

Draft Community Development Strategy

2020–2024



Acknowledgement of Country

Tweed Shire Council acknowledges the generations of 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 for thousands of years as the traditional owners and custodians of these lands.

Data sources

Unless otherwise indicated, statistics quoted are based on the results from the 2016 Census of Population and Housing released by the Australian Bureau of Statistics (ABS) compiled and presented in profile id by the population experts

<http://profile.id.com.au/tweed>

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Introduction and summary

Purpose

This strategy will guide the Community Development team's work over the next 4 years and provide an overarching strategy for the implementation of existing policies, plans and strategies and identifies new areas of focus. In addition, it will strengthen how the Community Development team work with the community and internal council partners.

Background

Since the last Social Plan was developed in 2009, the Community Development team has delivered on a number of initiatives which have had positive impacts on the community, including developing and implementing several strategies, plans and policies. Appreciating that our community has changed over the last 10 years, Council recognises that it is important to have an updated snapshot of the community, to better understand current challenges and strengths, and to determine how best to harness available resources and attributes.

Methodology

Work on the Community Development Strategy commenced in 2018 with an analysis of Australian, State and Local Government plans and strategies, and a review of existing services provided by Tweed Shire Council's Community Development team. An internal and external consultation process followed, revealing a number of key community challenges and strengths. 250 Individuals and 31 service providers completed surveys, staff from 14 service organisations were interviewed, and 202 people interacted at pop up stalls, markets and network meetings. 56 people attended four focus groups, and 28 people attended a community forum. From this work, four focus areas were identified to guide and strengthen how we work with the community.

People of the Tweed Shire Community

According to 2016 census data, Tweed Shire has approximately 91,000 residents with 4% of the population identifying as Aboriginal or Torres Strait Islander. Tweed Shire has a lower proportion of pre-schoolers, and a higher proportion of persons of post retirement age than the State average. Between 2011 and 2016, Tweed Shire saw a growth in the number of people in primary school, tertiary education and the young work force, and of persons 50 years and over, but a reduction in the population of babies and pre-schoolers, secondary school students, and parents. With regard to diversity, 4.2% of the population speaks another language other than English at home, and 14.6% were born overseas.

Key factors affecting the Tweed

From our research and the engagement feedback, a number of key factors affecting the Tweed were identified. These include the importance of access and inclusion, the need to address growing homelessness, community safety, and the health and wellbeing of all residents whilst providing additional support to more vulnerable residents. Education and lifelong learning opportunities are important to our community, as are the environment, climate change and preparation for, and recovery from natural disasters. In addition, employment and economic disadvantage, social isolation and family and domestic violence are all key concerns.

Community attributes

Key attributes of the Tweed are its enviable location and lifestyle, its strong community spirit, its caring community with over 400 registered not for profit organisations and approximately 13,500 volunteers, Council's Community Development team and other Council units, its non-Council and Council owned community facilities and public open spaces access to and a range of funding and grant opportunities.

Foundations of Community Development

The Community Development team has adopted a number of approaches which form the foundation of all of the work it undertakes. These include:

- raising awareness and promoting initiatives,
- planning and research,
- advocating, leading, collaborating, capacity building, and innovating,
- action learning, evaluating and monitoring,
- providing services, and
- conducting risk assessments.

Four Pillars (focus areas)

The Community Development Strategy is comprised of four focus areas or 'Pillars'.

The Tweed Shire community:

- has vibrant places and spaces,
- has opportunities,
- is healthy and safe, and
- is inclusive and supportive.

These 'Pillars' align with Council's strategic direction and foster greater collaboration within the team, Council and the community.

Implementation and reporting

We will check how we are going through a regular process of reviews and evaluations. An implementation plan will be created, and results will be reported regularly to Council and the Community.

Building on our successes

In 2009, an overarching Social Plan was created to guide the Community Development team's strategic direction. Since 2009, under this plan, some highlights and achievements include:

- the creation and completion of Council's first Access and Inclusion Plan (2014-2018) (before plans became mandatory across the State),
- the adoption of Council's second Access and Inclusion Plan (2018-2021) (currently under implementation) in line with NSW legislation,
- the creation and completion of Council's first Youth Strategy (2013-2017) and support for initiatives such as the Knox Park redevelopment, a skate park upgrade at Tyalgum, and the establishment of a Youth Council with 4 successful cohorts,
- the creation and adoption of Council's first Homelessness Policy and close collaboration with Council departments and service providers to create lasting solutions,
- the creation and adoption of Council's first Reconciliation Action Plan which is embedded as a whole of Council document, and is supported by the Aboriginal Statement of Commitment Policy,
- the adoption of Council's first Cultural Plan (2018-2021),
- the development of Council's draft Community Facilities Plan (2019-2036) to protect and enhance the quality of community infrastructure, and deliver a network of community facilities that are welcoming, accessible, affordable, and adaptable, and are financially and environmentally sustainable,
- 21 Years of the Aboriginal Advisory Committee and the Equal Access Advisory Committee,
- continual delivery on key performance indicators in the current Community Strategic Plan with:
 - a 5% increase in community hall bookings
 - increased numbers of Advisory Committees, networks and forums from 41 to 53
- 156 grant programs (information communicated, support provided, and applications submitted)
- 129 Council submissions to internal and external departments regarding community development related matters
- the provision of annual funding as part of the Community Sponsorship Policy, with over \$40,000 awarded in 2018 to twelve community organisations to deliver projects such as a vocational education and employment program targeted at disengaged youth, the re-establishment of the Community Food Pantry in Murwillumbah, and Australian Lifesaving Boat Emergency Rescue Training,
- success in securing over \$3 million in State and Australian Government grants in the last 2 years, including:
 - \$1,127,819 for the Tweed Heads Civic Centre Cultural Plaza, Social Enterprise Café & Auditorium, received from the Building Better Regions Fund – Australian Government Department of Industry, Innovation and Science,
 - \$1,114,000 for the Living Arts for All – Murwillumbah Auditorium project, received from Regional Cultural Fund – Create NSW,
 - \$887,000 for the Murwillumbah Arts and Heritage Precinct, received from Restart NSW Regional Growth – Environment and Tourism Fund, and
 - \$30,000 for Pottsville Beach Community Hall Floor Repair, received from NSW 2018-2019 Crown Reserves Improvement Fund Program.



