

Tweed Futures 4/24 Action Plan

Sustainable Tweed	
Action 1	Adopt sustainability as a basis for all forms of Shire planning and progressively review Council's major strategic documents and policies against sustainability principles.
Response	The key components of Ecological Sustainable Development (ESD) have been incorporated into a larger number of NSW State legislations. Strategic planning and policy documents of Council must be consistent with the scope and purpose of any applying legislation and therefore more likely to reflect the precautionary principle of ESD.
Status	Ongoing.

Action 2	Initiate an ongoing community and business awareness program to increase understanding of sustainability and Triple Bottom Line principles, explain Council's legal obligations to implement Ecologically Sustainable Development, and highlight the need for all sectors of the community to share responsibility for this task.
Response	Projects that contribute towards sustainability, education and capacity building in the Tweed Shire include; <ul style="list-style-type: none"> • Sustainable streets; Murwillumbah, Uki and Cabarita, • Sustainable Villages, Uki, Tyalgum and Chillingham, • Ecological Sustainable Development content on the Council web site and • State of the Shire reporting.
Status	Ongoing.

Action 3	Recast Council's State of the Environment Report as a broader 'State of the Shire' incorporating a Triple Bottom Line framework and sustainability indicators.
Response	In response to the Integrated Planning and Reporting legislation, Council's across the northern rivers region are in discussions with regard to the preparation of a regional State of the Environment report. A State of the Shire report is still planned. However the report will need input (particularly economic and social sustainability indicator data) from the Tweed Economic Development Corporation and Councils Community and Cultural Services unit.
Status	Ongoing.

Action 4	Revise Development Control Plan (DCP) 45 to guide assessment of development proposals against sustainability principles.
Response	DCP 45 – Socio Economic Impact Assessment has been incorporated into the consolidated Tweed DCP, now numbered part A13 Socio Economic Impact Assessment. No revision of this document has occurred.
Status	Complete.

Strengthening the Economy	
Action 5	Regularly update the Tweed Economic Development Strategy (TEDS) in collaboration with Tweed Economic Development Corporation (TEDC) and Tweed Tourism with a focus on specific implementation projects.
Response	<p>Council has worked with the Tweed Economic Development Corporation to prepare the Tweed Economic Development Growth Strategy which was adopted by Council in December 2006.</p> <p>Council in consultation with the University of Technology Sydney Centre of Excellence in Local Government, are currently reviewing the delivery method of economic development and tourism in the Shire. Council is still reviewing how it will set its Economic Development vision.</p>
Status	To be reviewed.

Action 6	Complete the Tweed Input-Output Model and apply its findings through the Tweed Economic Development Strategy.
Response	The Input-Output Model has been completed and updated by Tweed Economic Development Corporation (TEDC).
Status	Complete.

Action 7	Identify suitable areas of industrial and commercial land to meet current and projected needs, and promote the timely land release to market.
Response	In 2008 Council adopted the Tweed Urban and Employment Land Release Strategy which identified the least constrained land capable of accommodating residential and employment (including commercial) land available for release should demand so require. This policy sets a framework and timing schedule for the commencement of the rezoning process with land categorized into short, medium and long term timeframes for release.
Status	Complete.

Action 8	Finalise the Tweed Tourism Development Strategy
Response	<p>Tweed Tourism Strategic Plan was prepared by Tweed Tourism and endorsed by the Council in 2008. Tenders for preparation of a new Tourism Strategic Plan will be advertised in mid 2010.</p> <p>In addition a Rural Tourism Strategy and DCP are scheduled on the Planning Reform Unit Work Program for 2009-2010 for the next financial year.</p>
Status	To be reviewed.

