



**THE TWEED**  
**2006-2009 Management Plan**

**DRAFT**

**Timetable**

- 2 May Council meeting to place the Draft Management Plan on exhibition
- 5 May Draft Management Plan on public exhibition
- 22 May Community consultation Tweed Heads
- 2 June Closing date for public comment
- 13 June Council meeting to adopt the Draft Management Plan
- 1 July Commencement of the 2006 – 2009 Management Plan



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## Acting General Manager's message

The 2006 - 2009 Management Plan is Council's three-year direction focusing on goals and objectives that Council must accomplish to meet its vision of "The Tweed is to become the premier place in which to live, work and visit".

The Management Plan is developed on the objective of pursuing sustainable outcomes for the ongoing health of our local environment, local economy and local social systems. Sustainable outcomes should meet the needs of the present without compromising the ability of future generations to meet their own needs.

Limited resources and an escalating population have demanded Council use best practices in the continuous improvement of service delivery to meet increasing community expectations. To further meet community expectations a 7-year infrastructure and services plan has been developed, highlighting approximately \$133(M) worth of projects. This 7-year plan and the associated rates increase are subject to a special rate variation application to the Minister for Local Government.

Council is seeking to become a leader and make a positive contribution towards ecological sustainability in all day-to-day operations, through its best practice decision-making and approval processes. As part of this process, the community is encouraged to become more aware of sustainable behaviors.

The Management Plan will be exhibited for at least 28 days. The public exhibition period and information on public consultation meetings will be advertised in the Tweed Link and Daily News. Council encourages the community to submit comment and feedback on the strategies outlined in this plan.

The satisfaction of achieving the goals and objectives of the Management Plan is an agreement between Council and the community.

A handwritten signature in black ink, appearing to read "M. Rayner".

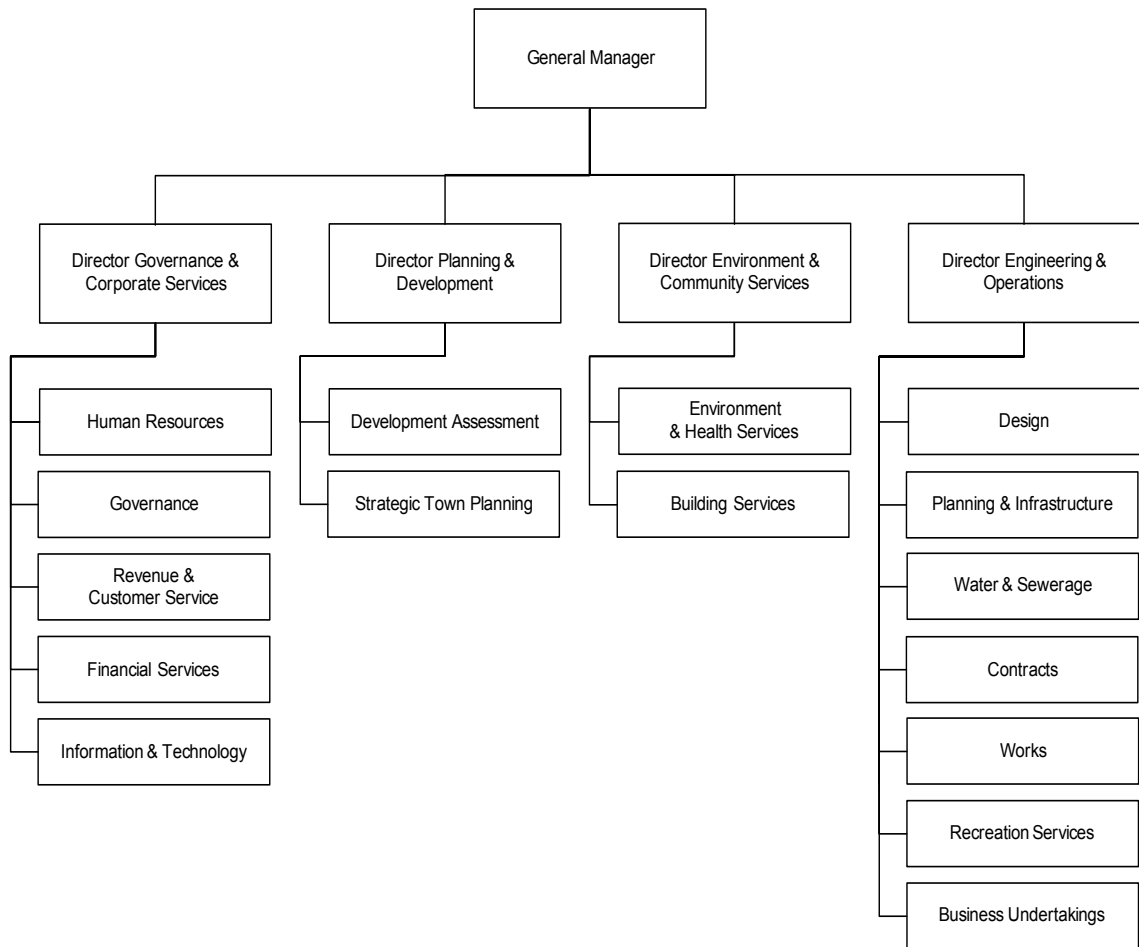
**Mike Rayner**

Acting General Manager



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## Organisation structure





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## The council's charter

The *Local Government Act 1993* (NSW) section 8 contains Councils charter describing the purpose, objectives and functions of a Council.

s. 8(1) *A council has the following charter:*

- *to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively*
- *to exercise community leadership*
- *to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism*
- *to promote and to provide and plan for the needs of children*
- *to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development*
- *to have regard to the long term and cumulative effects of its decisions*
- *to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible*
- *to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government*
- *to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants*
- *to keep the local community and the State government (and through it, the wider community) informed about its activities*
- *to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected*
- *to be a responsible employer.*

s. 8 (2) *A council, in the exercise of its functions, must pursue its charter but nothing in the charter or this section gives rise to, or can be taken into account in, any civil cause of action.*



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## Council role

Tweed Shire Council functions under the legislative requirements of the Local Government Act and regulations, the Environmental Planning and Assessment Act plus other state and federal legislative requirements.

### Leadership

Tweed Council is currently under administration. Three administrators are responsible for making policy decisions, guiding works and service priorities in the shire. Administrators will remain in control until the next election of councillors on 28 September 2008.

### Meetings

Council meetings are held every third Tuesday commencing 7 February 2006.

Meetings that precede each council meeting are:

- Planning committee and operations committee meetings commence at 4.30pm
- Community access commences at 5.00pm.

People wishing to address the community access committee should book by calling 02 6670 2540. Meetings are generally opened to the public and media however; confidential matters may require the meeting to be closed.

### Council's Public officer

The Public Officer is available to answer requests concerning Council's affairs and assist the community to gain access to public documents of council. The Public Officer can be contacted on 02 6670 2421

### Management planning process

The *Local Government Act 1993* (NSW), requires Council to prepare a draft management plan detailing principal work activities to be undertaken over at least the next three years together, with Council's revenue policy for the next year. Council must consult with the community and exhibit the draft management plan for a period of twenty-eight days. Council's Administrators must take into account all community submissions before adopting the plan.

The general manager must report quarterly on Council's performance in achieving targets specified in the management plan. Council must also report annually, detailing actual outcomes achieved during the year with respect to activities set out in the management plan for the same year. Council's plans and reports are freely available at <http://www.tweed.nsw.gov.au/>



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## Vision

The Tweed is to become the premier area in which to live, work and visit

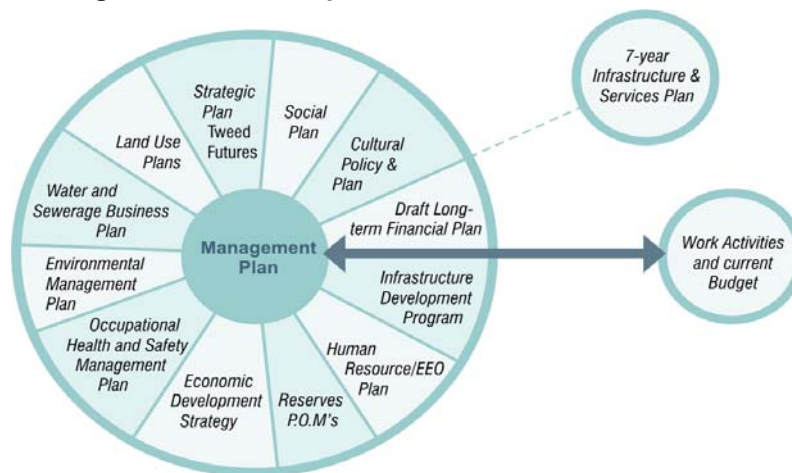
## Mission

In partnership with the community, balance people's aspirations for development and enhancement of the unique environment by providing affordable quality services in a safe and competitive manner.

## Goals for this plan

- i. To maximise community wellbeing, public health and safety
- ii. To promote a strong economy and diverse employment opportunities
- iii. To conserve biodiversity and natural beauty utilising ecologically sustainable development practices
- iv. To provide infrastructure of a high standard that supports community wellbeing, economic growth and environmental quality
- v. To ensure sound corporate governance through effective strategic financial planning, budget control, statutory compliance and organisational management

## Integration with other plans



## Timetable for this plans delivery

- 2 May: Council meeting to place the Draft Management Plan on exhibition
- 5 May: Draft Management Plan on public exhibition
- 22 May: Community consultation Tweed Heads
- 2 June: Closing date for public comment
- 13 June: Council meeting to adopt the Draft Management Plan
- 1 July: Commencement of the 2006 – 2009 Management Plan

## Integration of the 7 year plan

The 7-year plan is categorised into 10 community programmes each designed to meet community needs. A staged implementation of each project from the 7-year plan will be detailed through the Management Plan's five action plans. A detailed link between the two plans will be established.





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## Shire profile

The Tweed Shire covers 1303 square kilometres and adjoins the shires of Byron, Lismore and Kyogle with the Queensland border to the north. The shire has 37 kilometres of natural coastline together with wetlands, estuarine forests and farmlands. A 'Valley of Contrasts', the Tweed Shire lies within a region recognised as one of Australia's most diverse in terms of its natural terrain, flora and fauna. The region is considered an area of high conservation significance at the local, national and international level, and is home to three world heritage listed natural parks.

Today in excess of 80,000 people live in the Tweed Shire scattered throughout villages and towns. The majority of people live in the northern end of the shire and along the coastal strip. Population growth continues to increase with a five-year estimated average of 2.5%. The 2001 census indicated the Northern Rivers area was home to many Aboriginal, Torres Strait Islanders and South Sea Islanders, together, making up 2.5% of the population. At the time of the census, 14% of shires the population were born overseas.

Retail, health & community services, and construction are major industries in the Tweed. Together these industries employed approximately 38% of the total workforce in 2001. Rising rural land prices, and a push for rural-residential living is placing the primary industries sector under increased pressure. Agricultural industries of sugar cane and small cropping remain buoyant while new ventures into alternative cropping; wineries and farm tourism have emerged. Tourism remains a key industry in the shire and employed approximately 10% of the work force in 2001.

The Tweed Shire is ageing, approximately 27% of residents are aged 55 and over. If current trends continue by 2011, 34% of residents will be in this age cohort. An ageing population will place added demands on already stretched community & health services. The Tweed Shire has proportionally more families in the lower to middle income range compared to the state average. In 2001, 46% of households earn less than \$500 per week, 18% of these households received an income less than \$299 per week.

The Tweed continues to experience high youth unemployment. A limited number of new jobs and a trend in casual and part-time employment have forced the out-migration of young adults for work and education. The closure of the railway and a lack of public transport in rural areas have meant most residents must rely heavily on private transport.

Major developments in coastal residential estates and tourism accommodation are emerging. With two-thirds of the shire zoned for rural uses, increase pressures from urban and rural-residential development will require careful management to ensure the unique qualities, which attract people to the Tweed are preserved.



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## Environmental profile

The Tweed Shire is an entire catchment encircled by the McPherson Range to the north, the Tweed Range to the west, the Nightcap range to the south and the Pacific Ocean to the east. The two dominating features of the valley are Mount Warning (also known as Wollumbin) and the Tweed River, which flows into the sea at Tweed Heads. Wollumbin is the remnant core of the Tweed Shield Volcano and the steep rim of the caldera surrounds the mountain at a radius of approximately 15 kilometres. The Tweed River has broken the eastern side of the volcano's rim and its tributaries have carved out the Caldera.

