shire Community Profile

These identify what the people who live in our community think is important to create a strong, self-supporting and supportive Tweed community.



The Social Plan has an integrated role within the overall Tweed Futures 04/24 Strategic Plan to implement the community component of a triple bottom line approach to planning for the Shire.



What the Social Plan can do. The Social Plan is not a stand-alone Council initiative. It is designed to meet requirements of the Local Government Act, and to form part of the Council's Tweed Futures strategic planning and Management Plan processes.

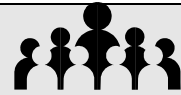
Local Government Department Guidelines require the Social Plan to make proposals for specific target groups, including mandatory groups:

- Children 0-11 Years
- Young People 12-24 years
- Women
- Older People (Aboriginal People aged 45 years and over) (Non-Aboriginal People aged 55 years and over)
- People with Disabilities (including all types of disability and HIV/AIDS)
- Aboriginal and Torres Strait Islander People
- People from Culturally & Linguistically Diverse Backgrounds

Other locally significant groups may be optionally included.

As required by the Local Government Act, the new Social Plan will:

- Actively involve the community and other agencies and organisations
- Review implementation of the current 2000-2004 Plan
- Assess changing community needs and the extent to which these are met by services



- Provide an up-to-date demographic profile and information about target groups
- Benchmark services in the Tweed against those available in comparable areas
- Identify needed services and facilities
- Promote cooperation amongst agencies to achieve more effective service delivery
- Give particular attention to the needs of children, young people, the elderly, people with disabilities, Indigenous people and minorities
- Address broader quality of life issues.

As part of the Council's strategic and management planning processes, the Social Plan has also evolved from its origins in 1997.

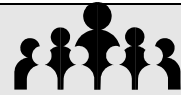
During the period of the first Social Plan, 2000-2004, there was limited progress in developing a coordinated approach to meeting community needs. The achievements set out in Attachment 4 were real, but only partly attributable to the Plan – many would have happened on an ad hoc basis through evident need. Projects that require Council funding have to compete for very limited resources with a great many infrastructure projects, many of which are part of more established Council programs such as roads or water supply. It is usually easier to fund community programs externally.

Some of the difficulties were due to Council being a relatively small player in the overall provision of community services and facilities, and being unused to taking a coordinating role in this area.

Other difficulties arose with the concept of social planning in a whole-of-Council context, and with the mechanisms for utilising the Management Plan review process as the means of implementing proposals. Although the Social Plan was updated each year in order to improve its effectiveness, and proposals were timed to fit in with the Budget process, the idea of annual reviews of Management Plan programs to achieve Council community objectives has not been embraced.

The projects recommended as priorities in the 2003 update included three additional community workers, two community centres, establishment of a ten-year community facility program, and a program of Local Community Plans. Of these, the two community centres and the Local Community Plans program are progressing.

Bearing in mind the very low level of 'Community service expenditure per capita' in Tweed (\$7.71 in 2001-2, \$6.00 estimated 2002-3 and 2003-4) reported by NSW Department of Local Government, compared to average expenditure of \$19.89 per capita by Group 5 Councils, there is a case for gradually increasing the share of expenditure on community services for high need groups.



2.0 Tweed Futures and the Social Plan 04/24

COUNCIL'S MULTIPLE ROLES

A leader and planner

A provider of infrastructure and services

A partner with other providers

A supporter of community effort

A regulator (of development, pollution, etc)

A promoter of business investment

An advocate for State and Federal Government assistance to the Tweed.

Tweed Futures 04/24:

Tweed Futures 04/24 is the new 'whole of Council' strategic plan to replace the Tweed Shire 2000+ Strategic Plan prepared a decade ago. It will provide the context for the 2005-2009 Social Plan.

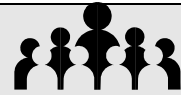
Community consultation for **Tweed Futures** has indicated a very strong desire for more attention to the needs of the existing community and maintaining quality of life. As a result Tweed Futures places more emphasis on social issues and locality plans to detail practical steps that will ensure community wellbeing.

Sustainability, and an integrated environmental, social and economic approach to promote community wellbeing, is a major goal for planning for Tweed's future. Locality Plans are to be prepared for key areas in conjunction with local community committees, and Expert Advisory Panels in such fields as Community Development & Housing, and Integrated Human Services Delivery.

The Social Plan:

The Social Plan provides the means to implement community programmes and projects to support the directions of Tweed Futures. It is a mechanism for identifying emerging policies to increase community wellbeing. It defines Council's commitment to community development for the next 5 years.

Communities function by means of building social capital, which requires networking between separate fields of activity, and the building of links to enable organisations and individuals to support one another.



In previous planning, Council has approached quality of life issues as a series of uncoordinated plans and projects. Although much has been achieved to promote quality of life through the Open Space Strategy, the Library Strategy, the New Art Gallery project, the City of the Arts Programme, the Crime Prevention Plan and others, they are essentially stand-alone projects.

We now need a more coordinated approach to ensure improved quality of life. The Social Plan will embrace projects from all the recreational, social, cultural, community support, housing and health organisations in the community, and build new social enterprises that fit in with the 'getting ready for change' approach of the new strategic plan.

Social Capital

"Similar to notions of physical and human capital, the term social capital refers to features of social organisation such as networks, norms and trust that increase a society's productive potential." Robert D Putnam: *Making Democracy Work: Civic Traditions in Modern Italy*, 1993.

"Social capital refers to the processes between people which establish networks, norms, social trust and facilitate coordination and co-operation for mutual benefit". Eva Cox: 1995 Boyer Lectures.

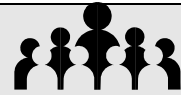
Council does not have a free hand to achieve all the expectations of the Tweed community. In particular, many decisions about planning and development will be made outside Council's control by government, landowners and business. Resources are limited and Council cannot adopt policies that are beyond its financial capacity. Further urban expansion is inevitable as very large areas are already zoned for development. Opinions will differ about planning goals and priorities or about how best to achieve a particular goal, and some tensions are inevitable.

Urban Release Areas:

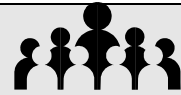
In the early years urban release areas by their very nature lack community cohesion. Residents have relocated from other areas, and have often moved away from their established social networks and family to a neighbourhood with no such networks for encouraging a strong community. Residents can be disadvantaged by their new locality: suitable jobs may be scarce and access to a range of education and public health services may be limited. As a result they may have to commute long distances, which will limit their ability to participate in the local community. Some members of the family may be left with no transport. It is important that an early sense of community is developed in release areas, and new residents are encouraged to build a commitment to the local community.

Components of the Social Planning Process:

- The community-based **Community Development Plan** is progressed by an expert committee to review emerging community issues and prepare Issue Papers. **Issue Papers** have been, or will be prepared for each of the mandatory target groups (Attachment 5).

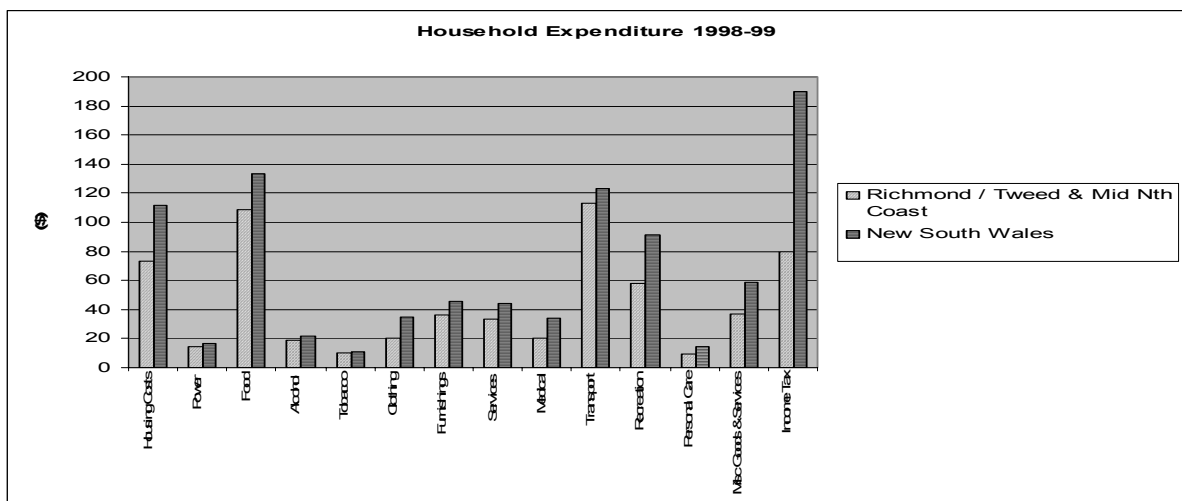
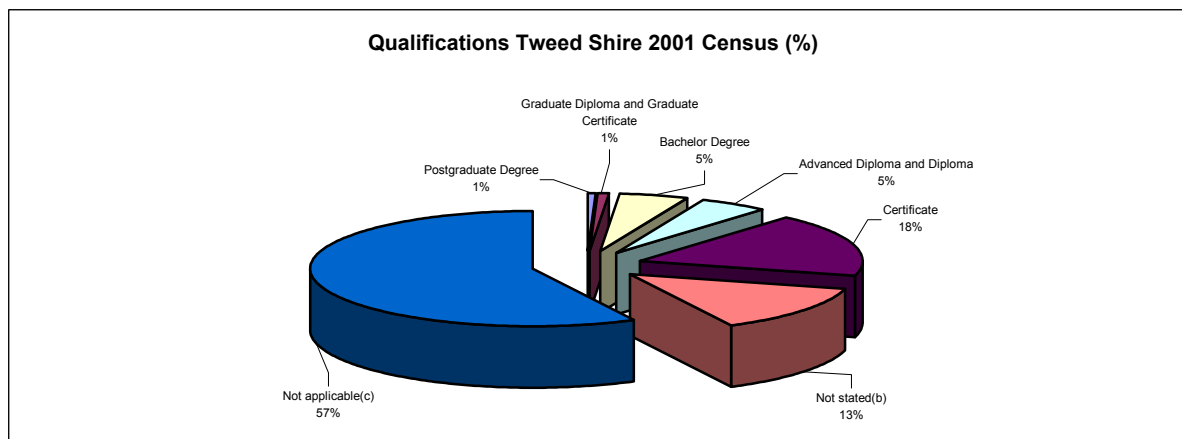


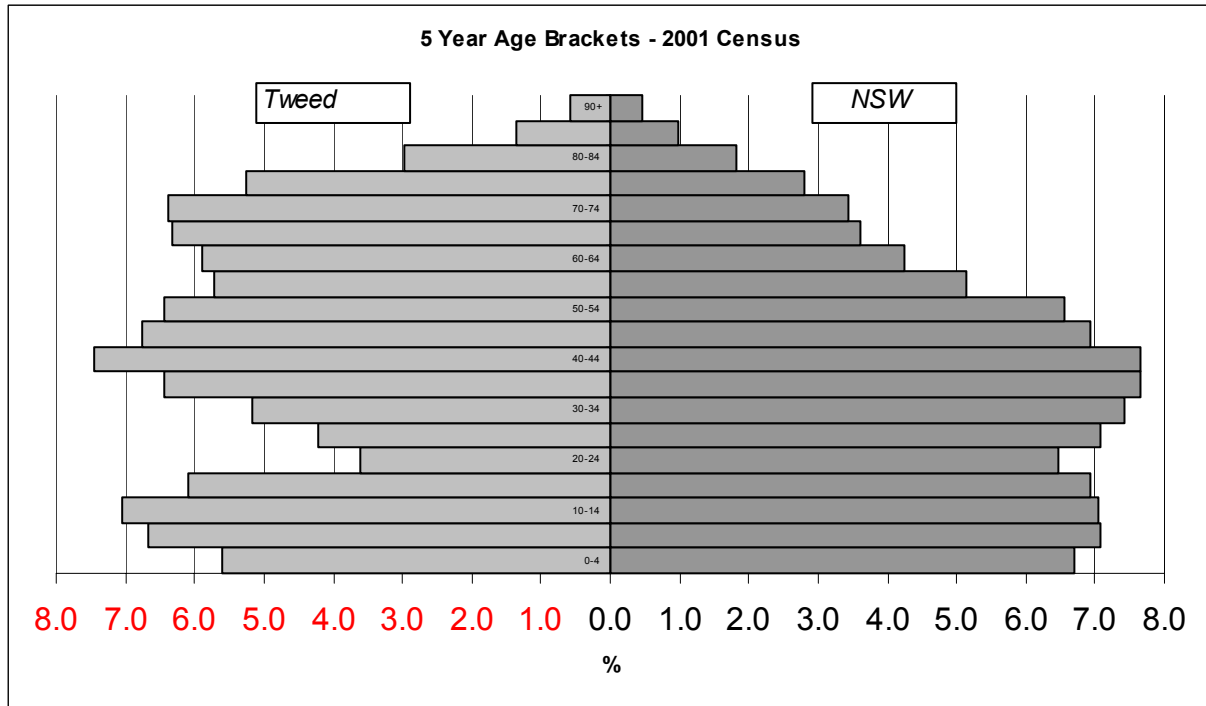
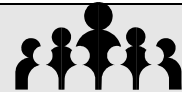
- The **Community Profile** is prepared as a separate document analysing the data from each Census. The 2004 Community Profile includes data from the ABS 2001 Census and the most recent Health and Crime statistics.
- **Social Plan Strategies and Projects** (Section 7) are considered for incorporation in the annual review process of **Council’s Management Plan** and, where funding is required, **Council’s Budget**. In previous years around 50 individual projects or programs within Council’s Management Plan have been identified as ‘**Access & Equity Activities**’. This means that they are projects that affect community wellbeing.



4.0 The Tweed Community Characteristics

Tweed Shire Community Profile is produced as a separate detailed document of social and economic characteristics; this section is only a summary of the major items of social data.





