

Draft Community Strategic Plan 2017–2027



Council values and statements

What we value

'Living and Loving the Tweed'

We look after people and our places, explore all opportunities, and are proud of our passionate approach.

We care about each other, choose to be here, and are in this together.

We have conversations where everyone can contribute, and we are willing to have a go.

We put back in to make a difference, so that our Tweed community is even better tomorrow than it is today.

Vision

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

Mission

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.

Statement of acknowledgement of the Bundjalung Aboriginal Nation

We wish to recognise the generations of the local Aboriginal people of the Bundjalung Nation who have lived in and derived their physical and spiritual needs from the forests, rivers, lakes and streams of this beautiful valley over many thousands of years as the traditional owners and custodians of these lands.

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What is 'Living and Loving the Tweed'?

A message from the Mayor and Councillors

The theme of this Draft Community Strategic Plan 2017–2027 of 'Living and Loving the Tweed' says so much about the unique environment in which we live and the pride and passion our residents feel in being a part of this community.

We want to make the most of living in an area of spectacular natural beauty and diversity which is both environmentally and economically sustainable.

The primary purpose of this plan is to document the community's priorities for the next decade and to define Council's related goals, strategies, actions and targets.

This plan has been shaped by more than 2000 contributions from community members, including almost 1700 responses to Council's shire-wide survey and hundreds of conversations as part of the many Community Engagement Network events across the region, that have been so enthusiastically received.

Throughout those many conversations the recurring themes for Council were about listening to the community and finding that important balance between supporting a vibrant, prosperous, community life and protecting the environment.

This plan belongs to the community as much as Council and throughout this document we'll feature your feedback and vision for the Tweed of the future.

On behalf of my fellow Councillors, I extend our appreciation to everyone who has contributed to the community conversations so far as part of 'Living and Loving the Tweed' and the associated 'Tweed the Future is Ours' initiative.

We live here because we love this place and its people and as a Council we look forward to working with you to help make the Tweed of tomorrow even better than it is today.



Councillor Katie Milne
Tweed Shire Mayor

Tweed Shire Councillors (left to right):
Cr Reece Byrnes, Cr Ron Cooper,
Cr Chris Cherry, Cr Katie Milne,
Cr James Owen, Cr Warren Polglase
and Cr Pryce Allsop.



Council's commitment to the community

A message from the General Manager

The Tweed is rapidly evolving and we need to keep pace, to provide opportunities for our young people, to prepare for an ageing population, to promote and support tourism, agriculture and economic development whilst always considering our responsibilities in ensuring the sustainability of our natural environment.

The *Draft Community Strategic Plan 2017–2027* sets out the community's vision and Council's commitment, it sits above the other strategies, policies and procedures that underpin our work.

Tweed Shire Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the Tweed community, but it is not wholly responsible for its implementation.

Other partners such as State agencies and community groups will help contribute to deliver the Tweed community's long-term goals.

The purpose of the plan is to identify the community's main priorities and aspirations for the future and plan actions to achieve them. It will inform our four-year Delivery Program and in turn, our annual operational plans.

The Tweed of 2027 will be very different to the Tweed of today and this plan provides a road map to help us to build the sort of community we want for the future.

We need to balance change to maintain the special characteristics of the Tweed that contribute to the area's unique identity.

This plan is focussed around four key streams in which Council delivers services to the community:

- Leaving a legacy
- Making decisions with you
- People, places and moving around
- Behind the scenes

Each service stream sets out the community's expectations and Council's goals, strategies, actions and targets for the next 10 years.

I look forward to working with our Councillors, staff and community to ensure we are all 'Living and Loving the Tweed' now and into the future.



Troy Green
General Manager



Local Government area profile

Who we are and how we live

Our shire

Nestled in the eroded caldera of the largest shield volcano in the southern hemisphere, the Tweed is the largest local government area on the north coast of New South Wales, covering an area of just over 1309 km².

The Tweed adjoins the NSW local government areas of Byron, Lismore and Kyogle, with the Queensland border to its north where it divides the twin towns of Tweed Heads and Coolangatta.

Acknowledged as one of the **most biodiverse** regions in Australia.



Our community

The Tweed Shire's population for 2015 was 92,460 and is forecast to grow to 125,953 by 2036.

In line with this population growth, the number of dwellings in the Tweed is forecast to grow from 40,452 in 2011 to 56,907 in 2036, with the average household size rising from 2.38 to 2.42 by 2036.

Between 2011 and 2036, the age structure forecasts for the Tweed indicate a 50 per cent increase in population under working age (15 years), a 44 per cent increase in population of retirement age, and a 36 per cent increase in population of working age.

The State Government recently identified Tweed as one of 3 new **regional cities in NSW** along with Coffs Harbour and Port Macquarie.