Upstream of Murwillumbah the drainage pattern of the Tweed catchment is fairly symmetrical, due to the valley's volcanic origin. In contrast, downstream of Murwillumbah the Tweed River weaves a path across an extensive flood plain. In the lower reaches, the waters of the Rous River join the Tweed River at Tumbulgum and the river discharges into the ocean at Point Danger. Tidal influence penetrates to Murwillumbah and the tidal broadwaters at Terranora and Cobaki join the river near its mouth via Terranora Inlet. The broadwaters are quite shallow and are fed by Bilambil, Duroby and Cobaki Creeks. Both broadwaters flow into the Terranora Inlet, which discharges into the Tweed River near Tweed Heads.

Bushland makes up nearly 48% of the shire and the Tweed Shire has the highest plant diversity within a 2000 km section of the Australian east coast. The Macleay-McPherson overlap identifies a region including the Tweed Shire as the transition between the two phyto-geographic zones. The region supports both tropical and temperate species, many of which are at the limits of their range.

Species at the edge of their range may contain genetic distinctiveness and adaptive potential for extension into new habitats, an important feature for species to successfully overcome environmental change (e.g. climate change). Weed invasion and the results of clearing for agricultural, commercial and residential land uses has helped to create an extensive list of rare, vulnerable, endangered or otherwise significant species. The Tweed Shire has at least 212 significant plant species; of these, some 89 are rare or threatened, 16 endangered, and 25 vulnerable to extinction.

In terms of the number of animal species present, Tweed Shire has one of the highest vertebrate biodiversity of any region in Australia. Figures compiled by the Australian Nature Conservation Agencies State of the Environment Report (1996) suggest that the region supports more species of bird, fish, amphibian, and mammals than Kakadu, and a similar numbers of reptiles. Only in the wet tropics are similar numbers of species found within these animal groups. Habitat loss caused by land clearing has helped to create an extensive list of rare, vulnerable and endangered species within the region.

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



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Our landscapes, seascapes and wildlife are inseparable from our culture and inspire art and literature. Our economy and key industrial sectors are directly and indirectly reliant on functioning ecosystems. Many people also believe that natural resources have their own intrinsic value, that is, they are important for their own sake regardless of their functional value.

Tweed Shire Council is committed to the sustainable management of the shires natural environment both now, and for future generations. Council's commitment to sustainability means that we are focused on balancing the environmental, economic and social needs of our community. This Plan is designed to place sustainability at the very heart of Council's activities.

## **Summary of Council's environmental goals, issues and actions for 2006-2009**

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### **Built Environment**

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#### **Long Term Goals**

- To ensure an efficient and effective local approval process that safeguards the environment, quality of life and the ability of future generations to grow and prosper in a healthy environment
- To strike a balance between economic and urban development on the one hand, and retaining the Shire's natural beauty and diversity on the other

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#### **Major Issues**

- Population growth is perhaps the most significant pressure on the environment
- High population growth rates are increasing the shires urban footprint, changing the land use patterns of the shire and placing pressures on environmentally sensitive areas, as well as the existing infrastructure and service network and the requirement for new infrastructure and services

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#### **2006 - 2009 Goals**

- Design and construct public facilities to conserve energy and water and promote the use of alternative energy sources
- Develop 'Energy Saving Action Plans' for Council's key sites and facilities

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### **Waste Management**

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#### **Long Term Goals**

- To introduce and continue waste management practices which are economically equitable and ecologically sustainable

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#### **Major Issues**

- Research shows that over 40% of domestic household waste is recyclable, yet shire residents recycled only 18.5% of their domestic waste in 04/05
- In 04/05 industrial and commercial waste made up 70% waste to landfill

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#### **2006 - 2009 Goals**

- Increase domestic waste recycling rates to >25%
  - Continued implementation of community waste minimisation education initiatives
  - Foster commercial waste minimisation through education and facilitation programs
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**Summary of Council's environmental goals, issues and actions for 2006-2009 continued**

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**Water Consumption**

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**Long Term Goals**

- To ensure an equitable supply of safe and clean potable water to the community while safeguarding the ecological sustainability of the shires creeks and river systems

**Major Issues**

- Population growth is placing increasing pressures on the water supply and associated service network
- Water is an extremely valuable resource, however the current price of water does not sufficiently encourage households and businesses in the shire to introduce water saving measures into their daily activities

**2006 - 2009 Goals**

- Development of a 'Demand Management Strategy' for Council and the community
- Improve water efficiency at existing council sites and facilities
- Ongoing implementation of the Water Pricing Policy
- Ongoing community education relating to water efficient fixtures and water wise behaviours

**Waterway Health**

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**Long Term Goals**

- Ensure Council's approval processes and operational activities conserve and enhance the ecological sustainability of local waterways
- Foster behaviours within the local community that conserve and enhance the ecological sustainability of local waterways
- Improve the waterway health of priority sub-catchments, estuaries, wetlands and the coastal zone by improving flow regimes and water quality

**Major Issues**

- Increasing urban stormwater loads to local waterways
- High failure rate of on-site sewerage management systems contributing pollutant loads to adjacent waterways
- High rates of soil erosion and nutrient export from rural lands and the construction of new urban developments
- Increasing volumes of treated effluent being discharged to watercourses
- Increases in the number of point source discharges to local waterways

**2006 - 2009 Goals**

- Ongoing implementation of the 'On-Site Sewerage Management Strategy'
  - Develop and adopt an Integrated Water Cycle Management Plan for the Tweed Catchment
  - Ongoing implementation of Tweed River Management Plans, sub-catchment management plans, Urban Stormwater Quality Management Plan, DCP 16, and site specific management plans for local waterways
  - Continued delivery of waterway health education programs
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**Summary of Council's environmental goals, issues and actions for 2006-2009 continued**

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**Bushland and Biodiversity**

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**Long Term Goals**

- To safeguard the ecological sustainability of the regions diverse range of habitats through the effective management of current and anticipated pressures placed upon the natural environment
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**Major Issues**

- Habitat fragmentation associated with land clearing and changes to land use patterns
  - Weed invasion in native vegetation communities, including riparian zones
  - High number of threatened flora and fauna species and key threatening processes
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**2006 - 2009 Goals**

- Implementation of the Vegetation Management Plan
  - Specific weed management initiatives in weed hotspots throughout the shire
  - Community education initiatives aimed at raising awareness about the Tweed's biodiversity and the pressures faced
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**Greenhouse Gas Abatement**

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**Long Term Goals**

- To reduce the shires per capita greenhouse gas emissions by at least 20% by 2015 based on 1996 levels
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**Major Issues**

- The shires greenhouse gas emissions have risen by approximately 38% since 1996. These emissions stem primarily from the burning of fossil fuels to power our cars, homes and businesses
- 

**2006 - 2009 Goals**

- Ongoing implementation of the Tweed Community Greenhouse Gas Reduction Local Action Plan (GGLAP)
  - Ongoing promotion of the 'big five' for practical household greenhouse gas abatement. Namely GreenPower electricity, AAA rated showerheads, energy smart lights, solar hot water systems and alternative modes of transport
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## Community values

### Environmental awareness

- Protection of the Tweed's natural beauty, scenic landscapes and environmental quality
- Ready access to the coast and waterways, but within environmental limits
- Water resources conserved and water supplies secured
- Effective community involvement in the planning process
- Land use and development controls applied rigorously and consistently

### Social wellbeing

- A quiet peaceful place to live, with a diversity of lifestyle options
- A strong sense of community with a safe and friendly atmosphere
- Less emphasis on urban expansion and avoidance of over development
- Save the distinctive character of towns and villages
- High quality community facilities and parks
- Expanded community and other services for the youth and elderly people
- Improved public transport and increased provision for cycling and walkways

### Economic stability

- Diverse education and employment opportunities
- A viable rural economy
- Better roads and traffic management

## Community consultation

The Tweed Shire Council is one of few councils that can boast a weekly newspaper, 'Tweed Link', delivered to every household in the shire. The Tweed Link provides non-political up to date information on Council projects, upcoming community forums & provides opportunity for feedback through surveys and on occasions reply paid surveys. The newspaper advertises free of charge all residents association meetings. Council officers will attend these meetings when requested.

Council's website [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au) provides information on policies, planned projects and contact details. Residents can email Council through the website or on occasions asked to complete on-line surveys. Council's media unit prepares regular press releases to newspapers, television stations and radio stations that broadcast in the shire.

Council planning and operations committee meetings, speakers both for and against items are free to book and speak. Community access is available at Council meetings for residents to bring up any matters of concern.



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## Operating principles

Principles that describe the way Council aims to conduct business with the community, other organisations and internally with its own Administrators and staff:

- Commitment to caring for the community
- Commitment to maintaining high quality services at affordable prices
- Committed in delivering sustainable services through the development of long-term strategies & plans which apply ecologically sustainable development principles
- Utilising community consultation to inform strategies & plans
- Continuously learn and applying best practice guidelines in the implementation of ecologically sustainable development principles
- Responsible and responsive management
- Integrity, honesty and transparency
- Commitment to improvement

Management principles of commitment to ethical behaviour in corporate values:

- Responsive and accountable
- Impartial and consistent
- Transparent and conscientious
- Respectful

## Principal work activities for the next three-years

The management plan outlines the direction of service delivery and development of major projects within the Shire over the next three-years.

Five interconnected action plans coordinate principal work activities and the allocation of resources throughout the whole of council for the next three-years.

1. Community Action Plan
2. Economic Action Plan
3. Environment Action Plan
4. Infrastructure Action Plan
5. Governance Action Plan



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## 1 Community action plan

Vision: To maximise community wellbeing, public health and safety

Programmes within this action plan:

- **Recreation programme**
  - 1.0 Recreation
  
- **Health and community services programme**
  - 1.1 Waste management
  - 1.2 Public health and safety
  - 1.3 Community development
  - 1.4 Community infrastructure



**1.0 Recreation**

Ecological sustainable development goal:

- To provide quality open space and recreational facilities relevant to community needs and managed in a manner that safeguards the shires unique natural environment

Ecologically sustainable development actions include:

- Water sourcing and usage patterns management
- Site specific mowing & maintenance practices
- Integrated pest management & weed control
- Threatened species propagation for regeneration works
- Use of local native plants in reserve landscaping

Ecologically sustainable development actions continued:

- Facilitating community volunteerism to help address local environmental issues

**Services provided by this programme:**

Active recreation

- Sporting fields maintenance & development

Passive recreation

- Management & development of parks, gardens and reserves
- Foreshore vegetation management
- Botanic gardens & development
- Vegetation management
- Tree management
- Recreation planning
- Playground management

**Principal work activities 2006 –2007**

<b>Work activity</b>	<b>Outcome objective</b>	<b>Indicators of service</b>	<b>Completed by</b>
Continued design phase of the Tweed Heads Master Plan relating to Jack Evans Boat Harbour	To rejuvenate the Tweed Heads 'CBD' for social & economic outcomes	% Of design completed, reported quarterly	Ongoing
Development of the Coastal Landscape Strategy	Outcome of the Coastline Management Plan to improve the visual & recreational amenities of coastal park lands	% Completed, reported quarterly	Ongoing
Regional Sport Facilities Plan & implementation	To plan for the provision of sporting facilities at a regional or higher level till 2022	Stages completed, reported quarterly	Ongoing
Preparation of an Open Space – Recreational Strategy	To engage the community to provide information that will enable council to adequately plan for the acquisition & embellishment of open space. Thereby effectively catering for the needs of the community	% Of strategy completed to adoption by council, reported quarterly	2007
Upgrade of local sports facilities	To improve the usability of sporting facilities throughout the shire	Number of projects completed, reported quarterly	2007
Continue implementation of the Coastal Weed Control Program	To control environmental weeds in coastal areas	% Approximate area controlled, reported quarterly	Ongoing



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## **1.0 Recreation**

### Major work activities for 2006-2007

#### Active recreation

- West Murwillumbah \$100(K)
- Murwillumbah sports fields, lights & facilities upgrade, \$100(K)
- Piggabeen sport complex car park facilities, \$100(K)
- Banora Point sports fields upgrade of facilities (lighting, drainage etc), \$135(K)

#### Passive recreation

- Upgrade of Murwillumbah (Knox Park), \$60(K)
- Banora Point, upgrade of local parks, \$500(K)

### Major work activities through to 2009

- Continued implementation of the Tweed Heads Master Plan
- Continued implementation of the Coastal Landscape Strategy
- Continued implementation of the Coastal Weed Control Program

**1.1 Waste management**

Ecological sustainable development goal:

- To introduce and continue waste management practices which are economically equitable and ecologically sustainable

Ecologically sustainable development actions include:

- Community education & facilitation
- Avoidance and reduction
- Re-use and recycling
- Resource recovery
- Residual waste management

Ecologically sustainable development actions continued:

- Lead by example
- Creative solutions to waste management
- 'Drum Muster' campaign, collection of used toxic farm chemicals containers

**Services provided by this programme:**

- Waste collection & disposal
- Waste minimisation education
- Strategic planning for waste management