Action 9	In cooperation with government and the private sector, identify infrastructure improvements needed to support economic development and tourism projects that will increase local employment.
Response	<p>Council has undertaken and supported these economic development infrastructure projects;</p> <ul style="list-style-type: none"> • Completed construction of the Tweed Heads Visitor Information Centre. • Currently undertaking re-designs works for the Murwillumbah Visitor Information Centre – World Heritage Rainforest Centres in collaboration with Tweed Tourism. • In collaboration with Tweed Economic Development Corporation prepared a Telecommunications Infrastructure Action Plan and lobbied the Federal Government and NBN Co. for the upgrade and expansion of telecommunications infrastructure in the Tweed. • Tweed Economic Development Corporation preparation of a concept / feasibility study on a Tweed River Natural Link Concept and • Council and Tweed Economic Development Corporation investigations into an Environmental Education resource Centre. <p>Tourism Project</p> <ul style="list-style-type: none"> • The Sustainable Villages Project has identified ecotourism initiatives called the 'integrated trails network'. Work is underway to identify a number of walking, cycling, and horse riding tracks along with canoeing routes to form the basis of an integrated trails network for the shire. Infrastructure improvements for this project include 'designing for cyclists' with wide and consistent road shoulders, investigating suitable Council land for trail routes, public camping ground in the hinterland.
Status	Ongoing.

Action 10	Review and streamline planning controls to facilitate new small-medium enterprises, including low-impact home-based businesses and rural or eco-tourism facilities.
Response	A Rural Tourism Strategy and DCP is scheduled on the Planning Reform Unit Work Program for 2009-2010 in the next financial year.
Status	Incomplete.

Supporting Community Life	
Action 11	Finalise a new Social Plan for incorporation in Council's 2005-2009 Management Plan.
Response	The Tweed Social Plan was adopted in 2005. Some community facilities and programs identified in the Social Plan are being funded under the Seven-Year Infrastructure and Services Plan. For example the Regional Aquatic Centre at Murwillumbah. Other projects have not received any funding for example the Murwillumbah Community Centre. A separate detailed Assessment of Progress Report on implementation of the Tweed Social Plan was prepared in 2009.
Status	To be incorporated into a Community Strategic Plan.

Action 12	Undertake a Housing Choice and Affordability Study to assess housing needs and formulate an effective response.
Response	A Housing Affordability Strategy is scheduled on the Planning Reform Units work program for the 2010 – 2011 financial year. The strategy is subject to funding requirements. The Community and Cultural Unit is also addressing the affordable housing and homelessness actions required.
Status	Incomplete.

Action 13	Establish Expert Advisory Panels on community development and housing to help implement the Social Plan and housing Policies.
Response	The Advisory Panels have not been established.
Status	Incomplete.

Action 14	Complete the Integrated Human Services Development Plan (IHSDP) and implement an interagency task force approach to planning and provision of social infrastructure.
Response	<p>The Integrated Human Services Development Plan (IHSDP) was abandoned by the Premier's Department. In 2002 Council prepared a detailed proposal for the IHSDP and was not accepted by the Premier's Department.</p> <p>A Working Group including Department of Ageing, Disability and Home Care, Southern Cross University and other human service providers have continued research into aged services. A 12 month research studies the 'Age Friendly Tweed Study' which looks at adapting infrastructure and services for an ageing population is underway.</p> <p>The recent formed Tweed Shire Child Family & Youth Planning Group of service providers also envisages a 'youth friendly strategy' for the shire.</p>
Status	No longer relevant.

Action 15	Finalise and commence implementation of Council's Community Facilities Policy and Program, Disability Discrimination Action Plan and Public Transport Plan.
Response	<p>A Shirewide Communities Facilities Plan was commissioned in consultation with Council and completed in 2007. The Plan is now being used to update the Community Facility s94 Plans.</p> <p>A Disability Discrimination Action Plan was drafted by consultants for Council but never adopted.</p> <p>A Sustainable Local Transport Plan was drafted in 2004 and never adopted by Council. The Public Transport Working Group, now abandoned, also commenced a Transport Network Development Plan.</p>
Status	Incomplete.