Our economy

The Tweed's annual Gross Regional Product (GRP) is estimated at \$2.89 billion, which represents 0.6 per cent of the state's Gross State Product (GSP).

The Tweed has a diverse industry base including agriculture, tourism related industries such as accommodation, cafés/restaurants and retail along with a burgeoning food processing industry.

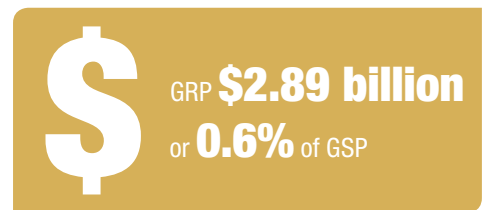
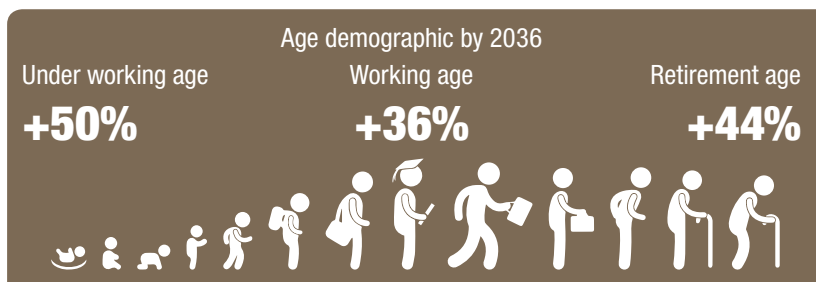
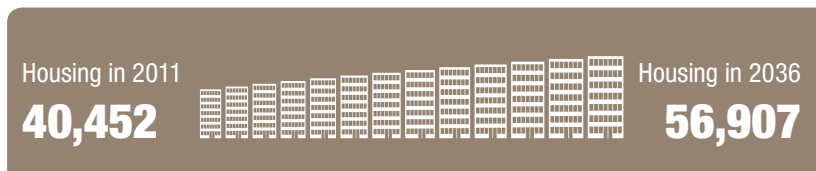
In the year ending June 2014, there were 28,289 local jobs and 6585 local businesses in the Tweed Shire.

The key industry sectors are health care and social assistance, retail trade, accommodation and food services, education and training, and construction.

Our challenge

The predicted increase in population and changing demographics over the next 20 years will require co-ordinated planning between all levels of government, developers and the community to ensure the continued social and physical infrastructure (schools, hospitals, roads, water, sewer, and community facilities) is sustainable and at a level consistent with community expectations.

Providing employment opportunities, promoting business investment and advocating for essential transport links to markets, emerging technologies and infrastructure through state and federal government will be essential to maintain the Tweed's positioning as a most desirable and liveable destination.



Source: Australian Bureau of Statistics, Census 2006 and 2011 (<http://economy.id.com.au/tweed/indicators>)

Our planning framework

The Community Engagement Strategy

The *Community Engagement Strategy* details how Council engages with the community and other relevant stakeholders to develop and complete the community strategic plan. It outlines how Council will regularly engage with the community to determine the community's needs and aspirations for the future of the Tweed.

Community Strategic Plan 2017–2027

The *Community Strategic Plan 2017–2027* (the Plan) is the overarching, visionary document in Council's Integrated Planning and Reporting Framework. It translates the community's key priorities and aspirations into long-term strategic goals that guide the future direction of Tweed Shire. Environmental protection and stronger communities were leading concerns identified during community engagement to create the plan.

Council has a custodial role in developing the Plan, while realising its long-term strategic goals is a shared responsibility between Council, the community and other government and non-government entities.

Delivery Program 2017–2021 and annual operational plans

The *Delivery Program 2017–2021* and annual operational plans detail Council's role in the delivery of projects and services during the four-year term of the elected council, to realise long-term strategic goals. They detail the delivery of planned projects and services for each year, aligning each action to a budget and outlining any other resourcing issues. Each activity is also assigned to a Council officer who is responsible for its delivery.

Council's progress in delivering each planned project and service is monitored by budget reviews and a set of key performance indicators reported to the community every three months. An Annual Report is also prepared to provide a yearly report on Council's overall progress and an end-of-term report at the conclusion of the 4-year term.

Resourcing Strategy

The *Resourcing Strategy* outlines Council's capacity to manage assets and deliver services over the next 10 years. The strategy's key elements are a *Long-Term Financial Plan*, a *Workforce Management Plan* and asset management plans. Council must effectively manage its finances, the sustainability of its workforce and the cost of providing and maintaining community assets and services.

What is a community strategic plan?

A community strategic plan essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have arrived?

The Plan represents the highest level of strategic planning undertaken by a local council.

All other plans developed by Council as part of the Integrated Planning and Reporting framework must reflect and support the implementation of the Community Strategic Plan.