Community demographics

Families and children

- 27% of Tweed's households are couples without children.
- Couples with children represent 22% of the population.
- One parent families account for 11% of Tweed's households.
- Lone households make up 26.3% the population.
- Households with groups of unrelated people represent 3.5% of the population.

Young people

- 16.8% of the population is under 15 years of age, lower than the NSW average.
- Primary schoolers aged 5-11 years make up 8.2% of the population.
- Persons aged 15-25 make up 9.8% population, lower than NSW average.
- Babies and pre-schoolers make up 5.2% of the Tweed population, 1% below the NSW state figure.

Ageing

- Persons 60 years and over represent 32.5% of the Tweed population. This is, higher than the NSW average.
- 89% of growth in the Tweed population has been in people aged over 65 years of age.
- The number of persons aged 65 and over in part time employment is 2% higher than the NSW average.
- Persons 65 and over are highly represented in Tweed urban and coastal villages, and in Murwillumbah and hinterland villages.

Aboriginal and Torres Strait Islander

- 4% of Tweed Shire's population identify as Aboriginal or Torres Strait Islander.
- The Tweed Shire Aboriginal Advisory Committee has been running for 21 years.
- The Aboriginal and Torres Strait Islander populations live predominantly in Tweed urban and coastal areas, and in the western and central rural areas.

Culturally and linguistically diverse

- 4.2 % of the population speak another language at home, compared to the NSW average of 25.1%.
- 14.6% were born overseas, compared to NSW average of 27.6%.
- Culturally and linguistically diverse people are represented mainly in the Tweed urban areas.

LGBTIQAP

As per the Australian Human Rights Commission:

- up to 11 out of 100 people may have diverse sexual orientation, sex, or gender identity.
- The reported number of same-sex couples tripled between 1996 and 2011 in Australia.
- 42% of LGBTI people hide their identity at school and community events, and 34% hide their identity when accessing services.
- 80% of homophobic bullying occurs at school.

FACTORS AFFECTING TWEED SHIRE COMMUNITY

Tweed Shire Community Profile Census 2016

People and diversity

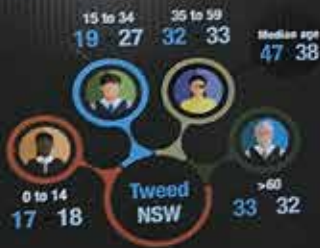
Total population



Indigenous population



Ageing population



Top 4 languages other than English



Needs assistance due to age or disability



SEIFA Index of Disadvantage



Housing Dwellings



Household types summary



Dwelling summary



The following key factors were identified through Council's research and engagement processes.

Access and Inclusion

- Access and inclusion is also recognised as an Australian Government, State Government and other agency priority.
- It is a legislative and National Disability Insurance Scheme (NDIS) requirement for local governments to have Disability Inclusion and Access Plans.
- 7.1% of Tweed Shire's population needs support, compared to 5.4% across NSW.
- The highest proportion of people with a disability live in the Tweed urban area, the northern coastal district, and the central and western suburbs.
- 72% of the Tweed community, and 74% of community organisations rated disability services as very important.
- 73% of community organisations rate accessible community as important and the second most important priority overall.

Community Safety

- Community safety is also recognised as a State Government and other agency priority.
- As per North Coast Primary Health Network (NCPHN), Tweed Shire experiences twice the NSW average of interpersonal violence related hospitalisations (157.3 per 100,000 compared to the NSW rate of 73.8 per 100,000).
- Individuals (89%) and community organisations (86%) rank community safety as their highest priority.

Community infrastructure

- Community infrastructure is also recognised as a State Government and other agency priority.
- Tweed Shire Council has 38 tenanted buildings. Including 9 community halls, 12 children's services and various cultural and community groups.
- At 83%, infrastructure ranks as the fifth most important priority to the community.
- Council manages an open space network of over 1,500 hectares, comprising of 411 parks (including foreshore reserves), 38 sports fields/courts, over 1,100 hectares of natural area and 82 playgrounds.

Education and lifelong learning

- Education / lifelong learning is also recognised as Premier's, NSW Government and other agency priority.
- 8.9% of the Tweed population is at pre-school or primary school, 5.8% attends secondary school, and 4.3% is at TAFE or tertiary education.
- 7.1% of the population is unemployed.
- 10.6% of persons aged 15-24 years, 18.3% of those aged 25-54 years, and 38.7% of those aged 55-64 years are disengaged (not engaged in employment or education).
- Twelve children's services operate out of Council facilities.
- There are 47 educational institutions in the Shire.
- Individual respondents rated education and lifelong learning as their third highest priority.

Employment and economic disadvantage

- Employment and economic disadvantage are also recognised as NSW Government and other agency priorities.
- 24% of Tweed Shire's population is low income, compared to the NSW average of 17.8%.
- 35.3% is lower middle income compared to NSW 27.5%.
- 17.6% have no internet connection.
- 74% of individuals, and 77% of community organisations rate employment and economic disadvantage as very important, with 39% individuals and 44% of organisations indicating disadvantage is getting worse.
- Individual respondents ranked employment and economic disadvantage as their fourth highest priority.
- The highest level of disadvantage in the Shire is found in the Tweed urban area and in Murwillumbah and surrounds (Socio-Economic Indexes for Areas (SEIFA) 723 and 854 respectively). A lower score on the index means a higher level of disadvantage.
- The least disadvantage is along the coastal strip, Terranora and small pockets around Murwillumbah.

Family and domestic violence

- Family and domestic violence is also recognised as a Premier's, NSW Government and other agency priority.
- Tweed Shire has higher than NSW average of domestic type Apprehended Violence Orders.
- Safe communities was the top priority for individual respondents, with 86% rating it as very high.
- Safe communities was the top priority for organisations for community organisations with 89% rating it very important.

Health and well-being

- Health and well-being is also recognised as a Premier's, NSW Government, and other agency priority.
- 62.1% of adults report having long term health conditions, compared to NSW figures of 49.5%.
- According to Close the Gap data, there is a persistent shortfall in the life expectancy and health status of Aboriginal and Torres Strait Islander people.
- The number of obese or overweight adults in Northern NSW is 54.7%, compared to 53.5% NSW average.
- The NCHPHN area had the second highest rate of people 14 years or older who used at least one of 16 illicit drugs in the previous 12 months (22.8%), compared to the NSW rate (14.0%) and Australian rate (15.6%).
- There are 391.5 per 100, 000 alcohol related hospitalisations, slightly above the NSW rate.
- Individuals (81%) and community organisations (83%) rate health and well-being as very important.
- Drugs and alcohol addiction rank in the top three social issues affecting the Tweed.

