

DRAFT
**Community Strategic Plan
2011/2021**



Message from the Mayor

This page to be completed after the mayoral election.



Front cover photograph: Junior members of Cudgen Headland Surf Life Saving Club (from left) Bridie MacPhail, Charlie Swift, Ethan Barr, Tom Swift and Patrick Illingworth.



Shaping our vision

My vision, your vision ... shaping our vision for the Tweed for the next 10 years

Tweed Shire Council is working with the community to create a 10-year vision for the shire, to protect the qualities that make the Tweed a great place to live and to create communities which are strong and connected.

The 2011/2021 Community Strategic Plan is Council's most important corporate planning tool over the next 10 years. It sets our direction and objectives as a shire. You can help shape our vision for the shire by participating in the creation of the Community Strategic Plan.

The community's input will be an important influence in guiding the final document, to build upon the vision previously defined by the community in Tweed Futures 04/24 (see panel at right).

What is the Community Strategic Plan?

All councils are required to develop an Integrated Planning and Reporting Framework, to encourage councils and the public to work together for more vibrant and robust communities.

The Community Strategic Plan will be the visionary document within that framework, providing broader strategic direction for Council to shape our community in years to come.

A four-year Delivery Program and annual Operational Plan will be developed to deliver the required actions.

We don't need to start with a blank slate, because the Tweed went through a similar process in 2004 to produce Tweed Futures 04/24.

The challenge for the Tweed community is to review

How can I have my say?

We know many of the Tweed's residents and ratepayers lead busy lives, so we've set up a variety of ways you can have your say:

- Go online to comment, read the comments of others or join a conversation
- Visit an information session and fill out a survey
- Ring up and record your comments
- Write us a letter

For all the information about the plan and how you can have your say, go to www.ourtweedvision.com.au

and build upon the Tweed Futures vision, to ensure we have the right blueprint to build a bright future – your future - for our shire.

Why should I get involved?

The visions contained in the Community Strategic Plan will be the aspirations and priorities of the community, not just the Council. So it is important to give all groups and individuals an opportunity to participate and have their say.

Council will conduct a comprehensive community engagement process, providing a wide variety of ways for people to learn about the Strategic Plan and provide their input.

What do you believe are the most important goals for the Tweed over the next 10 years? What is your vision? Is there something that is more important to you now than it was a few years ago?

Building on Tweed Futures 04/24

In 2004 the community's long-term vision centred on maintaining quality of life, expanding employment and protecting the environmental values and natural beauty of the Tweed.

You thought the main advantages of living on the Tweed were:

- Proximity to the coast
- Safe and peaceful surroundings
- A friendly community
- Good shopping and amenities

You were concerned about:

- Traffic and a lack of public transport
- Limited activities for young people
- A shortage of employment opportunities
- Urban growth
- Overdevelopment
- Loss of character of towns and villages

What do you think now? Make sure you have your say.

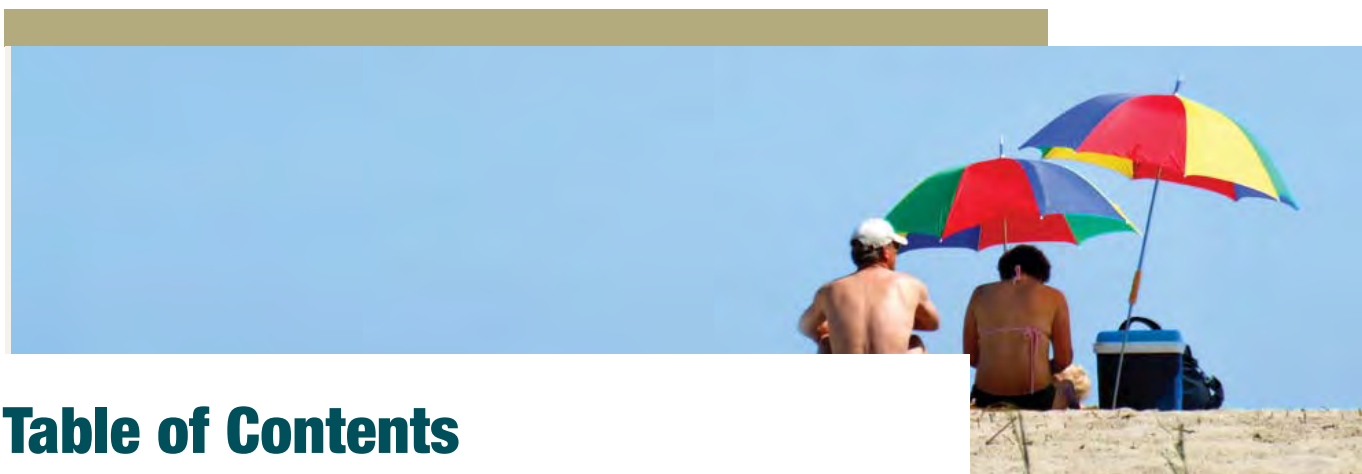


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Community Strategic Plan 2011/2021

Shaping the 10-Year Vision

The 2011/2021 Tweed Community Strategic Plan is the highest level strategic document to identify the community's priorities and guide the direction for the Tweed over the next decade. This plan creates a framework to then implement Council's four-year Delivery Program (Draft released early 2011) which will align the community's aspirations with the necessary strategy development, planning and resourcing required to achieve the long-term vision and deliver the outcomes.

The 2011/2021 Tweed Community Strategic Plan is built around four themes:

Civic Leadership: to set the overall direction and long term goals for the Tweed in accordance with community aspirations.

Supporting Community Life: to create a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life.

Strengthening the Economy: to strengthen and diversify the region's economic base in a way that complements the environmental and social values of the Tweed.

Caring for the Environment: for Council and the community to value, respect and actively participate in the care and management of our natural environment for current and future generations.

This document outlines the aims, challenges, objectives and strategies to achieve each of these themes.

Council's Vision Statement

The Tweed will be recognised for its desirable lifestyle, strong community, unique character and environment and the opportunities its residents enjoy.

Council's Mission Statement

Working with community and partners, provide leadership in facilitating and delivering services that manage growth sustainably, create opportunity and enhance the value of our civic and natural assets for this and future generations.

While Tweed Shire Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Tweed community, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups, will also need to contribute to deliver the shire's long-term objectives.



Share your vision...have your say, your way, at a time that suits you. From online forums and community information sessions to 24/7 phone submissions and Tweed Link updates. Check out the accompanying community engagement strategy for more information.