Community partnerships and collaborations

Some of the actions in this plan fall under the responsibility of other government agencies and community organisations. Council is only one part of the community and recognises the significant outcomes that can be achieved when Council works collaboratively and develops partnerships.

Working together with colleagues from other tiers of government, the business community, representatives from peak organisations, local community groups and organisations and residents brings to life the 'Living and Loving the Tweed' experience.

The Plan identifies specific actions that requires the consideration and commitment of these other stakeholders to see them come to fruition (see Attachment 2 for connections with other plans).

What is Council's role?

Council's role in implementing the Plan is varied as some of the actions are the responsibility of other agencies. Council's role falls under the following four categories:

Leader

L

Council shows strong, transparent and visionary leadership promoting unity to make our Tweed community even better tomorrow than it is today.

Example – promoting water efficiency.

Advocate

A

Council gives voice to the community by lobbying and advocating to achieve benefits and best possible outcomes for the Tweed.

Example – health and policing services.

Provider

P

Council delivers over 50 different services to the Tweed community.

Example – construction of roads.

Collaborator

C

Council works together with a range of stakeholders to bring outcomes for the community to fruition.

Example – events like the food forum.

Tweed community

Peak Organisations

Indigenous Community

Business Community

Residents Associations

Sporting Organisations

Business Chambers

Residents

Includes Tweed Shire Council

Visitors

Community Groups

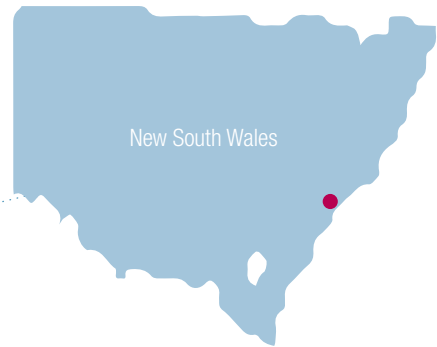
Australian Government



Major areas of responsibility:

- Security • Defence •
- Immigration • Environment ...

New South Wales Government



Major areas of responsibility:

- State roads • Health •
- Housing • Emergency services ...



Tweed Shire Council

Major areas of responsibility:

- Town planning • Local roads •
- Water and sewage • Animal management •
- Waste management • Parks and gardens ...

Your Council team

The Mayor and Councillors (November 2016 to September 2020)

At the Tweed Shire Council Local Government Election held on Saturday 29 October 2016, the following Councillors were elected to represent the Tweed for the Council term which will conclude in September 2020.

Cr Katie Milne
Cr Reece Byrnes

Cr Warren Polglase
Cr Chris Cherry

Cr Pryce Allsop
Cr Ron Cooper

Cr James Owen

At the first Extraordinary Meeting of the new Council held 17 November 2016, Cr Katie Milne was elected as Mayor for a two-year term and Cr Chris Cherry was elected Deputy Mayor until September 2017.

Your Council staff

Council is one of the largest employers in the Tweed with a workforce of almost 700 employees across a wide range of programs and services.

Council's five program areas are:

- General Manager
- Corporate Services
- Engineering
- Community and Natural Resources
- Planning and Regulation.





Your say Tweed

What the community had to say?

This 10-year plan represents the community's vision and Council's commitment for the Tweed and has been developed through a series of community conversations, engagements and consultations.

The Tweed region is one of the most magnificent and beautiful places in the world to live and to enjoy the good and simple things in life

I'm extremely satisfied with the balance of priorities that Council applies to our many needs

What makes the Tweed so unique is the immense biodiversity and amazing natural wonders, without these irreplaceable factors we'd be living in Sydney

We are very concerned about the legacy that we leave to future generations with respect to our environment, both natural and developed

Look after our natural heritage

Do the best you can with what you have – can't do more than that. Tweed is a beautiful place, let's try and keep it that way please

Promote our beaches and care for our coastline

Keep it green – keep it clean – no huge high rise

Retain the features that people come here for: natural environment, laid back lifestyle, sustainable development, community spirit

Find the balance between gold-plated infrastructure and community facilities

Keep the natural beauty of the valley as it will bring in more tourists

More opportunities for the community to have a say on stuff

The Tweed is ideally placed to capitalise on the growth to our north and the desire to not lose the 'north coast lifestyle'

Keep the village atmosphere as much as possible

I value cultural events and believe that they contribute greatly towards the sense of community in the area

Greater awareness of landscape and natural assets.

Where possible invest locally

Over an 18-month period, Council's Community Engagement Network team attended events across the region and had hundreds of conversations about the work of Council and the community vision for the future.

Council's Service Planning Survey was distributed to every household in the Tweed through a special edition of the Tweed Link.

Almost 1700 submissions were received which is one of the biggest responses to a community survey in the history of the Tweed Shire.

The information received from the survey identified the community's priorities and vision for the Tweed of the future as well as the level of satisfaction with Council's services (see Attachment 1 for other contributing plans/advisory committees).