Social isolation

- Social isolation is also recognised as a NSW Government and other agency priority.
- One in ten Australians aged 15 + report lacking social support. (Relationships Australia)
- 25% of people report they are currently experiencing an episode of loneliness, and 51% report they feel lonely for at least 1 day per week. (Australian Psychological Society 2108).
- Men report higher levels of loneliness than women. (Flood 2005, Relationships Australia 2018)
- Social isolation was raised in every focus group discussion.
- Social equity and inclusion was rated as very important by 74% of community organisations and 72% of individual respondents.

Homelessness

- Homelessness is also recognised as a Premier's, Australian and NSW Government and other agency priority.
- 444 people identified as homeless on the 2016 census night, up from 308 in 2011.
- 48% were classified as primary homeless rough sleepers up from 14% 2011.
- The primary reasons for homelessness:
 - 65% accommodation issues
 - 53% financial issues
 - 48% domestic and family violence
 - 35% other, and
 - 27% health related issues including mental health and substance abuse.
- Homelessness is most prevalent in Tweed urban area, Murwillumbah and along coastal areas.
- Homelessness is rated as very important by 83% of community organisations and 72% of individual respondents.
- 86% of community organisations and 77% of individuals believe homelessness is getting worse.
- Homelessness is ranked first and affordable housing second of the top three social issues.

Sustainability and climate change

- Sustainability and climate change is also recognised as a NSW Government and other agency priority.
- According to the State of NSW and NSW Office of Environment and Heritage, Tweed Shire and the North Coast Region will continue to experience increases in average temperatures, warm spells and hot days (above 35 degrees).
- The intensity of extreme rainfall events will increase as will periods of drought.
- Fire risk will increase over summer, autumn, and winter.
- Extreme sea level height and storm events will increase.
- Susceptible groups include:
 - people with poor health,
 - people experiencing homelessness,
 - the very young, and
 - ageing populations.
- Loss of heritage sights is possible.
- Climate change is rated as very important by 75% of community organisations and 63% of individual respondents.

Transport

- Transport is also recognised as an Australian and NSW Government and other agency priority.
- Moving the community efficiently and sustainably includes public transport availability and alternative transport options and support. Including improving pathway connections for walking and cycling.
- Transport was discussed at most focus groups (with the exception of Kingscliff).
- Community organisations rate transportation as the fifth most important priority.
- 75% of community organisations say transport is very important.
- 31% of organisations and 40% of individuals say it's getting worse.

COMMUNITY ATTRIBUTES AND RESOURCES

*“It is a friendly community
where people get to know
one another by name.”*

Tweed Shire has an enviable location and lifestyle

Tweed Shire covers 1303 square kilometres, and adjoins the NSW Shires of Byron, Lismore and Kyogle. To its north is the New South Wales / Queensland border where it divides the twin towns of Tweed Heads and Coolangatta.

About half of the Shire is covered in bushland, and occupies a unique and complex landform dominated by the remnant caldera of the Mt Warning shield volcano. It is one of the best and largest examples of its type in the world.

The climate is classified as sub-tropical maritime, meaning that it is rarely too hot and doesn't get too cold. The inland areas experience slightly colder temperatures and are prone to light frost in winter, whilst the coastal areas are milder in winter.

What people say

"It is an unspoiled coastal, urban, rural and hinterland mix with excellent tourism potential and well-paced development."

"I like that access to the beaches is so easy and that there are so many areas of water that each place creates a different experience."

"I like the way our Tweed community embraces the outdoors and nature."

"I love the way the community is strongly linked in with the environment - lots of reserves, walks, parks - keeping people healthy with fresh air and exercise, and I also like the villages and their cafes and communal atmosphere."

Community spirit and care

Over 230 responses were received when we asked the community, 'What opportunities for social connection exist in this district that contribute to a 'strong community'?' Responses included clubs and groups, events and markets, sports centres and clubs, cultural activities and spaces, open spaces, community centres, cafes, shops and pubs, online, education places and Council forums.

Over 100 networks were identified by people attending focus groups, and 83% of the service providers who responded to our survey said they attended interagencies or networks. The most commonly named was the Tweed Shire Homelessness Network.

What people say

"Diversity of people with a broad range of experiences, education and abilities. Big enough to achieve great things yet small enough to be intimate."

"Their friendliness and inclusiveness..."

"It is a friendly community where people get to know one another by name."

"The environment, you feel like you belong, can move here from somewhere else and feel like it's home..."

"Our community is friendly a good sense of belonging and support especially during the flood."

"People still greet you on passing and are happy to assist if something goes wrong."

"The caring nature of the community in times of need"

"I have lived in Tweed my entire life (60 years) and have always felt that there is a good community spirit here. However I am well aware that I have had a privileged life and have a very good support network in the community... many people do not have this."

"It's a creative community who cares about issues."

"The community is diverse and inclusive."

"I love the way locals smile and say hello. I love the way our community prefers slow living and small town/village life."

"Generous community..."

"People pull together in times of adversity."

"Resilient in adversity and illness..."

Community organisations, services and programs

There are over four hundred registered not for profit organisations in the Tweed Shire. These include sporting clubs, special interest groups, community services, arts, cultural and heritage groups, resident groups, business and industry groups, children's services, charitable organisations, environmental and emergency services. Many of these organisations provide services and programs, engage with volunteers, and provide social activities to the wider community.

Focus group attendees identified nearly 140 programs covering health, mental health and support service, homelessness, disability, LGBTIQAP, Aboriginal, aged, children, families and youth domestic violence, safety and crime prevention, education, business, and employment, culture special interest, environmental, emergency and disaster recovery, faith groups, community centres, social networks, and services clubs.

What people say

"The great people within the organisations we are in..."

"There is so much to do and join. Activities, Bus trips, Buses to get around. Shopping Centre, Civic Centre, Movies, next door to Coolangatta, Library, RSL, Clubs, Craft, Sporting Clubs, etc. Affordable clubs and group activities. Free entertainment, great shows at Twin Towns..."

"A welcoming community and many organisations to be involved in..."

"Facilities close by in Tweed Heads g. Bus Routes, Hospital, Shopping Centres, Library, Parks, Swimming Pool..."