**Principal work activities 2006 –2007**

Work activity	Outcome objective	Indicators of service	Completed by
Continue domestic waste minimisation education & facilitation	Total domestic waste currently sent to landfill recycled	% Of total domestic waste recycled, reported quarterly	2007
Continue commercial & industrial waste minimisation education & facilitation	> 60% of total commercial & industrial waste currently sent to landfill recycled	% Of commercial & industrial waste recycled, reported quarterly	2007
Construction of new solid waste landfill cell at Stotts Creek	Provide an environmentally secure landfill cell for disposal of solid waste materials	% Of work completed, reported quarterly	2007
Rehabilitation of old landfill site at Stotts Creek	Rehabilitation of site to match surrounding native vegetation & landscape	% Of rehabilitation work completed, reported quarterly	2007
Preparation of a Management Plan for Eviron Road, future landfill site	Plan & prepare future landfill sites	% Of plan completed, reported quarterly	2007

Major work activities for 2006-2007

- Construction of landfill cell at Stotts Creek, \$300(K)
- Rehabilitation of old landfill site at Stotts Creek, \$100(K)
- Management Plan for Eviron Road, \$70(K)

Major work activities through to 2009

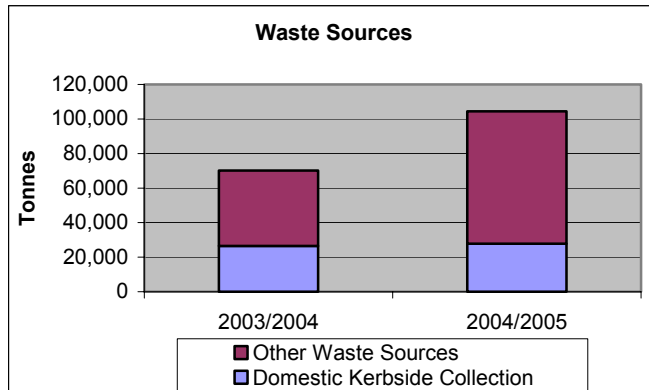
- Stotts Creek, construction of additional landfill cell \$300(K)



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## Environmental protection activities for waste

In accordance with the *Local Government Act 1993* (NSW), Council provides a rateable waste collection service to residents where a service is available. Council also provides a commercial waste service for businesses within the shire, collects waste from public places and undertakes street cleaning. Council provides a bi-annual kerbside cleanup to collect larger items of domestic waste.



Priority issues identified in Council's current State of the Environment Report associated with solid waste management are:

- Population growth and resulting increase in residential and industrial developments
- Relatively low domestic waste recycling rates
- 70% of landfill waste is from commercial & industrial sources

Overview of responses taken by Council to minimise risk:

- During 2004/2005 Council implemented shire wide education campaigns to encourage waste avoidance, improve and increase recycling and composting
- Increased the size of the recycling area in household bins by 20%
- Provided a designated recycling service to multi-unit dwellings as requested
- Provided a voluntary green waste collection service to domestic properties on a fortnightly collection basis
- Introduced a voluntary waste minimisation package for festivals & events
- Incorporated recycling facilities into public place litter bins
- Improved the bi-annual kerbside cleanup by asking residents to sort waste for collection.
- Implemented an annual 'Drum Muster' campaign to collect used farm chemicals containers

Memberships or partnerships Tweed Shire Council has undertaken to minimise waste and litter in the shire

- Cleanup Australia
- Keep Australia Beautiful
- Plant Ark
- South Regional Organisation of Councils (ROC), South East Queensland
- North East Waste Forum (NEWF)



**1.2 Public health & safety**

Ecological sustainable development goal:

- To protect human health and safety while safeguarding the unique qualities of the natural environment

Ecologically sustainable development actions include:

- Encourage recycling in public places by providing recycling facilities
- Management of pool & other hazard chemicals handling & disposal procedures
- Water sourcing and usage patterns management
- Sustainable bushfire management policies & procedures

**Services provided by this programme:**

- Public swimming pools
- Food safety
- Surf lifesaving services
- Emergency management
- Management of companion animal Act
- Street parking
- Other regulatory function
- Public toilet upgrade
- Caravan parks regulations
- Cemeteries management

**Principal work activities 2006 –2007**

<b>Work activity</b>	<b>Outcome objective</b>	<b>Indicators of service</b>	<b>Completed by</b>
Upgrade of public toilets	Continual implementation of the public toilet infrastructure upgrade works programmes	% Of programme completed, reported quarterly	Ongoing
Risk assessment for emergency management services	To minimise risk of identified hazards to the community	% Completed, reported quarterly	December 2006
Study of odour impact from a Flying Fox colony in the Dallas Park locality	In response to community concerns of health and amenities	% Completed, reported quarterly	December 2006



### 1.3 Community development

Ecological sustainable development goals:

- To support and protect the importance of equality and social justice in the provision of services for the general community and under-represented groups
- To build a caring community that is actively involved in safeguarding the environment

Ecologically sustainable development actions includes

- Maintaining a Directory of Community Resources

**Services provided by this programme:**

- Aged care advocacy and interagency
- Youth services
- Social & cultural development

#### Principal work activities 2006 –2007

Work activity	Outcome objective	Indicators of service	Completed by
Annual review of the Social Plan	Reflect current community needs in social planning strategies	% Of review completed, reported quarterly	Dec 2006
Implement priorities identified in the Youth Needs Analysis Study	Support for the youth of the shire	% Of priorities implemented, reported quarterly	2009
Ageing Project	Identify strategies to meet the needs of an ageing population	% Of project completed, reported quarterly	2007
Community Safety & Crime Prevention Strategy	Ensure the safety of the general community and defined target groups	% Of strategy developed, reported quarterly	2006
Sustainable Local Transport Plan	Develop strategies of sustainable modes of transport within the shire	% Of plan completed to adoption, reported quarterly	2006
Affordability Housing Strategy	Develop strategies to increase the provision of affordable housing for defined target groups	% Of strategy developed, reported quarterly	2007
Community Infrastructure 10-year Programme	Plan for human services needs to satisfy a growing population	% Of programme completed to adoption, reported quarterly	2006



## 1.4 Community facilities

Ecological sustainable development goal:

- To maintain and develop sustainable facilities which are relevant and equitable for community needs while considering the social, economic and environmental implications of their construction and operations

Ecologically sustainable development actions include:

- Sustainable construction design, methods & materials
- Ongoing sustainable maintenance practices

**Services provided by this programme:**

- Libraries
- Art gallery
- Museums
- Community buildings

### Principal work activities 2006 –2007

Work activity	Outcome objective	Indicators of service	Completed by
Tweed Respite Centre construction	Respite Centre for the Tweed	% Of construction completed, reported quarterly	2007
Murwillumbah community centre initial planning & design	A relevant and sustainable facility designed to service the community in the longer-term	% Of project planning & design completed, reported quarterly	2007
Design of Murwillumbah carpark & swimming pool	Completion of design work	% Of design completed, reported quarterly	2006
Murwillumbah Civic Centre two-storey extension	Increased office space	% Of construction completed, reported quarterly	2007
Public hall upgrade and maintenance programme	To provide well maintained public halls for community enjoyment	% Of programme completed, reported quarterly	Ongoing
Expansion of workshop programmes provided by the Art Galley	More art & cultural workshops for community involvement	Number of workshops conducted per quarter	Ongoing
Redevelopment of the Tweed River Regional Art Gallery	Allow the Galley to exhibit more portraits and other works from its current collection	% Of construction completed, reported quarterly	2007
	Allow larger exhibitions to be accepted & displayed	Number of exhibitions per quarter	Ongoing
Development of the Tweed River Regional Museums	Plan & design suitable buildings to house & safeguard museum pieces depicting the history of the Tweed	% Of design work completed, reported quarterly	2007
	Establishment of the new Tweed River Regional Museums at Tweed Heads & Murwillumbah	% Of project planning & design completed, reported quarterly	2008
	Documentation of the Museum's collection	% Of documentation project completed, reported quarterly	Ongoing

Major work activities for 2006-2007

- Murwillumbah Community Centre \$1(M)
- Murwillumbah carpark & swimming pool design \$800(K)



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## **2 Economic action Plan**

Vision: To promote a strong economy with diverse employment opportunities

Programme within this action plan:

- **Economic development programme**
  - 2.0 Economic development





## 2.0 Economic development

Objective:

- To encourage economic activities which enhance the standard-of-living of all residents through the promotion of a wide range of development opportunities by Council sponsored economic development agencies and commercial undertakings

Council business undertakings provided by the economic development programme are:

- Caravan parks
- Airfield
- Saleyards
- Council owned land sale
- Water & sewerage

Council sponsored economic development agencies:

- Tweed Economic Development Corporation (TEDC)
- Tweed and Coolangatta Tourism Incorporated (TACTIC)

Ecological sustainable development goal:

- Establish and foster a strong and vibrant economic base while safeguarding the environment, quality of life and the ability of future generations to grow and prosper in a healthy environment

Ecologically sustainable development actions include:

- Facilitate effective management of environment impacts from local industry, commerce & business (eg. ecoBiz program)
- Encourage real 'ecotourism' in the shire (eg. Develop a set of guidelines for potential ecotourism business in the shire)

### Principal work activities 2006 –2007

Work activity	Outcome objective	Performance indicators	Completed by
Review of TEDC performance quarterly	To observe performance of sponsored agent	Comparison of plan to actual outcomes, reported quarterly	Ongoing
Review of TACTIC performance standards quarterly	To observe performance of sponsored agent	Comparison of plan to actual outcomes, reported quarterly	Ongoing
Participation rates to visitors information centres	To improve quality of information & services offered at all information centres	% Change in participation rates over a quarter	Ongoing
Facilitate and implement Reserve Trust resolutions in relation to caravan park maintenance and development	100% of resolutions implemented	Resolutions implemented within agreed timeframe, reported quarterly	Ongoing
Tourism strategy	To balance tourism growth with community lifestyle preferences	% Of strategy completed, reported quarterly	2007
Enterprise land release study	Balance population growth with employment generation	% Of release study completed, reported quarterly	Ongoing



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### **3 Environment action plan**

Vision: To conserve biodiversity and natural beauty utilising ecologically sustainable development practices

Programmes within this action plan:

- **Natural and built environment programme**
  - 3.1 Natural environment
  - 3.2 Built environment (urban planning)
  - 3.3 Development assessment and building controls



### 3.0 Natural environment

Ecological sustainable development goal:

- To safeguard the ecological sustainability of the regions diverse range of habitats through the effective management of current and anticipated pressures placed upon the natural environment

Ecologically sustainable development actions include:

- Community education (households, business/industry, learning institutions)
- Flora and fauna habitat management
  - Monitoring of flora and fauna habitat to determine current and anticipated pressures on local habitats
  - Ongoing implementation of the vegetation management plan
  - Establishing effective wildlife corridors between areas of critical habitat and high conservation value vegetation
  - Protection of wetlands
  - Protection of habitat associated with migratory birds
  - Heritage conservation
  - Utilising community involvement to enhance the outcomes associated with flora and fauna habitat management initiatives

Ecologically sustainable development actions continued:

- Waterways health management
  - Monitoring of waterways health to determine current and anticipated pressures on all waterways
  - Capitalise on opportunities to reduce the amount of sewerage discharges to waterways
  - Maintaining on-site sewage management systems inspection compliance programmes
  - Maintaining and enhancing the effectiveness of stormwater management devices (eg GPT's)
  - Acid sulfate soil management
  - Enforcement of legislation in relation to erosion and sediment control breaches
  - Trade waste breaches and other types of water pollution incidents
- Land use planning
- Leading by example
- Implementation of creative solutions

**Services provided by this programme:**

- Estuary health monitoring
- Water quality monitoring
- Catchment & waterways conservation & management
- Coastline management
- Riparian revegetation projects
- Flood plain management

**Principal work activities 2006 –2007**

Work activity	Outcome objective	Indicators of service	Completed by
Implementation of Tweed Coasts Estuaries Management Plan	Maintain & improve estuarine environment in the three coastal creeks	% Completed. Target 75% of budget expended, reported quarterly	June 2007
Implementation of Tweed River Management Plans	Maintain & improve freshwater & estuarine environment to the Tweed River & its tributaries	% Completed. Target 50% of budget expended, reported quarterly	June 2007
Implementation of Coastline Management Plan	Completion of Environmental Impact Statements (EIS) for management of Kingscliff beach	% Completed, reported quarterly	December 2006