There is a science to the placement of the words contained in the word map below.

All responses received by Council from the 'Community Vision' question that was part of Council's recent Service Planning Survey, were entered into a database. The word map features a range of words, the larger the size of the word, the more times that it featured in the responses.



As shown, the most popular words in the responses were:

- Tweed
- natural
- community
- environment
- beautiful
- transport
- development
- tourism
- public
- water

In developing the plan, Council's Community Engagement Network has attended many community events and activities over the past 18 months including:

- Weekend Markets at Kingscliff, Pottsville and Murwillumbah Farmers Market
- Murwillumbah Show 2015 and 2016
- Dragon Boat Races at Jack Evans Boat Harbour 2015
- Rotary Charity Duck Race 2015
- Tweed River Festival at Murwillumbah 2015 and Tumbulgum 2016
- Foodies Fest 2015 and 2016
- Kingscliff Matters Shopfront February to April 2016
- Inaugural 'Food for Thought' forum 2016'
- Northern Rivers District Kennel Club Dog Show 2015
- Christmas Tree Lighting Kingscliff and Tweed Heads 2015 and 2016
- Tweed Heads and Kingscliff Chamber of Commerce Meetings
- Banora Point Residents Association
- Knox Park Playground opening
- Kingscliff Ratepayers and Progress Association
- 'Love your Local' launch, Kingscliff 2016

See Attachment 1 for additional community engagement activities during exhibition period of the draft Plan.

Guiding principles

To assist in the delivery of the 10-year vision for the Tweed, this Plan has been developed based on the following guiding principles.

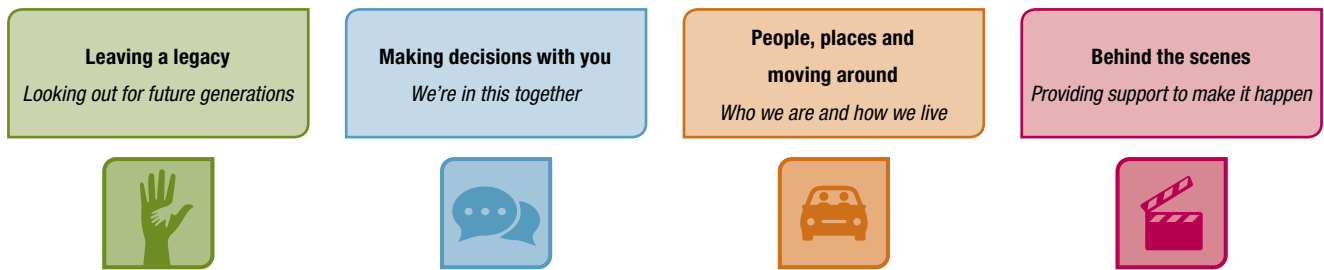
Guiding principles



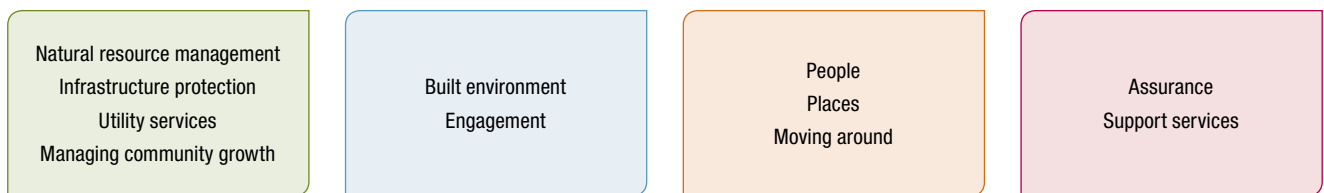
Community vision

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

Service streams



Sub-streams



Principle streams, sub-streams and key services

The Plan is structured around four service streams, each of which is broken into a number of sub-streams. The streams have been developed based on feedback from the community, stakeholders and leaders, and incorporate local, regional, state and national priorities for Council.

Leaving a legacy: *Looking out for future generations*



1.1 Natural resource management

Biodiversity Management
Bushland Management
Coastal Management
Environmental Sustainability
Sustainable Agriculture
Waterways (Catchment) Management

1.2 Asset protection

Floodplain Management
Stormwater Drainage

1.3 Utility services

Rubbish and Recycling Services
Tweed Laboratory
Sewerage Services
Water Supply

1.4 Managing community growth

Strategic Land-use Planning

Making decisions with you: *We're in this together*



2.1 Built environment

Building Certification
Development Assessment
Development Engineering and Subdivision Assessment

2.2 Engagement

Animal Management
Communications
Contact Centre

Councillor and Civic Business
Financial Services

People, places and moving around: *Who we are and how we live*



3.1 People

Cemeteries
Community and Cultural Development
Community Services
Compliance Services
Economic Development
Environmental Health
Events
Lifeguard Services
Local Emergency Management
Pest Management
Public Toilets
Tourism