A new approach – Planning for a Sustainable Future

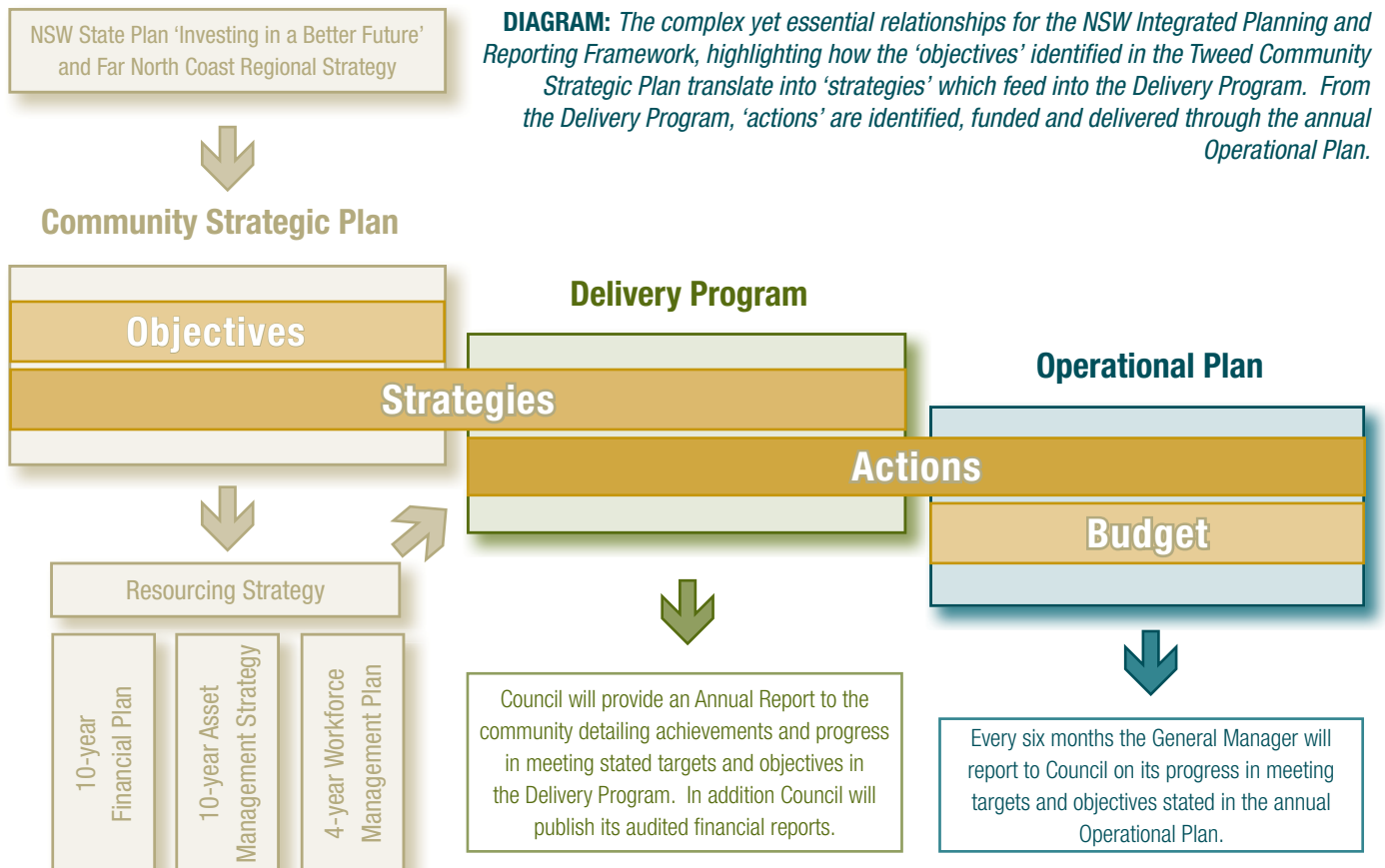
A new integrated planning and reporting framework has been introduced to ensure NSW local government operations and strategic planning are meeting the needs of the community. These reforms replace the former Management Plan and Social Plan reporting mechanisms and require councils to prepare:

- A **10-year 'Community Strategic Plan'** developed in consultation with the community, State Government agencies and other relevant stakeholders.
- A **four-year 'Delivery Program'** that details all activities Council will be committing to over the next four years to work towards achieving its long-term objectives.
- An **annual 'Operational Plan'** that specifies individual activities Council will be undertaken during the year, together with details of income and expenditure estimates for the year.

The 2011/2021 Tweed Community Strategic Plan must be supported by a Resourcing Strategy that defines how community assets will be used and how Council's workforce will be managed to deliver the future directions desired by the Tweed community. The Resourcing Strategy will include:

- a 10-year Financial Plan that establishes funding to support long-term goals of the 2011/2021 Tweed Community Strategic Plan.
- a 10-year Asset Management Strategy that accounts for all existing assets under ownership and control of the Council.
- a four-year Workforce Management Plan that address the human and skills requirements needed to deliver outcomes of the 2011/2021 Community Strategic Plan.

To be truly effective, the 2011/2021 Tweed Community Strategic Plan must be informed by the NSW State Plan 'Investing in a Better Future' and the Far North Coast Regional Strategy. More information and links to both of these documents can be found on page 22.



Council's Role

Council's role is guided by the Local Government Act which, in summary, requires Councils to:

- Exercise community leadership.
- Provide adequate, equitable and appropriate services and facilities for the community.
- Ensure services are efficient and effective.
- Properly manage the environment consistent with the principles of ecologically sustainable development.
- Take into account the long-term cumulative effects of its decisions and
- Be an effective custodian of public assets.



Council has multiple roles to meet these responsibilities:

A leader: to plan and provide direction through policy and practices.

A provider: of physical infrastructure and essential services.

A regulator: of development, community health and safety, and the environment.

A partner: with community, private and government organisations.

A supporter: to support and advocate for the community it represents.

A promoter: of the Tweed as a place to live, visit and invest.



How much can we do?

The demand for infrastructure and services means councils will never be fully equipped with the resources to do everything desired for the well-being and prosperity of their communities and environment.

Many decisions about planning and development will be made outside Council's control by government, land owners and business. Resources are limited and Council cannot adopt policies that are beyond its financial capacity.

Council must therefore be an influential regional leader, partner and promoter, drawing together the skills and resources of other government agencies, businesses and community organisations.

Council must be a strong advocate for the Tweed and seek additional support from both the State and Federal Governments, in addition to necessary investment from the private sector.





Our vision journey - incorporating Tweed Futures 04/24

In 2004 Tweed Shire Council, in consultation with the community, undertook a shire-wide strategic plan and produced a 20-year vision for the Tweed called Tweed Futures 04/24, which updated the previous Tweed 2000+ Strategic Plan.

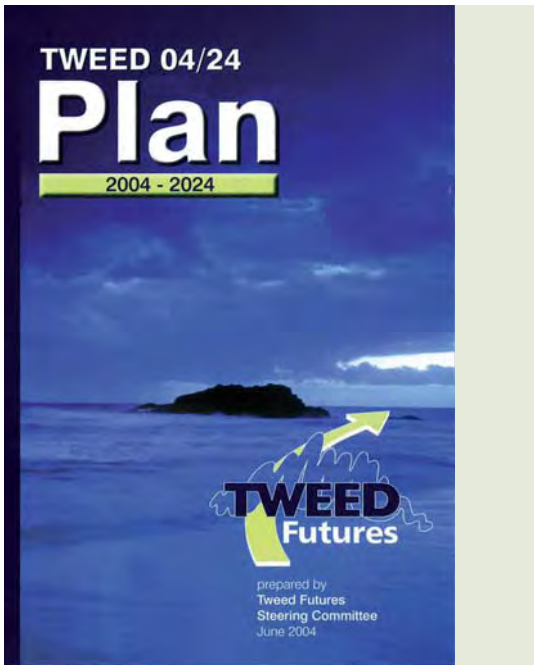
Tweed Futures has successfully guided the decisions of Council over the past five years. This 10-year Draft Tweed Community Strategic Plan encompasses and replaces Tweed Futures and builds on the vision delivered by the community in 2004. The priorities set by the community have been incorporated into the 10-year Community Strategic Plan or the Four-year Delivery Program (early 2011).

The community's long-term vision centred on

maintaining a quality of life and protecting the environmental values and natural beauty of the Tweed. You told us the main advantages of living in the Tweed were the proximity to the coast, safe and peaceful surroundings, friendly community and good shopping and amenities.

In 2004 your primary concerns were about traffic and the lack of public transport, limited activities for young people, a shortage of employment opportunities, urban growth, over development and a loss of character of towns and villages.

“ Are we on the right track or are there other priorities the community wants Council to consider? ”



All of Council's current major strategies were considered, to sufficiently inform the 2011/2021 Tweed Community Strategic Plan. Refer to page 23 for an alphabetical list of these strategies.

Incorporating Themes

Tweed Futures 04/24 was based around six strategic planning themes. The 10-year Community Strategic Plan is based on four themes. The themes have been incorporated as follows:

- Supporting Community Life, Strengthening the Economy and Caring for the Environment remain as stand-alone themes.
- Civic Leadership has incorporated the Promoting Sustainability theme.
- Two themes in Tweed Futures, Managing Rural Change and Managing Urban Development, have been incorporated into all four themes in the Community Strategic Plan.