"The support systems dedicated to providing support to a wide range of groups..."

"We always have great events, activities, in the area."

"A welcoming community and many organisations to be involved in..."

"In the tweed community there is so many support units that we can access and makes it so easy for us young people to get the help that we may need. Not only are the support units great but the people living in the tweed community are all so lovely."

"The region has a lot going for it in terms of being very picturesque."

"The beauty, beaches, rainforests and tranquillity of the Tweed."

Volunteers

According to the 2016 census, Tweed Shire has 13,843 volunteers, which accounts for 18.2% of the population who are eligible to volunteer. This figure is close to the average across regional NSW. The number of people volunteering increased by 1,231 people between 2011 and 2016.

Council has volunteering opportunities at the Tweed Regional Gallery and Margaret Olley Art Centre, Tweed Regional Museum, Friends of the Pound, Banora Point Community Centre and various Advisory Committees.

The Community Development team manage four Advisory Committees. These include the Aboriginal Advisory Committee, Equal Access Advisory Committee, Community Halls Advisory Committee and the Youth Council.



Some of the Community Sponsorship recipients 2018

Council's Community Development team

Council's Community Development team is part of the Community and Cultural Services unit within the Sustainable Communities and Environment directorate.

The Community Development team is comprised of seven full time staff and one part time role. Grants are sought to fund additional positions for emerging issues.

What people say

"Council seems genuine in its approach to consultation."

"I think the team do a great job given their limited resources. The staff I have seen in action are all committed to their roles and it is evident they go out of their way to help many in the community."

"That someone in council is passionate about music and local musicians..."

"The general feeling of being safe in a wonderful environment and having access to community facilities, and , where a large number of community and interest groups are facilitated, supported and enabled by Council through a small but very dedicated Community and Cultural Services Team..."

Collaborations with other units of Council

The Community Development team partners with external organisations, and with a wide variety of internal teams and units of Council.

Other teams in the Community and Cultural Services unit include:

Community Services who deliver direct community services including National Disability Insurance Scheme (NDIS), My Aged Care services and programs, Commonwealth Continuity of Support Programme, social enterprises, community programs and directly staff nine community buildings.

Tweed Regional Gallery & Margaret Olley Art Centre

Tweed Regional Museum

Tweed Libraries – under the Deed of Agreement for the Richmond Tweed Regional Library Service

Other teams within Council include:

- Strategic Planning and Urban Design
- Development Assessment Unit
- Corporate Communications
- Parks and Active Communities
- Sustainability and Environment



Banora Point Community Centre

Council owned community and tenanted buildings

There are 53 Council owned community buildings across the Shire including auditoriums, community centres, cultural buildings and tenanted facilities. Whilst we assist in planning for all community buildings the Community Development team is directly responsible for the 38 tenanted facilities. These offer not for profits organisation locations to operate. The facilities are located throughout the Shire and house organisations delivering a variety of services and initiatives including children’s services, community halls, health services, arts and culture, and special interest groups like men’s sheds and bridge clubs.

Grants

Council is advised of approximately 75 community grants per year. This information is passed on to eligible organisations. At times Council also applies for funds. Approximately \$1.5 million per year was received over the last two years.

Sponsorship policy

Council provides a range of supports and resources to many community organisations that deliver a variety of community projects, initiatives and services to residents of the Tweed Shire. Each year Council allocates approximately \$35,000 – \$40,000 for this funding through the Community Sponsorship Policy.





**FOUNDATIONS OF
COMMUNITY DEVELOPMENT
IN TWEED SHIRE COUNCIL**

What is community development

The United Nations defines Community Development as – “A process where community members come together to take collective action and generate solutions to common problems.”



Tweed Shire Council’s Community Development team delivers through the following approaches:

Awareness raising and promotion – Sometimes the only barrier to action is information. We work to raise awareness of issues through education, information provision and discussion.

Planning and Research – Evidence gathering can help us to have maximum impact and influence. Using statistical information, performing gap analysis and data collection helps us to be efficient and effective and ensure we provide resources and support where most needed.

Advocacy – Where we have no direct control we give a voice to the community through our Councillors who can lobby and advocate to achieve benefits and best possible outcomes for the Tweed. This might be for funding, resources or additional services. We also submit comment on strategies, plans and discussions to all levels of government and key service providers.

Leading – We have a number of ways to take a leadership role. We write policy, strategies and plans which allow others to contribute and work towards shared outcomes.

Collaboration – We attend and host a number of networks, interagency, and advisory committees to work holistically, reduce duplication, increase the impact of projects and increase the skills and knowledge of the team and community. We work with internal and external partners and volunteers to share the load and learn from each other.

Capacity building – We work with others to build the skills and resources in the community. This means the community can act independently and the team moves on to new projects once the initiative is sustainable by the community.

Innovation and action learning – based on evidence, we give things a go and solve problems so we can help others solve them in the future.

Evaluations and monitoring – We check how we are going through a regular process of reviews and evaluations. We want to hear, see and prove the effectiveness of what we do. If we need to change things, we do.

Providing services – We directly provide some services. These include the annual sponsorship of community organisations, support to Club Grants and the provision of community buildings for tenants who are not for profit community organisations.

Conducting risk assessments – We work to reduce risks to the community and Council.

What the community say

“They could use their legal mandate to do something at least by collaborating with other nearby local Councils to have a regional approach.”

“More lobbying state government departments...”

“Work more collaboratively cross sector, with services, businesses and residents to find solutions, source wider government funding to implement it and create localised ownership, capacity building and actually address these challenges.”

“Listen to the people.”

“Conduct campaigns/partnerships with the relevant State Government departments to address these issues.”

“Use the local networks to forge influential relationships with our state/federal representatives to represent the needs of our residents, and show evidence of position our residents are in and vocalise the possible solutions that state could implement.”

“...Council can lead in the development of Strategies, Policy and Action Plans that are integrated and provide a framework to enable Council to be a strong advocate on behalf of the community to facilitate action with the other tiers of Government in terms better programs and funding. Council also needs to be a collaborator with all other stakeholders (public and private) to drive ongoing improvement in these areas. In regards to Community facilities, Council should consider a strategy that caters for future population growth driven demand by planning and determining what facilities are required.”

“Greater...advertising of the services that the Council offers...”

“Council should liaise with State Government (QLD for transport) and its departments for better outcomes for all. Funding of projects is not necessarily a ratepayer issue...”