3.2 Places

Aquatic Centres
Art Gallery
Auditoria
Holiday Parks
Libraries
Museum
Parks and Gardens
Saleyards
Sporting Fields

3.3 Moving around

Airfield
Construction Services
Design Services
Roads, Traffic, Footpaths and Cycleways

Behind the scenes: *Providing support to make it happen*



4.1 Assurance

Governance
Internal Audit
Legal Services

4.2 Support services

Fleet Management
Human Resources and WHS

Information Technology
Procurement Services



Leaving a legacy

Looking out for future generations

The Tweed features an environment of world-significant biodiversity and natural beauty, and distinct cultural and built heritage – Council and the community values its protection.

The Tweed community respects and actively participates in the sustainable management of the natural and built environment so we can not only thrive and enjoy it today, but we look after this place we are proud to call home, so future generations can live and love it as well.

Council's role is to work with the community and others to plan strategically for sustainable growth and change, and to support initiatives that help the Tweed retain and enhance its diverse natural and built environments, and to deliver sustainable essential services such as water, sewer and sanitation to meet community needs now and into the future.



1.1 Natural resource management

Goal

Protect and manage the environment and natural beauty of the Tweed for current and future generations.

Council's role

L P A C

L P A C

L C

L A C

L P A C

P C

Key

L Leader

P Provider

A Advocate

C Collaborator

Strategies/actions

- Develop and use regulatory instruments to protect and manage the environment
- Implement land and waterway rehabilitation and protection projects
- Lead and engage the community to enhance awareness and improve sustainable management of the environment
- Decrease the carbon footprint of the Tweed community and progress towards 100 per cent self-sufficiency in renewable energy
- Prepare for climate change through adaptation and mitigation strategies
- Provide for appropriate public access and use of natural areas

Targets

- Increase in the areas of bushland, dunes and waterways under active management
- Increase community participation in protecting and managing the natural environment
- Annual reduction in energy use
- Improve the quality of water released from the catchment
- Reduce greenhouse gas footprint

Allow planting of edible trees and gardens along nature strips and designate land for large, thriving community gardens

I love the trees that are such an important feature of our towns and villages

Education is the key to helping people understand what they can do to help contribute to the environment



1.2 Asset protection

Goal

Protection of people and property by managing the risk of flooding and its impacts on property owners, the environment and the broader community.

Council's role

- L
- P
- A
- C
- P
- P
- C
- P

Key

- L Leader
- P Provider
- A Advocate
- C Collaborator

Strategies/actions

- Capture and convey rainfall runoff back into the environment
- Evaluate and respond to flood impacts associated with land use and development
- Design, construct and maintain flood protection assets such as floodgates, flood pumps and levees
- Ensure adequate stormwater drainage infrastructure is provided with new development

Targets

- No increase in the number of properties affected by over-floor flooding
- Maintain the current condition of flood protection assets

Safeguard environmental protection and look to regenerating where viable and ensure all long-term planning provisions enshrine this

Maintain the Tweed's unique environment including vegetation and rural landscape

We need a focus on preserving the very things that make the Tweed so special, the rivers, beaches, forests and native species





1.3 Utility services

Goal

Provide high quality and secure water, sewer, rubbish and recycling services that meet health and environmental requirements.

Council's role

L **P**

L **P** **A** **C**

Key

L Leader

P Provider

A Advocate

C Collaborator

Strategies/actions

- Provide rubbish collection, disposal and recycling services which maximise the diversion of rubbish from landfill
- Ensure adequate facilities and plans are in place to minimise service interruptions and to cater for current and future demand

Targets

- Divert 70 per cent of rubbish from landfill through recycling and reuse
- Comply with the Australian Drinking Water Guidelines
- Reuse 100 per cent of biosolids
- Reduce the number of interruptions to services per year

“
Ensure water quality of all Tweed waterways is of the highest quality
”

“
Keep it green – keep it clean,
more water storage dams
”





1.4 Managing community growth

Goal

Plan for sustainable development which balances economic, environmental and social considerations. Promote good design in the built environment.

Council's role

L **C**

L **C**

L **C**

L **C**

L **C**

L **C**

L **C**

Strategies/actions

- Support the community to adapt to changing social, economic and climatic conditions
- Encourage housing diversity and choice that meets the needs of the community
- Enable economic opportunities for productive and employment-generating land uses
- Sustainable management and protection of Aboriginal and European heritage
- Plan for well-located and connected centres that meet the business, health and social needs of the community
- Protect and manage the Tweed's unique character and world heritage scenic landscapes
- Protect and enhance productive farmland

Target

- Increase the supply and choice of housing and cater for future growth
- Increase the diversity of business enterprise
- Good design and sustainable development objectives incorporated into planning policies

Key

L Leader

P Provider

A Advocate

C Collaborator

Consult the local community before changing planning

Safeguard the Tweed's natural beauty through better planning

We are very concerned about the legacy that we leave to future generations with respect to our environment both natural and developed

We need to balance the unique physical environment with strategic land use planning and promoting economic growth





Making decisions with you *We're in this together*

Council and the community working together will shape a better Tweed for the future.