### 3.0 Natural environment

#### Principal work activities 2006 –2007 continued

Work activity	Outcome objective	Indicators of service	Completed by
Coastal flood plain & acid sulfate soil (ASS) management plan (\$60K)	<ul style="list-style-type: none"> <li>▪ 2 modified floodgates</li> <li>▪ 150 ha floodplain under active management</li> <li>▪ 12 primary producers adopting best management practices</li> <li>▪ Increased landowner &amp; community awareness, Natural Resource Management &amp; ASS</li> </ul>	% Of projects completed, reported quarterly	2006
Coastal floodplain & acid sulfate soil management plan fast track (\$40K)	<ul style="list-style-type: none"> <li>▪ 2 modified floodgates</li> <li>▪ 150 ha floodplain under active management</li> </ul>	% Of projects completed, reported quarterly	2006
Coastal floodplain and acid sulfate soil management plan extension (420K)	<ul style="list-style-type: none"> <li>▪ 1 modified floodgate</li> <li>▪ 80 ha floodplain under active management</li> </ul>	% Of projects completed, reported quarterly	2006
Fish habitat grant programme (\$60K)	3 modified floodgates	% Of projects completed, reported quarterly	2007-08
Environmental Trust (\$100K)	10 modified floodgates	% Of projects completed, reported quarterly	2008
Australian Research council linkage (\$1.25M including in-kind)	Reduce export of acid sulfate soil contaminants to coastal waters	% Of project completed, reported quarterly	2008
Greenhouse gas fluxes from sugarcane soils & nitrogen fertiliser (\$620K)	Measure emissions from greenhouse gases from acid sulfate soil under sugarcane production & investigate emissions from different fertilisers & placement in soils	% Of project completed, reported quarterly	2008

#### Major work activities for 2006-2007

##### Tweed coast estuaries projects

- Water quality monitoring
- Riparian rehabilitation of Cudgen, Cudgera & Mooball creeks
- Preparation of education materials & information signage

##### Tweed River Management Plan projects

- Ecological Health Assessment & Report Card
- Review & update of Cobaki & Terranora Broadwater Management Plans
- Riparian rehabilitation projects
- Acid Sulfate Soil Management projects
- Foreshore & boating recreation facilities

##### Coastline Management Plan projects

- Environmental Impact Statements (EIS) for Kingscliff foreshore protection
- Coastal vegetation rehabilitation
- Information signs at Hastings Point rock platform
- Coastal Landscape Plan



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## **Environmental protection activities for coasts & estuaries**

Summary of the state of our natural waterways are:

- Lower estuary is well flushed
- Mid-estuary is impacted by waste water inputs
- The upper mid-estuary and Rous River are both impacted by waste water inputs and agricultural fertiliser runoff
- Impact on the upper estuary through nutrients derived from agricultural fertilisers, but not waste water

Priority issues identified in Council's current State of the Environment Report associated with coasts and estuaries in the shire are:

- Implementation of management plans for the Tweed Estuary and Coastal Estuaries
- Ongoing research and on-ground works to reduce Acid Sulphate Soil runoff
- Ongoing protection and rehabilitation of riparian vegetation in coastal and estuarine habitats

Overview of responses taken by council to minimise risk:

- Monitoring water quality throughout estuary and coastal creeks
- Initiation of ecosystem health monitoring in Terranora and Cobaki Broadwaters

Memberships or partnerships Tweed Shire Council has undertaken to safeguard coasts & estuaries in the shire:

- Formation and coordination of Tweed River and Tweed Coastal Committees
- Close working relationships with Land care and Dune care groups throughout the Shire
- Cooperative on ground working relationships with major coastal landowners such as Tweed Byron Land Council and NSW National Parks



**3.1 Built environment (urban planning)**

Urban design

Ecological sustainable development goal:

- To ensure appropriate urban form and design while safeguarding our quality of life and the ecological sustainability of the natural environment

Ecologically sustainable development actions include:

- Establish the carrying capacity of the shire based on water usage vs. sustainable levels of water supply, wastewater generation vs. sustainable level of waste water discharge, urban footprint vs. retaining ecologically sustainable areas of native habitat (and a range of other factors)
- Incorporate the established carrying capacity for human population levels into urban planning documents
- Policies to safeguard natural & cultural heritage
- Integration of transport planning with land use planning

Urban growth

Ecological sustainable development goal:

- To facilitate the coordinated management of stormwater within the shires catchments to improve water quality and maximise the ecological sustainability of our creeks and river systems<sup>1</sup>

Ecologically sustainable development actions for stormwater management includes:

- Construction & maintenance programme for stormwater pollution devices
- Street sweeping programme
- Drainage infrastructure planning & design

**Services provided by this programme:**

Urban design

- Land use planning
- Locality planning
- Environmental planning
- Urban design advice
- Section 94 planning
- Development control planning
- Heritage planning

Urban growth

- Stormwater & drainage
- Onsite sewerage management systems

‘Ecologically sustainable development does not prevent development it ensures that it occurs with the future of the whole community in mind. Situations that require decisions between benefits of the whole community and the profit-making rights or personal desires of individuals have the capacity to influence sustainability more than any other area’.<sup>2</sup>

<sup>1</sup> Source: adapted from Newcastle City Council's Stormwater Management Plan

<sup>2</sup> Department of Local Government, 1999



### 3.1 Built environment (urban planning)

#### Principal work activities 2006 –2007

Work activity	Outcome objective	Indicators of service	Completed by
<b>Urban design</b>			
Land use structure plan review	Review of future land use balanced with population growth & community needs	% Of plan completed to adoption, reported quarterly	2007
Local Environmental Plan (LEP) 2000 review	Review & update LEP 2000	% Of review completed, reported quarterly	2007
Residential development strategy review	Strategies for residential development in the shire	% Of review completed to adoption, reported quarterly	2007
Rural land use study	Review of rural land use to balance population growth & community needs	% Of study completed to adoption, reported quarterly	2007
Community heritage study	Identify & conserve heritage items	% Of study completed, reported quarterly	2007
Locality plans	A coordinated statement of the future character of nominated localities & the necessary mechanisms to achieve character including; land use controls & infrastructure provisions	% Of planning completed, reported quarterly	2006-07
<ul style="list-style-type: none"> <li>▪ Kingscliff</li> <li>▪ Pottsville</li> <li>▪ Cabarita</li> <li>▪ Tweed Heads</li> <li>▪ Kings Forest</li> <li>▪ Area E Terranora</li> <li>▪ Tweed Heads South</li> <li>▪ Burringbar</li> <li>▪ Murwillumbah</li> <li>▪ Rural Villages</li> </ul>			
Urban design charter	Design of development in the Shire is a critical element for retention & enhancement of the character of the Tweed. All of Council's urban design policies & controls require updating to ensure contemporary design outcomes are achieved	% Of charter completed, reported quarterly	2007
Seaside City Local Environmental Plan (LEP) amendment	To ensure high quality urban design outcomes	% Of amendment completed, reported quarterly	2007
<b>Urban growth</b>			
Registration of all existing & new on-site sewage management (OSSM) systems	Fully updated register of all active OSSM systems	% Of OSSM register updated	Ongoing
Full inspection of all OSSM	All active OSSM systems fully inspected and maintained according to guidelines	No of OSSM systems inspected over quarter  % Of OSSM systems which failed inspection in the quarter	Ongoing
To reduce stormwater pollution of waterways	Cleaning gross pollutant traps (GPT)	Cleaning of GPT in accordance with schedule	Ongoing



## Environmental protection activities for stormwater

Stormwater runoff is a major pollution source of aquatic systems in the Tweed.

### Typical Pollutant Loads (kg/ha/year) for Tweed coastal areas

Land use	Total suspended solids	Total nitrogen	Total phosphorus
<i>Average year (1719mm)</i>			
Undeveloped	125	1.5	0.4
Rural	410	6	1
Urban	1200	18	3
<i>Wet year (2185mm)</i>			
Undeveloped	166	2	0.5
Rural	545	8.5	1.33
Urban	1488	23	3.8
<i>Dry year (929mm)</i>			
Undeveloped	50	0.66	0.22
Rural	164	2	0.4
Urban	612	8.5	1.35

Source: Tweed Urban Stormwater Quality Management Plan, April 2000, Table 5.3 p.29

Priority issues identified in Council's current State of the Environment Report associated with urban & rural stormwater runoff are:

- Increased volume of stormwater runoff as a direct result of increased urban land development and changes to natural slopes of the land
- Stormwater runoff with potential high pollutant loads from existing urban areas where development was approved prior to April 2000
- Scarcity of resources to be proactive in addressing stormwater pollution problems in areas where development was approved prior to April 2000
- Opportunities to reuse stormwater for non-potable water purposes
- Need for effective community education

Overview of responses taken by council to minimise risk:

- Tweed Urban Stormwater Quality Management Plan (2000), prepared for the urban areas of Murwillumbah, Tweed Heads and surrounding areas, the Tweed Coast Villages and catchment areas
- Compliance through Development Control Plan (DCP) 16 (subdivision) and other site specific DCP's for 'Greenfield development' for treatment of stormwater in these areas
- Draft DCP 47 to require water sensitive urban design and limitations of the coverage of impervious materials on residential land in hilly areas
- Litter & pollution reduction education campaigns
- Adopt a rainwater tank policy & associated information brochure to promote rainwater tank installation
- Ongoing investigations to identify stormwater volumes and pollutant sources to enable corrective actions to be taken
- Regular maintenance of gully pits & litter traps, gross pollutant traps & construction of sediment basins to prevent litter, sediments and pollutants from entering waterways

Memberships or partnerships Tweed Shire Council has undertaken

- Regular meetings with Northern Rivers Councils, Water Sensitive Urban Design Group

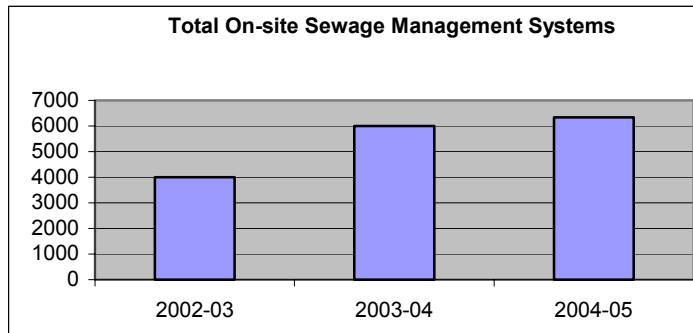




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## Environmental protection activities for OSSM systems

The Tweed Shire has approximately two-thirds of the land zoned for rural uses. An estimated 17% of the shires population is not connected to a sewerage system. The shire currently has approximately 6,342 on-site sewage management facilities



Priority issues identified in Council's current State of the Environment Report associated with on-site sewage management are:

- Of on-site sewage management (OSSM) systems inspected to date, more than 50% have failed to meet the minimum standards set for on-site sewage management systems
- A high rate of failure is placing considerable pressure on adjacent watercourses and catchments as a whole.

Overview of response taken by council to minimise risk:

- Increasing the focus on the design of new OSSM systems to ensure correct installation, operation and education in maintaining a safe system
- Continuing inspections of existing systems, ongoing monitoring policy of pre-treatment facilities
- Where considerable health issues associated with private single household OSSM systems has been identified, mainly in concentrated housing clusters with typically small residential sized blocks, Council is working to move these residents to a public sewerage system. Funded through Government assistance, Council & resident contributions

Memberships or partnerships Tweed Shire Council has undertaken manage OSSM systems in the shire

- Northern Rivers on-site sewage management officers have a quarterly forum to help deliver a coordinated approach to the regulation of OSSM systems in the Northern Rivers catchments



### 3.2 Development assessment & building controls

Ecological sustainable development goals:

- To provide a development and building regulatory system, that meets all legislative requirements and where Council policies are consistently applied
- To ensure the approval process safeguards the environment, adds to a quality of life and the ability of future generations to grow and prosper in a healthy environment

Ecologically sustainable development actions continued:

- Increase enforcement of conditions of consent placed on developments during and after project completion
- Establish a triple bottom line decision making process for development assessment & approvals process, giving appropriate weighting to the ecological sustainability of the natural environment

Ecologically sustainable development actions includes:

- Support sustainable housing design features by implementing and promoting the State Government's compulsory minimum standards for buildings sustainable performance (BASIX)
- Conduct a review of s.96, to identify those amendments that have reduced the ecologically sustainable development outcomes of the initial proposal and take steps to stop this from reoccurring

**Services provided by this programme:**

- Development application assessment
- Development & building compliance
- New subdivision engineering assessment & inspections
- New subdivision certificates & approvals
- s.149 zoning certificates
- Building certification and inspection
- Building Fire safety
- General enquiries

**Principal work activities 2006 –2007**

Work activity	Outcome objective	Indicators of service	Completed by
Review administrative processes associated with development applications	To ensure administration & assessment procedures meet all legislative requirements and are consistently applied	% Of review undertaken & recommended changes implemented	Ongoing
Review assessment processes for development applications		% Of review undertaken & recommended changes implemented	Ongoing
Customer Service Survey Design	To ensure continual improvements in customer service standards	Survey completed	2007
Customer Service Survey Results		Review of survey results completed	2007-08
Review of inspection procedures & processes	To ensure quality customer service, optimise staff and ensure legislative requirements are met	% Of review undertaken and changes implemented where necessary, reported quarterly	Ongoing