“Continue to gather data on key social issues such as unemployment, transport, housing and homelessness, food services, etc. and lead networks and engagement to support the Councillors to lobby for local resources.”

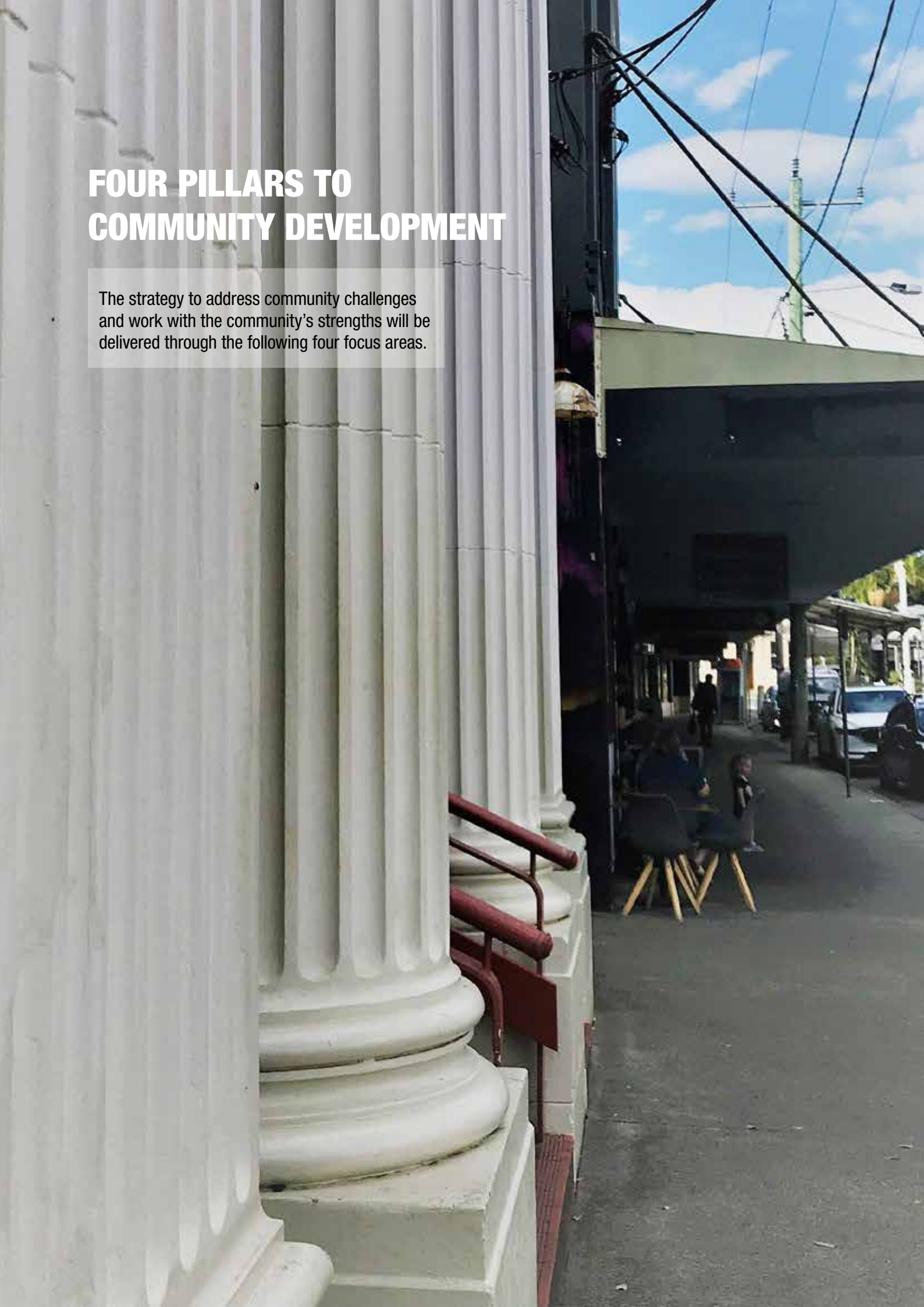
“Communicate concerns to a higher level. Keep gathering feedback from locals.”

“Provide education to residents on different social issues.”

“Involving the community is a great start. Listening to the people who live here is very important.”

FOUR PILLARS TO COMMUNITY DEVELOPMENT

The strategy to address community challenges and work with the community's strengths will be delivered through the following four focus areas.



Tweed Shire Community...

has vibrant places and spaces

The aim of community development is to ensure the Tweed has vibrant spaces and places through planning and activation. The Community Development team promotes where places and spaces are, and how they can be accessed, and supports meaningful interactions through evidence based design for new affordable initiatives. The community is encouraged to be “invested” in places and spaces and be proud of them.

In addition to supporting other Council and non-Council places and spaces, the Community Development team is the asset and relationship custodian of 38 tenanted buildings which house community service providers ranging from childcare and community centres to special interest groups. These facilities need to be maintained, supported and they need to be affordable.

Examples of the Community Development team’s role



Advocate

e.g have input into development reviews



Innovator

e.g develop and implement placemaking and public art



Provider

e.g facilitate management of 38 tenanted buildings



Leader

e.g lead community facilities planning

Why are places and spaces important?



38 tenanted facilities are managed by the Community Development team



9 existing plans, strategies and policies are being implemented



Community infrastructure was ranked as the fifth highest priority by community organisations



1500 hectares of Council owned open space

What the community asked for:

“Continue focus on provision/maintenance of parks and facilities.”

“Create a more vibrant and connected community through events that bring the community together.”

“Start working on more activities and social events for younger people.”

“Our parks need better disability access with parking and paths to toilets, picnic facilities, lookouts etc. There are some simple changes that could be made to TSC’s standard drawings to ensure paths are more accessible to people in wheelchairs/riding mobility scooters or people on bicycles Improve village facilities for youth / families.”

“More village connectedness...”

“Do more to Knox Park. Build more facilities, improve infrastructure”

“Listen to people who actually live in the area every day when it comes to infrastructure and development.”

“Create a shared identity for the Tweed. Something we all can relate to, rally around, embrace and be proud of. Create a holistic view of the Tweed community all working together rather than against each other in competition.”

“Engage with community associations and not-for-profits to ensure they are function at their potential. Encourage local tweed based media and communications.”

“Improve how environmentally friendly our parks and facilities are.”