The Tweed is a very proud and diverse community, and understands the importance of open information to enable community participation in steering the direction, decision-making and long-term goals of the Shire.

Council values these conversations that help to deliver sustainable development outcomes, balancing future population and economic growth with the protection and enhancement of natural, cultural and built environments.



2.1 Built environment

Goal

Regulate and deliver the built environment to balance the social, cultural, economic and environmental needs of the community.

Council's role

P **C**

P

C

A **C**

P

A **C**

Strategies/actions

- Assess and regulate development activity to promote good design in the built environment
- Determine development applications fairly and accurately
- Engage the community to enhance awareness and improve understanding and management of the built environment
- Provide infrastructure to meet the needs of local and regional growth
- Promote sustainable construction practices and reuse of materials
- Align cross border planning with south east Queensland

Targets

- Achieve an average application determination timeframe equivalent to or better than the State average
- Increase access to information and services about planning and regulation and local development activity

Key

L Leader

P Provider

A Advocate

C Collaborator

We need to fully consider best outcomes for the community and the environment in all large developments

It's all about balance between development and keeping beautiful Tweed beautiful!

Retain the features that people come here for: natural environment, laid back lifestyle, sustainable development and community spirit



2.2 Engagement

Goal

Provide public participation opportunities that inform decision-making processes on current and future Council infrastructure and service requirements of the community.

Council's role

L **P** **C**

L **P**

P

P **A**

Strategies/actions

- Communicate and engage with the community, government and business groups on important matters affecting the Tweed
- Convene open, accessible and transparent Council and Committee Meetings
- Provide professional and efficient services to Council's customers
- Deliver strong and sustainable budgets to provide for long term asset management and service delivery

Targets

- Achieve a majority of the community expressing satisfaction or better with Council's engagement
- Resolve 60 per cent of Council related enquiries at first contact
- Continue to meet 'Fit for the Future' benchmarks

Key

L Leader

P Provider

A Advocate

C Collaborator

Listen to the community

We need to have open and transparent consultation and communication

Council should continue to improve on their community consultation processes to ensure true community ownership

Great to see open, transparent consultation and communication





People, places and moving around *Who we are and how we live*

Some residents were lucky to be born in the Tweed, others have made the fortunate choice to make this region their home – all of us have a role to play in shaping a safe, liveable community and to respect and value the unique characteristics that make the Tweed so special.

Together we can work to create a Tweed where people are welcomed, healthy and connected, with opportunities to prosper in their individual pursuits.

Council's role is to work to meet the present and future infrastructure demands of the Tweed whilst providing community and cultural services and employment opportunities to retain and improve the quality of community life.



3.1 People

Goal

Provide social, cultural and economic opportunities enabling healthy, safer and more inclusive communities.

Council's role

- P A
- L P A C
- A C
- A
- P A C
- P A C
- A C
- A
- A L

Key

- L Leader
- P Provider
- A Advocate
- C Collaborator

Strategies/actions

- 🌐 Provide well maintained and suitable community buildings and facilities
- 🌐 Undertake health and wellbeing initiatives that encourage a happy and active lifestyle
- 🌐 Provide support and advice to businesses and industry
- 🌐 Improve telecommunications and digital services to support businesses and industry
- 🌐 Market the Tweed as a tourism destination
- 🌐 Protect public health and community safety
- 🌐 Provide more opportunities for people in the Tweed to work
- 🌐 Improve local and regional healthcare infrastructure and services
- 🌐 Improve tertiary education and vocational training infrastructure and services

Targets

- 🎯 Increase use of Council's community buildings and facilities
- 🎯 Implement the Economic Development Strategy and Business Investment Policy
- 🎯 Increase visitor numbers to the Tweed
- 🎯 Decrease in the number of crimes committed against people in the Tweed
- 🎯 Achieve an unemployment rate of equal to or lower than the regional NSW average
- 🎯 Maintain or increase the proportion of Tweed residents working in the local area

Develop training educations and work opportunities for young people, look at renewables and technology based opportunities

Help residents feel safe at home and connected to their community, especially vulnerable older people and the disabled

We need more local employment and opportunities



3.2 Places

Goal

Provide places for people to live, work, visit, play and enjoy the Tweed.