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**3.2 Development assessment & building controls****Principal work activities 2006 –2007 continued**

<b>Work activity</b>	<b>Outcome objective</b>	<b>Indicators of service</b>	<b>Completed by</b>
Review of administrative processes associated with all applications dealt with by the Building Services Unit	To streamline procedures and ensure that they meet all legislative requirements	% Of review undertaken and changes implemented where necessary, reported quarterly	Ongoing
Continuous review of assessment & approval processes -Development applications -Complying development applications -Construction certificate applications -Applications for sewer connections -Applications for building certificates		% Of review undertaken and changes implemented where necessary, reported quarterly	Ongoing
Implement program for fire safety audits on buildings	Ensure public safety	% Of review undertaken and changes implemented where necessary, reported quarterly	Ongoing
Continue registration of backflow devices and schedules of fire safety measures in buildings	Ensure public safety	% Of review undertaken and changes implemented where necessary, reported quarterly	Ongoing

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## 4 Infrastructure action plan

Vision: To provide infrastructure of a high standard that supports community wellbeing, economic growth and environmental quality

Programmes within this action plan:

- **Infrastructure programme**
  - 4.0 Infrastructure planning
  - 4.1 Roads and transport
  - 4.2 Water
  - 4.3 Sewerage

**4.0 Infrastructure planning**

Ecological sustainable development goal:

- To maintain and develop sustainable infrastructure assets which are relevant and equitable for community needs while considering the social, economic and environmental implications of their construction and operations

**Services provided by this programme:**

- Infrastructure planning & design
- Flood mitigation

**Principal work activities 2006 –2007**

<b>Work activity</b>	<b>Outcome objective</b>	<b>Indicators of service</b>	<b>Completed by</b>
Update the Tweed Road Contribution Plan (TRCP) contribution rates	Update of Tweed road contribution rates	% Of update completed, reported quarterly	2006
Preparation of the Tweed Valley Floodplain Risk Management Study	Prepare & adopt a Tweed Valley Floodplain Risk Management Plan	% Of study completed, reported quarterly	2007
Formulate a risk management plan based on recommended options from Tweed Valley Floodplain Risk Management Study		% Of plan completed, reported quarterly	2007
Creation of an asset database for floodgates in the Shire	Floodgate asset management system	% Completed, reported quarterly	2006
Establish a maintenance program for shire floodgates		% Completed, reported quarterly	2006
Create a two-dimensional flood modelling of Cudgen, Cudgera & Mooball Creeks	Flood study of Coastal Creeks	% Of model completed, reported quarterly	2007
Prepare a Coastal Creeks Floodplain Risk Management Study	Adopted Coast Creeks Floodplain Risk Management Plan	% Of study completed, reported quarterly	2008
Formulate a Risk Management Plan based on the recommendations from the Risk Management Study		% Of formulated plan completed, reported quarterly	2008
Undertake survey investigation & design of infrastructure planning	To ensure infrastructure asset improvements are consistent with population growth & community needs	% Of planning completed, reported quarterly	Ongoing



#### 4.1 Roads and transport

Ecological sustainable development goal:

- To provide an ecologically sustainable commuter transport infrastructure system that allows for safe and convenient movement within the shire.

Ecologically sustainable development actions include:

- Promoting cycle ways for commuter travel, through the timely provision of effective cycle way networks
- Developing and implementing a 'Sustainable Local Transport Plan'

**Services provided by this programme:**

- Transport network management
- Road & bridge maintenance
- Road resealing
- Road re-sheeting
- Fleet services
- Footpaths
- Traffic management and safety
- Street lighting
- Street & footpath sweeping in commercial areas
- Stores keeping & best practices procurements
- Quarries
- Roadside mowing

#### Principal work activities 2006 –2007

Work activity	Outcome objective	Indicators of service	Completed by
Gravel re-sheeting of unsealed roads	To provide properly maintained road networks in the shire	% Of network area treated per year	Ongoing
Resurfacing of sealed roads		% Of network area treated per year	Ongoing
Area maintenance of roads including culvert & table drain clearing, gravel surface patching & grading, and sealed surfaced defect repair		All areas visited by maintenance gang 5 times per year	Ongoing
Levelling of uneven footpaths	To provide properly maintained footpath networks in the shire	All reported trip hazards greater than 30mm are repaired	Ongoing
Routine bridge inspection & minor maintenance of all bridges. Major repairs identified & scheduled	To maintain bridges economically in a safe & serviceable condition	All bridges inspected once per year	Ongoing
Slashing of roadsides & trimming of trees	To control roadside vegetation to maintain safety & amenity	-Slashing of roadsides 2m from edge of seal. -Sight lines maintained by trimming of trees	Ongoing
Street & footpath sweeping in commercial areas	To maintain commercial areas streets in a tidy condition & reduce stormwater pollution	Streets & footpaths swept in accordance with schedule	Ongoing
Maintenance & repair of damaged street furniture	To maintain upgraded street furniture to enhance commercial areas appearance	Observed or reported damaged furniture maintained & repaired	Ongoing



## 4.1 Roads and transport

### Principal work activities 2006 –2007 continued

Work activity	Outcome objective	Indicators of service	Completed by
Approved capital works programme is delivered for roads, drainage, bridges & designated water supply & sewerage projects	To deliver capital works on time & in budget	Approved programmes completed	2007
Undertake agreed road safety campaigns & programmes	To promote safe behaviour by all road users	Successful delivery of road safety programmes	2007
Construct cycle ways in accordance with usage patterns & to provide connectivity	To provide cycleway networks in accordance with Council's adopted plan	Completion of approved cycle ways	2007
Construct paved footpaths in accordance with adopted plan & annual programme	To provide paved footpath networks in accordance with Council's adopted plan	Completion of approved footpaths	2007
Construct pedestrian facilities in accordance with adopted plan & annual programme	To improve pedestrian access facilities as identified in the adopted plan	Completion of approved pedestrian facilities	2007
Construct new bus shelters in accordance with priority determined by the Public Transport Committee	To provide bus shelters in priority locations	Completion of approved bus shelters	2007
Ensure asset comply with relevant RTA standards. Consultation with Traffic Committee as required	To maintain & improve traffic facilities throughout the shire	-Traffic Committee recommendations implemented. -Traffic management devices maintained in accordance with schedule or as required	2007
Identify & prioritise street lighting upgrades	To provide street lighting in urban areas	New subdivision are illuminated to relevant standards	2007
Operation of council quarries in accordance with the Quarries Business Plan	To provide road materials to council works at market rates	-Quarries operated within approval & environment standards. -Materials complies with relevant standards	Ongoing
Plant fleet is well maintained, modern & relevant	To provide all plant equipment necessary to facilitate operational activities of council	-Plant item downtime at acceptable level. -80% plant item utilisation. -Replacement of fleet items in accordance with schedule	Ongoing
Appropriate stocked store	To provide the materials & tools to facilitate the operational activities of council	-Required items are readily available. -Stock inventory kept at a minimum	Ongoing
Undertake survey investigation & design of transport routes, cycle ways & pedestrian safety	To ensure infrastructure asset improvements are consistent with population growth & community needs	% Of planning completed, reported quarterly	Ongoing



**4.2 Water**

Ecological sustainable development goal:

- To ensure an equitable supply of safe and clean potable water to the community while safeguarding the ecological sustainability of the shires creeks and river systems

Ecologically sustainable development actions include:

- Develop and implement a demand management strategy that identifies practical and achievable actions to establish and maintain sustainable water supply and consumption

Ecologically sustainable development actions continued:

- Develop and implement an integrated water cycle management plan that identifies practical and achievable actions to meet the water and sewerage requirements of the community while maximising the ecological sustainability of our creeks and river system

**Services provided by this programme:**

- Water supply services

**Principal work activities 2006 –2007**

Work activity	Outcome objective	Indicators of service	Completed by
Completion of design for the Bray Park Water Treatment Plant	Upgrade plant capacity to 100ML per day	% Of design completed, reported quarterly	2007
Upgrade of Tyalgum water treatment plant	To improve water quality for Tyalgum	% Of the upgrade completed, reported quarterly	2008
Construction of a second reservoir at Bilambil Heights	Increase in water storage capacity	% Of construction completed, reported quarterly	2007
Preparation of a Water Supply Activity Management Plan (AcMP)	To improve water management & service delivery through the development of an integrated water service delivery plan	-Completed plan adopted by Council -Acceptance of adopted plan by the Department of Energy, Utilities & Sustainability	December 2006
Preparation & implementation of an Integrated Water Cycle Management Plan	To more effectively manage the integration of water supply, sewerage & stormwater to maximise benefits for the community & environment	- Completion of community consultation - Adoption of strategic direction % Completed of a Bulk Water Supply Strategy incorporation Demand Management Strategies to Council adoption	July 2006 December 2006
Review Developer Services Plan (DSP) for the Tweed	Review of developer charges for levied water rates in the Tweed	-Complete preparation of a Water Sharing Plan with the Catchment Authority (CMA)	December 2006
Review of the long-term financial plan in accordance with the Developer Services Plan	To ensure long-term financial sustainability of water infrastructure in the Tweed	% Of plan review completed, reported quarterly	December 2007
Determine strategic loan funding requirements		% Of plan reviewed, reported quarterly	December 2007
Continue implementation of DUES water best practice guidelines	Ensure healthy & sustainable management of water infrastructure in the shire	Completed by December 2006	December 2006
Undertake survey investigation & design of water	To ensure infrastructure asset improvements are consistent with population growth	% Of guideline implemented, reported quarterly	2008
		% Of planning completed, reported quarterly	Ongoing





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## **4.2 Water**

### Major work activities for 2006-2007

- Upgrade of Tyalgum water treatment plant to improve water quality, \$800(K)
- Construction of a second reservoir at Walmsley Road, Bilambil Heights, \$1.4(M)
- Upgrade of water pumping stations to increase capacity (2007 –2009)
- Upgrade of trunk mains to increase capacity (2007 - 2009)
- Reticulation mains to increase capacity and asset replacement (2007 - 2009)

### Major work activities through to 2009

- Construction of a second reservoir at Koala beach to increase capacity (2008)
- Clarrie Hall dam spillway upgrade to meet new probable maximum flood estimates (2009)
- Bray Park water treatment plant augmentation to 100ml/day (2009)
- Duranbah construction of a third reservoir to increase capacity (2009)



### 4.3 Sewerage

Ecological sustainable development goal for sewerage (and non-potable water supply)

- To facilitate the coordinated management of sewerage disposal within the shires catchments to improve water quality and maximise the ecological sustainability of our creeks and river systems

Ecologically sustainable development actions include:

- Maximise opportunities for effluent reuse
- Capitalise on opportunities to reduce the biological & nutrient loads of treated sewerage discharge to local waterways

Ecologically sustainable development actions continued:

- Ensure all new and existing sewerage infrastructure is designed to operate to maximise the ecological sustainability of our creeks and river systems
- Develop and implement an integrated water cycle management plan that identifies practical and achievable actions to meet the water and sewerage requirements of the community while maximising the ecological sustainability of our creeks and river system

**Services provided by this programme:**

- Sewerage services
- Tweed Laboratory –water monitoring
- Trade waste discharged into sewers

**Principal work activities 2006 –2007**

Work activity	Outcome objective	Indicators of service	Completed by
Completion of Kingscliff sewerage treatment plant	To provide sewerage infrastructure with capacity to service Kingscliff for the longer term	% Of plant completed, reported quarterly	2009
Upgrade of Murwillumbah sewerage treatment plant to tertiary level treatment – “Condong Mill Co-generation” project	Aim of 100% effluent reuse from Murwillumbah STP to be supplied to Condong sugar mill to be used as process water in cooling towers	% Of project completed, reported quarterly	2008
Preparation of a Sewerage Activity Management Plan	To improve sewerage services management & service delivery through the development of an integrated sewerage service delivery plan	-Completed plan adopted by Council -Acceptance of adopted plan by the Department of Energy, Utilities & Sustainability in meeting their requirements	December 2006
Preparation & implementation of an Integrated Water Cycle Management Plan	To more effectively manage the integration of water supply, sewerage & stormwater to maximise benefits for the community & environment	- Completion of community consultation - Adoption of strategic direction -Completion of a Effluent Re-Use Strategy to council adoption	July 2006 December 2006
Review of the long-term financial plan in accordance with the Developer Services Plan	To ensure long-term financial sustainability of sewerage infrastructure in the Tweed	% Of plan reviewed, reported quarterly	
Determine strategic loan funding requirements		Completed by December 2006	December 2006
Maintain long-term objectives at the Tweed laboratory Centre	Provide commercial rate of return to sewer funds	% Of turnover required to sewer fund	Ongoing