 **Goal 1** *We support access to well maintained, affordable and sustainable places and spaces.*

 **Goal 2** *Our places and spaces allow for lively cultural and creative activities.*

 **Goal 3** *Places and spaces are accessible, inclusive and provide positive meaningful experiences.*

 **Goal 4** *People take pride and are invested in their local spaces and places.*

We will implement these existing strategies, plans and policies

Policies	Lead	Support
<p>Community Halls Policy 2015 Developer Contribution Community Policy 2018 Placemaking and Public Art Policy 2014</p>	<p>Access and Inclusion Plan 2018 - 2021 Focus area 2: liveable and accessible communities</p> <p>Community Facilities Plan 2019 -2036</p> <p>Cultural Plan 2018 - 2021 Theme 1: Sense of place Theme 4: Every day live and play, Theme 5: Making things discoverable</p>	<p>Open Space Strategy Outcome 3: Our open spaces are equitably distributed, well connected and accessible to everyone</p> <p>Reconciliation Action Plan Theme 1: Relationships Theme 2: Respect</p> <p>Rural Villages Strategy Strategic goal 2: Identify initiatives and opportunities based on key assets of the rural villages. Strategic goal 3: Provide actions aimed at establishing Tweed’s rural villages as creative hubs.</p>

Additional directions under this Pillar

- Manage tenanted facilities.
- Research underutilisation and activate Council facilities.
- Support coordinated event transport.
- Identify relevant planning cycles and contribute feedback at key points.



has opportunities

The aim of community development is to assist in providing opportunities for the community to act independently, including providing chances to learn and grow, engage in meaningful employment, create social experiences and be involved in, or manage not for profit organisations.

Examples of the Community Development team's role



Advocate

e.g propose and promote of additional or alternative education opportunities



Innovator

e.g support development of intercept program for young people



Provider

e.g provide annual sponsorship to local organisations



Leader

e.g champion Council's diversity in employment

Why are opportunities important?

- Reported as an Important priority for our community by individual respondents
- Education and lifelong learning ranked as third most
- Employment and economic development ranked as most important by individual respondents
- Transport ranked fifth most important priority by organisations
- 44% of organisations thought transport was getting worse

What the community asked for:

"Help community group with funding for their programmes to encourage people coming together."

"Please try and get on board to help people in this town that are spending their time and money to improve the town and get the community connected but the arts - see what is happening and help, not hinder."

"These may not be within scope of council, but: try to prevent decline of TAFE system, establish a regional campus of Southern Cross or Griffith University."

"More employment - to prevent crime people need work..."

"Youth development program for local or indigenous people to a become apprentice or trainee Rangers for their community then eventually become Rangers."

"Encourage work opportunities at Council for school leavers."

"The area needs more jobs for the youth and unemployed. Break the cycle of the long term unemployed and their families."

"Anything to promote local businesses and tourism."

"Try to increase tourism."

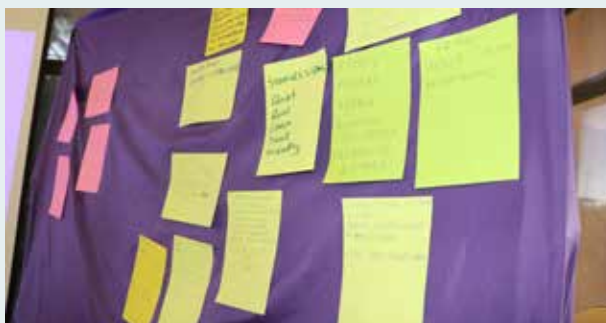
"Lobby for... better transport."

"Assist with more community transport."

"Consider public transport routes which allow access to community facilities, health and wellbeing activities and workshops."

"Better public transport could alleviate some of the youth unemployment concerns with obtaining work."

"Provide transport to social activities in the community."



- 
Goal 1 *Individuals and organisations have access to formal and informal education and lifelong learning opportunities*
- 
Goal 2 *Information about community opportunities for funding and participation are equally accessible.*
- 
Goal 3 *Equitable economic and employment opportunities are created.*
- 
Goal 4 *Transport options are available for people to participate in community life.*

We will implement these existing strategies, plans and policies



Additional directions under this pillar

- Strengthen community capacity.
- Support social enterprise models.
- Identify additional opportunities to access transport.
- Identify and support additional opportunities for accessible tourism and recreation.



Uki township

Tweed Shire Community...

is healthy and safe

The aim of community development is to ensure there is awareness of safety concepts, health opportunities, and resilience and recovery processes and resources. It can also assist with the promotion of services, with identification of gaps, and with advocacy for additional resources, services or activities when necessary. In addition, collaborations will use evidence based design and evaluation methods for new initiatives.

Examples of the Community Development team's role



Advocate

e.g propose and promote additional Police and resources where required



Innovator

e.g develop collaborative social inclusion projects



Provider

e.g host Community Resilience Network



Leader

e.g develop Healthy and Safe Communities Plan

Why is a healthy and safe community important?

- **Priority 1** Safe communities were ranked as highest priority by community organisations and individuals
- **Priority 1** Health and wellbeing was ranked as third highest priority by organisations
- 75% Climate change rated as very important by 75% of organisations and 63% of individuals
- **Priority 3** Drug and alcohol ranked as third when asked 'what are the top 3 social issues affecting the Shire?'

What the community asked for:

"Make it a safe & happy place to live."

"Feeling of being safe and people coming together to support each other in need..."

"A community working together to make it safer, EG informing police of incidents / and reporting through crime stoppers."

"They should look into making our town safer and more things for our kids to do."

"Promote youth and all aspects of health and wellbeing for young people."

"Help families be outside more, help youths find healthy options..."

"Sometimes it's the simple things in life that are the most rewarding, and learning to ride a bike is one of them! It keeps kids physically fit and active, improves mental health and learning, it's affordable for everyone, and it's something the whole family can enjoy!"

"Safer road crossings (such as kerb ramps, build outs and refuges) are needed to encourage more kids to walk, ride or scooter to school."

"Spend more monies on health programmes."

"The chance to be able to meet other people..."

"Outreach programs to risk groups and petition police and government for more resources..."

"More visible police - community education..."

"Liaise more closely within local residential trouble spots with police and rangers."