Action 16	Review developer contributions and responsibilities for timely provision of suitable community facilities in both new release areas and areas undergoing redevelopment.
Response	There is continuous ongoing review of all developer contributions plans for provision of community facilities and infrastructure for both new release areas and brown-field sites. During 2009 all developer contributions plans were reviewed, advertised for public comment and submissions. The revised plans were adopted.
Status	Ongoing.

Caring for the Environment	
Action 17	Complete the 'umbrella' Environmental Management Plan to ensure effective coordination of policies and programs for the environment.
Response	The Environmental Management Plan is likely to be rebadged the Sustainable Action Plan with \$10,000 currently allocated towards the preparation of a scoping study and gap analysis. The Sustainable Action Plan process will commence once the Local Environmental Plan and Water Supply Augmentation community consultation processes are completed.
Status	Ongoing.

Action 18	Collaborate with the Tweed River Committee, Catchment Management Authority and other relevant agencies to upgrade management of the Tweed River system and improve water quality.
Response	This work is ongoing, with numerous on-ground projects underway including stream bank revegetation, weed control and erosion stabilisation. The Cobaki and Terranora Broadwater Management Plan have been updated and Council's Urban Stormwater Quality Management Plan is also being reviewed.
Status	Ongoing.

Action 19	Coordinate the Coastal Reserve Plan of Management, Coastline Management Plan and Vegetation Management Plan implementation schedules.
Response	The Council restructure in 2008 brought staff responsible for coastal zone management and vegetation management together into the Natural Resource Management Unit. This has resulted in improved coordination of on-ground works relating to coastal reserves, coastline management and vegetation management.
Status	Ongoing.

Action 20	Finalise planning and management proposals for a comprehensive Regional Open Space System and establish an inter-agency Task Force including Council, relevant State agencies and tourism and community representatives to progress implementation.
Response	A Regional Open Space System and inter-agency Task Force were never established.
Status	Incomplete.

Action 21	Implement findings of the Community-based Heritage Study, and seek funding for projects (including employing a Heritage Adviser) as well as action to conserve Aboriginal heritage.
Response	<p>The Community Based Heritage Study was undertaken in by a community working group in 2003-2004. The study provided a large community database / thematic study of built items and places of interest in the Tweed Shire. Subsequently, draft amendment 76 to TLEP 2000 was publicly exhibited from 31 January 2007 to 14 March 2007. The Tweed Shire Community Based Heritage Study 2004 was also exhibited in support of the draft Plan.</p> <p>A review of the recommendations identified in the Heritage Study, the submissions received in response to the exhibition of the draft Plan, and the requirements of the Standard Instrument (Local Environmental Plans) Order 2006 have resulted in substantial amendments to the draft Plan being made.</p> <p>The subsequent exhibition has not been undertaken and it is deemed imperative that further peer review of the community based heritage study be undertaken prior to further exhibition or amendment to the LEP.</p> <p>A further review on Amendment 76 is scheduled on the 2010 -2011 work program for the Planning Reform Unit and is subject to peer review on additional funding.</p> <p>Work on Draft Heritage DCP is scheduled to commence by the Planning Reform Unit in the 2011 – 2012 Financial Year. This document would guide the assessment of development on or in the vicinity of a site of heritage significance. This program of work should work in conjunction with any further heritage study of the shire (or update to the Community Based Heritage Study) but will not undertake further review of the 2003-2004 study.</p>
Status	Ongoing.

Action 22	Revisit the option of an environmental levy.
Response	<p>An environmental levy is a surcharge added to standard Council rates that is set-aside for specific purpose of funding environmental protection and natural resource management projects.</p> <p>The Seven-Year Infrastructure and Services Plan funded from a seven year rate variation to general income provided funding of \$5.8M for environmental programs. As a consequence this plan has effectively substituted for an environmental levy until 2013.</p>
Status	To be reviewed in 2013.