Key strategies of Tweed Futures 04/24 are summarised below and have been aligned within the four themes of Civic Leadership, Supporting Community Life, Strengthening the Economy and Caring for the Environment.	
	Community Strategic Plan corresponding Objective
Civic Leadership	
Sustainability. Retain the special character of the Tweed. Adopt sustainability as an over-arching, guiding principle for all decision-making. Introduce sustainability indicators.	1.1
Triple Bottom Line. Balance economic, social and environmental objectives. Council to play a leadership role in tackling the full range of issues facing the Tweed.	1.2/ CSP
Community Values. Stability and consistency in policies and decision-making. Effective community involvement in planning.	1.2
Partnerships. Council to form partnerships with government agencies and other parties to tackle priority issues e.g. Tweed Heads revitalisation. Expert Advisory Panels to help implement key components of the strategy.	1.4
Infrastructure. A Tweed Community Infrastructure Program and other measures to ensure adequate provision of infrastructure to both new and existing areas. Minimise the cost to government of servicing new development.	1.5
Locality Plans. Detailed plans for local areas prepared in conjunction with the community to guide physical, economic and social development, environmental management, infrastructure and services.	1.5
Supporting Community Life	
Social Support. A Social Plan with greater emphasis on the needs of the elderly, disabled, youth and indigenous people. A stronger framework for social planning and integrated provision of community services.	2.1
Housing Affordability. Measures to provide more housing for both purchase and rental within the reach of lower and middle income groups.	2.2
Water Resources. Conserve water resources. Maintain and improve water quality in rivers and estuaries. Complete Integrated Water Cycle Management Study and promote use of recycled and 'grey' water. Upgrade Clarrie Hall dam.	2.3
Community Values. Reflect the needs and values of the existing community. Safeguard quality of life and the character of towns and villages.	2.3/ 2.4
Urban Development. Implement plans for urban expansion including Cobaki and Bilambil Heights. Complete assessments of Terranora 'Area E' and Kings Forest. Retain green belts or buffers between settlements.	2.4/ 2.5
Land Use Structure Plan and Urban Design Framework. A structured plan to set out detailed proposals for urban and rural land use. Guidelines to promote the highest possible standards of urban and landscape design.	2.5
Strengthening the Economy	
Economic Growth. Programs to generate local jobs, tackle youth unemployment, offset the decline in rural industries, and balance the population mix. Link economic growth to education and to the Tweed's environmental quality.	3.1/ 3.4
Regional Links. Closer integration with planning for the Gold Coast and South East Queensland. Continued involvement with the Northern Rivers Region and Premier's Department coordination group.	3.1
Rural Change. A 'Rural Partnership' to address problems associated with the decline of rural industries. A Rural Settlement Strategy to guide rural subdivision and expansion of villages, consistent with protecting landscape values.	3.2/ 3.3
Caring for the Environment	
Environmental Quality. Continued improvements in environmental management, including establishment of a Regional Open Space System. Strengthen coastal zone management.	4.1/ 4.5

Guiding Principles

The 2011/2021 Tweed Community Strategic Plan is based upon the three guiding principles of Social Justice, Economic Resilience and Sustainability.



Social Justice

Social justice recognises the need for equity and fairness in the allocation of resources and access to infrastructure and services. It provides the opportunity for individuals to participate in decisions that can affect their quality of life. These opportunities extend to all people regardless of background, level of education, socio economic status or access to facilities and technology. All individuals have the opportunity to participate in community life. Social justice principles are interrelated and will guide Council through the delivery and assessment of outcomes of the 2011/2021 Tweed Community Strategic Plan.



Economic Resilience

Economic resilience is based upon the recognition that we live in a world of finite resources and that economic growth must not threaten long-term social and ecological sustainability for the sake of short-term economic gain. Economic resilience seeks to deliver a strong economy through ingenuity, resourcefulness and diversification so business can adapt and respond to pressures appropriately.

Diversification of the key industries in the Tweed is critical in developing a vibrant and mature economy. This needs to be achieved in a way that complements the lifestyle and environment of the Tweed, which are significant selling points in attracting business investment.



Sustainability

Sustainability has emerged over the past 20 years due to worldwide recognition that our environmental problems and solutions are closely linked with the health of our community and the state of the economy.

Sustainability has three core components:

1. Balanced decision making based on environmental, social and economic goals.
2. A focus on equity and fairness and a recognition that we cannot ignore the effects of our actions on others in an interdependent world.
3. Recognition that while a strong economy is necessary to meet the needs of today, it must not be at the expense of future generations to meet their own needs.

The broader concept of sustainability is underpinned by the principles of ecologically sustainable development (ESD). ESD, as defined in the NSW Local Government Act, requires the effective integration of economic and environmental considerations in decision-making processes. It must be continually progressed through the implementation of the following principles:

- The precautionary principle: Lack of scientific certainty should not be used as a reason for postponing measures to address threats of serious or irreversible environmental degradation.
- Intergenerational equity: The present generation should ensure the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.
- Conservation of biological diversity and ecological integrity.
- Improved valuation, pricing and incentive mechanisms: Environmental factors should be included in the valuation of assets and services.



Civic Leadership

Aim

A key focus of Civic Leadership is responsible decision making in accordance with the:

- NSW Local Government Act
- Council Charter
- Mission Statement and Corporate Values of Tweed Shire Council
- Expectations of the local community

Council has a key responsibility to set the overall direction and long-term goals for the shire in accordance with community aspirations. To achieve these goals, the elected Councillors will undertake to deliver quality services within Council's available resources.

The overarching aim for planning the Tweed's future is 'sustainability'. To address community concerns a balance has to be struck between economic and urban development on the one hand, and retaining the Shire's natural beauty and diversity on the other so people can enjoy a wide range of lifestyles and a high quality of individual and community life; for current and future generations.

A key focus of the Civic Leadership theme is responsible decision making, which includes community ownership and implementation of the Strategic Plan. Council will operate in a stable and consistent manner and in the interests of both existing and future residents to lead the community through an effective policy framework, including consistent implementation of agreed strategies, codes and standards.

Challenges

As the demographics of the shire change, the challenge to Council is to advocate, consult and establish policies and to provide services that are pertinent to meet the aspirations of the community while operating in an open, transparent, ethical and accountable manner.

Councillors are elected every four years to achieve the objectives established by the community. Their role encompasses the balanced allocation of resources and adopting/reinforcing policies while governing in an unbiased manner and regularly reporting their achievements to the community.

In 2009, Council adopted an Urban and Employment

Lands Release Strategy which signalled a new direction for the Tweed and will facilitate population increases in accordance with the Far North Coast Strategy. Future growth will be directed away from the traditional pattern of releasing greenfield land.

Rather, the focus will be on mixed use development and urban consolidation, incorporating increased densities in appropriate locations. Options to create land use controls that will facilitate the concept of live, work and play will be rigorously pursued.

This strategy will protect the valley's natural heritage, create better community life by reducing work travel times and promote sustainability. Community feedback on this key challenge is vitally important.



Councillors 2008-2012
 from left: Phil Youngblutt, Dot Holdom, Warren Polglase, Joan van Lieshout, Barry Longland, Katie Milne and Kevin Skinner.