### 4.3 Sewerage

#### Principal work activities 2006 –2007 continued

Work activity	Outcome objective	Indicators of service	Completed by
Implementation of the new integrated business systems geographical information system (GIS), asset management & modelling systems	Provide information systems to support sewerage & water infrastructure planning & operations	% Of systems implemented, reported quarterly	December 2006
Continue implementation of DUES sewerage best practice guidelines	Ensure healthy & sustainable management of sewerage infrastructure in the shire	% Of guideline implemented, reported quarterly	Ongoing
Undertake survey investigation & design of sewerage	To ensure infrastructure asset improvements are consistent with population growth	% Of planning completed, reported quarterly	Ongoing

#### Major work activities for 2006-2007

- Relocation of mechanical & electrical staff from Kingscliff to Murwillumbah depot, \$1.1(M)
- Murwillumbah sewerage treatment plant effluent reuse scheme, Condong sugar mill co-generation project

#### Major work activities through to 2009

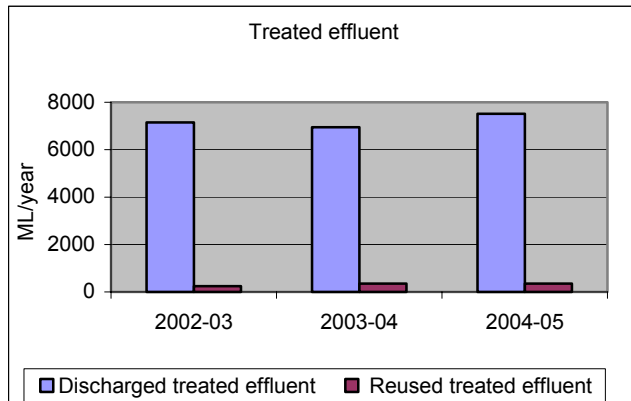
- Kingscliff sewerage treatment plant relocation to increase capacity & improve effluent quality (2008)
- Tweed Heads sewerage treatment plant, storm lagoon & demolition (2008)
- Upgrade sewer pumping stations to increase capacity (2009)
- Upgrade sewer rising mains to increase capacity (2009)
- Gravity sewers –asset replacement (2009)
- Upgrade of Banora Point sewerage treatment plant, inlet & sludge handling capacity improvements, increase in effluent outfall pipeline capacity (2009)



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## Environmental protection activities for sewerage

The Tweed Shire operates and maintains eight separate sewerage treatment plants. Other licensed points of discharge into watercourses include the Condong Sugar Mill, dredging activities & water treatment plan. During 2004-05 approximately 7510 mega litres of treated effluent was discharged into watercourses with only 4.5% of treated effluent re-used during the same period. 83% of the shires population have a connection to a sewerage system. The number of liquid trade waste generators is static at 523, however, the volume and strength of discharge is increasing.



Priority issues identified in Council's current State of the Environment Report associated with treated sewerage effluent discharged into waterways

- Water quality degradation due to discharges of treated effluent in waterways
- Increasing volume of treated effluent as a direct result of population growth and associated residential & industrial developments
- Additional demands on sewerage infrastructure systems associated with population growth
- To minimise the risk of effluent overflows during extreme flooding events

Overview of response taken by council to minimise risk:

- Increased capacity at Hastings Point Sewerage Treatment Plant (STP) to double the effluent load per day to 4.3ML
- Murwillumbah sewerage treatment plant effluent reuse scheme – Condong mill co-generation project. Proposed that 100% of treated effluent from the Murwillumbah STP will be piped to Condong sugar mill to be used as process water in cooling towers
- Initial environmental assessment is underway for new STP for Mooball-Burringbar
- Embarked on an Integrated Water Cycle Planning process with DIPNR
- Water Supply & Sewerage Long-Term Financial Plan 2004-2033
- Review of developer contributions charges under s. 64 of the *Local Government Act 1993* (NSW)
- 80% of effluent treated to tertiary levels and 20% treated to secondary levels. 4.5% of treated effluent reused

Tweed Shire Council memberships, partnerships or joint ventures

- Condong Sugar Mill, Delta Electricity Co-generation project



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## 5 Governance action plan

Vision To ensure sound corporate governance through effective strategic financial planning, budget control, and statutory compliance and organisation management

Programmes within this action plan:

- **Governance programme**

- 5.0 Occupational health & safety risk management
- 5.1 Financial management
- 5.2 Information services
- 5.3 Corporate performance

Responsibilities provided by this programme

- Ensure that all complaints lodged with Council are handled expeditiously and in a fair manner
- Ensure compliance with statutory financial reporting obligations
- Monitor Council's budget position and provide timely reporting
- Continuously improve financial management information for decision-making
- Monitor Council's debt strategies
- Satisfaction of legislation requirements through the levying of rates and charges including water and the statutory compliance of all rating practices
- Continuously seek benchmarking returns on investment with managed risk
- Undertake complex internal audit activities and special investigations activities

Responsibilities provided by this programme continued:

- Implement a system for effectively managing Council's assets
- Provide best practice human resource policy advice
- Implement efficient recruitment and training services
- Monitor Council's risk management policies and procedures including corporate risk and insurance, workers compensation and occupational health and safety
- Provide efficient and effective information technology systems and support services including geographic information services and property related data
- Ensure records management services comply with the *State Records Act (1998)* NSW
- Conduct a review and provide independent analysis on the performance of Council's operations



**5.0 Occupational health & safety risk management**

Objective:

- To establish a culture in Council that will induce all persons to work in a safe manner, to care for the health and safety of other persons and the environment

Services provided by this programme:

- Occupational risk management plans, policies and procedures
- Occupational risk assessment

**Principal work activities 2006 –2007**

Work activity	Outcome objective	Performance indicator	Completed by
Review of Operational Management Systems procedures	To effectively manage operations risk to Council workers, the community & the environment	% Of procedures reviewed, reported quarterly	Ongoing
Improve Operational Management Systems internal audit procedures	To improve compliance with procedures	Number of audits per quarter	Ongoing
Improve State Cover OHS systems evaluation 2005 benchmarks	To achieve legislative compliance with OHS laws and regulations	Target; 80% compliance, reported quarterly	Ongoing
Accident / incidents reported and investigated	To measure compliance with procedures	% Of accidents / incidents reported in 12 hours, reported quarterly	Ongoing
Statistical techniques	To provide benchmarks with other councils in the North Coast Safety Group	Lost injury time (LIT) -Incident rate -Frequency rate -Duration rate -Total claims -Total cost	Ongoing



## 5.1 Financial Management

### Objective:

- To provide effective; strategic planning, budget control, statutory reporting and information / advice to support sound financial decision making

### Services provided by this programme:

- Financial management
- Accounting Services
- Budgeting and forecasts
- Payroll
- Funds Management (Investments and debt financing)
- Taxation
- Property Rating
- Debt Recovery
- Debtors
- Payments received

### Principal work activities 2006 –2007

Work activity	Outcome objective	Performance indicator	Completed by
Implementation of an integrated Asset Management system across the organisation	An asset management system which matches best practice standards	% Of asset data entered into the new system.	June 2007
Update Long Term Financial Plan with changes in strategic and corporate planning	A long term financial plan that is aligned with Council's strategic plan	Long Term Financial Plan completed	September 2006 & March 2007
Improve the financial reporting process – Finance One & Cognos	Improved flexibility in end of year and management reporting	% Of user satisfaction	June 2007
Tender for Banking Services	Reduction in transaction costs. Update to new electronic technologies	Bank tender completed	December 2006
Tender for Audit Services	<i>Local Government Act 1993</i> (NSW) requirement. Independent analysis of Financial Position / Procedures	Audit Tender completed	May 2007
Investigate and implement on-line payment options	Improved payment options available to residents.	No. Of payment transactions on line	June 2007
Ensure compliance with financial legislation requirements, including new Australian International Financial Reporting Standards	Full compliance with financial legislative requirements.	No breach of financial legislative requirements	Ongoing
Application for 7 year infrastructure and services plan (rate increase)	To provide sufficient revenues for capital and operational services	Ministerial approval of application	June/July 2006



## 5.2 Information services

Objective:

- To provide an efficient information management system to support Council's needs

**Services provided by this programme:**

- Records management
- Information technology services including:
  - Operational Support
  - Network Infrastructure
  - Communications & Telephony
  - Web Development
  - Project Management
  - Strategic Advice & Direction
- Archive services
- Geographical Information Systems

### Principal work activities 2006 –2007

Work activity	Outcome objective	Service level indicators	Completed by
Proclaim One business system upgrade	To provide software applications which aid Council to meet strategic business goals	Proclaim business application upgrade completed by July 06	2006
Relocation of computer room	Relocation to a central point on level-two	Data and Telephony services to be terminated in new facility	2006
Intranet site redevelopment	Working party established to define requirements	Project scheduled for completion in September 2006	2006
On-line DA processing	Provide online services for lodgement of development applications	Project scheduled for completion in November 2006	2006
Records management compliance	Scheduling lists of records eligible for disposal under State Records Act	Back scanning older records still requiring retention	2007
Software upgrade to MS Office 2003	Upgrade to current version of Microsoft Office	Project scheduled for completion in August 2006	2006
Software upgrade of exchange	Upgrade to current version of Microsoft Exchange	Project scheduled for completion in May 2006	2006
Ongoing implementation of waste management – energy efficiency actions	Resource efficient office practices	% Reduction in paper consumption	Ongoing





### 5.3 Corporate performance management

Objective:

- To ensure accountability and openness throughout the organisation

Services provided by this programme:

- Internal audit
- Corporate policy and planning
- Governance
- Performance reporting
- Freedom of Information

#### Principal work activities 2006 –2007

Work activity	Outcome objective	Performance indicator	Completed by
Incoming correspondence	Reply to correspondence within 14 working days	% Of incoming correspondence outstanding at end of quarter	Ongoing
Customer Work Requests	Attention to requests within 14 working days	% Of requests still outstanding at end of quarter	Ongoing
Processing of film applications	Processing of film applications within 5 working days	% Of applications processed in 5 days, reported quarterly	Ongoing
Internal audit	Completion of annual audit plan	Number of audits conducted over a quarter	Ongoing
Audit Committee	Committee to meet at least four-times yearly	Number of meetings conducted	Ongoing
Complaints handling	To resolve all complaints in a timely manner in accordance with the complaints handling policy	Number of complaints received over a quarter  Number of complaints unresolved over a quarter	Ongoing
Freedom of Information	To complete applications in accordance with Act timeframes	% Of applications completed	Ongoing
Policy reviews	Undertake review of policies by 31 December 2006	Number of policies reviewed, reported December quarter	Dec 2006
Risk management	Implement risk management strategies & policies that relate to strategic assets & management program (SAMP) & enterprise risk management procedures including: <ul style="list-style-type: none"> <li>▪ Disaster recovery</li> <li>▪ Business continuity plans</li> </ul>	Target 90% compliance	Ongoing



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## **Business and commercial activities**

### **Holiday Parks**

Council facilitates and implements the Tweed Coast Holiday Parks Reserve Trust resolutions in relation to caravan park maintenance and development at each of the following parks:

- Boyds Bay Holiday Park, Tweed Heads South
- Fingal Holiday Park, Fingal
- Kingscliff North Holiday Park, Kingscliff
- Kingscliff Beach Holiday Park, Kingscliff
- Hastings Point Holiday Park, Hastings Point
- Pottsville North Holiday Park, Pottsville
- Pottsville South Holiday Park, Pottsville

### **Bob Whittle Murwillumbah airfield**

Council facilitates the development of the airfield for current and future aviation business. Any income generated from airfield operations is directed back into maintenance and upkeep of the infrastructure.

### **Murwillumbah saleyards**

Council maintains the saleyards in conjunction with an outside agreed maintenance contract, with an appointed manager. Any income generated from saleyard operations is directed back into maintaining and upkeep of saleyards infrastructure.

### **Land sale strategies**

A Land Development Steering Committee within Council considers and makes determinations regarding sale of surplus Council land parcels within the shire. Direction of proceeds made from individual land sales is by resolutions from the steering committee.

### **Water and Sewerage**

Council operates water and sewerage activities as a category-1 business. Council uses activity based costing to ensure full costs are charged to each business activity. Fees and charges are reviewed as part of the annual Management Plan. Performance of Council's category-1 business activities is reported in the statutory Annual Report.