Managing Rural Change	
Action 23	Establish a Tweed Rural Partnership to pursue initiatives aimed at developing a new model for the productive use of the Shire's rural lands that promotes the ongoing viability of rural industries and communities.
Response	<p>Council's Sustainable Agriculture Program within the Natural Resource Management unit is in the very early stages of preparing a Sustainable Agriculture Strategy for the shire. The Northern Rivers Food Link Project will contribute to the goal. Managing rural change is underpinned by a strong Local Environmental Plan and associated planning instruments.</p> <p>In 2009 the Council and NSW Department of State and Regional Development (DSRD) conducted the Caldera Economic Transition Program. The program is developed through public participation as a series of projects for food security, public safety, eco-tourism and renewable energy technology.</p>
Status	Ongoing.

Action 24	Progressively formulate and implement a comprehensive Rural Settlement Strategy based on localities and/or catchment areas.
Response	A rural settlement strategy is scheduled on the Planning Reform Unit work program in the 2010-2011 financial year and is subject funding approval.
Status	Incomplete.

Action 25	Examine the scope for expansion of selected inland villages to better utilise existing infrastructure and provide affordable housing.
Response	The Planning Reform Unit work program includes the preparation of locality based planning documents, with plans adopted for Uki and partly for Murwillumbah in 2007 and 2008. The Planning Reform Unit work program sets a program for continued locality planning work, including work in inland villages. This is ongoing over the Shire by the Planning Reform Unit.
Status	Ongoing.

Managing Urban Development	
Action 26	Complete a new Land Use Structure Plan and Urban Design Framework
Response	No Land Use Structure Plan or Urban Design Framework has been commenced by Council.
Status	Incomplete.

Action 27	Establish an Expert Advisory Panel to help formulate and implement guidelines for better urban design.
Response	No Expert Advisory Panel to formulate and implement guidelines for better urban design has been formed.
Status	Incomplete.

Action 28	Prepare Locality Plans for South Tweed Heads, Kingscliff and Pottsville to guide commercial and residential redevelopment, infrastructure and upgrades and traffic management
Response	<p>A partnership project for strategic planning (Vision, Development Control Plan and Local Environmental Plan (LEP)) between Tweed Shire Council Planning Reform Unit and NSW Department of Planning was undertaken over the Tweed Heads and South Tweed locality in 2006. Due to constraint, parts of the South Tweed LEP have been put on hold to be revisited in the future.</p> <p>The Draft Vision, Development Controls Plan and Draft LEP commenced exhibition on the 27th January 2010 for a period of approximately 3 months.</p>
Status	Ongoing.

Action 29	Review the likely capacity and timing of proposed urban release areas of Cobaki Lakes, Kings Forest, Terranora 'Area E' and Bilambil Heights.
Response	Locality Planning is undertaken by Council's Planning Reform Unit. A draft vision and DCP has been prepared for the South Tweed Area (in conjunction with the Department of Planning) exhibited from 27 th January 2010 to 30 th April 2010 and is not yet adopted. A draft Locality DCP for the Pottsville area was placed on exhibition between 14 th October – 24 th and November 2008 however is not yet adopted. A locality plan for Kingscliff is included on the Planning Reform Unit work program for 2010 – 2011 financial year, however is subject to funding approval.
Status	Ongoing.

Action 30	Determine redevelopment potential in existing areas.
Response	The land release of these zoned 2© Urban Release Areas is continually worked on by Council officers. Kings Forest and Cobaki is 'Major Projects' under part 3A of the <i>Environmental Planning & Assessment Act 1979</i> (NSW), and as such are subject to consent being issued by the Minister of Planning. Council officers continue to work with the Department of Planning to see these areas progress through the development assessment framework. Area E and Bilambil Heights continue to be progressed; however both have engineering constraints slowing the development of these sites.
Status	Ongoing.