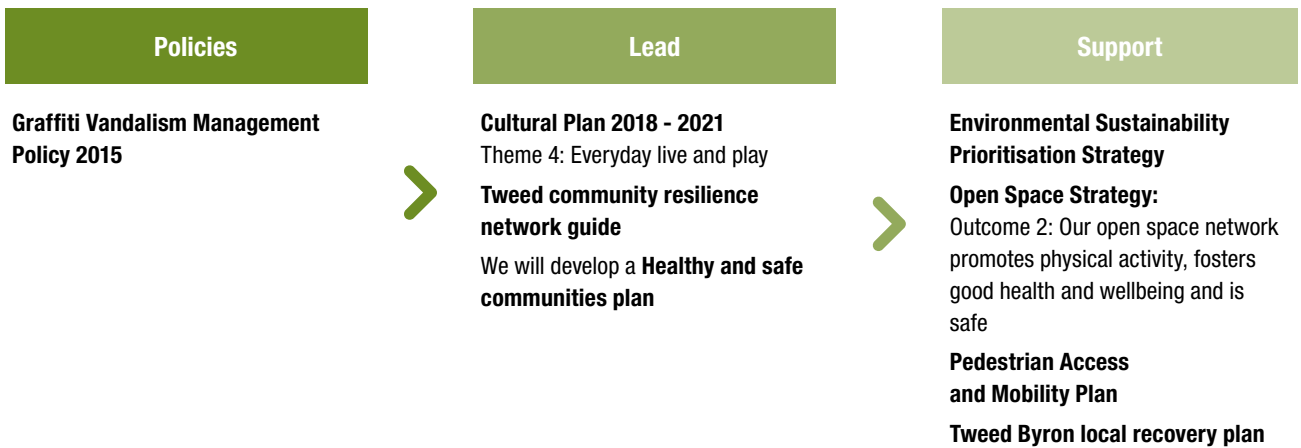
"Advocate for climate change awareness and earth friendly community advancement."

"Climate change...provide quality information to people..."



- 
Goal 1 *People have access to facilities and activities that promote health and wellbeing.*
- 
Goal 2 *Community wellbeing is sustained through healthy relationships, networks and connections.*
- 
Goal 3 *People feel safe to participate in community Life*
- 
Goal 4 *Our local communities feel supported to prepare for and recover from emergency events and adapt to climate change.*

We will implement these existing strategies, plans and policies



Additional directions under this pillar

- Support community health initiatives and services.
- Support the take up of active travel.
- Develop social inclusion initiatives.
- Support community safety initiatives.
- Develop resilience and recovery initiatives.
- Support emergency management initiatives.



2017 Murwillumbah floods

is inclusive and supportive

Support community adaptations to climate change initiatives. The aim of community development is to ensure that community is inclusive and supportive, and that organisations are able to provide services to vulnerable people and those requiring additional support. Community development will aim to advocate through the Councillors to increase services and resources in the community.

Examples of the Community Development team's role



Advocate

e.g propose and promote additional homelessness services



Innovator

e.g. assist community services in the development of new programs for our ageing population



Provider

e.g host Youth Council



Leader

e.g implement Homelessness Policy development

Why is an inclusive and supportive community important?

- Youth support ranked fifth most important priority by individual respondents
- Homelessness ranked 1st and 2nd most important social issue affecting the Shire
- Social equity and inclusion rated as very important by 74% of organisations and 72% of individuals

What the community told us

"Collaborate with the relevant state government departments and community organisations to house homeless people, and provide them with employment and/or education."

"Homelessness is such a relevant issue at this time so I think addressing this is very important. Provision of low cost housing for disadvantaged singles and families would be so helpful. But this needs to be backed up with support services in place (such as mental health support, financial counselling, substance abuse support, gambling support etc.) to increase the chance of disadvantaged people being able to sustain their tenancies."

"Analyse and seek resources to roll out homelessness strategies that have worked in other places."

"...make everyone aware of inclusion strategies."

"Continue to liaise, support and network with service providers to provide services in these areas. Advocate for government funding."

"Advocate for more resource to be based in Tweed Heads."

"We need more mental health programs and facilities in the area."

"More support programs..."




"...prepare for the aged care issue that is growing..."

"Create a youth committee."

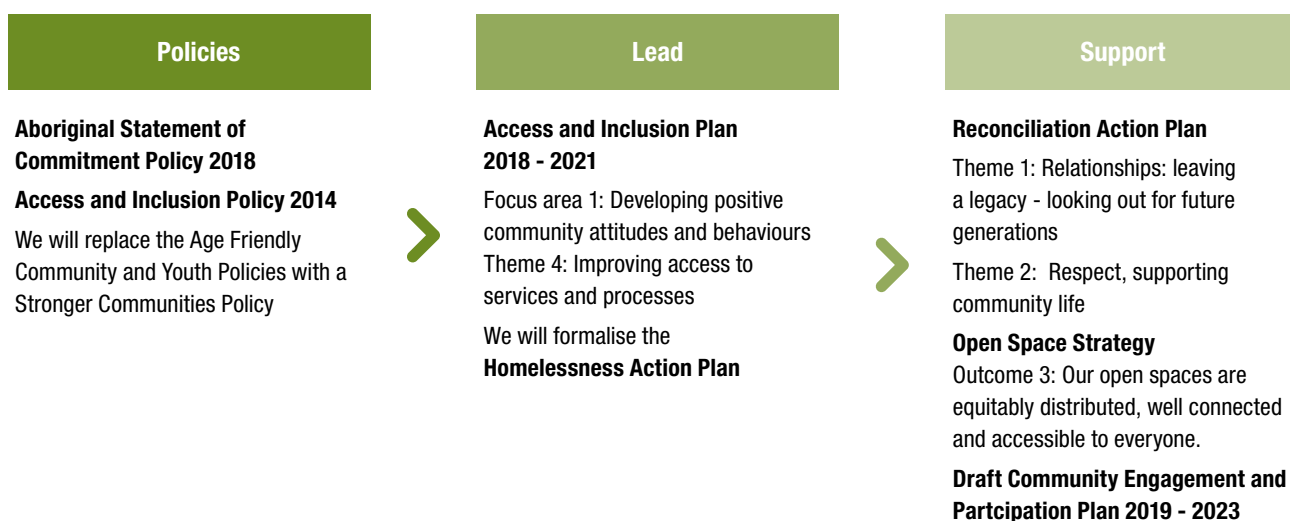
"Greater emphasis could be placed on drug education and greater efforts could be made in conjunction with police to target drug suppliers."