Current Population

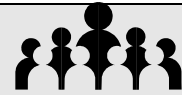
Recent estimates of the 2004 population, based on previous growth rates, indicate the five major age groups are following different patterns, with the 45 years and above age groups increasing in proportion, despite growth in numbers in all the age groups:

2004 Tweed Estimate:		2001 Tweed (1)	2001 NSW (1)
Age 0-14	14,500 (18%, reducing)	19.3%	20.9%
Age 15-24	8,000 (10%, stable)	9.7%	13.4%
Age 25-44	16,500 (21%, reducing)	23.2%	29.8%
Age 45-64	21,000 (26%, increasing)	24.8%	22.8%
Age 65+	20,000 (25%, increasing)	22.9%	13.1%
Total	80,000 (100%)		

(1) ABS 2001 Census

Future Population

Projections based on an assumed average growth rate of 1700 persons per year and on the past trends for the various age groups indicate this pattern will continue, with significant changes in their proportions that will have major implications for future services provision for each age group:



Age 0-14	in 2014:	16,500 (17%)	in 2024:	16,000 (14%)
Age 15-24		10,000 (10%)		12,000 (10%)
Age 25-44		18,500 (19%)		21,000 (18%)
Age 45-64		26,000 (27%)		31,000 (27%)
Age 65+		26,000 (27%)		34,000 (29%)
Total		97,000 (100%)		114,000 (100%)

Numerically, it is expected that in the decades starting in 2004 and 2014, age groups will increase as follows:

	Increase 2004-2014	Increase 2014-2024
Age 0-14	2,000 people	minus 500 people
Age 15-24	2,000 people	2,000 people
Age 25-44	2,000 people	2,500 people
Age 45-64	5,000 people	5,000 people
Age 65+	6,000 people	8,000 people
Total increase	17,000 people	17,000 people.

The growth in population is uneven. Between 1996 and 2001 there was an approximately 5000 increase in Tweed Heads and 2000 along the coast. The remainder of the Shire showed a small reduction in some areas.

By 2011 Tweed Heads is expected to reach 60,000 people and the coastal areas 30,000.

Incomes:

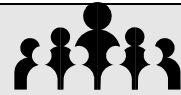
In the North Coast Region incomes are by far the lowest in NSW. In 2001 the proportion of weekly household incomes below \$500 in NSW was 31.6%, but in Tweed Shire it was 48.9% (12,415 households).

The ABS 1996 SEIFA (Socio-Economic Indexes for Areas) figures for Tweed urban centres are: Tweed Heads 923.70, Murwillumbah 942.51, Bogangar 928.45, Hastings Pt 972.04, Pottsville 927.77, Burringbar 951.71, Uki 916.09, Tyalgum 908.00 and Tumbulgum 925.06.

These compare with Australia 1000.00, NSW 1.006.00, Tweed(A)-Part(A) 932.78, Tweed(A)-Part(B) 957.87, Lismore(C) 983.95, and Byron(A) 964.22.

Service Centres:

The pattern of urban centres shows most commercial and community facilities located in the twin sub-regional centres of Tweed Heads and South Tweed, and in the town centres of Murwillumbah for the Valley, and Kingscliff for the Coast.



There are approximately 18 local service centres with a limited range of facilities, including Cabarita, Pottsville, Burringbar, Uki, and Tyalgum. The rural areas are quite densely populated, but access to facilities is more difficult outside the triangle of main centres, and people in the majority of the Shire cannot rely on public transport.

The pattern of centres has become highly centralised, dominated by a few large centres which are distant from most dwellings; a more de-centralised pattern as shown in Figure 2 would be less car dependent and more sustainable.

Employment:

These service centres, together with the industrial zones, generate most of the employment needed by the community. Service activities in health, retailing and tourism provide most jobs, but in June 2004 unemployment remained at 6.6% (Tweed Heads) and 7.4% (elsewhere), significantly above the NSW average, and youth unemployment is in the order of twice the Shire average.

Workforce numbers at June 2001 were:

Retailing	3,529
Health and Community Services	2,609
Construction	2,147
Business Services	1,553
Agriculture	1,121
Government Administration	884
Motor Retail and Services	780

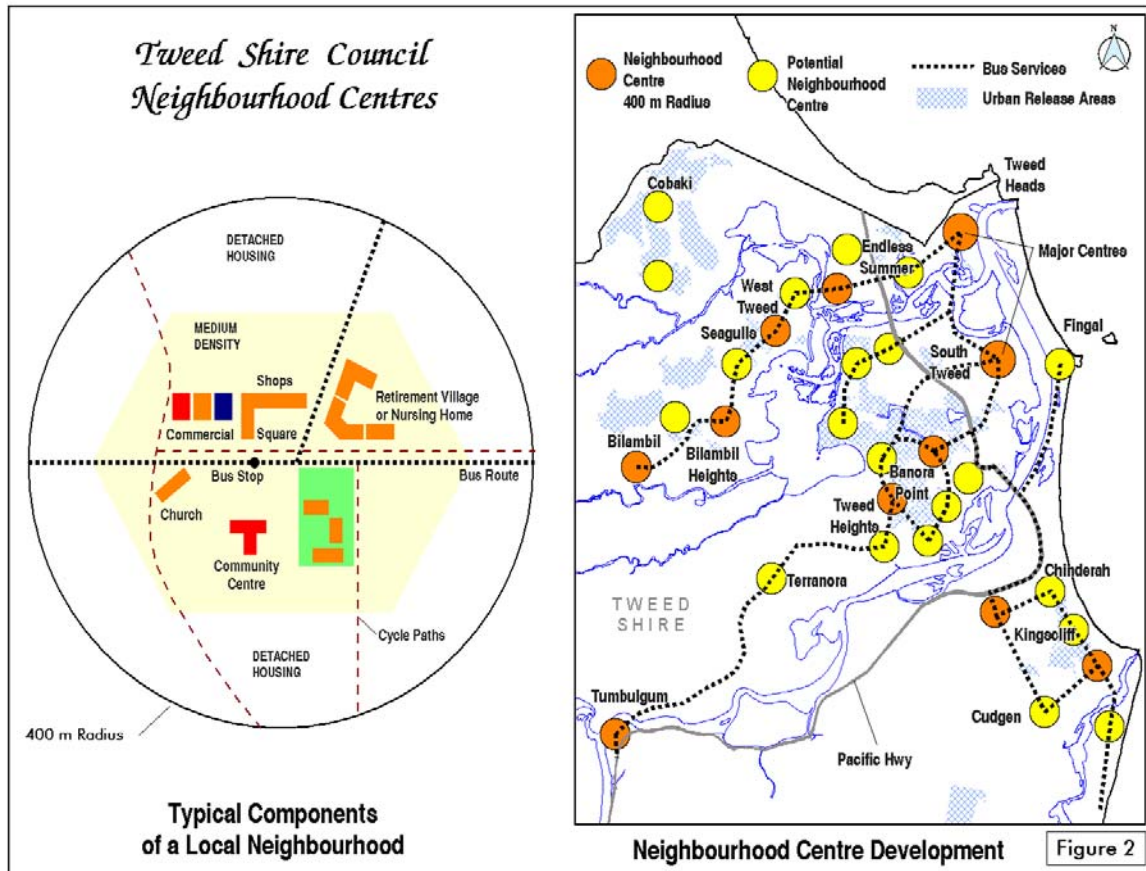
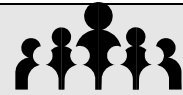
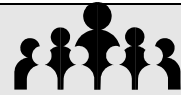


Figure 2 shows the potential that exists for additional local centres to make the urban structure more sustainable and provide more local employment.



5.0 Consultation

Tweed Futures Consultation: Consultation is the basis of community planning. It was recognised that a major consultation exercise for the 04/24 Strategic Plan covering similar issues was already being carried out. It was appropriate to use this material to avoid repeated consultation. An **Issues Statement** (Attachment 2) was prepared using the results of community Workshops, the Summits and the Telephone Survey of Public Attitudes. There is also a current process to develop a **Crime Prevention Plan** for the Shire that involves consultation to formulate community support projects.

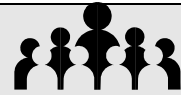
The Top Ten issues derived from the **Tweed Futures Workshops** included a number of socio-economic issues:

- Reduced emphasis on growth and effective management of urban development
- Maintenance of quality of life and protection of the natural environment of Tweed
- Farm viability, rural subdivision and associated landscape impacts
- Road improvements, traffic management and lack of public transport
- Economic development and employment diversification, including tourism
- Water cycle management, ensuring adequate supplies, environmental flows and water quality
- Activities and services for young people
- Impacts of an ageing population and associated service needs
- Housing affordability and living costs generally
- The need to engender confidence in the planning process and ensure effective implementation of agreed strategies and standards.

In the **Tweed Futures Telephone Survey** carried out in February 2004, members of the community responded to 20 Attitude Statements. Eleven of these Statements were closely related to community issues or particular target groups, and these are set out in the 'boxes' in Attachment 1 below to illustrate community attitudes.

The Telephone Survey has been a major part of the Tweed Futures consultations. It asked respondents to agree or disagree with a series of statements about living in Tweed. The overall level of agreement to each proposition, and the variation in response by different groups within the community, enables the level of satisfaction and the problem areas to be identified in some detail

These issues were also presented in the **Issues Statement** used as a vehicle for obtaining further input from community organisations and human service agencies. The Issues Statement was sent to 85 local organisations and agencies asking for



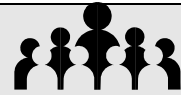
feedback on those issues that they were interested in. As a result 15 substantial responses were received (and the Council's community activities were widely publicised).

The Social Plan Consultation Responses are set out as Attachment 3. The submissions are relevant to a number of the Strategies in Section 7, and have been incorporated where appropriate in formulating these Strategies. The responses enable the Strategies to be more closely aligned with the current and future policies and activities of these organisations.

In 2002 the **Northern Rivers Social Development Council** carried out a series of forums in the 7 municipalities, and a Northern Rivers Regional Social Issues Forum to determine priority social issues for the Region. The 5 Regional Issues identified were:

- Housing – including crisis, affordable and assisted housing
- Community based management
- Transport
- Young people
- Families – including the inter-related issues of mental health, domestic violence and drug and alcohol.

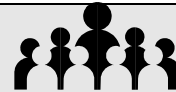
The NRSDC will extend this work in 2004 with a Regional Priorities Project to examine the 5 issues further, in conjunction with the Councils.



6.0 Needs Assessment: Activity Statements for Target Groups

The State Government Guidelines for Social Plans stipulate seven Target Groups in the community whose needs must be addressed. The analysis of the issues affecting these Groups, plus Affordable Housing and Community Transport, are set out in **Attachment 1** below.

The needs assessment for the nine target groups/issues has been used to define the projects and actions included in the Strategies set out in Section 7 below.



7.0 Social Plan Strategies For 2004-2009:

This Section takes into account the Needs Assessment for the Target Groups, and formulates options for addressing the needs by setting out Strategies.

The Strategies have been categorised into four Council roles, in respect of Community Planning, Community Facilities, Community Services and Community Groups. This gives Council the opportunity to review a range of strategic actions that can meet the various needs, and consider which of these to include in the Management Plan and Budget, taking into account the resources it has available each year.

Quality of Life Program

Council will develop and execute an enhanced 'Quality of Life Program'. It has highlighted quality-of-life strategies as its response to the community Needs Assessment. It will incorporate some existing activities and programs, and a range of new activities in the area of community support and cultural activities and events, aimed at community capacity building.

These will be funded through a mixture of grants, S94 contributions and a general rates package of 'Quality of Life' projects. Thus, for example, existing libraries, art gallery, museums and local halls will be promoted and funded to expand their roles in the community, while a new program of community services and facilities for particular groups could be formulated to expand community resources in caring for these groups.

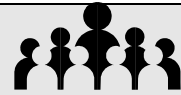
The Social Plan Strategies for 2004-2009 will allow for the evolution of this 'Quality of Life Program' as partnerships are formed and resources to implement it are identified and targeted. Most are not yet at the stage of funding commitment. Examples of specific projects include an Older Persons Housing Policy, support for Services for Children with Disabilities, a Neighbour Aid Scheme, and Youth Club initiatives.

7.1 Council's Community Planning Role: - To lead the community

Council has a community planning role, which is different from the actual provision of community services. This role includes social planning activities:

- **Council's Management Structure:**

Up to 1993 Council's organisational structure included a Manager, Community Services; this arrangement was then amended, with community service providers being placed with health, building and regulatory services, and community development becoming part of strategic planning. The relative weakness of social planning may be due partly to the absence of a dedicated manager, the splitting of the functions and their small staff numbers within units with much larger numbers of other disciplines. The structural arrangements may also account for the lack of separate Management Plan programs and funding categories for community projects, which has prevented them being recognised as a major Council program



area (also discussed at 7.4). **Council will implement structural changes for more effective community management.**

- **Identification and Assessment of Local Community Needs:**

The Council is well placed to identify in consultation with the community what community needs are, and to coordinate the services provided by State and other outside agencies at the local level.

In a major initiative to promote effective service delivery, the Council has been working with the Premier's Department Regional Coordination Unit towards an Integrated Human Service Delivery Plan for the Shire. This incorporates research into the value of social capital in supporting local communities, and has assessed the capacity of existing services to meet the growth in population. The most difficult step has been to define a suitable model for integrated service delivery in the Shire. At a local level this can only be achieved by service delivery teamwork between agencies in particular geographic communities. This implies cooperative arrangements between agencies to identify and address priority needs of local areas. **Council will implement an inter-agency taskforce approach to planning and provision of social infrastructure to meet the community's needs.**

- **Advocacy for Local Need:**

Councils are able to advocate for the provision of resources and funding for the identified needs and community services, which often exceed the resources available locally. No other body understands local needs as well, and no other body can represent the overall interests of Tweed Shire to State and Federal Government, or to national and global business.

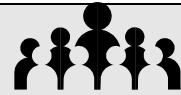
Tweed is disadvantaged by its location at considerable distance from the seat of Government, which makes it difficult to maintain awareness of local issues by Government agencies. In addition, needs are assessed by statistics of local population, which can easily become out of date and result in insufficient resources being allocated to rapidly growing areas if not constantly brought to attention – resources really need to be allocated on the basis of projections rather than past surveys. **Council will encourage community groups to make it aware of emerging local needs, and will present these needs to Government and other responsible resource managers as necessary to access needed resources.**

- **Urban Design:**

The built form of urban areas has a significant effect on 'liveability' and the social characteristics of places.