Key Objectives and Strategies: Civic Leadership

		Source Document (see p23)	Key Contributors
Objective 1.1	Ensure actions taken and decisions reached are based on the principles of sustainability.		
1.1.1	Establish sustainability as a basis of shire planning.	22, 28	DoP
1.1.2	Create a sustainable, socially and environmentally aware community through education.	28	
1.1.3	Implement climate change adaptation and mitigation strategies.	14, 26, 30	DoP; DECCW
Council Role: Leader, Partner			
Objective 1.2	Improve decision making by engaging stakeholders and seeking community involvement.		
1.2.1	Council will be underpinned by good governance in every decision and action taken.	Charter	DLG
1.2.2	Decisions will be made relating to the allocation of priorities that are necessary for the long-term interests of the community.	28, Charter	DLG
1.2.3	Financial requirements and the community's capacity to pay will be taken into account when meeting the community's desired levels of service.	1, 2, 3, 9, 10, 13, 18, 19, 20, 23, 27, 31, 38, 40	DLG
1.2.4	Involve communities including youth in decision making that affects their area and the wider Tweed community.	Community Engagement Strategy	Community Organisations
Council Role: Leader, Provider			
Objective 1.3	Delivering the objectives of this plan		
1.3.1	Council's organisation will be resourced to provide the essential services and support functions to deliver the objectives of this Plan.	2, 9, 10, 13, 20	State and Commonwealth governments
1.3.2	Council will seek the best value in delivering services.	Charter	
1.3.3	Existing and future community assets will be properly managed and maintained based on principles of equity and sustainability.	2, 3, 19	
Council Role: Provider			
Objective 1.4	Strengthen coordination among Commonwealth and State governments and their agencies and other service providers to avoid duplication, synchronise service delivery and seek economies of scale.		
1.4.1	Council will perform its functions as required by law and form effective partnerships with State and Commonwealth governments and their agencies to advance the welfare of the Tweed community.	28, Charter	State and Commonwealth governments
Council Role: Leader, Partner			
Objective 1.5	Manage and plan for a balance between population growth, urban development and environmental protection.		
1.5.1	Council supports strategic decisions of previous councils and the NSW Government for the Tweed Shire population increase in accordance with the Far North Coast Regional Strategy.	42, 43	DoP
1.5.2	Land use plans and development controls will be applied rigorously and consistently and respond to the requirements of development proponents, the natural environment and those in the community affected by the proposed development.	26, 30	DoP; DLG
1.5.3	Sustainable provision of additional amenities, infrastructure and services is in step with population growth.	28	DoP; Developers
1.5.4	The Tweed Local Environmental Plan will be reviewed and updated as required to ensure it provides an effective statutory framework to meet the needs of the Tweed community.	28, 30, 42	DoP
Council Role: Leader, Partner			

Civic Leadership indicators

- Overall community satisfaction with Council service delivery
- Scheduled projects completed

- Scheduled capital works completed
- Asset renewal ratio
- Overall budget performance
- Financial Health Check compliance
- Population projections achieved



Supporting Community Life

Aim

Create a place where people are healthy, safe, connected and in harmony with the natural environment, to retain and improve the quality of community life.

Challenge

Community life is sustained by the people in the community and the place in which they live.

People: People in harmonious communities feel safe, welcome, share common goals, trust and respect each other and work cooperatively. In the Tweed this is supported by strong networks including families, community and business groups, churches, service and sporting clubs; based on a tradition of voluntary work for the community's benefit. People need affordable housing choices in safe and prosperous communities. This is nurtured and supported by practical measures including employment opportunities, good education; accessible community and leisure services. It must be inclusive of youth, older people, indigenous and minority groups.

Place: People want to live in well serviced neighbourhoods that support and take advantage of the Tweed's outstanding environmental values and scenic beauty. Essential infrastructure delivers high standard water supply, wastewater, solid waste management and resource recovery services, protection from stormwater and flooding, adequately surfaced streets, linked footpaths and cycleways, conveniently placed and well equipped parks and sports fields, accessible community and cultural venues. Neighbourhoods need to be connected to employment, shopping, health, commercial and educational facilities by an efficient arterial road and public transport system. Residents of existing towns and villages want the character, amenity and heritage of these localities preserved and enhanced.

Population growth continues to be a major issue for the shire, in conjunction with an ageing population. The Tweed population exceeds 89,000 people and is predominantly driven by migration.

Based on current trends, the Tweed population will exceed 100,000 by 2021. During this period, it is estimated the number of people aged 65 or over will increase to 41,000 persons, or approximately 41 per cent of the total population of the shire. Over the same period, the proportion of people actively engaged in the workforce will only increase by 0.6-0.7 per cent per annum.

An increasing population continues to place pressures on existing services and physical infrastructure. Strengthening the coordination between Council, government agencies and other service and infrastructure providers will be essential to avoid service duplication and increase cost effectiveness of shire-wide programs and projects.

Pressure on living standards is evident. The median household income of the Shire is 50 per cent less than the State average. More than 60 per cent of these households earn less than \$1000 per week, ranking the Tweed Shire socioeconomic index within the disadvantaged range.

A growing and ageing population also presents economic and social opportunities, as well as pressures. Intelligent planning will allow our community to take advantage of these developments to grow our social capital, care for our environment and grow our economy.

Key Objectives and Strategies: Supporting Community Life

		Source Document (see p23)	Key Contributors
PEOPLE			
Objective 2.1	Foster strong, cohesive, cooperative, healthy and safe communities.		
2.1.1	Support and engage community organisations to promote effective communication between Council and these groups.	Community Engagement Strategy	Community Organisations
2.1.2	Work closely with government and community organisations to improve services to children and families, youth, elderly, indigenous people, disadvantaged and minority groups.	21, 28, 34	Communities NSW; Dept of Aboriginal Affairs; Tweed Byron Local Aboriginal Land Council
2.1.3	Conserve Indigenous and Non Indigenous cultural places and values.	26, 28, 30	Tweed Byron Local Aboriginal Land Council; Dept of Aboriginal Affairs
2.1.4	Provide opportunities for residents to enjoy access to the arts, festivals, sporting activities, recreation, community and cultural facilities.	8, 40	Communities NSW; ANR; Community Organisations
2.1.5	Provide education and advocacy to promote road safety and support efforts of community groups and the police to improve safety of neighbourhoods, particularly programs to engage youth.	7, 25, 41	Communities NSW; Community Organisations; RTA; NSW Police, Tweed Local Area Command
2.1.6	Ensure new residents and families are welcomed and integrated into the community life of the Tweed.	8, 12, 21, 34, 40	Community Organisations; Churches; Clubs.
Council Role: Provider, Partner, Supporter, Promoter			
Objective 2.2	Improve opportunities for housing choice.		
2.2.1	Promote provision of a wide range of housing types in new and existing urban areas.	28, 30	DoP; Developers
2.2.2	Promote the supply of affordable housing.	28, 30	DoP; NGOs; Developers
Council Role: Promoter			
PLACE			
Objective 2.3	Provide well serviced neighbourhoods.		
2.3.1	Provision of a secure, high quality and reliable drinking water supply service which meets health and environmental requirements and projected demand.	15, 16, 28, 38, 39	NSW Office of Water; DECCW; NSW Health
2.3.2	Provision of high quality and reliable wastewater service which meets health and environmental requirements and projected demand.	15, 16, 36	NSW Office of Water, DECCW
2.3.3	Provision of high quality, best practice, solid waste disposal with energy recovery, and improving resource recovery practices and infrastructure which meets health and environmental requirements and projected demand.	10	DECCW
2.3.4	Ensure adequate stormwater drainage, flood management and evacuation systems are in place to protect people and property from flooding.	13, 14, 33	DECCW; SES; NSW Police;