Action 31	Finalise the retail development strategy.
Response	Redevelopment potential within existing towns and villages is has been addressed within the Shire in some localities (Tweed Heads, South Tweed, Pottsville, Murwillumbah, Hastings Point, Uki) though the locality planning process. Further, upon the adoption of the Tweed Urban and Employment Land Release Strategy in April 2008, Council adopted Strategic Direction 11.3 – <i>Rely on Existing Zoned Areas and increase the Density of Development in Key Urban Areas</i> as the major direction for urban land development within the Shire. A Densification and Redevelopment (Urban Infill) Plan is scheduled on the Planning Reform Unit work program in the 2010-2011 Financial Year, however is subject to funding.
Status	Ongoing.

Infrastructure	
Action 32	Reconstitute the Tweed Development Program as a broader Tweed Infrastructure Program (TIP) covering all major items of physical, social and environmental infrastructure including, where possible, State and Federal Government projects.
Response	The review of the Tweed Development Program (TDP) has not been undertaken. The initial TDP was formulated in 1996 and has not been updated, Updating would now be equivalent to a complete renewal of the Plan. The existing TDP already includes some reference to social infrastructure, but not in depth equivalent to physical infrastructure; this could be part of the renewal exercise, drawing on recent Social Plan work. The TDP does not distinguish State and Federal government projects.
Status	Review of Tweed Development Program (TDP) has not been undertaken and such a review would require a rewrite of this program.

Action 33	Review and update Developer Contributions (s94) Plans as part of the new TIP.
Response	Section 94 contribution plans have all been recently updated. Current work plan priorities are amendments to CP15 Community Facilities and revaluation of CP4 Tweed Road Contribution Plan
Status	Ongoing.

Action 34	Review infrastructure needs in existing towns and villages as part of Locality Plans.
Response	As part of any locality planning process, the infrastructure capacity and needs of existing settlements is assessed. The locality planning process in Tweed Heads, South Tweed, Pottsville, Murwillumbah, Hastings Point, Uki has reviewed infrastructure provision within these areas and identified strategic change where appropriate. Further, the Tweed Urban and Employment Land Release Strategy, adopted in April 2008 reviewed infrastructure provision at existing towns and villages within the Shire. Whilst this strategy recommends infrastructure upgrade, it reviewed capacity of existing towns and villages to accommodate increased urban development in the future.
Status	Ongoing.

Action 35	Finalise the long term Total Water Cycle Management Plan covering urban water supply, sewerage and drainage, environmental flows and water quality.
Response	<p>An Integrated Water Cycle Management Strategy was adopted by Council in December 2006. This identified 26 actions to manage the shire's urban water catchment in a sustainable manner.</p> <p>A Status Report to Council in January 2009 documented how the original 26 actions had been progressed or have evolved. A revised list of 18 actions was adopted to now pursue. The Report indicated that many of the actions have been progressed, and are contributing to more a sustainable management regime, but that there are many more substantial projects to be implemented.</p>
Status	Ongoing.

Action 36	Expand community education programs to encourage water conservation and reduce both household and business consumption.
Response	<ul style="list-style-type: none"> • Community Retrofit Program resulted in more than 50% of the shire households installing a three star WELS rated showerhead. This has reduced town water demand by 367 million litres per year. Business consumption is likely to be targeted as part of the implementation of part 2 of the Tweed Shire Water Supply Demand Management Strategy. • Council's Sustainability Officer has continued carried out water conservation programs through the State of the Environment Report, distribution of literature and demonstration of the Water Cycle Model at community events. • Council has sold the previous Sustainable House in Banora Point and established a Sustainable Resource Centre at Cudgen, which is the base for an Environmental and Water Conservation Education Program (for schools) 2009-2011. • Council has continued to update its web site, with local information and links to other government sites. • Council Resource Centre continues to develop and update the information available to schools and again carried out a poster competition for water week. Displays held at the River Festival and for local Government week. • Council has also Join the Save water Foundation, which provides additional access to national resources to promote water conservation
Status	Ongoing.

Action 37	Complete essential improvements to major road links including access to Cobaki Lakes and Bilambil Heights, and upgrading of Minjungbal Drive Tweed Heads South.
Response	This program has been superseded by Council's current Tweed Road Contribution Plan 5 Year program.
Status	Ongoing.