As the physical infrastructure provider and development regulator, Council can design new urban areas to facilitate strong, supportive local activity, and foster local identity and liveability. This implies promotion of local mixed-use service centres in new urban areas, with sustainable local transport services, to establish a strong local culture and sense of place.

The Council currently has a number of infrastructure plans that support community wellbeing - for open space, libraries, cycleways, for instance. It can link its



infrastructure role to its community-building role by preparing specialist plans for such community issues as housing, crime prevention or sustainable transport, for instance, which depend for their effectiveness on particular urban design features or policies.

The Council will adopt proactive policies for the design of infrastructure and development which will foster and maintain a high quality of life and community wellbeing that is sustainable.

- **Locality Plans:**

People tend to identify with and support their local village or town, rather than the whole Local Government Area, so to generate the maximum social capital plans should also be prepared at this scale.

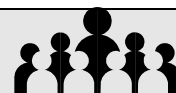
In Shire-wide planning, the needs of local villages tend to be lost. The pilot Local Plan prepared for Pottsville has proved to be quite successful. The Council may be wise to give attention to the planning and development of the Shire's villages, small towns and suburbs, which directly affects people's wellbeing. This is emphasised in the Tweed Futures 4/24 Strategic Plan, and **Council will prepare and progress a program of locality plans in consultation with the local communities.**

The Social Plan, therefore, focuses on social and economic issues in the Shire that affect people's wellbeing, to enable the Council to take a pro-active leadership role in the community. Recommendations from studies and projects dealing with these issues are indicated in the Strategy actions below:

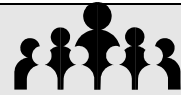


Strategy Actions for Community Planning: (see glossary for acronyms)

Projects & Actions	Implementation	Financial Implications*	Priority
Promote awareness of Tweed Shire growth to Government and business, and advocate for a fair share of human service agency resources	CP&D, Corporate Development	SPU, Corporate Development Work Programs	Ongoing
Undertake Needs Assessment that develops social policy , leading to social, economic, and cultural initiatives enhancing community wellbeing	CP&D	SPU, E&HSU Work Programs	Ongoing
Complete the Integrated Human Services Delivery Plan and implement an inter-agency task force approach to planning and provision of social infrastructure, for input to the Tweed Infrastructure Program (Tweed Futures Priority Actions Nos.14 & 33)	CP&D, Government human service agencies, and community-based organisations	SPU Work Program	Ongoing
Prepare Locality Plans for South Tweed Heads, Kingscliff and Pottsville in consultation with communities, including consideration of social infrastructure needs, and consistent with requirements of such agencies as DIPNR and SES, churches and other community organisations (Tweed Futures Priority Actions Nos.29 & 35)	SPU/E&ODU/TEDC Community Organisations	SPU and E&ODU Work Programs	2004-9
Promote information networks in rural areas to improve services, & establish neighbourhood centres, through Community Technology Centres programmes, and use of village halls (Tweed Futures Priority Action No.29)	CP&D TEDC Volunteering Tweed (TTEC)	DIT&M, FACS TTEC	2004-9
Establish an Expert Advisory Panel on Urban Design (Tweed Futures Priority Action No. 27)	SPU, PTWG, Agenda 21	SPU Work Program	2004-5
Establish Tweed Futures Expert Advisory Panel on Community Development & Housing and adopt an Affordable Housing Strategy to ensure that there is a choice of housing and a range of tenures for each income	SPU Work Programs	Area Assistance Scheme \$0.055m	2003-6



Projects & Actions	Implementation	Financial Implications*	Priority
level available for families living in the Shire (Tweed Futures Priority Actions Nos.12 &13)			
Adopt Sustainable Neighbourhood Planning Principles in new release areas , including a pattern of local centres that are within walking distance of most dwellings	SPU, E&ODU DCPs & S94 Plans	SPU, E&ODU Work Program	2004-9
Adopt a Strategy for Appropriate Location of Housing and Services for Older People	SPU, E&ODU DCPs & S94 Plans	SPU, E&ODU Work Program	2004
Adopt a Local Crime Prevention Strategy , taking a community strengthening approach	SPU Work Program	Better Communities Program	2004
Amend the Socio-Economic Impact Assessment DCP (No.45) to take account of sustainability (Tweed Futures Priority Action No.4)	SPU, DAU	SPU, DAU Work Program	2005-6



7.2 Community Facilities: - Community buildings for interaction and self-support

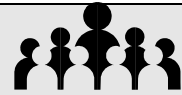


Appropriate facilities are essential to support the development of strong new communities, by building up their social capital and encouraging in each local area activities for social development, recreation, democratic debate, education, access to information and professional services, opportunities for personal contributions to the community, and creation of local identity.

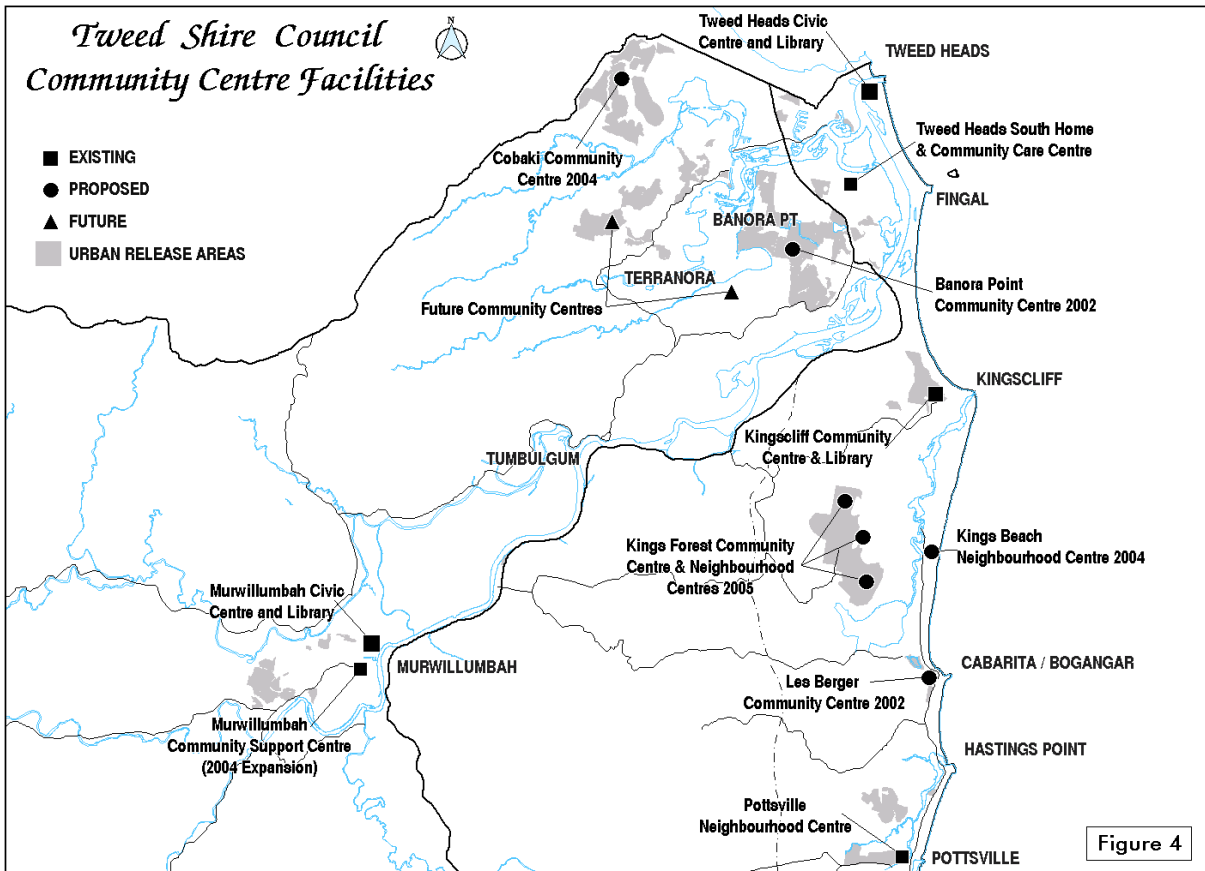
Provision of community facilities is a core activity of Local Government. The most commonly provided facilities are community and neighbourhood centres, open space, libraries and sustainable local transport infrastructure, but needs sometimes extend to facilities such as social housing or community respite facilities for communities with particular characteristics. Services based at community centres are usually operated by State agencies or funded community organisations. These centres need to be adaptable for frequently changing needs.

- **Community Facilities Policy & Program:**

As the population rapidly expands, many more facilities will be needed (see Figure 4). They should be funded by contributions from the new development as it occurs, rather than from general revenue when the need arises later. As the Strategy shows, provision through S94 can almost eliminate need for direct funding. A detailed draft Policy & Programme for Community Facilities 2000-2011 has been prepared separately.



Recently, progress has been made with the upgrading of the Les Berger Centre at Cabarita, construction of Banora Point Community Centre, and planning for expansion of the Murwillumbah Community Support Centre. The established Pottsville Beach Neighbourhood Centre has expanded by addition of a house for the CTC project, using its own resources. There is now a focus on providing improved community facilities for the Kingscliff area, and a youth facility for Pottsville. High priority facilities are included in the Strategy actions below. **Council will plan, fund, construct and manage in conjunction with the community a program of facilities to meet community needs.**



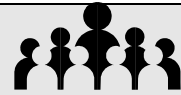


Strategy Actions for Community Facilities:

Projects & Actions	Implementation	Financial Implications*	Priority
Finalise Council's Community Facilities Policy & Program, including a Sustainable Local Transport Plan and a Disability Discrimination Action Plan, to enable timely provision through a S.94 Plan Tweed Futures Priority Actions Nos. 15 & 16	SPU, E&CS	Utilise existing staff resources	2004-6
Tweed Library Strategy - implement actions in 2000 Strategy for libraries at Kings Forest and Cobaki	E&CS	Utilise existing staff resources S.94	Depends on land release programs
Tweed Open Space Strategy - implement actions in 2002 Strategy and S.94 Plan to increase local provision and develop regional facilities	RSU	Utilise existing staff resources S.94	2004-9
Banora Point Community Centre - build Centre and facilitate community-based management through an Establishment Officer	CP&D E&CS	S.94 \$1.8m	2004-5
Murwillumbah Community Support Centre Expansion - consult with the community, design and build	MCSC, CP&D E&CS	TSC, HACC \$0.7m	2004-5
Kingscliff Community Support Centre, and Civic & Cultural Centre – consult with the community, design and build	CP&D E&CS	TSC	2005-6
Cobaki Community Centre - consult with the community, design and build	CP&D E&CS	S.94 \$1.28m	Depends on land release
Casuarina Neighbourhood Centre - consult with the community, design and build	CP&D E&CS	S.94 \$0.775m	2005-6
Kings Forest Community Centre and Neighbourhood Centres - consult with the community, design and build	CP&D E&CS	S.94 \$1.944m \$1.272m	Need to review as part of Kings Forest planning review



Projects & Actions	Implementation	Financial Implications*	Priority
Youth Centres – facilitate community projects in growing urban areas	CP&D E&CS	\$0.4m Pottsville State/Federal S.94	2004-9
Goori funerals - Investigate land for	CP&D E&CS	Unknown	2005
Country Public Transport and similar infrastructure programs - Implement to develop sustainable transport	E&ODU, SPU	DIPNR NSW \$0.095m	2004-9
Implement footpath, crossing, and similar urban space pedestrian infrastructure programs	E&ODU, SPU	TSC, RTA \$0.25m	2004-9
Implement Council's Cycleway Plan	E&ODU,	TSC,RTA \$0.575m	2004-9



7.3 Community Services: - Reduce disadvantage for community groups

Services selectively benefiting particular groups in the community help people to cope with any disadvantages and distribute social benefits more equitably.



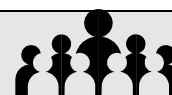
A proportion of these services is traditionally provided by Councils, but the majority are provided directly by State and Federal Governments, indirectly through community organisations (including churches), or by private organisations. The broad categories of services cover the following purposes:

- Children, youth support, family support
- Education, health, age support
- Social, recreation, lifestyle.

Council has included its funded services in programs in the Management Plan, 2004/2007. These are monitored, and may be amended annually as part of the Budget process.

- Service Capacity:

It is likely that some of the community programs are under-funded because of the strong growth of population, and will not achieve their targets in a reasonable timescale unless supplemented. This applies both to Government funded services, which have frequently under-estimated growth rates in Tweed, and some of Council's own services. Further resourcing has to be balanced against a wide range of demands on revenue, however.



- **Priority Groups:**

The difficult decision about which groups should be prioritised can be answered by reference to the numbers; there will be more older people needing assistance than other age groups. Many older people are experienced and have accumulated resources, however, and the most neglected age group may be young people who have to contend with issues like unemployment and education expenses with little experience and few resources.

These two priorities are reflected in the ‘Priority’ column of the table below. The actions to engage a ‘Worker to support Aged People’ and a ‘Youth Worker’ are recommended for 2005-6, ahead of the other recommendations.

- **Service Coordination:**

Most of the funding for services comes from Government sources, but the Council often needs to take the initiative to make submissions that ensure there is a local service. In other cases, a Government service may be ‘injected’ into Tweed without regard for any similar, complimentary or even conflicting existing services, or the local circumstances, and Council needs to act as coordinator to integrate these with the local service structures.

Limited progress has been made towards providing the three additional community workers previously identified as priorities – for Older People, for the Aboriginal Community, and for Youth. These are serious weaknesses in the community support structure.

Some progress has been made with services at the new Community Health Centre in Kingscliff, additional funding for Community Options, more Families First programs becoming operational, planning towards improved Early Intervention facilities, and building of Multicap respite facilities in Murwillumbah.

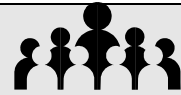
Council will maintain and support the community services necessary to meet the needs of Tweed’s growing population, prioritising services for older people and for young people.