2.3.5	Ensure local streets, footpaths and cycleways are provided, interconnected and maintained.	28	
2.3.6	Provide conveniently placed and well equipped parks, sporting, recreational, cultural and community facilities.	8, 9, 17, 18, 19, 20, 31	
2.3.7	Provide a safe and efficient network of arterial roads connecting neighbourhoods to town centres, employment, shopping, health, commercial and education facilities.	9, 28	RTA
2.3.8	Promote the provision of cost effective public transport for all person access.	9, 13, 28, 43	Private enterprise; Transport NSW
2.3.9	Conserve and enhance the character, amenity and heritage of existing towns and villages.	28	
Council Role: Leader, Provider, Regulator, Promoter			
Objective 2.4 Provide vibrant and accessible town, community and business centres.			
2.4.1	Encourage establishment of well located centres to provide a wide range of retail, commercial and community services, supported by high amenity public spaces, quality urban design and good access by public transport or bicycle.	28	Local businesses; Developers
2.4.2	Advocate for the provision of affordable and accessible health care, aged care, mental health, youth and family services and other community services.	28	Department of Health; Various other State and Commonwealth Departments
2.4.3	Facilitate the development of a network of neighbourhood centres to meet the needs of local residents.	28	Developers
Council Role: Promoter			
Objective 2.5 Improve urban design.			
2.5.1	Design new urban areas to be sustainable, complement existing environmental values and take advantage of the Tweed's scenic beauty.	28	DoP; Developers; Tweed Tourism
2.5.2	Ensure the highest design standards for sustainability are used for buildings, streetscapes and public spaces.	28	DoP; Developers
Council Role: Leader, Regulator			

Supporting Community Life indicators

- Increased community satisfaction with Council's services and facilities
- Public transport usage
- Level of graffiti vandalism

- Level of volunteering
- Crime rates
- Housing affordability
- Average weekly earnings
- Unemployment rate
- Age diversity
- Community connectedness

- Life expectancy
- Best practice compliance for water and wastewater.
- Meet government targets for solid waste
- Satisfactory level of service on arterial roads



Bray Park Water Treatment Plant



Strengthening the economy

Aim

Strengthen and diversify the region's economic base in a way that complements the environmental and social values of the shire.

Challenge

The economy of the Tweed needs to develop and diversify at a pace which matches population growth.

The Tweed economy is dominated by the service sector, light manufacturing and residential building construction. Education, hospitality, retail, health services and trades are the largest areas of employment.

Economic development is a complex issue. Council needs to work with key government agencies and the private sector to set priorities and share resources within both a local and regional framework. Council's primary roles in economic development are the provision of infrastructure, planning land use which generates employment, and promoting business and investment.

Tourism plays an ever increasing role in the Tweed's growing economy. In response to this, Council owns purpose-built Visitor Information Centres located at Murwillumbah and Tweed Heads. Council also provides resources to promote and market the Tweed as a tourism and business destination.

Tweed Shire Council recognises economic development and tourism development are core functions of its operations. It is therefore important that Council sets a vision for economic development and infrastructure planning and provision, strategic land use planning and community development. This role for Council in economic development and tourism promotion will lead to a refocus of resources of existing strategic plans in the medium term, to ensure the plans align with community aspirations outlined in the Community Strategic Plan.

Council will work collaboratively with the economic development and tourism promotion agencies to develop relevant strategies. In addition Council operates the Tweed Coast Holiday Parks which consist of seven holiday parks located either on the Tweed Coast or on the Tweed River, as well as the Murwillumbah Airfield and the Murwillumbah Cattle Sale Yards.

Good quality agricultural land is a limited resource under increasing pressure from urban and rural-residential development. It is important to ensure, as far as possible, that rural industries maintain the critical mass required to sustain viable support services and infrastructure. However, any measure to identify and protect prime agricultural land needs to be linked to an assessment of future farm viability.

Tweed agricultural production is based mainly on small producers, who are finding it increasingly difficult to generate adequate incomes, invest in new equipment and practices, and compete with larger companies. Many if not most farms rely on supplementary off-farm income. High land prices can make it difficult for farmers to expand their properties into more efficient units.

The farming community has aged markedly as the younger generation decides to make its future elsewhere. Demand for rural living is growing and there is a significant number of people migrating to the Tweed who can afford to buy productive agricultural land as a lifestyle option, to the detriment of its agricultural use.

Key Objectives and Strategies: Strengthening the Economy

		Source Document (see p23)	Key Contributors
Objective 3.1	Expanding employment, tourism and education opportunities.		
3.1.1	Attract educational facilities to the Tweed.	11, 24, 28, 34	Department of Education and Training; Department of Community Services; Department of Science and Medical Research
3.1.2	Attract major events to the Tweed.	12, 31	Tourism NSW; Events NSW
3.1.3	Support innovative employment generating projects.	11, 28	Private enterprise; Keep Australia Working Advisory Committee Richmond-Tweed and Clarence Valley Priority Employment Area; Far North Coast Regional Strategy
3.1.4	Market the Tweed as a destination for business and tourism.	11, 28	Department of Industry and Investment; Regional Development Australia; Tourism NSW
3.1.5	Support creative practitioners and entrepreneurs to access professional and business development opportunities, to enhance their contribution to the creative economy.	8	ANR Private Enterprise; Education providers; Various State and Commonwealth departments
3.1.6	Provide opportunities for visitors to enjoy access to the Arts through cultural facilities, festivals and programs.	8, 11, 12, 17, 18, 20, 31	ANR; Creative Industries Consortium; Various Government Departments
3.1.7	Establish planning controls that support businesses and promote the growth of home-based industries.	28	DoP
3.1.8	Promote improved telecommunications and broadband access.	24	Department of Broadband, Communications and the Digital Economy
3.1.9	Develop coordinated cross border relationships.	11	South East Queensland Local Government entities; Queensland State Government
Council Role: Leader, Provider, Partner, Supporter, Promoter			

		Source Document (see p23)	Key Contributors
Objective 3.2	Retain prime agricultural land, farm viability, manage rural subdivision and associated landscape impacts.		
3.2.1	Foster a viable farming community.	28, 30	Private enterprise; North Coast Regional Strategy
Council Role: Partner, Promoter			
Objective 3.3	Maintain and enhance the Tweed lifestyle and environmental qualities as an attraction to business and tourism.		
3.3.1	Establish planning controls that balance the need for urban growth, agriculture and protection of the environment.	26, 30	DoP, DECCW
3.3.2	Facilitate government-funded infrastructure.	13, 20	Various government departments
Council Role: Leader, Partner, Promoter			
Objective 3.4	Provide land and infrastructure to underpin economic development and employment.		
3.4.1	Ensure an adequate supply of industrial and commercial lands to promote employment opportunities.	32	DoP; Department of State and Regional Development
3.4.2	Ensure infrastructure (utilities, services and transport) is available to support economic development.	9	Telcos; Department of Transport; Energy providers
3.4.3	Manage Tweed Coast Holiday Parks, airfields and other business enterprises to provide economic stimulus and maximise returns to the community.	11	LPMA
3.4.4	Support the creation of a vibrant self sufficient retail network that fully services the local community.	28, 32	Private enterprise
Council Role: Leader, Provider, Partner, Supporter, Promoter			

Strengthening the Economy indicators

- Gross Local Product
- Gross Local Product per capita
- Building Approvals
- Total Employment
- Qualifications
- Employment levels
- Employment containment: Areas of residence of all workers within the Tweed
- Number of registered businesses
- Number of employees per registered businesses





Caring for the environment

Aim

Council and the community value, respect and actively participate in the care and management of our natural environment for current and future generations.

Challenge

Natural resources are vital to our existence. Our health and well-being are inextricably linked to the quality of our air, water, soils and biological resources.

Our landscapes, seascapes and wildlife are inseparable from our culture. Our economy and key industrial sectors are directly and indirectly reliant on functioning ecosystems. Natural resources also have their own intrinsic value. Their importance goes beyond their functional value.

The Tweed's natural environment is as beautiful as it is diverse, combined with scenic rural landscapes and a number of attractive towns and villages. The landscape is the shire's defining characteristic and one of its greatest assets.

The Mount Warning Caldera is recognised for its diverse and beautiful environment — its terrain, scenic values and biodiversity. The shire has the third highest biodiversity of flora and fauna in Australia, behind the World Heritage areas of North Queensland and Southwest Western Australia.

The Tweed Shire also has one of the highest population growth rates in NSW. This places a wide range of pressures on the natural environment and puts Council in an important position in terms of managing the shire's natural resources and population growth in an ecologically sustainable way.