## Human resource plan

- The purpose of the Human Resources function is to provide strategic advice & support to the organisation in the achievement of corporate strategy targets & goals.
- Human Resources plans develop, implement & maintain people management systems for the organisation & monitors & reviews these systems to ensure continuous improvement & quality assurance

### Services provided by Human

#### Resources:

- Staff recruitment & selection
- Staff training & development
- Employee Relations
- Industrial relations
- Performance development & review

### Principal work activities 2006 –2007

Activity	Outcomes target	Means of achieving outcome	Performance report	Completed
Planning & staffing	Attraction of staff	Review of recruitment & selection policies which are EEO based & take into consideration legislative requirements as well as market conditions	Professional trainee pathways introduced & implemented	Ongoing
	Retention		Salary packaging provider sourced & implemented	Ongoing
	Motivation		Career Pathways investigation	Ongoing
	Operational flexibility		Flexibility work policy introduced & implemented	Ongoing
Employee training & development	Training & skills to improve productivity	Annual performance appraisal & reviews	Structured formal appraisal & review process reviewed	2007
		Delivery of training	Implementation of an Annual Training Plan	2007
		Access to professional development	Circulation of opportunities via Council's intranet & HR Bulletin	2007
		Consistent application of EEO principles	Audit of processes	Ongoing
Employment support	Improved quality of work life	Ensuring the provision of a healthy & supportive work environment	Employee Assistance Programme (EAP)	Ongoing
			EEO sub-committee reconstituted	Ongoing
			EEO Contact Officers appointed	Ongoing
Compliance	Legal compliance	Ensuring adherence to all State & Commonwealth legislation & regulations -NSW Local Government (State) Award -NSW Industrial Relations Act 1996 -OH & S Act 2000 & regulations 2001 -Local Government Act 1993 (NSW) Workplace Relations Amendment (Work Choices) Act 2005	Attendance at the Employment Law conferences  Attendance at relevant workshops  Award & relevant Acts available on the Human resources internal intranet site	Ongoing



**Human resource plan continued**

<b>Activity</b>	<b>Outcomes target</b>	<b>Means of achieving outcome</b>	<b>Performance report</b>	<b>Completed</b>
Systems implementation maintenance & review	Contemporary HR policies & procedures available to all employees	Regular review of all policies & procedures	Ensure all current HR policies & procedures are available on Council's internal intranet web site	Ongoing
	Effective Consultative Committee	Hold regular monthly meetings	All meeting recommendations made are followed through	Ongoing
	Effective Industrial relations sub-committee		All meeting recommendations made are followed through	Ongoing
Systems implementation maintenance & review continued	Effective Training & Development sub-committee	Hold regular monthly meetings	All meeting recommendations made are followed through	Ongoing
Implementation of records management system into Human Resources	To ensure all Human Resource documents are safely secured in Council's records management system	Conversion of files into Council's records management system	Full conversion of files into Dataworks format	2007




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## Equal employment opportunity plan

### Purpose

- Equal Employment Opportunity (EEO) plans aim to ensure equity in employment and to eliminate all forms of discrimination & workplace harassment.
  
- EEO endeavours to give each person an equal opportunity to utilise & enhance their talents & abilities & in doing so reflect the diversity of our community

### Principal work activities 2006 –2007

Activity	Outcomes target	Means of achieving outcome	Performance report	Completed
Systems implementation, & maintenance & review	Effective EEO sub-committee	Regular monthly meetings	All recommendations followed through	Ongoing
Compliance	Legal compliance	Ensuring adherence to all State & Commonwealth legislation & regulations -NSW Local Government (State) Award -NSW <i>Industrial Relations Act 1996</i> -OH & S Act 2000 & regulations 2001 -Local Government Act 1993 (NSW) -Workplace Relations Amendment (Work Choices) Act 2005 -Disability Discrimination Act 1992	Attendance at the Employment Law conferences  Attendance at relevant workshops  Award & relevant Acts available on the Human resources internal intranet site	Ongoing

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## Access and equity summary

Tweed Shire Council must develop a new social plan every five-years which identifies community issues and formulates strategies which Council and other agencies will need to implement to address issues. The Tweed Shire Council Social Plan 2005 -2009 is available at <http://www.tweed.nsw.au>

Council must review its current social plan annually to ensure planned responses are aligned to current community needs, changing demographic characteristics and local issues. Social planning enables the prioritisation and implementation of access and equity activities in a staged fashion depending on resource availability.

Access and equity refers to any activity that is integral to social justice, enhances community wellbeing, and includes:

- Activities for social welfare including health, cultural and recreational matters and
- Activities on social aspects including roads, water sewerage, planning and regulatory functions, revenue raising and other service functions provided by Council<sup>3</sup>

## Access and equity detailed activity statement

### Children

Activity	Reason for activity	Activity depends on	Responsibility
Transport safety programme at schools	Road safety in and around schools	Completion of 06-07 works programmes	- Engineering & operations - Works
Bus stop improvement programme			
Support for child care organisations	Assist these service providers: -Community health -Family day care -Education department -Community preschools -Disability services	Council provided & maintained buildings for -Family day care -Child health clinics -Early intervention services	- Environment & Health Services - Strategic Planning
Open space & playgrounds	Equitably provide open space and suitable playgrounds accessible to everyone	-Tweed open space strategy -Completion of recreation maintenance programmes	- Social Plan (p.23) - Recreation services
Learning activities	Provide affordable activities & programmes for educational, cultural & creative development of children	-Increase in workshops provided by the Art Gallery -Increased number of educational activities provided by Libraries -Environmental education & resources availability to schools	- Environment & Health Services

<sup>3</sup> Department of Local Government Social / Community Planning and Reporting Guidelines

**Young people**

The population of young people (12-24) in the shire exceeds 10,000. Council recently commissioned a 'Youth Needs Analysis' to identify how better to contribute to youth development in the shire. Young people in this age cohort require support from community organisations in areas of education and information, recreation and participation, connectedness and safety.

Youth needs identified in the study are:

- Access to learning and training opportunities
  - Transport services for access to education, social activities and work
  - Safe and attractive public places and facilities for young people to meet and interact
  - More adequate and flexible work opportunities and apprenticeships integrated with learning
  - Better information channels about social events and relationships, services related to health and drugs, democratic processes and community and economic participation.
- This will minimise tendencies for some young people to become alienated from the community.

Activity	Reason for activity	Activity depends on	Responsibility
Youth centres	Provide community places in growing urban areas for young people	Financial assistance to expand or upgrade community youth centres	-Social Plan (p.24) -Environment & Health Services
Supporting youth	Support of youth by providing access to cultural, recreational, leisure activities & facilities	-Support for youth week -Completion of a skate park at Tweed Heads South -Continual improvement of recreational facilities	-Financial assistance grant -Recreation Services -Strategic Planning
Youth employment	Employment & education opportunities for youth of the Tweed	Promotion of employment & education opportunities for young persons	-Social Plan (p.33) -Economic development
Youth needs	Identify and address youth needs in the shire	Implementation of the Tweed Youth Needs Analysis priorities	-Strategic Planning
Cultural policy for youth Project Title: ▪ New Media Arts Project  Initiate a new media and multidisciplinary arts project using film, mixed media and performance	Designed to encourage active and equitable youth participation in arts and cultural development	-Council funding - State & federal Government funding -Stakeholders and target group participation	-Cultural development officer -Environment & Health Services -Youth development officer -Youth Service providers -Cultural Advisory Committee

**Women**

Activity	Reason for activity	Activity depends on	Responsibility
Women's role & support for families	To enhance the wellbeing of women & their families in the community	-Financial support for the 'Whole Women Festival' -Support for clinics & refuges -Availability of counselling & mental health services	-Environment & Health services -Strategic Planning
Participation in Families First programme	To maximise early invention services for young families	Application of grant funding to be secured	-Social Plan (p.27) -Strategic Planning



### **Older people**

The Tweed Shire has greater than 20,00 people aged over 65, many of whom have significant ageing issues such as loneliness and isolation due to poor transport in rural areas. There is a need for community support structures as many older people have retired away from families. In addition, current funding to community-aged services in the Tweed is inadequate to meet current needs; immediate planning is required to address future needs of an ageing population. There is a need to provide the aged in particular the healthy aged with information so they can make informed decisions about their continued wellbeing and future.

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
Seniors Week Celebrations <ul style="list-style-type: none"> <li>▪ Ongoing support for the Tweed senior citizens week committee to plan, market &amp; facilitate events</li> </ul>	To introduce seniors to new activities, hobbies, sports, community groups to celebrate the valuable contribution seniors make to the community, including the Premiers Senior Week Achievement Awards	-Ongoing Council support -Tweed Senior Citizens Committee -Council financial grant -State funding DADHC -Community support -Tweed Club support -Dept. of Veterans Affairs support -Local service providers -Community worker budget	-Environment & Health services  -Health Ageing project officer  -Community worker (Aged & Disability)
Seniors EXPO	To provide the aged with free, safe & pleasant venue that provides accurate, timely information via stalls, displays & workshops so they make informed decisions about their wellbeing & future	-Ongoing Council support - Tweed Senior Citizens Committee -Tweed Seniors Expo -Festivals funding -Seventh Day Adventist Church -Dept. of Veterans Affairs -Local businesses -Community worker budget	-Senior citizens week committee  -Festivals & events liaison officer
Community development support for Tweed seniors groups & committees	<ul style="list-style-type: none"> <li>▪ To encourage self-sufficiency &amp; diversity of seniors activities &amp; projects plus attract new membership for existing groups.</li> <li>▪ To establish senior groups in identified areas of needs</li> </ul>	-Ongoing Council support -Community worker budget	-Environment & Health services
Seniors public transport strategy	<ul style="list-style-type: none"> <li>▪ Develop coordinated strategies in response to identified needs.</li> <li>▪ To increase awareness &amp; availability of transport for the aged &amp; disabled</li> </ul>	-Community worker budget -Support from the Ministry of Transport	-Health Ageing project officer  -Community worker (Aged & Disability)
Compile seniors physical & social activities directory for the Shire	To increase awareness & participation in activities that promote physical & social wellbeing	-Local Govt. Healthy Ageing Grant -Community worker budget	
Planning meetings between Council & the Dept. of Ageing Disability & Home Care	To address planning needs for the future provision of services for the Tweed ageing & disability community	-Ongoing support from -Council -Department of Ageing, Disability & Home Care	-Environment & Health services -Strategic Planning





### **Older people**

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
Facilitate Aged Interagency	<ul style="list-style-type: none"> <li>▪ To provide an opportunity for aged service providers &amp; others to meet &amp; address aged care issues.</li> <li>▪ Provide a link for information distribution between service providers &amp; the funding bodies</li> </ul>	-Ongoing Council support -Department of Ageing, Disability & Home Care -Community workers budget	-Environment & Health services
Establish a process to address current government perception that 'aged' is over 50	Concerns from community, university, aged interagency & aged service providers that using 50 as the benchmark for 'aged' will affect funding to service & needs for the genuine aged, as well as provide incorrect evaluations of government surveys / medical trials	Ongoing support from -Council -Department of Ageing, Disability & Home Care -Southern Cross University	- Community worker (Aged & Disability)

### **People with disabilities**

The Tweed Shire has a significant population of people with disabilities, although it is not possible to identify exact statistics, as no information was collected in the previous census. The 2003 Australian Bureau of Statistics (ABS) survey on Disability Ageing & Carers, estimates the Tweed to have 20,000 disabled persons, 25% of our population. It is apparent that current provisions for disability services in the Tweed are not sufficient to address current needs, particularly for young children with disabilities and their carers. There is a need to create greater awareness within the community & businesses, particularly in access to premises. Tweed also has approximately 50 residents in nursing homes under the age of 65. These people would benefit from relocation to a more age appropriate environment.