Strategy Actions for Community Services:

Projects & Actions	Implementation	Financial Implications *	Priority
Expand resources for existing community services in line with population growth, by seeking grants and additional workers	CP&D E&CS	State/Fed agencies E&CS CDSE	2004-9 for older persons
Encourage investment in new services by agencies previously unrepresented in Tweed, such as Multicap or Canowindra respite for older people, or church youth and community programmes	CP&D E&CS community/church organisations	State/Fed agencies E&CS community fund-	2004-9 for young and older persons



Projects & Actions	Implementation	Financial Implications *	Priority
		raising/volunteers	
Worker to support Aged People within TSC - seek funding for (separate from disability)	CP&D E&CS	HACC	2005-6 for older pers, Ab'l comm.
ATSI Worker within TSC, and seek funding for projects, including action to conserve Aboriginal heritage	CP&D E&CS	Government sources	2006-7 for Ab'l community, women
Participate in the Families First Program , to maximise early intervention services for young families	Premiers Dept Regional Coordinator CP&D	Premier's Dept. \$0.787m over 3 years	2004-9 for children, women, Ab'l comm.
Collaborate with the Family Centre in Tweed Men's Project , to establish a Men's Resource Centre and maintain support for men and families in Tweed	CP&D Family Centre	Federal - FACS Dept \$0.19m	2004-9 for men, women, families
Support efforts to prevent violence against women , including staff training and promotional programs to increase public safety and social support opportunities for women	CP&D TS Women's Service Lifeline Comm. Health Police Service	Safer Communities Funding TSC	2004-9 for women, children
Expand early intervention services for young children with a disability , and improve facilities	CP&D E&CS	State (Dept. of Ageing, Disability & Home Care) CDSE	2004-9 for children
Youth Worker to increase Young People's support services and information , by facilitating community-based projects and activities.	YDO Family Centre Lifeline	TSC, State Gov't \$0.055m p.a.	2005-6 for youth, women
HIV /AIDS specialist service for Tweed – seek funding for	CP&D E&CS	State/Federal agencies	2004-9
Anti-homophobia projects - programs to provide support, and avoid discrimination on the basis of sexual preferences	ACON CP&D HR Unit	Area Assistance Scheme \$0.032m	2004-9



7.4 Community Groups: - Building blocks of the community



Community groups in the general population may be defined on the basis of age, sex, health status, culture or other characteristics. Defining these groups is helpful when looking at the wellbeing of the community. Children, for instance, have different needs from older people, and therefore must be considered separately as a group.

Groups which are particularly noticeable in Tweed Shire include older people and those with a disability, because of the large number of retirees migrating here; but other groups such as young people, and smaller groups such as Aboriginal people or Sikhs are also characteristic of the local culture.

Figure 3 shows the geographical diversity of local communities, suggesting that meeting their various needs requires efficient distribution of resources and efficient networks for transport and communication.

The many groups which make up the Tweed community are the Council's constituency, and it is essential that the Council monitors community attitudes and reflects these preferences in Management Plan expenditure

Some ways of improving the response of the Management Plan in terms of community expenditure may be:

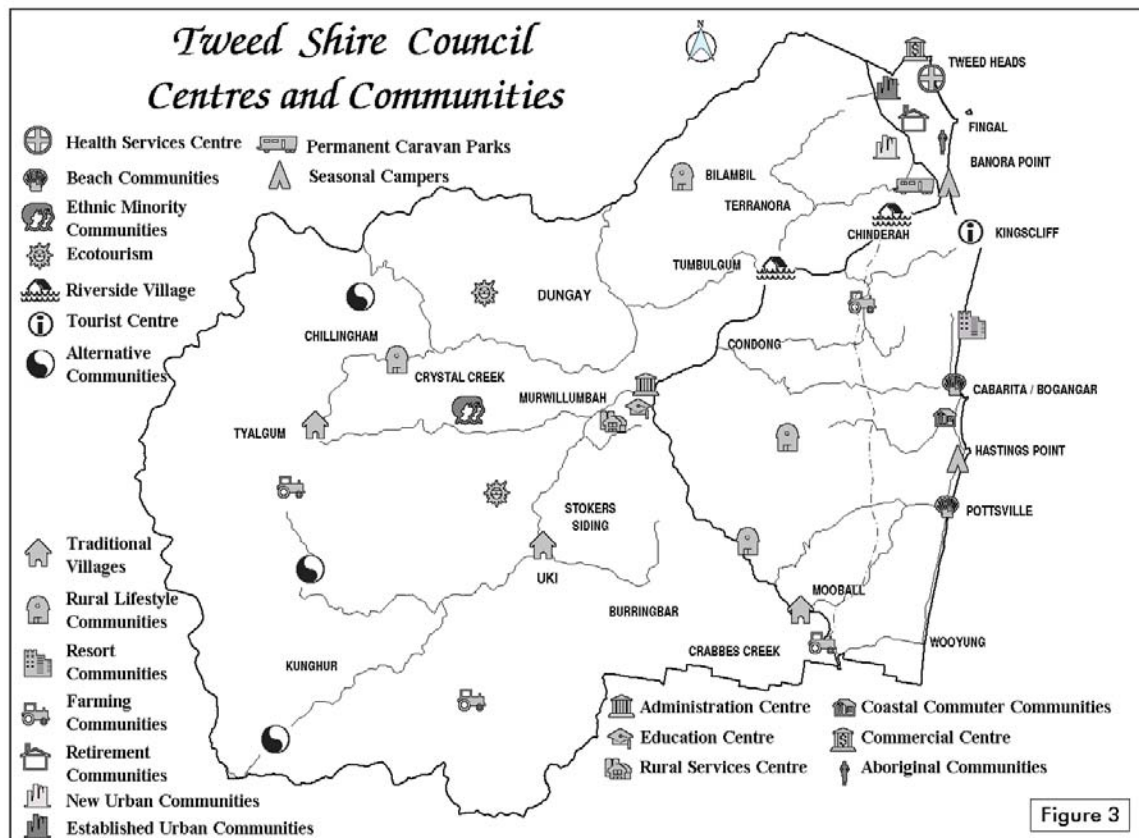
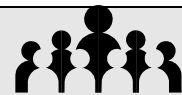
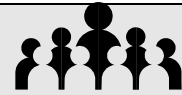


Figure 3

- To make Community Services/Facilities visible and identifiable as distinct Programs eg, by:
 - Creating a separate Operational Program for Community Facilities (as distinct from recreational, cultural or emergency facilities)
 - Creating a separate Operational Program for each Community Service and its providers (eg, Community Options),
 - Ensuring Budget Summary categories correspond to Operational Programs
- To ensure transparency in judgements about priorities for funding, eg, by:
 - Reviewing all Programs annually, without automatic continuation,
 - Recognising that Council is not merely a facility provider, but is also responsible for community services provision,
 - Recognising the importance of social capital for increasing community wellbeing, and its ability to reduce current major community costs for addressing anti-social behaviour, drug use, crime, mental health, suicide, family breakdown, homelessness, delinquency, etc. Community costs are often hidden, and are not generally assessed as part of Budget consideration.



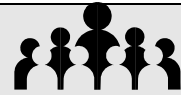
- Recognising that community circumstances and needs change frequently, so that funding provision must be able to be initiated in a short time scale.
- Recognising that services provided directly to people will require steadily increasing resources when population is increasing in the groups being serviced.
- To make the sustainable transport modes identifiable as Operational Programs, distinct from Roads, and adjusting relative funding levels to reflect the accepted transport mode priority for the sustainable modes.

The actions in the Strategy below are essential to monitor the circumstances and wellbeing of the various community groups on an ongoing basis.

Council will establish social indicators, consult with the community and monitor socio-economic conditions to inform its policies.

Strategy Actions for Community Groups:

Projects & Actions	Implementation	Financial Implications	Priority
Consult with the community widely, regularly and systematically to continually reassess community preferences	Communications Policy /CP&D Team	Existing Council resources	2004 Strategic Plan Review, and ongoing
Initiate measurement of wellbeing of community groups using sustainability indicators in Tweed Futures 04/24, and input into the State of the Shire Report	CP&D Team	Existing Council resources	2005
Continually review Management Plan Programs , to compare value for money between different programs in improving the wellbeing of community groups (Tweed Futures Priority Action No.11)	SPU/E&CS /Corporate Services	Council/ State/Fed Agencies	Annually
Implement further recommendations from Issue Papers for community groups, that are within Council's capability	See list of Issue Papers (Attachment 5)	Subject to specific Council approval	As resources available



APPENDICES:

Attachment 1: Needs Assessment for Target Groups:

Each of the nine Needs Assessments set out here provides:

- Summary demographics for the Target Group in Tweed Shire,
- A 'box' of information from the Tweed Futures Telephone Survey to help show how the needs have been expressed. Quotations from the responses are included to illustrate the thinking behind them.
- A discussion of current issues affecting the Group,
- Group status, or conclusions about the wellbeing of the Group,
- Suggested social indicators for the wellbeing of the Group,
- Comment as to how actions for the Group are integrated with other Council or Agency plans,
- Comment on implications for Council's sustainability policies.

Target Group: Children 0-11 Years

Demographics: In 2001 there were 11,182 children aged 0-11 years (5799 male and 5383 female), which represented 15.0% of the total population. This compares with 10,926 children, or 16.3% in 1996. Total numbers in the 5-11 category have increased in the Census period, but in the 0-4 category they have decreased.

Attendance at schools in the Shire in 2001 was: pre-school 977 students; Government primary 4751, Catholic primary 1161, Other non-Government 777, total

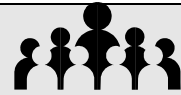
Attitude Statement: *'This is a good place to raise a family'*

Consultation Response: *Agreement Level – Ranked 1 out of 20*

98.2% Agree- 4.9% Disagree

Survey Quotes: *'Keeping the environment and the place where we live as the residents want it, so as it is not changing too much' 'Getting the environment into context with development, and not let development take over completely'*

Survey Response Analysis: *'Agreement was highest in Murwillumbah and the Other Rural areas, and lowest on the Coast. Agreement was significantly lower among people aged over 65 years, 'older couples' and also among males. Residents of 3-9 years and 20-29 years recorded lower agreement. Business owners recorded high agreement.'*



primary 6689.

Current Issues:

Focus on Child Support Services: Many agencies provide services for families with children. They include the Community Health Service, Bugalwena, Families First, Family Day Care, pre-schools and private childcare centres.

Facilities: Council contributions for the well-being of families are largely facilities; they include local halls and centres for community groups, play groups and pre-schools; baby health centres; recreation facilities such as aquatic centres, open spaces, sports grounds and cycleways; libraries, art gallery and museums.

Level of Service: There is growth in the services and facilities for this Group, but some are lagging behind population growth due to lack of resources, and there is a need for good coordination. A declining level of service on a per capita basis threatens as population expands.

Status: A high level of resources is required from all agencies, with adequate coordination mechanisms. Council needs a long-term programme for community facilities to ensure timely funding through S94, and timely provision of the facilities in new urban areas, to support the State Government focus on services for young children.

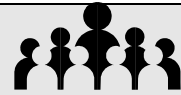
Indicators: The percentage of families with children 0-11 years as a proportion of all families, and as a proportion of all families with children. The number of children 0-4 and 5-11 years recorded at each Census.

Integration with Other Council or Agency Plans: Council plans for various community and recreation facilities should always consider the needs of this Group. Agencies and community organisations can achieve more through cooperating and sharing resources, including community facilities.

Implications for Sustainability: Families with children tend to utilise more resources than families without children, including higher expenditure of income, more vehicle travel, more use of open space and use of family based community services. A continuous and coordinated planning approach will be needed to maintain adequate levels of facilities and services for both children and families. Council could play a facilitating role in the planning process.

Target Group: Young People 12 – 24 Years

Demographics: In 2001 there were 10,257 young people 12-24 years in the Shire (5316 males and 4941 females), which represented 13.8% of the total population. This compares with 9,350 young people, or 13.9%, in 1996. There has been a significant increase in numbers during the Census period, despite a percentage reduction.



Attendance at educational institutions in 2001 was: Secondary schools 4910, TAFE 1588, Tertiary institutions 972, Other institutions 390.

Household relationships of the 7051 young people aged 15-24 in 2001 were described as: 210 married, 500 de facto partners, 170 lone parents, 2,691 dependent students, 1,950 non-dependent children, 239 other related individuals, 206 unrelated individuals living in family households, 376 group household members, 227 lone persons, 413 visitors from within Australia, and 69 overseas visitors.

Attitude Statement: *'There is plenty for young people to do'*

Consultation Response: *Agreement Level – Ranked 19 out of 20*

46.9% Agree - 45.7% Disagree

Survey Quotes: *'Focus on employment, getting jobs for the youth' 'Another community pool in Pottsville' 'my daughter said that she hoped she wouldn't stay in Kingscliff forever because of the lack of jobs' 'It needs to be looking at the teenagers. There needs to be youth activities and events for sport recreation'.*

Survey Response Analysis: *Agreement levels were higher in Tweed Heads and Murwillumbah where more youth activities are accessible. Agreement was also higher in the 35-54 age groups than other age groups, and among business owners. It was lower among new residents.*

Current Issues:

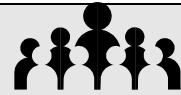
School System: While young people are at school there is a range of activities and information for them, provided by the school system and its extensions into family life, and community organisations such as sports clubs or Council recreation facilities.

Post-School Gaps: After school there are gaps where young people can drop out of the system and encounter problems, particularly around drugs and the limited availability of employment. Up to a third of young people do not participate in work or education at this stage. The results show up in this age group being over-represented in crime statistics.

Youth Development: The community and Council put few resources into youth development work to directly support teenagers or young adults. There is a need to bolster community efforts to provide youth activities, information and guidance. This requires trained youth workers and related professionals in such areas as juvenile justice. Council is developing a new approach to crime prevention through its "Better Communities Program", which will emphasise youth support programmes.

Tertiary Education: The expansion of tertiary education courses in the Shire to maximise the proportion engaged in education and retain young people should be a high priority.

Youth Employment: In the 20-24 age group only 32% have full-time employment, and unemployment in this group is twice the general unemployment rate. Local initiatives for permanent employment projects by local businesses and organisations are needed to address the serious youth unemployment problem. The Council should expand apprenticeship and other training programmes in its own workforce.