The 2011/2021 Tweed Community Strategic Plan acknowledges that the management, protection, conservation and restoration of the shire's environmental assets are vitally important, because it is environment that ultimately supports society and the economy. Without a healthy environment, local food and water supply is jeopardised, our highly regarded quality of life declines, tourism and associated business suffer and the shire becomes a less attractive place to live, work and visit.

In 2004, improving water quality and river flows was highlighted as a priority to safeguard aquaculture, fishing and lifestyle amenities. Urban expansion and agricultural activities were cited as potential causes of further deterioration in water quality and amenity through siltation, pollution and algal blooms.

Pressures on the coastal environment is likely to continue, given planned expansion of urban areas along the coastal zone. A long-term environmental management framework has been developed to protect the qualities of beaches, dune systems, wetlands, wildlife habitats and the management of extensive environmental protection areas. The establishment of wildlife corridors was necessary to protect flora and fauna species from extinction.

Good quality agricultural land is a limited resource under increasing pressure from urban and rural-residential development. Urban and rural expansion is having a negative impact on the preservation of indigenous and non-indigenous cultural places and values.

The protection of rural landscapes threatened by a decline in agriculture activities was highlighted as a priority in Tweed Futures 04/24. The landscape of the Tweed must be preserved together with Aboriginal heritage and other built heritage items with cultural significance or educational values.

Tweed Futures 04/24 also highlighted that quality urban design was essential to retain the distinctive character of towns and villages in the shire.

The Tweed has extensive areas with parks and reserves, which provides an opportunity for integrated management, particularly along the coast. Improved coordination between Council and other agencies, plus effective planning controls over privately owned land within important landscapes, will provide improved amenity for all stakeholders.

Key Objectives and Strategies: Caring for the Environment

		Source Document (see p23)	Key Contributors
Objective 4.1	Protect the environment and natural beauty of the Tweed.		
4.1.1	Retain open space and greenbelts for conservation and for all people to enjoy.	28	Department of Planning; Community Groups
4.1.2	Maintain a coastline that is enjoyed and managed for current and future generations.	6, 20, 28	DECCW; Department of Planning
4.1.3	Protect and manage coastal and inland waterways for the enjoyment of current and future generations.	6	DECCW; Waterways; Department of Primary Industries
4.1.4	Enhance and protect biodiversity for current and future generations.	28	Various NSW Government Departments
4.1.5	Protect and manage bushland and scenic landscapes for current and future generations.	22	NSW Parks and Wildlife
Council Role: Provider, Partner			
Objective 4.2	Conserve native flora and fauna and their habitats		
4.2.1	Promote the protection of native vegetation and wildlife habitat of high conservation value, social or cultural significance in Tweed Shire.	20, 35	DECCW; NRCMA; DoP; Developers; Community
4.2.2	Encourage and promote rehabilitation and management of native vegetation and wildlife habitat in Tweed Shire.	20, 35	DECCW; NRCMA; Landcare; Landholders
4.2.3	Recognise the social and economic impacts of managing vegetation.	20, 35	DECCW; NRCMA; Developers; DoP
4.2.4	Promote and encourage partnerships between the community and governments through consultation and participation.	20, 35	DECCW; NRCMA; Landcare; Landholders
4.2.5	Establish and promote a framework for the implementation, continued development and monitoring of vegetation management and planning measures.	20, 35	DECCW; NRCMA; Landcare
Council Role: Provider			
Objective 4.3	Maintain and enhance Tweed's waterways and its catchments		
4.3.1	Manage water resources sustainably and minimise impact on the environment by achieving more integration of water supply, wastewater and stormwater services.	15	DECCW; DoP; NRCMA
4.3.2	Improve urban stormwater discharge through Water Sensitive Urban Design.	33	DoP; Developers; Private Industry
4.3.3	Improve rural stormwater discharge quality and ecosystem health through best practice land management.	5, 33	Rural Landholders; Landcare
Council Role: Provider, Partner			
Objective 4.4	Manage the Tweed Coastline to ensure a balance between utilisation and conservation		
4.4.1	Recognise and accommodate natural processes and climate change.	6, 20	DECCW
4.4.2	Protect and enhance the aesthetic qualities of the coastal zone.	6, 20	DECCW; DoP
4.4.3	Provide for appropriate public access and use.	6, 20	DECCW; DoP
Council Role: Provider, Partner			

Objective 4.5	Improve the environmental capacity of Tweed agricultural lands		
4.5.1	Promote and encourage sustainable and innovative agricultural practices.	28	DII; Research Organisations
4.5.2	Promote and encourage partnerships between farming communities, governments and research institutions through consultation and participation.	28	DII; Research Organisations
4.5.3	Provide information and support on sustainable land use practices to the agricultural community.	28	DII; NRCMA
Council Role: Provider, Promoter			

Caring for the Environment indicators

- Health of bushland
- Waste diverted from landfill
- Water quality
- Energy and water consumption
- Renewable energy usage
- Area of bushland under active management
- Number of endangered species



Tweed Snapshot

General

Population

2009 – 89,000

Growth Rate

- Tweed 2.5% p/a = 2200 people p/a

Compared to:

- Northern Rivers 1.9%
- NSW 2.1%

Forecast

- 2031 - 125,000

Unemployment rates – March 2010

- Tweed 5.8%
- NSW 5.9%

Median weekly income

\$683.00

Median residential sale price

- Tweed \$455,000
- Sydney \$498,000

Median residential rent three-bedroom home

\$350 per week – June 2010

Infrastructure

- Two public hospitals
- 39 primary schools
- 11 secondary schools
- Three libraries
- Two TAFE campuses
- Southern Cross University
- Gold Coast Airport
 - * 4.4 million domestic passengers in 2009/10
 - * 755,000 international passengers in 2009/10



Business and industry

- 9800 GST registered businesses

Major industries

- Retail
- Tourism
 - * 33 motels
 - * 19 caravan parks
 - * 481 holiday flats/units
- Property development
- Agriculture

Environment

Total area – 1307km²

Total fauna species – 3340

Gazetted National Parks and nature reserves

- Approximately 19,000 hectares
- 9% of total shire area

Since Tweed Futures 04/24 was developed in 2004, the Tweed's population has grown by more than 10 per cent and 1700 new land parcels have been created in response to growth needs. This increases demand for new services and places greater demand on existing infrastructure.

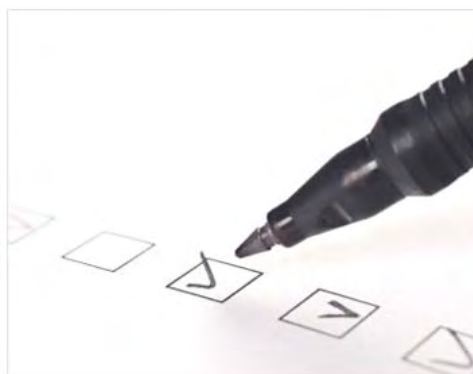
Monitoring and Review Process

To assess the implementation and effectiveness of Council's actions in achieving its long term goals each outgoing elected Council must prepare a report to the community detailing achievements over their four year term.

The Tweed Community Strategic Plan will be formally reviewed every four years by each newly elected council and the community will have the opportunity to revisit the priorities and objectives set by the incoming Council to ensure they reflect the community's current needs and aspirations.

How will we measure our success?

The objectives and strategies for each theme provide a transparent approach to reporting, and establish a baseline from which we can track our progress. Council's Annual Report provides a snapshot of progress towards an environmentally, socially and economically sustainable shire, and Council's progress in meeting its indicators. Council's performance, in managing its budgets and delivering programs and services, is also outlined in the Annual Report.