Council's role

P **A**




P **A** **C**

P **A** **C**

Strategies/actions

-  Provide places, spaces and facilities for the sporting, recreation, leisure and cultural pursuits of locals and visitors
-  Provide diverse, affordable and attractive holiday park accommodation and facilities
-  Promote the distinctive character and diverse identities of Tweed's towns and villages

Targets

-  Increase use of sporting and recreation facilities
-  Increase satisfaction with Council's cultural facilities
-  Increase the occupancy of Council managed holiday parks

Key

L Leader

P Provider

A Advocate

C Collaborator

Utilise the fabulous art community and their ideas wherever possible

Provide quality beach amenities and foreshore playgrounds and facilities

A greater emphasis on recreation facilities for young people





3.3 Moving around

Goal

Provide an integrated, connected, safe and accessible transport network that facilitates efficient, coordinated and reliable movement of people, vehicles and air traffic.

Council's role

A

P

A

L

A

C

Strategies/actions

- Provide a safe, connected and efficient regional transport network
- Design, construct and maintain a safe and efficient local transport network
- Gain a more equitable distribution of transport funding from other levels of government
- Encourage healthy and sustainable alternative transport options such as walking, cycling and integrated public transport

Targets

- Reduce the number of pedestrian and vehicle accidents per capita
- Increase the supply of alternative transport options
- Reduce the number of transport network hazards
- Reduce travel times between destinations across the shire

Key

L Leader

P Provider

A Advocate

C Collaborator

More essential infrastructure – schools, roads, hospitals, transport systems

I would like to see more fenced off-leash dog parks available

More cycle paths that connect with existing ones





Behind the scenes

Providing support to make it happen

To look after the Tweed, now and into the future, a great deal of work happens behind the scenes to ensure there are planned, resourced, efficient and transparent systems in place to enable our community to function and prosper.

The community expects responsible and transparent decision making with a focus on public conversations and ownership.

Council's role as visionary regional leader, service provider, partner and promoter draws together the skills and resources of other government agencies, businesses and community organisations to contribute to making the Tweed of tomorrow even better than it is today.



4.1 Assurance

Goal

Support Council to meet its legislative and compliance requirements and implement opportunities for organisational improvement.

Council's role

L P

L C

Key

L Leader

P Provider

A Advocate

C Collaborator

Strategies/actions

- Provide Council's leadership with a strong governance and management framework that promotes transparent and informed decision making
- Obtain structured independent assessment of Council's organisational compliance, practices and performance

Targets

- Completion of all statutory and strategic tasks (as required by the Office of Local Government) on time
- Consider all Audit, Risk and Improvement Committee recommendations.
- Review and implement an enterprise risk management framework

We need a responsive, honest Council

A Council needs to work together for the community

Council needs to determine their priorities and stick to them

Employ more local people and look at the bigger picture

Rate payers want to know that their money is being spent wisely and for the good of all



4.2 Support services

Goal

Foster safe, productive and professional workspaces, enabling Council staff to source, manage and maintain services to the community.

Council's role



Provide a professional, skilled and customer focused workforce



Plan and prepare for future contemporary local government workforce structures



Provide professional learning and career development opportunities for all staff



Prioritise staff health and wellbeing

Strategies/actions

Targets

Maintain staff turnover in line with industry benchmarks

Have fewer than 3 health and safety incidents per 100 full time equivalent staff each year

Have fewer than 15 lost time injuries each year

Improve staff satisfaction levels

Key

L Leader

P Provider

A Advocate

C Collaborator

Tweed Shire Council does a great job with the rates we pay

Water, roads, tourism, flooding need constant review if we want to stay ahead of the chasing pack

Council needs to have a customer focus rather than customers having a Council focus

We have the potential to be better than the Gold Coast or the Sunshine Coast, make it happen!



Attachment 1

Contributing plans and advisory committees

In addition to specific Community Engagement Network events (see page 13), Council has also undertaken the following community engagement activities and policy formulation to inform the development of the Plan:

- *Business Investment Policy*
- *Community Halls Policy*
- *Community Sponsorship Policy*
- *Draft Commercial Recreation Activities on Public Open Space*
- *Draft Cultural Plan*
- *Draft Non-Motorised Water Recreation Businesses Policy*
- *Draft Sportsfield Strategy*
- *Environmental Sustainability Strategy*
- *Events Strategy*
- *Homelessness Policy*
- *Inaugural Food Forum Outcomes Report*
- *Kingscliff Foreshore Revitalisation project*
- *Market Policy*
- *Murwillumbah to Tweed Gallery Rail Trail Plan*
- *Recreation and Open Space Strategy*
- *Rural Land Strategy (Options Paper)*
- *Rural Villages Strategy*
- *Tweed Coast Comprehensive Koala Plan of Management*
- *Tweed Development Control Plan*
- *Tweed Local Environmental Plan*
- *Tweed Regional Accessible Playground and Park Concept Plan*
- *Tweed Sustainable Agriculture Strategy*
- *Tweed Urban Stormwater Quality Management Plan*
- *Volunteer Policy*