Status: Youth development services for teenagers have been inadequate, resulting in significant problems in the areas of life skills training, recreation, employment and anti-social behaviour. Significant resources need to be directed towards supporting the development of young people. Local programmes need to be fostered in addition to those available through State agencies.

Indicators: The proportion of the 20-24 age group employed full-time and part-time; the proportion unemployed; the proportion in education and training; and the proportion neither employed nor in education.

Integration with Other Council or Agency Plans: Council can coordinate local organisations with youth support programmes that are available through the Attorney General's Dept. Council can facilitate plans and programmes by tertiary education institutions.

Implications for Sustainability: Increased employment and educational opportunities will be needed to offset current high unemployment rates amongst young people. Council can respond on a number of levels by supporting applications for enterprise development which creates employment for young people, by advocating for expanded educational and training initiatives and by exploring the capacity to implement a youth training and employment strategy in its own workforce.

Target Group: Women

Demographics: In 2001 there were 38,184 women counted in the Census, including 3006 who were visitors. Over the age of 75 the number of women greatly exceeded men in each age cohort. There were 4,059 widowed and 3,263 divorced women. A higher proportion of women than men had religious affiliations, and a higher number attended tertiary education courses. A higher proportion of women had low incomes compared to men. 2,950 women were lone parents, compared to 553 men. 4,330 women lived alone, compared to 3,435 men.

Attitude Statement:

There was no Statement in the survey specifically addressed to women, but the Statement 'There is a good sense of community' was more strongly supported by women than men:

Consultation Response:

Agreement Level – Ranked 6 out of 20

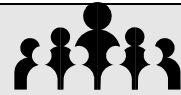
88.5% Agree – 9.7% Disagree

Survey Quotes: *'It's very good, we're retired and on the pension and there's just about everything here that we could possibly want' 'Fresh, new, clean, and I tell my friends in Sydney that it's paradise. The climate is very good, there's still plenty of greenery and its new and the people are very relaxed and friendly...'*

Survey Response Analysis: *There were significantly higher scores in Murwillumbah and the Rural Areas, among women rather than men, people under 35 years of age, non-business owners, and people who had lived in the Shire less than 3 years.*

Current Issues:

Community Organisation: It is usually women with or without children who develop the sense of neighbourhood and community life. The sense of community is



characterised by women's innate ability to communicate and cooperate in communal life, and the traditional role of women as organisers of family life and as carers.

Role of Women: The Community Development Plan – Women's Issue Paper (2001) described the female population as living longer than males (by 3-2 in the 80+ age group) and preferring to live in the larger urban centres. Women are less well represented in the labour force than men, with more in part-time employment, fewer unemployed, more occupied in clerical and service occupations. There are significant income differentials between men and women, and most one-parent families are headed by women. They choose to study courses in administration, health, education, society and culture, and are significantly more likely to undertake tertiary courses than men, though there are fewer qualified women. 37% of women were in full time employment compared to 61% of men, with 47% working part-time. The proportion of widowed, divorced and separated women has been rising, and the number of self-supporting women in these categories is almost twice the total for men, due largely to greater longevity. The social security system provides a number of pensions and allowances that are wholly or substantially for the purpose of supporting women. On the other hand, women appear to use disability services less than men.

Women's Services: The major funded women's services in Tweed Shire include the Women's Resource Centre run by TV Women's Service, one women's refuge and 4 exit houses, domestic violence and crisis helplines, the Domestic Violence Court Support Service, The Family Centre Inc. services for women and children, the Pregnancy Support Group at Community Health, the Families First Program, the Women's Health Service, Bugalwena Aboriginal Health Service and Community Options for frail aged women.

Service Gaps: Gaps that have been identified include a lack of basic local services to refer women to, a critically low level of crisis service, waiting lists for sexual assault counselling and family support services, lack of services for depression, anxiety disorders and mental health problems, lack of affordable housing, few female doctors, lack of parenting and relationship support, lack of respite or occasional care for children, and lack of public/community transport.

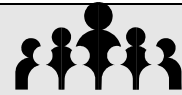
Status: Shire growth means that 1000 additional women each year may need to rely on services that are struggling to meet demands.

'Women are more socially disadvantaged than men, as they often have less education, earn less, are less likely to own their own home, are more likely to be single parents caring for children, and in old age are more dependent on the pension, and live alone' (Women's Health Strategic Plan, NRAHS).

A range of initiatives is identified in the Issue Paper include community building, education, social support, counselling and safety provisions.

Indicators: Median income; number of women in full-time and part-time work; proportion of women receiving social security benefits other than Age Pension and Labour Market Allowances; a measure of affordable housing availability.

Integration with Other Council or Agency Plans: There are several agencies that Council can liaise with to assist women. Related plans include: NRAHS Women's



Health Strategic Plan, Families First Workplan 2004, Tweed Shire Women's Health Service Inc. Annual Reports.

Implications for Sustainability: Women greatly contribute to sustaining community cohesion through their caring role and through volunteering and in turn need to be supported through issues that create isolation and difficulty in maintaining independence and health. Council can continue to participate in planning forums that take these needs into account and can add strength and support to agencies seeking resources to meet these needs.

Target Group: Older People

Demographics: In 2001 16,992 people were aged 65 years or more (9,038 women and 7,954 men). This compares to 14,678 in 1996. The proportion of older people expected throughout NSW in 20 years already exists in Tweed – 22.8% over 65 years.

Two thirds of people over 65 years had individual incomes between \$160 and \$399 per week. A high proportion lived as lone persons(3866), or were visitors in the households of their relatives and friends (1776).

Attitude Statement: *'This is a Safe Place to Live'*

Consultation Response: *Agreement Level – Ranked 2 out of 20*

91.9% Agree – 6.9% Disagree

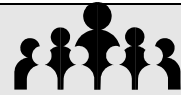
Survey Quotes: *'Lot of retired people in area; strong priority, not as much family area but more retirees; keep eye on homes and hospitals, and sense of looking after them' 'Crack down on young kids doing the wrong thing'.*

Survey Response Analysis: *A lower level of agreement was recorded in Tweed Heads and Murwillumbah than in the Coast and Rural areas. Business owners recorded a lower level also. Young families and mature singles recorded a higher level than older couples and other families. People over 65 felt less safe than others.*

Current Issues:

Security: The older population is particularly vulnerable to crime, and to perceptions of insecurity. Council has prepared the Tweed Coolangatta Community Safety Action Plan and is in process of preparing a shire-wide Plan. A number of organisations such as Neighbourhood Watch, supported by the Police Force, are promoting improved security. The Police also actively support the PCYC in its work of providing activities for young people, including some who have been offenders.

Support for Living at Home: Local community services for older people are aimed at supporting them to remain living at home, or to facilitate suitable housing for them (Refer to Community Development Plan Issues Paper – Older People). While many support services have been provided with State funding, there is a constant need for increased resources because of the increasing population. Services such as Community Options have to limit the number of new clients according to their funding, and it is recognised that people who should be being helped are not receiving services.



Isolation: Outside the major centres isolation is a common problem. This is partly a result of over-centralisation of services, and partly lack of public/community transport. Police services rely on mobile units, and officers in police stations are not accessible outside the three main towns, with only one station open 24 hours. School bus services and pre-booked TBB Community Transport are the only transport available outside the main centres and their connecting roads. Many groups in the community are unable to use private cars – young people, older people, people on low incomes and pensions, people with disabilities and those in poor health, some members of one-car families.

Housing Location: For the above reasons, housing for older people in new development needs to be planned and provided in very accessible locations, with an adequate range of services close by. Many nursing homes and retirement villages have been developed in isolated areas with no services, making the residents prisoners unable to participate in or contribute to the community. Two thirds of Tweed households consist of one or two people, yet most new dwellings have three or four bedrooms. There is a need to explore alternative designs for our housing stock to economise on the area of land used, the cost of housing, the burden of housework and garden maintenance, and the distance between one another.

Volunteering & Participation: Tweed is fortunate in some ways in having a large population of older people who want to volunteer and participate in community activities and services. Some community support services exist solely because of this resource, operating without any official funding. In other cases, Government funding is stretched further, and the spirit of public service is enhanced. Volunteering Tweed was created to develop this resource further. The Tweed Aged Interagency encourages agencies to work together.

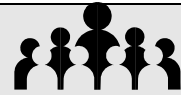
Lifestyle: The older population also shapes the services and lifestyle of Tweed. It provides the clientele for a large recreational club industry and recent expansion of restaurants, which in turn leads to an emphasis in hospitality in local training courses, and flavours the cultural activities and events in the Shire. An emphasis on health and personal services also leads to local employment for many.

Status: There is a constant need to expand support services and information for older people. These include security, food, health, recreation and education, home maintenance, respite for carers, access and transport among others. For mutual benefit, older people also need to be engaged by and contribute to community activity.

Indicators: Proportion of population over 65 years; proportion of population receiving the age pension, or age-based rate rebates.

Integration with Other Council or Agency Plans: Council strategies for recreation, community facilities and cultural activities are relevant to the needs of older people. State agencies such as Dept. of Community Services and Dept. of Ageing, Disability & Home Care that provide most funding for support services have their own policies and programmes.

Implications for Sustainability: In social and economic terms, there are real benefits in encouraging older people to participate in community activity, both



voluntary and paid, to enable them to remain living independently. In environmental terms, exploring new patterns for housing older people would enable them to participate more easily, and avoid creation of isolated aged enclaves.

Target Group: People with Disabilities

Demography: In 1993 it was estimated that 16.44% of the Shire population (8,193 persons) had a disability at that time. In 1997 there were 2757 disability support pension recipients in Tweed Shire.

In 1998 21.2% of Australian adults had a disability, but the rate varied with age: 8.9% of 15-34 year olds, 20.9% of 35-64 year olds, and 52.3% of those 65 years or more (ABS 1998 Survey of Disability, Ageing and Carers). Of those with a disability, 23.7% in the age group 15-64, and 30.7% aged 65 or more had a profound or severe restriction. The estimated number of people with a disability based on Tweed's 2001 population of 74,380 is 15,768.

Attitude Statement:

There was no Statement in the Survey specifically concerning People with Disabilities, but the Statement: 'There are Adequate Community Services and Facilities' includes services for this group.

Consultation Response:

Agreement Level – Ranked 12 out of 20

72.4% Agree – 23.4% Disagree

Survey Quotes: *'The upgrade of the facilities, ie, the police station that closes at 4 pm, and the hospital which is too far away and under-staffed' 'Medical and health staff. We need them so desperately. You can't keep going to the hospital on a weekend if you're ill then have them tell you not to come' 'Age care facilities, they are badly run, and they are inadequate for looking after the elderly, in terms of food preference and activities'.*

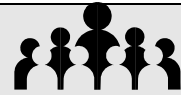
Survey Response Analysis: *Higher agreement was recorded in Tweed Heads and Murwillumbah where most facilities are located, with much lower agreement on the Coast. People under 35 years and over 65 years, new and long term residents, and business owners, also recorded high agreement. People 55-64 years recorded low levels of agreement.*

Current Issues:

Local Support Services: Council auspices Community Options, employs a community worker to provide Ageing & Disability support, and provides community facilities for general support activities, such as the proposed Murwillumbah Community Support Centre expansion project, and buildings which support aged care and disability support agencies and their clients such as the South Tweed Home and Community Care Project and the Respite Cottage at Kingscliff..

Following the Disability Discrimination Act, 1992, Council has prepared a Disability Access Policy and Action Plan, which has not been finally adopted.

Many services receive funding from State and Federal Governments, including On Track, (for people with mental health issues and people with a disability) Tweed Challenge (for people with a disability), Tweed Community Options (for people who are frail aged and people with a disability) and Tweed Valley Respite Service (for people with a disability, the frail aged, people experiencing dementia and carers of these groups).



Council actively supports the Tweed Disability and Aged Care Interagencies through meeting facilitation, following up on issues raised and secretarial support.

Service Gaps: Consultation for the draft CDP Disability Services Issue Paper identified a number of unmet needs including:

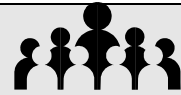
- An 'Independent Living Centre' (information and display centre for aids and appliances for frail aged or people with disabilities),
- Access to financial assistance and suitably modified housing for people with a disability,
- Access to a residential respite facility for children with complex needs even when funds are available to purchase respite,
- Insufficient rehabilitation assistance for people in residential care to prevent deterioration in health and mobility of people in nursing homes,
- Insufficient therapy services for young people with a disability, with demand greatly exceeding supply,
- Lack of integrated assistance with housing for people with mental health issues, and with assistance for housing and access to opportunities to develop living and social skills. For example, there are 20 beds at Tweed Heads Hospital to assist in a mental health crisis, but inadequate levels of community services to assist when the person leaves hospital,
- Lack of a grief counselling service to assist carers when the person they have been caring for dies,
- Lack of a linen service for carers caring for a person in their home,
- Insufficient transport assistance from hospital to home,
- Lack of a 'Neighbourhood Aid' scheme where community volunteers can assist in small ways that will enable the person to continue living in the community,
- Lack of an updated disability access map.

Some of these issues could be addressed by voluntary group action, but most require funding resources.

It has been suggested that the growth in demand for support services justifies Council employing an Aged Care Support Worker in addition to the present worker, who could then address Disability issues on a full-time basis.

Status: There is a major discrepancy between resources available and growing demand, that needs to be met by both additional Government funding and assistance by local community groups.

Indicators: Number of people with a disability assisted by various programmes; number of disability pensions.



Integration with Other Council or Agency Plans: Agencies and Council already network extensively, including through the Tweed Disability Interagency.

Implications for Sustainability: The number of people in the Tweed with a disability will grow, especially as the population ages. Sound coordinated planning facilitated by Council and supported by advocating for adequate funding will assist in their capacity to actively and equitably participate in the community.

Target Group: Aboriginal & Torres Strait Islander People

Demography: In 2001 the number of indigenous persons counted in the Census was 1,867 (2.6% of the total population), made up of 1,349 Aboriginals, 252 Torres Strait Islanders, and 266 who identify as both Aboriginal and Torres Strait Islanders. This total has increased from 1,461 (2.2%) in 1996.