Name	What do the indicators measure?	How is it reported, and what period does it cover?
Community Strategic Plan		
Objectives/Strategic indicators	Progress towards achieving community aspirations	Status Report (every 4 years) from outgoing Council
Delivery Program		
Strategic Actions	Outcomes – progress towards achieving strategic indicators Performance – implementation of agreed priorities and delivery of program activities	Report to Council (6 months) July – December January – June Annual Report (every year) July – June (financial year)
Operational Plan		
Service indicators	Performance – delivery of agreed services	Report to Council (3 months) July – September October – December January - March April - June

Related Plans – New South Wales Government

To be truly effective, the 2011/2021 Tweed Community Strategic Plan is informed by the NSW State Plan and the Far North Coast Regional Strategy.

NSW State Plan 'Investing in a Better Future'

www.stateplan.nsw.gov.au

The NSW Government's long-term strategic plan to deliver better services to the people of NSW.

Far North Coast Regional Strategy

www.planning.nsw.gov.au/plansforaction/pdf/fncrs_strategy_fin.pdf

A 25-year plan to promote prosperity, protect the environment, guide jobs and housing growth along the Far North Coast of New South Wales. The draft strategy recognises the impact of rapid population growth into the Far North Coast Region.



Definitions/Terms

Action - activity resulting from an objective that flows into either the Delivery Program or Operational Plan for implementation.

Asset Management Plan - accounts for all existing assets under ownership and control of Council, as well as any proposed asset solutions planned during the term of the *Community Strategic Plan*.

Community Strategic Plan - a plan that identifies the main priorities and aspirations for the future of Tweed Shire covering a 10 year period.

Council Charter - as prescribed by Section 8 of the Local Government Act 1993

Delivery Program - a program that details the principal activities to be undertaken to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy.

Long-term Financial Plan - establishes funding to support long-term goals of the *Community Strategic Plan*

Objectives - community aspirations to be delivered over the life of the plan

Operational Plan - activities to be undertaken by council as part of the delivery program covering that particular year.

Resourcing Strategy - provision of resources required to implement the strategies established by the community strategic plan that council is responsible for, including a long-term financial plan (10 year), workforce management plan and asset management plans.

Strategy - a plan of action intended to accomplish a specific goal.

Workforce Management Plan - addresses the human and skills requirements needed to deliver the objectives of the *Community Strategic Plan*.

List of Acronyms

ANR	Arts Northern Rivers
DCCEE	Department of Climate Change and Energy Efficiency
DECCW	Department of Environment, Climate Change and Water NSW
DII	Department of Industry and Investment NSW
DLG	Division of Local Government
DCP	Development Control Plan
DoP	NSW Department of Planning
ESD	Ecologically Sustainable Development
LEP	Local Environmental Plan
LGSA	Local Government and Shires Association of NSW
LPMA	Land and Property Management Authority
NGO	Non Government Organisation
NRCMA	Northern Rivers Catchment Management Authority
RTA	Roads and Traffic Authority of NSW
SES	State Emergency Service
TAFE	Technical and Further Education

A-Z of Major Informing Strategies

1. Aquatic Facilities Strategy
 2. Asset Management Plans
 3. Cemeteries Business Plan
 4. Coastal Estuaries Management Plan
 5. Coastal Zone Management Plans (generic name for a number of plans)
 6. Coastline Management Plan
 7. Community Road Safety Strategic Plan
 8. Cultural Plan – Stretching Dimensions
 9. Developer Contribution Plans (Section 94 and Section 64)
 10. Domestic Solid Waste Management Strategy
 11. Economic Development Strategy
 12. Festivals Strategy
 13. Five year Works Programs
 14. Floodplain Risk Management Plans
 15. Integrated Water Cycle Management Strategy
 16. Interim Water Quality Management Plan
 17. Libraries Strategy
 18. Museum Strategy
 19. Regional Sports and Facilities Plan
 20. Seven Year Infrastructure and Services Plan
 21. Social Plan
 22. State of the Environment Report
 23. Surf Life Saving Strategy
 24. Telecommunications Action Plan
 25. Tweed Coolangatta Community Safety Plan
 26. Tweed Development Control Plan 2008
 27. Tweed Development Program
 28. Tweed Futures 2004-2024
 29. Tweed Heads Master Plan
 30. Tweed Local Environmental Plan
 31. Tweed River Art Gallery Business Plan
 32. Tweed Urban and Employment Land Release Strategy 2009
 33. Tweed Urban Stormwater Quality Management Plan
 34. Tweed Youth Needs Analysis
 35. Vegetation Management Strategy
 36. Wastewater Activity Management Plan
 37. Water Activity Management Plan
 38. Water Supply Demand Management Strategy
 39. Water Supply Drought Management Strategy
 40. Whole of Shire Cultural and Community Facilities Plan
 41. Youth Alcohol and Other Drugs Study
 42. *Far North Coast Regional Strategy
 43. *NSW State Plan
- * External Plans



TWEED
SHIRE COUNCIL

Customer Service | 1300 292 872 | (02) 6670 2400

tsc@tweed.nsw.gov.au
www.tweed.nsw.gov.au

PO Box 816
Murwillumbah NSW 2484

www.ourtweedvision.com.au



Engaging the Community

Community Strategic Plan 2011/2021

The Community Strategic Plan will be central in guiding Tweed Shire Council's activities and projects for the next 10 years. Encompassing and building on the work from Tweed Futures 04/24, the Plan will be informed by the broad Tweed community and its stakeholders. This engagement strategy is specific to the Draft Community Strategic Plan and outlines how Council will engage on this shire-wide high impact project with stakeholders during the 42-day exhibition period.

Stakeholders

- Tweed Residents and Ratepayers (including non-resident ratepayers)
- Community organisations and Interest Groups
- Business and Industry
- Council committee and advisory groups
- Aboriginal and Torres Strait Islander residents
- Youth
- Residents with a disability
- Schools and educational institutions
- Government agencies, adjacent councils and regional bodies

Engagement Outcomes

Following the 42-day exhibition period of the Draft plan, the final Tweed Community Strategic Plan 2011/2021 will be informed by: Written submissions to Council; Short phone submissions to Council; independent report from online consultation results; independent report from community phone survey results; feedback and comments from Community Information Sessions. Copies will be provided as attachments to the Council report.

Key Messages

- The Draft Tweed Community Strategic Plan 2011/2021 builds on the 2004 community consultation for Tweed Futures 04/24. Are we on the right track or are there other priorities the community would like Council to consider?
- Everyone has a right and will have the opportunity to participate and share their vision for the Tweed. What might be my vision may not be your vision, but together it makes our vision for the future of the Tweed.

Communication Objective

“ To consult with stakeholders to ensure the Tweed Community Strategic Plan 2011/2021 reflects the long-term vision and aspirations of the community. ”

Outcome

“ An informed Tweed Community Strategic Plan shaped by the community — one that provides a balanced approach to the aspirations of the broad Tweed community and sets a clear 10-year direction for Tweed Shire Council to work towards delivering. ”



Timeline

The recently introduced integrated planning and reporting framework requires NSW Council's to prepare:

- A **10-year 'Community Strategic Plan'**
- A **four-year 'Delivery Program'**
- An **annual 'Operational Plan'**

Tweed Shire Council elected to be one of the Councils to have the new reporting system **implemented by 30 June 2011**. Over the next 10 months, Council will be actively engaging with the community as it implements the new integrated planning and reporting.