"Drug and alcohol abuse, support services that are easily accessible..."



- 
Goal 1 *We focus on things that unite us whilst acknowledging and celebrating diversity.*
- 
Goal 2 *People and groups are adequately supported to participate meaningfully in the community.*
- 
Goal 3 *We have the resources and support services to meet the needs of the community.*

We will implement these existing strategies, plans and policies

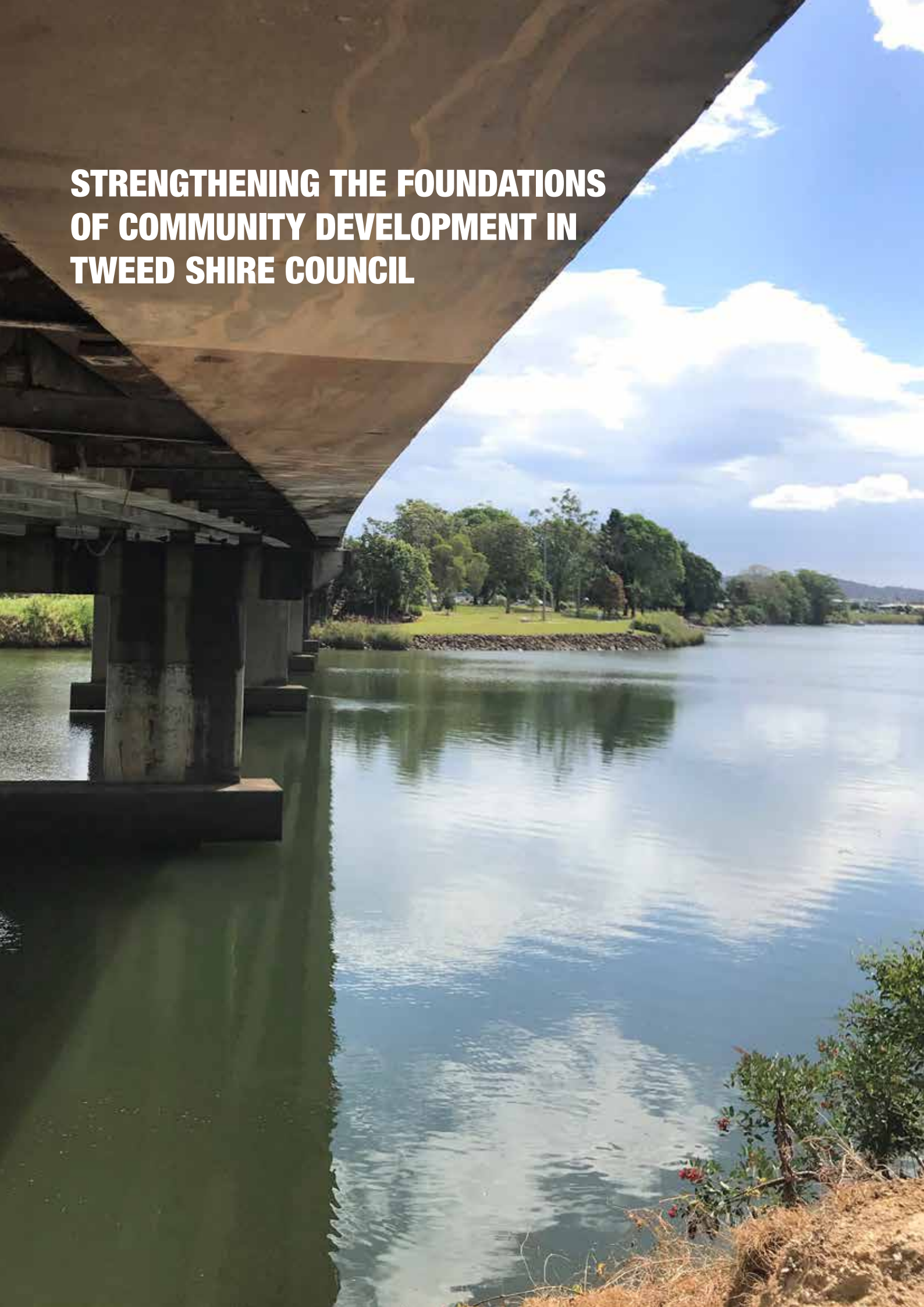


Additional directions under this pillar

- Support initiatives involving the Aboriginal and Torres Strait Islander community.
- Provide Youth Council and support youth initiatives.
- Support initiatives that meet the needs of our ageing community.
- Support initiatives that meet the needs of families and children.
- Support initiatives which support vulnerable people.
- Support collaboration and initiatives regarding homelessness.
- Support the flow of information from the community sector regarding affordable Housing.



**STRENGTHENING THE FOUNDATIONS
OF COMMUNITY DEVELOPMENT IN
TWEED SHIRE COUNCIL**



In addition to the outward facing actions by 2024 we will have continued to strengthen community development in Tweed Shire Council through:

Foundation 1: Awareness raising and promoting

- Completing a joint review of Tweed Shire Council's Community Services and Community Development web pages
- Coordinating the promotion of Council programs to diverse community contacts

Foundation 2: Planning and Researching

- Developing local well researched responses to government proposals related to community service models, service delivery and funding.
- Commenting on State related planning policies which impact on community development outcomes
- Undertaking regular community profiling to support Council divisions with this information

Foundation 3: Advocating

- Provide Council with evidence and information to support advocating and lobbying of government for additional services and support for vulnerable groups

Foundation 4: Leading

- Identifying emerging issues and creating policies and plans as appropriate

Foundation 5: Collaborating

- Collaborating on program development, evaluations and promotion of Council-developed programs, e.g. with Community Services, Sustainable Communities and Environment, Museum and Gallery etc.
- Supporting the implementation of the engagement strategy with particular reference to the review of the Advisory Committees
- Reviewing interagency attendance and outcomes
- Reviewing attendance at network meetings to ensure attendance contributes to the goals of the Community Development Strategy, NSW Premier's Priorities and relevant actions in the North Coast Regional Plan

Foundation 6: Innovating and action learning

- Participating in appropriate training

Foundation 7: Evaluating and monitoring

- Finalising monitoring and reviewing systems for implementation of this Strategy

Foundation 8: Providing services

- Identifying ways to increase the efficiency of direct services we deliver

Foundation 9: Conducting risk analysis

- Completing an analysis of risks associated with the delivery of community development services.

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