Attitude Statement: *There was no Statement in the Survey specifically concerning Aboriginal people, but the Statement: 'You can get to know your neighbours' encompasses reconciliation together with other social capital building.*

Consultation Response: *Agreement Level – Ranked 3 out of 20*
91.7% Agree – 5.8% Disagree

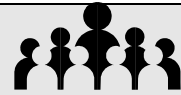
Survey Quotes: *'Create community festivals and public festivals. It gets the community involved. Its good to get the young and old together' 'They need to have community activities running so there are things people will want to be part of' 'More communication. Let the people know what's going on. The newsletter is quite good, but it's too brief'.*

Survey Response Analysis: *Agreement was highest in Murwillumbah and lowest in Tweed Heads. High agreement was also recorded by people under 35 years and between 55 and 64 years. There was lower agreement by people over 65 years and older couples. New residents recorded high agreement, but residents between 10 and 29 years recorded low levels.*

Current Issues:

Disadvantage: The Aboriginal community continues to be disadvantaged and marginalised in a number of ways. There is a high rate of Aboriginal youth in the justice system, and a high unemployment rate (18%), resulting in a prevalence of low income families, some of whom are also transport disadvantaged and unable to participate in community activities such as playgroups. Within the community, there is concern about the younger generation losing its cultural knowledge and discontinuing traditional practices, due to external influences.

Support Service Needs: The Community Development Plan – Aboriginal & Torres Strait Islander Issues Paper (2001), prepared by commissioned members of the local community, reviewed many aspects of this community and produced a series of recommendations. These dealt with Aboriginal community hall facilities, the need for a worker to liaise with the Council, transport services, health workers and services, youth programs and consultation, documentation of culture and history, gathering of traditional foods, land for funerals, communication of information to the community, provision of housing, and culturally appropriate consultative practices. Although some have been translated into the Social Plan, it has been difficult to obtain sufficient priority or funding for many of these projects.



Resources: Prior to the 2004 Council Elections the Council-sponsored a mentoring program that enabled an Aboriginal candidate to stand for election. Though the candidate was not successful, useful experience was gained and connections made.

An Aboriginal Advisory Committee to liaise with Council has existed for several years. It has been proposed to employ an Aboriginal worker to support this Committee and work in the Aboriginal community, but a search for external funding for this position has been unsuccessful so far. There have been communication gaps between Aboriginal and non-Aboriginal organisations and service providers.

Aboriginal heritage issues sometimes arise in relation to proposed developments, but are usually researched and taken into consideration.

Status: While the issues of the indigenous community have been included in the broader community agenda, the generally low level of priority for most community projects and the numerically small size of the Aboriginal community means that little funding could be devoted to Aboriginal projects.

Indicators: The number of people identifying as ATSI. The numbers of Aboriginal youth in the justice system.

Integration with Other Council or Agency Plans: The Local Aboriginal Land Council has prepared its own plan.

Implications for Sustainability: Actively providing opportunities for people of Aboriginal & Torres Strait Islander backgrounds to participate in community decision making and initiatives, and active acknowledgement of traditional ATSI customs and history will assist in promoting equity, access, recognition and opportunities for these community members

Target Group: People from Culturally and Linguistically Diverse Backgrounds

Demographics: At the ABS Census 2001 there were 10,636 people resident in Tweed who were born overseas, but of these 5,221 were born in the United Kingdom and 1,887 in New Zealand. The largest groups from other cultural backgrounds were from Germany-415, Netherlands-362, The Philippines-227, Italy-207 and India-157.

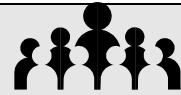
Only 2037 people spoke a language other than English at home, including German, Italian, Netherlandic, Chinese, French and Tagalog. Only 167 people were recorded as speaking English 'not well or not at all'.

Religious affiliations with other cultures included Buddhism-495, Hinduism-313, Orthodox Christian-210, Islam-73 and Judaism-44.

Attitude Statement: *There was no Statement in the Survey concerning people with a CALD background, but the Attitude Statement 'You can get to know your neighbours' referred to in Target Group 6 encompasses social capital building.*

Current Issues:

Integration: A Multi-Cultural Information Day auspiced by the Disability and Aged Information Service Inc. (DAISI) was held in February, 2004. 300-400 people



enjoyed fun, food and entertainment, while making contact with many local organisations such as Centrelink and Dept. of Fair Trading.

Community Information: A small survey was carried out to gather information on how people from multi-cultural backgrounds obtain knowledge about local community services; the leading information media are newspapers/leaflets, television and word of mouth/friends. The largest group attending came from the Philippines; other local cultural groups include Bahai, Hare Krishna and Sikhs. Most of the respondents were relatively fluent in English language, as would be expected in an area which is not a point of entry for migrants.

Service Gaps: Issues raised by the survey included: the possible need for a CALD centre or information office; and a possible need for funding for a CALD community development worker position.

Status: The proportion of recent immigrants being relatively low in this area, most CALD people have chosen to come to this area and are quite well integrated into society.

Indicators: The proportion of the population with a CALD background.

Integration with Other Council or Agency Plans: There is some overlap with Councils Cultural Policy.

Implications for Sustainability: Actively recognising and celebrating the diversity of culturally and linguistically diverse groups (CALD) in the Tweed will assist in promoting equity, access, recognition and opportunities for participation for these community members.

Target Issue: Community Transport:

Demographics: The ABS Census 2001 Journey to Work data identified 18,599 people who travel to work in the Shire, although work is not a large travel generator, affecting less than one in three people. Of these, 15,936 (85%) were drivers or passengers in cars. 1,383 workers (7.3%) used sustainable modes – 856 walked (4.5%), 285 (1.5%) used a bicycle and 242 (1.3%) used public transport.

If it is assumed that Tweed people use public transport as much as people on the Gold Coast (5.1%), then 3.8% would use it for non-work purposes.

In 2001 the 30,284 Shire households owned an estimated 38,030 vehicles. 3,209 households had no motor vehicle, 14,933 owned one vehicle, 8,043 owned two vehicles and 2337 owned three vehicles.



Attitude Statement: *'There is good access to public transport'*

Consultation Response: *Agreement Level – Ranked 18 out of 20*

48.8% Agree – 46.9% Disagree

Survey Quotes: *'The highway to go away – its causing too much pollution and noise, I'm continually having sinus problems now' 'The traffic in South Tweed needs addressing as it's a horror, there's too much congestion' 'I think the transport should be improved, to have more of it, and improved hours. A better system' 'Public transport; we need a train line and bus services (in rural areas).'*

Survey Response Analysis: *Agreement was highest in Tweed Heads (63.4%) and very low in Other Rural areas (14.7%) where there are few transport services. Fewer females than males agreed, fewer people under 35 years, and fewer young families or new residents.*

Current Issues:

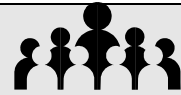
Transport 'Rich' and 'Poor': Census data is only available for travel to work, which is not the major travel purpose in Tweed, representing only around a quarter of total travel. Travel to work is dominated by private car use, with small sections of the community using public transport, walking and bicycles. Public transport is only available in Tweed Heads, Murwillumbah, along the Coast and between those centres; most rural areas have only a school bus run, or Tweed Byron Ballina Community Transport services. Tweed has high proportions of the community groups who can't drive; - older people who prefer not to drive for health reasons; young people who don't have a licence; people on low incomes who find it difficult to afford motoring costs; and members of families with only one car that is used for work during the day.

Rail Services: In May 2004 the nightly XPT rail service from Murwillumbah to Sydney was cut back to Casino, necessitating reliance on road coach links to Casino. The train service provided affordable transport for long distance travel more adequately than coaches can. Suggestions for a regional rail service are being investigated.

Local Planning: The Council has an advisory community Access Committee, and a Public Transport Working Group (part of the regional Public Transport Development Project) that promotes public awareness and coordinates local transport matters. It has prepared a draft Sustainable Local Transport Plan to promote the sustainable modes.

Infrastructure Priorities: There has been increased expenditure on road building, and smaller increases in cycleway and footpath construction, with little investment in public transport services (except infrastructure provided by Ministry of Transport grant schemes) or Community Transport programs. Council has a Road Safety Officer, a Pedestrian Access & Management Plan and a Cycleway Plan.

Fragmented Responsibility: The Community Development Plan – Transport Issue Paper (2001) discusses possible improvements for the many transport-disadvantaged people who are responding to community surveys. Responsibilities are shared between Health Dept/Ageing & Disability/HACC for TBB Community



Transport (supplier of accessible transport), NSW Dept. of Transport for policy, regulation and infrastructure (SEPP No.5 requires community facilities to be accessible to nursing home residents), and Council for integration of transport and land use (a model community design incorporating transport solutions in the Sustainable Local Transport Plan and the Disability Action Plan needs to be implemented).

Resource Options: Resources for transport innovation are very limited, but priorities identified include: audit of existing services to determine how far short of need the current system is; investigation of a 'mobility management model' to provide a regional central coordination office for supply of transport information; a Development Control Plan for SEPP No.5 to ensure appropriate location of retirement villages with community services; cooperation of medical practitioners in timing appointments for less mobile patients; better utilisation of the school bus system by publicising schedules for general community use; training of volunteers to act as local transport service information providers; 'Access Guides' and guides for people purchasing houses to help them consider transport accessibility; liaison with Centrelink and Community Health for better information on transport needs of unemployed people and those in training.

Status: There is a need for Council and other transport agencies to focus resources more directly on addressing real transport service deficiencies affecting people's basic needs, their health and ability to participate in the community, rather than on those people who are able to provide their own transport, who already have adequate transport.

Indicators: The sustainable transport mode split; the number of trips provided by TBB Community Transport and similar community transport services.

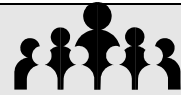
Integration with Other Council or Agency Plans: DCP No.16, (Subdivision) and DCP No.2 (Site Access & Parking) are important for transport/land use integration. The North Coast Regional Environment Plan includes transport policies. Agencies such as NRAHS and Dept of Ageing, Disability and Home Care have strategic plans that include transport policies.

Implications for Sustainability: Appropriate transport policies are crucial in determining the sustainability of urban development.

Target Issue: Affordable Housing

Demographics: In 2001 Tweed Shire had a total of 32,974 dwellings, of which 19,107 were separate houses, 4,599 were semi-detached/row/townhouses, 3,857 were flats/units/apartments, and 2,611 were caravans/cabins/houseboats/tents/or flats attached to shops and offices.

14,560 dwellings were fully owned, 5,701 being purchased, and 8003 rented (including 786 rented from Housing Dept.). For those being purchased, the most common monthly loan repayment was \$800-\$999; and for those rented more than half were in the range \$100-\$200 weekly.



In 2001 the Shire comprised 7,163 couple families with children, 9,129 couple families without children, and 3,503 one-parent families (this excludes 7,765 lone person households).

A total of 18,371 individuals had weekly incomes less than \$200, 18,224 had incomes between \$200 and \$400, and 9,431 between \$400 and \$600, with 9,262 individuals higher than \$600 (a weekly loan payment or rent of \$200 represents 33% of an income of \$600, a measure of housing stress).

Attitude Statement: *'It is still affordable to live here'*

Consultation Response: *Agreement Level – Ranked 14 out of 20*

67.2% Agree – 30.4% Disagree

Survey Quotes: *'to make sure that there is enough housing; public housing as there's always enough homes for people to buy' 'There isn't enough housing for the elderly and the poorer community. They need more housing for people that can't afford much'*

Survey Response Analysis: *Higher agreement was recorded in Tweed Heads and Murwillumbah, but much lower levels on the Coast and in Rural areas where there may be fewer affordable housing opportunities. People less likely to agree included women, people between 35 and 55 years, young, middle and mature families, and new residents. Those resident for between 3 and 9 years agreed strongly.*

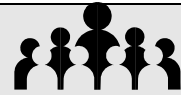
Current Issues:

Affordability & Choice: Housing prices have become significantly less affordable in Tweed over recent years, as the national housing boom has spread its effects through the region. This has emphasised the role of local authorities to ensure an appropriate framework for growth of private housing; not merely the physical infrastructure required, but also to ensure a range of accommodation types in accessible locations, providing reasonable choice in the various price segments of the market; and to ensure that the whole urban design achieves desirable social objectives of amenity, safety and convenience. As an example, the tendency to build predominantly 3-4 bedroom houses does not match the dominant 1-2 person household pattern in Tweed.

Caravans Parks: Caravans are a significant form of long term housing, providing 9% of Tweed's housing stock. They have been a lifestyle choice for retirement, and also one of the few short-term crisis housing options in the area.

Public Housing: Public housing supply is very low at 3% of stock, compared to the 5.5% State average. Department of Housing is the major provider in the public sector, managing 800 properties(for which there are 2000 applicants), and replacing older buildings with new medium-density development. It also leases housing for 3-10 years to ease the waiting list, provides Rentstart, and works with Tweed River Valley Fellowship to house people with a disability and mental health issues. The Dept. prioritises clients with a disability, a severe medical condition or aged over 80 years.

Crisis Accommodation: All forms of crisis accommodation in Tweed are under pressure, from women's refuges to homeless youth accommodation. Respite accommodation for frail aged people, and also for young people with a disability, is in



critically short supply. Similarly, supported accommodation for mental health patients is in very short supply.

Isolation: Older people living in isolated locations and having no transport is an issue in the upper Valley areas. If they are not able to find suitable accessible housing, they will in many cases become clients for a range of support services.

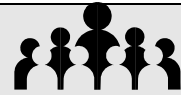
Housing Strategy: The Community Development Plan Working Group prepared a Housing Issue Paper and action plans for housing in 1998, but without a dedicated officer was unable to execute projects. Tweed Shire now shares a Housing Officer position with Byron Shire. Funded by the Area Assistance Scheme, this position is enabling priority projects to be implemented in a Housing Strategy.

Status: A Council housing strategy is needed to protect the interests of the weaker players in the housing market, and to ensure affordability, sustainability and liveability are achieved as new urban areas develop.

Indicators: The number or proportion of 1 and 2 person dwellings constructed; the number of homeless people; the length of the waiting list for public housing.