Communication Challenges

Challenge/Issue	Impact/Implication	Overcoming the challenge
To engage with Tweed citizens who would not normally be part of the consultation process.	Without their participation, community input provided might not reflect the views of the entire shire. A poorly informed strategic plan will lead to high expectations and poor results when delivering the outcomes.	<p>Use well known community members as ambassadors for the Community Strategic Plan - follow up with use of 'voxpops' from everyday community members in the Tweed Link and other media.</p> <p>Extensive marketing to promote the draft plan is on exhibition for 42 days - have your say. Council going out to the community at markets, shopping centres, etc.</p> <p>Use a wide range of engagement methods based on social justice principles and incorporating the best of new technology and traditional methods to make it easy to have your say.</p>
Many people are time poor these days. How do you get the average person to provide their comments on their vision for the Tweed?	Unless they are engaged community input provided might not reflect the views of the entire shire.	Use engagement methods that are not resource or time intensive, provide 24/7 access and allow members of the community to contribute when, where and how it suits them. Council going out to the community. For example, 24/7 online forums with various discussions, 24/7 phone submissions, community information sessions that cover both business hours and after hours, Council stalls at shopping centres and markets.
The Draft Community Strategic Plan and associated reporting requirements are complex and might be difficult to digest for some members of the community.	Scale and complexity of the project could prevent participation and input from groups and individuals.	<p>Use plain english and no jargon to explain the process and reporting requirements.</p> <p>Create a list of Frequently Asked Questions.</p> <p>Design the Community Strategic Plan so it is enticing and easy to read with clearly defined themes. Break the plan and the process of its formulation into smaller, easily understood sections using graphics rather than text.</p> <p>Ensure background information with detail is easily accessible for those who wish to get more information.</p>
Misinformation in the community about the contents and purpose of the Draft Community Strategic Plan.	Can detract the community conversation from 'the big picture'.	<p>Invite media to attend a designated media briefing prior to the Community Strategic Plan going on exhibition.</p> <p>Use the Tweed Link to address issues of community concern.</p> <p>Proactively respond to incorrect information published by the media or as Letters to the Editor or in the online moderated discussion.</p> <p>Ensure background information with detail is easily accessible for those who wish to get more information.</p>

Sharing the vision - Have your say

The community engagement strategy for the Community Strategic Plan is based on social justice principles - ensuring equity and fairness and to provide opportunities for individuals, regardless of background or socio economic status, to participate in decisions that can affect their quality of life. The methods outlined are open to all stakeholders, with some targeted activities for certain audiences.



Council's Customer Service Centres in Tweed Heads and Murwillumbah will have a dedicated area for the Community Strategic Plan, internet access for the online forum as well as printed and electronic copies of the plan. Council's offices are open Mondays at 8am - 4.45pm and Tuesday - Friday from 8am - 4.30pm.



Tweed Heads, Kingsliff and Murwillumbah Libraries will have copies of the plan and offer free internet access. Several free internet sessions on how to participate in the online forum will be held at Tweed's libraries throughout the exhibition period. These will be advertised in the Tweed Link.

Phone Submissions

1300 139 255

Can't make it to one of the information sessions or don't have internet access? Then consider the dedicated **24/7 phone hotline** established to take short verbal submissions.

You can share your vision for the Tweed over the phone from anywhere, at a time that suits you, all for the cost of a local call.

Written Submissions

The traditional methods of input are still available. Written submissions can be emailed to tsc@tweed.nsw.gov.au, faxed to (02) 6670 2429 or posted to General Manager, Tweed Shire Council, PO Box 816, Murwillumbah 2484

www.ourtweedvision.com.au



An independently moderated online forum hosted by leading online engagement specialist Bang The Table will host the main community conversation for the Draft Tweed Community Strategic Plan 2011/2021.

With the site **open 24/7**, residents can have their say on the plan at a time that suits them, **engage in two-way discussion** with other stakeholders (anonymously if you like), learn more about the plan or just observe the community conversations.

The website will be the central point for all information relevant to the draft plan. It will feature the plan and background information, as well as key dates and information on other ways you can have your say. The site features vodcasts from community members, an electronic library, pictures and, most importantly, discussions on the plan and the four themes.

Once the exhibition period closes and submissions are being considered, an independent report by Bang The Table will be available on the site for users to view and will be attached to the relevant Council report.

Tweed Link

The Tweed Link is one of Council's primary communication tools and this year's winner of an RH Dougherty Award for Reporting to Your Community.

A full-colour Tweed Link issue due out on 28 September will be dedicated to the Draft Community Strategic Plan 2011/2021.

Regular articles and advertising about the plan, how to have your say, updates on the online forum and much more will feature in Tweed Link issues throughout the exhibition period.

Distributed to 38,500 households across the Tweed and with a weekly readership rate of 79%, more than 67,000 residents read the Tweed Link each week. The Tweed Link is also available online, via hardcopy and electronic subscription and available on audio tape.



Council in the community

Council will be at various places around the Tweed to let you know about the strategic plan, including shopping centres, community halls and markets. Stop by and find out more about the community strategic plan and how you can have your say to share your vision.

Community information sessions about the Draft Community Strategic Plan will be held in Tweed Heads, Tweed Heads South, Kingscliff, Pottsville, Murwillumbah, Chillingham and Uki. Councillors and Council officers will be available to answer questions and assist with explaining the plan. Sessions are open house and some will be open until 7pm to allow residents to attend at a time that suits them.



Advertising and Media

To ensure the broad Tweed community and other stakeholders are aware Council is seeking their input to the Draft Community Strategic Plan Council will **promote the plan through the Tweed Link, other local newspapers, industry magazines and publications, television, radio and social networking sites.**

Local media play an important role in informing the Tweed community in a factual and timely manner. Media Organisations will be invited to attend a dedicated **media briefing.**

Posters encouraging the community to share their vision will be at prominent sites around the Tweed, including community notice boards, shops, libraries, Council offices and shopping centres.

Phone Survey

As another method to engage with residents who may not otherwise get involved in the discussion process, Council will conduct an independent phone survey. If you get a call about the Draft Plan please take the time to let us know your vision and thoughts on the future of the Tweed. The sample size of the phone survey reflects the broader Tweed community within a +/- 5% variation and with 95% accuracy.



Measuring Success

It is important to evaluate the methods of engagement used so Council can determine their effectiveness and consider their benefit for future use. Evaluation methods include:

- Independently Moderated Online Forum (Bang The Table) – When the online forum concludes, registered users will be asked to complete an online survey to provide feedback. Evaluation will include the number of users who access the unique site directly or via Council's webpage at www.tweed.nsw.gov.au
- Submissions - the number of written submissions and short phone submissions.
- Phone survey – the sample size of the phone survey reflects the broader Tweed community within a +/- 5% variation and with 95% accuracy.
- Social Networking Site advertising – number of 'click throughs' to the online forum.

Targeting stakeholders

Tweed Residents and Ratepayers

- Direct mail to non-resident ratepayers.

Interest groups (including ratepayer and progress associations, environment groups, business and industry peak bodies).

- invitation to representatives from regularly consulted community groups and organisations to attend a briefing session with the Australian Centre For Excellence in Local Government, to initiate the formal collaborative program and actively engage with representatives who advocate for the community.

Community organisations

- Direct mail to more than 600 registered groups on the Community Directory, ranging from sporting clubs and businesses, to religious and ethnic groups and schools.

Business and Industry

- Correspondence with Tweed Tourism members.

Council Committees and Advisory Groups

- Draft Community Strategic Plan included as an agenda item for meetings during the exhibition period.

Aboriginal and Torres Strait Islander residents

- Include on agenda with Aboriginal Advisory Committee.
- Advertisement in Koori Mail.

Youth

- Direct mail to all Tweed secondary schools and tertiary educational facilities.
- In conjunction with Council's Youth Officer coordinate a meeting by invitation with Tweed-based youth workers and providers.
- Article in the Tweed Youth Times newsletter.
- In conjunction with Council's Education Officers, encourage discussions at schools and offer the opportunity to have Council present at school assembly.

Residents with a disability

- Draft Community Strategic Plan will be available on audio tape and distributed through community services for the vision impaired.
- In conjunction with Council's Aged and Disability Officer, coordinate a meeting by invitation with Tweed-based service providers.

Schools and educational institutions

- Direct mail to all Tweed secondary schools and tertiary educational facilities.
- Posters up on campuses to encourage students to have their say.

Government agencies, adjacent councils and regional bodies

- Meetings by invitation with NSW Government agencies and affiliated services including emergency services, police, fire and ambulance.