In addition to the engagement undertaken on specific policies, plans and the initiatives of the community engagement network, Council also actively engages with the community through feedback received via the community representatives on the following Council advisory committees:

- Aboriginal Advisory Committee
- Community Halls Advisory Committee
- Equal Access Advisory Committee
- Floodplain Management Committee
- Local Traffic Committee
- Sports Advisory Committee
- Tweed Australia Day Committee
- Tweed Coastal and Waterways Committee
- Tweed Regional Gallery Advisory Committee
- Tweed Regional Museum Advisory Committee
- Tweed Shire Demand and Water Efficiency Review Community Reference Group
- Youth Council

Community engagement activities during exhibition period 2 January – 25 February 2017

Councillors, staff and Community Engagement Network members participated in a range of activities and events throughout the exhibition period encouraging community feedback on the draft document at locations including:

- Tweed City Shopping Centre – 24 January
- Caldera Farmers Market – 25 January
- Australia Day Ceremony Tweed Heads – 26 January
- Casuarina Beach Shopping Village – 2 February
- Pottsville Beach Markets – 5 February
- Banora Point Resident and Ratepayers Assoc. – 6 February
- Kingscliff Residents and Ratepayers Assoc. – 6 February
- Kingscliff Rotary Club – 7 February
- South Kingscliff Casuarina Residents Assoc. – 8 February
- Murwillumbah Sunnyside Mall – 9 February
- Kingscliff Markets – 11 February
- Caldera Environment Centre – 14 February
- Team Koala group meeting – 20 February
- Tyalgum District Community Assoc. – 20 February
- Kingscliff Chamber of Commerce Breakfast – 21 February

Attachment 2

Connections to other plans

Plans from other levels of government provide Council a point of reference for identifying relevant issues to consider for inclusion in the Plan.

As Council has a diverse number of roles including being a: Leader, Provider, Advocate and Collaborator, across a variety of program areas, it is important that the work Council undertakes ensures a balance of social, environmental, economic and good governance principles. This approach is called a Quadruple Bottom Line framework with a focus on sustainable development and good management. Council has linked its service streams to these quadruple bottom line principles.

Leaving a legacy: Looking out for future generations

Federal Plans/Priorities	State Priorities	Quadruple Bottom Line Principle
Australia's Biodiversity Conservation Strategy	PP1, PP2, PP10, PP11, SP5, SP12	Environmental, Social, Economic
Partnership Agreement and Strategy on Energy Efficiency	Far North Coast Regional Strategy	
Local Government Sustainability Network	Draft North Coast Regional Plan	

Making decisions with you: We're in this together

Federal Plans/Priorities	State Priorities	Quadruple Bottom Line Principle
State of Australian Cities Report	PP11, PP12, SP1, SP2, SP4,	Social, Governance, Economic
National Digital Economy Strategy 2011–2020	SP5, SP7, SP10, SP14	

People, places and moving around: Who we are and how we live

Federal Plans/Priorities	State Priorities	Quadruple Bottom Line Principle
Regional Development Australia Regional Plan	PP1, PP2, PP3, PP5, PP7, PP8, PP10, PP12,	Social, Governance, Economic
Social Inclusion Agenda	SP1, SP2, SP8, SP12, SP15, SP17, SP18	
Creative Australia		
Multicultural Principles		
National Partnership on Preventative Health		
National Disability Insurance Scheme		
Road Safety Strategy		
Smart Cities Plan		

Behind the scenes: Providing support to make it happen

Federal Plans/Priorities	State Priorities	Quadruple Bottom Line Principle
Building the Case for Innovation in Local Government	PP7, PP12, SP7, SP17	Governance, Economic
National Crime Prevention Framework		

Attachment 3

NSW Making it Happen

Premier's Priorities

PP1	Creating jobs	PP7	Protecting our kids
PP2	Building infrastructure	PP8	Reducing youth homelessness
PP3	Reducing domestic violence	PP9	Driving public sector diversity
PP4	Improving service levels in hospitals	PP10	Keeping our environment clean
PP5	Tackling childhood obesity	PP11	Faster housing approvals
PP6	Improving education results	PP12	Improving government services

State Priorities

SP1	Making it easier to start a business
SP2	Encouraging business investment
SP3	Boosting apprenticeships
SP4	Accelerating major project assessment
SP5	Increasing housing supply
SP6	Protecting our credit rating
SP7	Delivering strong budgets
SP8	Improving Aboriginal education outcomes
SP9	Transitioning to the National Disability Insurance Scheme
SP10	Better government digital services
SP11	Cutting wait times for planned surgeries
SP12	Increasing cultural participation
SP13	Ensure on-time running for public transport
SP14	Creating sustainable social housing
SP15	Reducing violent crime
SP16	Reducing adult re-offending
SP17	Reducing road fatalities
SP18	Improving road travel reliability

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