Integration with Other Council or Agency Plans: Council's Residential Development Strategy deals with different aspects of the same subject. The Housing Dept. has a Tweed Strategy.

Implications for Sustainability: Present market housing directions are not sustainable in terms of land consumption, infrastructure costs, transport efficiency and energy use, and require implementation of a Council policy framework to establish efficient and sustainable design parameters in accordance with Government policies. Present market housing trends do not meet the needs of the large proportion of low-income earners in the Tweed and a range of private and public sector strategies are needed to accommodate the housing needs of this group. Council will facilitate an Expert Advisory Group to explore and respond to this issue.



Attachment 2: Issue Statement used in consulting with Community Organisations and agencies:

DRAFT TWEED SHIRE SOCIAL PLAN 2004

ISSUES STATEMENT

What is the Social Plan?

The Social Plan for Tweed Shire formulates strategies that the Council can use to meet community needs. It develops a demographic profile of the community, carries out needs assessment, and prioritises the needs of target groups in the community.

The State Government has defined seven target groups:

- Children 0-11 years
- Young People 12-24 years
- Women
- Older People (Aboriginal people aged 45 years and over)
(Non-Aboriginal people aged 55 years and over)
- People with disabilities (including all types of disability and HIV/AIDS)
- Aboriginal and Torres Strait Islander people
- People from culturally and linguistically diverse backgrounds.

The Social Plan has been updated annually, but in 2004 is due to be completely renewed.

Why have an Issues Statement?

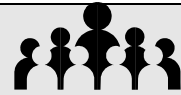
This Issues Statement has been prepared from consultations carried out for the Tweed Futures Strategic Plan in early 2004. The purpose of this Issues Statement is:

- to identify the issues raised by the community for further investigation,
- to provide a starting point for more detailed consideration of Social Plan issues, and
- to avoid repeating community consultation already undertaken.

The Issues Statement will be circulated to representatives of community groups targeted by the Social Plan, and to human service providers and agencies, to provide a framework for their further input to the Social Plan.

What is Tweed Futures?

Tweed Futures is the new Strategic Plan. Consultation is being carried out so that it will be owned by the community. Consultation meetings and workshops have been in progress since



October 2003. A telephone survey has been conducted. Two 'summits' have been held. It is anticipated the draft Strategic Plan will be put to Council by June 2004, and then exhibited for further comment. The Social Plan will be integral with Tweed Futures, will follow a parallel process using much of the same consultation, but will explore the social issues in more detail.

Following the consultations, submissions to Tweed Futures have been analysed in a State of Play Report produced in March 2004. This represents the results of all the consultations to date, and defines the 'Top Ten' issues seen as high priorities.

Responding to this Issues Statement:

This Issues Statement provides the reader with an overview of current public opinions regarding community issues affecting the future of Tweed Shire.

Particular organisations and agencies will have special interests in one or more of the issues identified. It is intended that the Issues Statement should be used to stimulate a response from organisations that goes into particular issues in more depth.

These responses will enable the Social Plan to include strategies to address the issues.

When responding to the community priority issues, please bear in mind the Social Plan target groups set out on Page 1, and comment in terms of what the Council, the Government or the community should do to address the community's priorities.

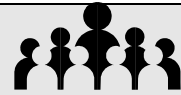
If it is helpful to your response, consider these questions:

- What approach is needed to successfully deal with this issue?
- Where should resources be coming from?
- Who are the stakeholders who should be involved?
- What would be the best way to make it work for the community?

Focusing on the 'Attitudes to Tweed Shire' Telephone Survey:

The Telephone Survey has been a major part of the consultations. It asked respondents to agree or disagree with a series of statements about living in Tweed. The overall level of agreement to each proposition, and the variation in response by different groups within the community, enables the level of satisfaction and the problem areas to be identified in some detail.

Each of the 'Attitude Statements' that relates to social issues is set out here, with quotations from the responses to illustrate the thinking behind them, and discussion of their policy implications for the Social Plan:



ELEVEN SOCIAL ISSUES FROM THE TELEPHONE SURVEY ARE ANALYSED BELOW

1) This is a Good Place to Raise a Family (92.8% agree, 4.9% disagree):

Survey Quotes:

'Getting the environment into context with development, and not let development take over completely' (56)

'(First priority) is keeping the environment and the place where we live as the residents want it, so as it is not changing it much' (59)

'Stop the building of satellites, and let the infrastructure catch up, so that we don't run out of water' (59)

Survey Response Analysis:

Agreement was highest in Murwillumbah and the Other Rural areas, and lowest on the Coast. Agreement was significantly lower among people aged over 65 years, the family group 'older couples', and also among males. Residents of 3-9 years and 20-29 years recorded lower agreement than other residents. Business owners recorded high agreement.

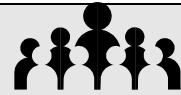
Current Policies:

Many agencies provide services for families with children. Council's contributions include recreation facilities such as aquatic centres, open spaces, sports grounds and cycleways; libraries, art gallery and museums; local halls for community groups, play groups and pre-schools; and baby health centres.

There is growth in the services and facilities for the population, but some are lagging due to lack of resources, and the need for better coordination – declining level of service threatens as population grows.

Social Plan Issues:

- a) **Seek greater resources from the State, and improve service coordination mechanisms. The Council in association with the Premier's Department Regional Coordination Management Group has been developing an Integrated Human Service Delivery Plan (IHSDP) for the Shire. A Framework has been proposed which would see human services issues discussed at forums involving all the relevant service providers, with the aim of deciding priority needs for the Shire and assembling resources from the stakeholders to meet the needs. Proposals for the implementation of the IHSDP are currently under consideration.**
- b) **Increase local planning efforts to enable services and facilities catch up with growth. Council could take a longer-term look at the needs of the Shire for community facilities, and include a program of specific projects for each district. These can be costed, and the funding requirements translated into a Section 94 developer contribution plan. This would ensure that all new residential development contributes to the cost of its community facilities. At present not all**



development contributes, and there would be less need for future facilities to be funded from general revenue.

2) This is a Safe Place to Live (91.9% agree, 6.9% disagree):

Survey Quotes:

'Lot (of) retired people in area; strong priority, not as much family area but more retirees; keep eye on homes and hospitals, and sense of looking after them' (56)

'Crack down on young kids doing the wrong thing' (56)

Survey Response Analysis:

A lower level of agreement was recorded in the Tweed Heads and Murwillumbah areas than in the Coast and Rural areas, but overall this issue attained the second highest level of agreement. Business owners recorded a lower level also. Young families and mature singles recorded a higher level than older couples and other families. People over 65 years felt less safe than others, but there was no variation between men and women's views. Newcomers to the Shire recorded slightly higher levels of safety perceptions than long-term residents.

Current Policies:

The older population is particularly vulnerable. Council is in the process of preparing a Crime Prevention Plan. A number of community organisations such as Neighbourhood Watch, supported by the Police Force, are providing self-help solutions, such as promoting improved security. The Police also actively support the PCYC in its work of providing activities for young people, including some who have been offenders.

Local community services are aimed at supporting older people to remain living at home, or to facilitate suitable housing development for them.

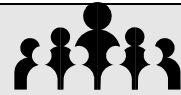
While many support services have been provided locally for older people, there is a constant need for increased resources for these services. There is not a sufficient appreciation in Sydney that the proportion of older people expected in NSW in 20 years time already exists in Tweed.

Isolation is a common problem outside the major centres, with police services not being accessible from rural villages; this is a problem of over-centralisation and lack of transport. Planning needs to provide for very accessible locations for older people's housing as part of new urban development.

Older people should be regarded as an asset, however, and are willing to contribute to the community as volunteers and mentors if encouraged.

Social Plan Issues:

- a) Finalise the Crime Prevention Plan, which may include a range of projects for safer communities. These are set out in the outcomes from the 'Better Communities Program' forums held in late 2003, dealing with four major issues:**
- Drugs, Alcohol, Youth Concerns and Parental Education.**



3) You Can Get to Know Your Neighbours (91.7% agree, 5.8% disagree):

Survey Quotes:

' create community festivals and public festivals. It gets the community involved. Its good to get the young and the old together' (90)

'They need to have community activities running so there are things people will want to be part of' (91)

'more communication. Let the people know what's going on. The newsletter is quite good, but it's too brief'.

Survey Response Analysis:

Agreement was highest in Murwillumbah and lowest in Tweed Heads. High agreement was also recorded by people under 35 years and between 55 and 64 years. There was lower agreement by people over 65 years and older couples. New residents recorded high agreement, but residents between 10 and 29 years recorded low levels.

Current Policies:

Community organisations, community facilities, local neighbourhood centres, good transport, footpaths and urban meeting places, and relatively small communities all encourage people to get to know their neighbours, and increase 'social capital'.

The importance of social capital for mutual support in communities is being increasingly recognised, but there are not yet many policies to promote it explicitly.

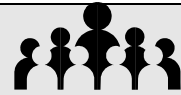
In Tweed's new urban estates there is a need to avoid anonymity and provide 'self-contained' neighbourhood centres with local services, meeting places, activity and employment.

In the rural villages it is easier to meet your neighbours, but there is sometimes a lack of local services and facilities where activity can focus.

Isolation is a problem affecting some older, less mobile people, particularly if they live in the more remote areas.

Social Plan Policies:

- a) **Undertake social policy development which assesses needs, and proposes social, economic and cultural initiatives to enhance community wellbeing,**
- b) **Social planning issues in Locality Plans and Village Strategies in consultation with communities,**
- c) **Sustainable neighbourhood planning principles in new release areas, including local centres within walking distance of homes,**
- d) **Information networks in rural areas to improve services, and establish neighbourhood centres and Community Technology Centres utilising village halls,**
- e) **Improve accessibility and reduce car dependence,**



f) Appropriate location of housing and services for older, less mobile people.

4) There is a Good Sense of Community (88.5% agree, 9.7% disagree):

Survey Quotes:

'It's very good, we're retired and on the pension and there's just about everything here that we could possibly want.' (3)

'Fresh, new, clean, and I tell my friends in Sydney that it's paradise. The climate is very good, there's still plenty of greenery and its new and the people are very relaxed and friendly; it's close to the beach – the Australian dream.' (1)

'More surveys of what people want. I think it's all about community consultation because it's important, and not just so they can get more development through' (61).

Survey Response Analysis:

There were significantly higher scores in Murwillumbah and the rural areas, among women rather than men, people under 35 years of age, non-business owners, and people who had lived in the Shire less than 3 years.

Current Policies:

The sense of community has been strengthened by Council's provision of community facilities such as civic centres, community/neighbourhood centres, public halls and meeting rooms. Other facilities such as sports clubs and grounds, skate parks and cycleways may improve the sense of community, and cultural facilities such as libraries, performance space and the art gallery would contribute. Donations and support given to community-based organisations has assisted their operations.

Social Plan Issues:

- a) Provision of community and cultural facilities, using S94 Developer Contribution Plans,**
- b) Donations to local community-based organisations,**
- c) Consultation with community organisations to obtain feedback on Council policies, and maintain open communication channels with community groups.**

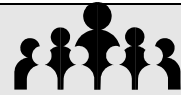
5) There are Sufficient Educational Opportunities (84.3% agree, 12.9% disagree):

Quotes:

'The young people, they need schools and adequate facilities. These people are our future, and they should have facilities that will make them want to stay' (59)

'...I just don't think that there is enough employment for the younger kids leaving school here. They have to move elsewhere' (60).

'Education. They need to especially look at further education, in particular your universities. That way kids can go to university locally' (60)



Survey Response Analysis:

Agreement was notably higher in Murwillumbah and Tweed Heads where most educational facilities are located. The 35-44 years age group, and particularly women, recorded higher agreement levels, as did residents in the area for less than 9 years, middle families and mature singles. Young families and mature families recorded lower levels.

Current Policies:

State School and TAFE colleges are outside Council influence, but Council has encouraged private schools and universities, and community-based educational institutions, to locate in the Shire.

The Council has been continuously upgrading its library systems and investing in improved facilities.

Social Plan Issues:

- a) **Combined level of educational resources available for community use,**
 - b) **Implement the Library Strategy, 2002/3-2021/22.**
- 6) **There are Good Recreation and Entertainment Opportunities (79.7% agree, 16.4% disagree):**

Survey Quotes:

'They have so many things to do here, bowling clubs and golf clubs, they just have to maintain the services and facilities' (91)

' it's important that there is enough recreational land. Parks and gardens made available in the urban development being planned. They need places where children can grow up safely and be able to have fun...'

Survey Response Analysis:

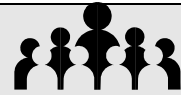
Higher levels of agreement were recorded in Tweed Heads and Murwillumbah where the greatest number of opportunities are located. Higher levels were also recorded by people over 65 years, families described as older couples, people resident for less than 9 years, and business people.

Current Policies:

Recreation includes active and passive open space, for which Council provides significant expenditure implementing policies to develop a series of new facilities, such as regional sporting venues; a policy to provide local open space within 250m of every new home; and a cycleway and footpath network for both recreational and transport purposes.

Entertainment includes notably the 14 major Clubs in the Shire, which cater for social and sporting activities, as well as restaurants, cinemas etc, that are all privately provided.

Council provides two auditoriums, the new Art Gallery, and assists three museums that support the cultural life of the Shire. It also financially supports TACTIC, the organisation that promotes local tourism.



Social Plan Issues:

For practical reasons, Council strategies for Recreation and Entertainment are dealt with under separate planning policies for an Open Space Infrastructure Policy, and a Cultural Policy.

The Open Space Infrastructure Policy provides principles and performance criteria for the future provision and embellishment of open space to meet local and Shirewide needs, with innovative funding mechanisms.

The Cultural Policy provides a framework for Council to coordinate and manage the Tweed's cultural resources, enabling a cohesive and strategic approach to ongoing cultural development and maximising the region's unique potential.

7) There are Adequate Community Services and Facilities (72.4% agree, 23.4% disagree):

Survey Quotes:

'The upgrade of the facilities ie, the police station which closes at 4 pm, and the hospital which is too far away and under staffed'

'Medical and health staff. We need them so desperately. You can't keep going to the hospital on a weekend if you're ill then have them tell you not to come' (58)

'Age care facilities, they are badly run, and they are inadequate for looking after the elderly, in terms of food preference and activities' (60)

Survey Response Analysis:

Higher agreement was recorded in Tweed Heads and Murwillumbah where most facilities are located, with much lower agreement on the Coast. People under 35 years and over 65 years, new and long term residents, and business owners, also recorded high agreement. People 55-64 years recorded low levels of agreement.

Current Policies:

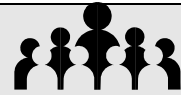
Council auspices some services, such as Community Options, but many social services are auspiced by community-based organisations like The Family Centre Services Inc. Many services are provided directly by State and Federal Government.

Council employs a community worker for an Ageing & Disability support service.

Community facilities provided by Council include civic auditoriums, libraries, art gallery, museums, community and neighbourhood centres, and meeting halls.

There are no Council facilities specifically for seniors, as this area is covered by the many private clubs.

Council facilities for young people are restricted to sporting facilities, with no social clubs, information outlets, employment/welfare or other kinds of support.

**Social Plan Issues:**

- a) **Resources for existing community services in line with population growth, by seeking grants and additional community workers,**
 - b) **Investment in new services by outside agencies not operating here at present,**
 - c) **Funding for additional community workers such as:**
 - Aged people (separate from disability),
 - ATSI community support,
 - Youth development .
 - d) **Collaboration with services such as:**
 - Families First Program,
 - Early Intervention services for young children,
 - Prevention of domestic violence against women,
 - Tweed Men's Project to support men and families,
 - Young people's support and information services,
 - HIV/AIDS specialist services,
 - Anti-homophobia projects.
 - e) **Expansion of library facilities under the Tweed Library Strategy,**
 - f) **Expansion of sports facilities under the Tweed Open Space Strategy,**
 - g) **New community centre facilities and meeting halls at Banora Point, Cobaki Lakes, Casuarina and Kings Forest, in accordance with S94 Plans for those areas,**
 - h) **Expansion of the Murwillumbah Community Support Centre.**
- 8) It is Still Affordable to Live Here (67.2% agree, 30.4% disagree):**

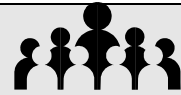
Survey Quotes:

'To make sure that there is enough housing; public housing as there's always enough homes for people to buy' (56)

'There isn't enough housing for the elderly or the poorer community. They need more housing for people that can't afford much'

Survey Response Analysis:

Higher agreement was recorded in Tweed Heads and Murwillumbah, but much lower levels on the Coast and in rural areas where there may be fewer affordable housing opportunities. People less likely to agree included women, people between 35 and 55 years, young, middle,



and mature families, and new residents. Those resident between 3 and 9 years agreed strongly.

Current Policies:

Council policies operate in the context of a community with low average incomes and limited employment opportunities, where Council rates need to be maintained at a low level.

Housing conditions affect affordability, and there has been little Council intervention in the housing market generally, but it has protected the interests of threatened caravan dwellers. There is a draft Affordable Housing Strategy.

Housing has become less affordable with property price and rental increases in the last two years. Caravan parks provide for 10% of dwellings in the Shire, but State rental housing is a much smaller proportion than the State average. Retirement villages, nursing homes and hostels are a significant feature of Tweed communities.

Social Plan Issues:

a) Influencing housing costs by:

- **investigating methods to require a proportion of affordable housing (such as small units for sale or rent) in new developments,**
- **providing incentives for developments aimed at the affordable housing market,**
- **ensuring there is a wider choice of housing types and prices in approved developments,**
- **investigating the reasons for the lack of public or emergency housing locally,**
- **investigating remedies for homelessness, and**
- **investigating lack of services for caravan park dwellers.**

b) Influencing living costs by:

- **promoting local cooperative enterprises that support local producers and keep profits circulating in the local economy, rather than being lost in the global economy.**

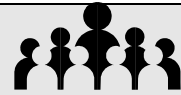
9) There is Good Access to Public Transport (48.8% agree, 46.9% disagree):

Survey Quotes:

'The highway to go away – it's causing too much pollution and noise, I'm continually having sinus problems now'(33)

'The traffic in South Tweed needs addressing as it's a horror, there's too much congestion' (58)

'I think the transport should be improved, to have more of it, and improved hours. A better system' (59)



'Public transport; we need a train line and bus services (in rural areas)' (60).

Survey Response Analysis:

Agreement was highest in Tweed Heads (63.4%) and very low in Other Rural areas (14.7%) where there are few transport services. Fewer females than males agreed, fewer people under 35 years, fewer young families or new residents.

Current Policies:

There has been increased expenditure on road building, and smaller increases in cycleway and footpath construction, with little investment in public transport services or community transport. Development at Bilambil Heights is deferred pending improved road access.

Improved public transport, cycling and walking facilities and services, and road safety measures, are prioritised by Government funding bodies for implementation locally.

Council has a Road Safety Officer, has prepared a Pedestrian Access & Management Plan and a Cycleway Plan, and is currently preparing a Sustainable Local Transport Plan.

Social Plan Issues:

- a) **Adopt and implement a Sustainable Local Transport Plan that favours investment in public transport,**
 - b) **Promote and invest in the sustainable modes of transport to reduce car dependence and the need for road building, reduce pollution and road trauma, and improve personal health and urban amenity.**
- 10) There is Plenty for Young People to Do Around Here (46.9% agree, 45.7% disagree):**

Survey Quotes:

'Focus on employment, getting jobs for the youth' (56)

'Another community pool in Pottsville' (58)

'...my daughter said that she hoped she wouldn't stay in Kingscliff forever because of the lack of jobs..' (58)

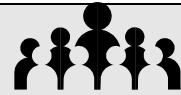
'It needs to be looking at the teenagers. There needs to be youth activities and events for sport recreation' (59)

Survey Response Analysis:

Agreement levels were higher in Tweed Heads and Murwillumbah where more youth activities are accessible. Agreement was also higher in the 35-54 age groups than other age groups, and among business owners. It was lower among new residents.

Current Policies:

Council provides community centres and extensive sport and recreation facilities, but does little youth development work to directly support teenagers or young adults.



'Families First' programmes now focus on early childhood needs, and there are well-utilised early childhood intervention services to identify growth problems. The school system provides a number of special services.

After school there are gaps where young people can drop out of the system and encounter problems, particularly around drugs and the limited availability of employment.

Social Plan Issues:

- a) **Involvement in community activities requires youth workers, both paid and volunteer. There are opportunities to support young people and avoid anti-social behaviour through challenging youth activities and supplying life information.**
- b) **Engagement in training and work is essential to avoid exclusion from society and the economy, and more could be done to provide apprenticeships and direct work opportunities sponsored by Council.**
- c) **Parents often need help to meet their responsibilities effectively, and there are roles for grandparents, other mentors and role models. Councils can coordinate community efforts in youth development, recreation and participation opportunities.**

11) There are Sufficient Employment Opportunities (39.8% agree, 55.2% disagree):

Survey Quotes:

'Encourage large companies to be based in the area' (83)

'Offer apprenticeships by Government working with schools to create schemes to get apprentices into the community' (83)

'Promote industries which are sustainable and not damaging to the local environment' (84)

'There needs to be training that employers will look at and say 'I can use that in an employee'' (84)

'The Gold Coast is right next to us, there is plenty of jobs available' (84)

'Out of their control' (85).

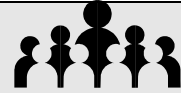
Survey Response Analysis:

Interestingly agreement levels were highest in the Other Rural areas, and lowest on the Coast. Agreement was also high in the 35-54 age groups, among young singles/couples and among business owners. Agreement was low among those over 55 years and under 35 years, and older couples.

Current Policies:

Council has taken a more direct interest in recent years in providing for extension of industrial and commercial zonings, notably in the Wardrop Valley.

There has also been greater interest by developers in providing resort and other tourist related developments in the Shire, that provide construction and hospitality employment.

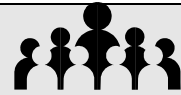


Agriculture has been a declining source of employment, and there has been discussion of alternative rural land use policies.

Encouragement has been given to securing university and other educational facilities in the Shire to reduce the exodus of young people for training and work.

Social Plan Issues:

For practical reasons, Council strategies for economic development are dealt with as a separate Economic Development Strategy.



Attachment 3: Summary of Submissions:

Tweed Heads Presbyterian Church

PCYC Twin Towns

Tweed Shire Women's Service Inc.

NRSDC

Pottsville Community Assoc. Inc.

Australian Red Cross

Pottsville Youth Centre

Community Health Northern – Women's Health

Mr F J Baldwin

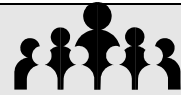
Lifeline (Uniting Care Qld)

SES

DIPNR

ACON Northern Rivers

St Joseph's Community Centre.

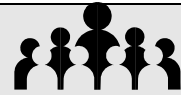


Attachment 4: Achievements:

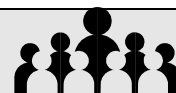
State Regulations require Council to include in its Annual Report evidence of progress towards achieving social justice objectives through Social Plan strategies:

A wide range of programs, services and facility projects has been implemented and achieved within the last five years, facilitated or supported by the Council's Social Plan:

- Men's Project, worker and mobile resource centre: \$190,000 Federal Dept. of Family and Community Services (FACS) grant over 3 years.
- Pottsville Neighbourhood Centre community coordinator: \$130,000 grant from FACS.
- Pottsville School refurbishment as Neighbourhood Centre : \$90,000 Council loan backed by projected S94 contributions. Co-located Community Technology Centre, and Pottsville Centrelink branch office: \$21,000pa.
- Operation Home Run road safety promotion at entertainment venues, made possible by RTA media promotion and local bus and taxi service contributions.
- Tweed Transport Information Service: \$10,000 ADHC grant to Murwillumbah Community Support Centre for equipment and volunteer training.
- Country Transport Infrastructure Grant (Transport NSW); annual grant-funded projects, \$95,300 during 2004 for bus and taxi facilities.
- Allocation of \$47,000 SAAP funds for position to case-manage crisis housing clients, and provide brokerage funds via The Tweed River Valley Fellowship.
- Establishment of an Affordable Housing Officer position in Council, shared with Byron shire, using a \$ 44,000 Area Assistance Scheme (AAS) grant for each of 4 years.
- Establishment of a part time Gay and Lesbian Advocacy Worker position in Tweed, auspiced by AIDS Council of NSW (ACON) under an AAS grant.
- Council land for Kingscliff Community Health Centre.
- Council loan guarantee assistance to purchase Chillingham Pre-School, enabling continued operation, and \$80,000 assistance for Chillingham community centre land.
- Council S94 funded Library building and facility upgrade program ongoing.
- Council S94 funded Community Centre building/upgrading program at Cabarita and Banora Point.



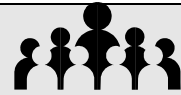
- Facilitation of Multicap and Canowindra respite centres, the first of their type in Tweed.
- Relocation of Murwillumbah Community Health and Centrelink to more suitable premises, and addition of employment in the Firearms Registry, by the Commonwealth Government, with Council land.
- Introduction of additional early childhood and parenting support services through the State Government’s Families First programme.
- Additional subsidised places in vacation care at South Tweed Heads.
- Ongoing AAS funding of \$19,000 for Tweed Valley Respite Service adult social respite group, and Council allocation in 2003 of \$495,000 for extended facility.



Attachment 5: Community Development Plan Issue Papers:

Issue Papers have been prepared, and in some cases reviewed, as follows:

Title:	Last Review Date:
Vulnerable Families	September 2000
Older People	1999
Young People	November 2000
Sexual Minorities	1999
Children (0-4 Years)	November 2000
Community Transport	May 2000
Affordable Housing	June 2000
Aboriginal & Torres Strait Islands People	March 2001
People Living with HIV/AIDS	July 2000
Men	October 2001
Women	May 2001
People with Disabilities	(in preparation)
People from Culturally & Linguistically Diverse Backgrounds	(in preparation).

**REFERENCES:**

1. 'Tweed Futures 04/24 Strategic Plan – State of Play Report', Tweed Shire Council 2004.
2. 'Northern Rivers Regional Social Issues Forum 2002' – an initiative of The Northern Rivers Regional Interagency, NRSDC and the NSW Council of Social Services, July 2002.
3. 'Northern Rivers Regional Report', Social and Community Service Priorities as determined by the Northern Rivers Interagency Forums, July 2002.
4. 'Integrated Human Services Delivery Plan – Framework', Tweed Shire Council in conjunction with Premier's Department, 2003.
5. 'Community Facilities Policy and Programme – 2000-2011 (Draft)', Tweed Shire Council, Strategic Planning Unit, 2000.
6. 'Tweed Shire Better Communities Programme', a Crime Prevention Strategy, Tweed Shire Council, Strategic Planning Unit, 2003-4.
7. 'Tweed Shire Sustainable Local Transport Plan (Draft)', Tweed Shire Council, Strategic Planning Unit, 2003.
8. 'Development Control Plan No.45 - Socio-Economic Impact Assessment', Tweed Shire Council, 2001.
9. 'Communities Working Together – A Community Development Plan for Tweed Shire' (including a Community Profile), TSC 1999.



GLOSSARY OF TERMS

TSC	Tweed Shire Council
CP&D Team	Council Community Planning & Development Team
E&CS	Council Environment & Community Services Division
E&HS	Council Environment & Health Services Unit
SPU	Council Strategic Planning Unit
E&ODU	Council Engineering & Operations Design Unit
RSU	Council Recreation Services Unit
TEDC	Tweed Economic Development Corporation
TTEC	Tweed Training & Enterprise Corporation
PTWG	Public Transport Working Group (Advisory Committee)
MCSC	Murwillumbah Community Support Centre
HACC	Home & Community Care (State Government program)
FACS	Family & Community Services (Federal Gov't agency)
ACON	AIDS Council of NSW
RTA	Roads & Traffic Authority (State Government agency)
CDSE	Community Development & Support Expenditure Scheme (Tweed Clubs)
S94	Section 94, Environment Protection & Assessment Act (provides for developer contributions for public facilities)