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
Support for the Tweed Audio Information Service, weekly production of tapes	Assist the blind & visually impaired to access local news & Council's Tweed Link newsletter via recorded media	Ongoing support from -Council -Volunteers -Murwillumbah Community Centre -Australia Post -Royal Blind Society -Community worker budget	- Environment & Health services
Facilitate Disability Interagency	<ul style="list-style-type: none"> <li>▪ To provide an opportunity for disability service providers &amp; others to meet &amp; address disability issues in the Shire</li> <li>▪ To provide a link for information distribution between service providers &amp; funding bodies</li> </ul>	Ongoing support from -Council -Disability Access Committee budget -Community workers budget -Community support -Department of Ageing, Disability & Home Care	-Community worker (Aged & Disability)



**People with disabilities**

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
Tweed Shire Disability Access Committee	To raise awareness of disability issues and provide advice to Council on access issues affecting people with a disability	Ongoing support from -Council - Access budget -Community workers budget -Community support	- Environment & Health services - Community worker (Aged & Disability) -Recreation services -Road safety officer -Works & Senior Health & Building Surveyors
Update Tweed Shire Mobility Map	Recommend from Tweed Shire Disability Access Committee to update maps for tourists & locals	-Council support -Disability Access Committee -Access Committee budget	-Community worker (Aged & Disability) -Disability Access Committee -Council support
Disabled access to public places	<ul style="list-style-type: none"> <li>▪ Easy access around the shire for people with disabilities</li> </ul>	-Completion of works programmes for disabled access	-Strategic Planning -Engineering & Operations services
'Missed Businesses' project	<ul style="list-style-type: none"> <li>▪ Response to community requests for increased access</li> <li>▪ Missed Business Project will increase disability awareness in the community by showing how much business is missed in the Tweed due to poor access</li> </ul>	Ongoing support from -Council -Disability Access Committee support -Community workers budget -Community support	- Environment & Health services  -Community worker (Aged & Disability)
Establish an annual disability access awards for Tweed organisations	Response to recommendation from Tweed Shire Disability Access Committee. To encourage local business to be more aware	Ongoing support from -Council -Disability Access Committee support -Disability Access budget	-Disability Access Committee  -Working party for International Day of People with Disability
Facilitate annual celebration of International Day of People with a Disability	Internationally celebrated to raise awareness of disability issues	-Council support from -Disability Access Committee support -Tweed Clubs funding -Community Workers budget -Local service providers	
Develop strategies, form partnerships to address the relocation of young people with disabilities in nursing homes	To involve private aged sector support & university research data to support initiatives to resolve the issues faced by young people with disabilities who live in nursing homes	-Council support -Federal & State Government support -Private aged sector support -Dept. of Veterans Affairs support -University support	- Environment & Health services  -Community worker (Aged & Disability)
Leisure & recreation	Ensure disabled access to leisure & recreation facilities in the shire	-Planning for disabled playground access & equipment	- Environment & Health services - Recreation services
Library services	Increase stock & services available to the disabled	-Increase stocks of large print, Braille & audio talking books -Continuing support for Audio Information Services by volunteers	- Environment & Health services



**People with disabilities**

Activity	Reason for activity	Activity depends on	Responsibility
Update & implement Council's Disability Action Plan	<ul style="list-style-type: none"> <li>▪ To develop an Action Plan under the Commonwealth Disability Discrimination Act</li> <li>▪ To adequately meet the needs of people with disabilities</li> <li>▪ To minimise Council's liability under the Disability Discrimination Act</li> <li>▪ To ensure access to people with disabilities to all Council information &amp; access</li> </ul>	<ul style="list-style-type: none"> <li>-Council support</li> <li>-Consultation to update &amp; assist with implementation</li> </ul>	<ul style="list-style-type: none"> <li>-Community Worker (Aged &amp; Disability)</li> <li>-Disability Access Committee</li> <li>-Whole of Council involvement &amp; support</li> </ul>
<p>Project Title:</p> <ul style="list-style-type: none"> <li>▪ DisAbility Arts Multi-Arts Performance Project</li> </ul> <p>Develop an innovative theatre production, which will tour Tweed and Northern Rivers schools in the final semester of 2006 with the aim of nurturing a professional &amp; sustainable DisAbility Arts Performance Troupe</p>	<p>Designed to implement stage 2 of the Tweed Shire City of the Arts Disability Arts 20003 – 2005 cultural programme.</p> <p>Stage 1 has identified a number of key areas/disciplines for future development, namely, skills development and training in the following disciplines: Stage Craft, Performance and Visual Art.</p> <p>Stage 2 will raise disability awareness in the community and build on the significant outcomes generated over the past two-years of interactive forums, workshops and exhibitions to progress these outcomes to a new level.</p>	<ul style="list-style-type: none"> <li>- Council support</li> <li>- Ongoing support from local Service Providers</li> <li>- Ongoing participation from client target group</li> <li>- Cultural Development Officer budget</li> <li>- Community Worker Aged &amp; Disability budget</li> <li>- State government funds -received</li> </ul>	<ul style="list-style-type: none"> <li>- Cultural development officer</li> <li>- Environment &amp; Health Services</li> <li>- Community Worker (Aged &amp; Disability)</li> <li>- Project Steering Committee</li> <li>- Cultural Advisory Committee</li> </ul>

**Older people & people with disabilities**

Activity	Reason for activity	Activity depends on	Responsibility
Support for Tweed Respite Accommodation Action Group	To provide respite care to meet the needs of an aged & disability community	<ul style="list-style-type: none"> <li>-Ongoing Council support</li> <li>-Tweed Disability Interagency support</li> <li>-Local service providers support</li> </ul>	<ul style="list-style-type: none"> <li>- Environment &amp; Health services</li> <li>- Community worker (Aged &amp; Disability)</li> <li>- Tweed Disability interagency</li> </ul>
Annual Home & Community Care (HACC) planning for aged & disability services in the Tweed	To advise the Dept. of Ageing Disability & Home Care on current & future needs for aged & disability services in the Tweed	<ul style="list-style-type: none"> <li>-Council support</li> <li>-Disability Interagency support</li> </ul>	<ul style="list-style-type: none"> <li>- Environment &amp; Health services</li> <li>- Community worker (Aged &amp; Disability)</li> <li>- Community Options</li> </ul>
Plan, facilitate & market International Volunteers Day	Tweed has a long & rich history of volunteering. Many organisations that service the age & disabled in Tweed rely on volunteers, many of whom are aged themselves.	<ul style="list-style-type: none"> <li>-Council support</li> <li>-Community workers</li> </ul>	<ul style="list-style-type: none"> <li>- Environment &amp; Health services</li> <li>- Festivals &amp; events officer</li> <li>- Community worker (Aged &amp; Disability)</li> </ul>

**Older people & people with disabilities**

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
Complete integrated monitoring framework for the Tweed Community Options & Community Worker (Aged & Disability)	Requirement of continued funding agreement with the Dept. of Ageing Disability & Home Care to ensure service provisions meets their guidelines	-Council support	- Environment & Health services - Community worker (Aged & Disability) - Community Options
Murwillumbah Community Centre, Home Community Care Centre redevelopment	To address the expanding needs of the Murwillumbah community centre, outreach for Tweed service providers, local home care services, local volunteer groups that provide services to the frail aged, disabled & terminally ill	-Council support -Murwillumbah community centre -Department of Ageing, Disability & Home Care	- Environment & Health services - Strategic Planning (social planning)
Provide community development support for Tweed service providers	To address expanding of services to meet the increasing needs of the aged & disability community. To assist in identifying gaps in service provision & acquire funding for projects to address gaps	-Council support -Department of Ageing, Disability & Home Care -Community workers budget	- Environment & Health services  - Community worker (Aged & Disability)  - Strategic Planning (social planning)
Establish links with the Tweed community health & Tweed palliative care team	To keep council informed of issues relating to Tweed community health & Tweed palliative care	-Council support -Tweed community health support	
Library services	Increase stock & services	-Increase stocks of large print, Braille & audio talking books -Continuing support for Audio Information Services by volunteers	- Environment & Health services
NSW Fire Brigade SABRE project (smoke alarms battery replacement)	Replacement of smoke alarm batteries for the safety of frail aged & disabled in the Shire	-Community works budget	- Environment & Health services - Community worker (Aged & Disability)

**People from culturally and linguistically diverse background**

Tweed has a relatively low population of people from non-English speaking backgrounds. The 2001, census estimated that approximately 2038 persons in the shire spoke a language other than English.

The census indicated the majority of persons born in non-English speaking countries were from Germany, Italy, Netherlands, Philippines and China.

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
Promote cultural awareness	Assist people from non-English speaking backgrounds	Ongoing Council support for the Culturally and Linguistically Diverse (CALD) project	- Environment & Health services
	Multicultural Fun & Information Day	Ongoing Council support & assistance to the Murwillumbah Community Centre	- Environment & Health services - Murwillumbah Community Centre



**People from culturally and linguistically diverse background**

Activity	Reason for activity	Activity depends on	Responsibility
Display of non-English speaking background (NESB) support services brochures on Council premises	Provide access to support service brochures for Home & Community Care non-English speaking background	- Council support 80	- Environment & Health services - Community worker (Aged & Disability)
<ul style="list-style-type: none"> <li>▪ Registration of clients for free translating and Interpreting services provided by the Dept. of Immigration &amp; Multicultural &amp; Indigenous Affairs</li> <li>▪ The Council's Community Options Project has established links with the Multicultural Home Support Program of Gold Coast.</li> </ul>	Provide assistance & access to services for non-English Speaking Background persons	-Council support	- Environment & Health services - Community Options
Celebrations for Harmony Day	Harmony Day highlights the importance of community harmony and connecting people in our diverse society	-Council support -Murwillumbah Community Centre support -Community support	- Environment & Health services
Tweed Shire Council – Kenya Mentoring Program	The programme vision is to have the Tweed community embrace the concept of a mentoring & support role in Kenya, and for this to have a positive influence on the African community	-Community & council support	- Engineering & operations - Tweed community

**Aboriginal and Torres Strait Islanders**

Activity	Reason for activity	Activity depends on	Responsibility
To ensure programmes offered by Council are accessible to Aboriginal and Torres Strait Islanders	Continued liaison with the Aboriginal community through an Aboriginal Advisory Committee	-Ongoing council support -Aboriginal Advisory Committee (AAC) -Ongoing employment of an Aboriginal Development Officer	- Environment & Health services - Aboriginal Advisory Committee
To provide advice to Council regarding Indigenous issues			
<ul style="list-style-type: none"> <li>▪ Updated service directory of all Aboriginal &amp; Torres Strait Islander Community &amp; Operations groups</li> <li>▪ Updated Council contacts for the Aboriginal Advisory Committee</li> </ul>	To provide the community with contact with Indigenous Organisations	-Ongoing employment of an Aboriginal Development Officer	- Environment & Health services - Aboriginal Advisory Committee



### **Aboriginal and Torres Strait Islanders**

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
National Aborigines and Islanders Day Observance Committee (NAIDOC) week	Celebration combined with local Indigenous community to celebrate NAIDOC week on a least one-occasion together	Ongoing support from -Council -Aboriginal Access Committee - Aboriginal Development Officer	-Environment & Health services  - Aboriginal Access Committee
Grant and funding workshop	To inform the community on funding availability and the correct method of applying	Ongoing support from -Council -Aboriginal Access Committee - Aboriginal Development Officer	-Environment & Health services  - Aboriginal Access Committee
Indigenous Youth Workshops	Support for Indigenous youth of the shire	- Ongoing support from -Council -Aboriginal Access Committee - Aboriginal Development Officer	-Environment & Health services  - Aboriginal Access Committee
Cultural Policy Area is Cultural Diversity Project title <ul style="list-style-type: none"> <li>▪ Aboriginal and Torres Strait Islander "Gunnangh Binnung" Exhibition</li> </ul> Displaying the rich history and heritage of the Shire's Aboriginal and Torres Strait Islander tradition and culture.	Designed to deliver Stage 2 of the <i>Tweed Shire City of the Arts 2003 –2005 Aboriginal &amp; Torres Strait Islander Oral History Project</i>  Stage 1 has delivered an array of oral histories and community stories  Stage 2 will weave the oral histories, community stories, collections and artefacts into an educational exhibition and event.	- Ongoing Council Support for the ATSI Community worker position  - Budget for exhibition Curator  - Ongoing support from local community	- Environment & Health services  - ATSI Community Worker  - Aboriginal Advisory Committee  - Cultural Advisory Committee

### **The general community**

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
Completion of the 06-07 Pedestrian access mobility work programme	Provide safe, convenient and connected pedestrian routes for mobility impaired groups including child and the elderly	Completion of project plan on time and in budget	- Social Plan (p.24)  - Engineering & operations - Works
Deliver community road safety education programmes targeting at risk road users	To increase community engagement in road safety initiatives	Funding agreement with the RTA yearly action plan	
Operation of Public Transport Working Group	<ul style="list-style-type: none"> <li>▪ Ensure a reliable means of public transport to all residents in the shire</li> <li>▪ Promote public awareness &amp; use of public transport.</li> <li>▪ Advise council on community transport issues</li> </ul>	-Administer funds from the Ministry of Transport for passenger facility improvements equitably -Recommendations from the Public Transport Committee implemented	- Strategic Planning  - Environment & Health services



**The general community**

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
Financial assistance grants to community groups	Support of local community organisations	-Consideration by council of all applications for funding approval equitable & consistently using policy guidelines	- Financial assistant grant  - Environment & Health services
'Club Funding' grants to local community organisation	To work with the local club industry to allocate funding in an equitable manner	CDSE funding & allocation	- Environment & Health services
Community facilities	Provide community facilities where they are most needed	Facility planning -Completion of stage 2 of the Art Gallery expansion -Completion of new museums -Planned extension of the Murwillumbah Community Centre	- Environment & Health services  - Social Plan (pp.23, 26)
Community safety initiatives	To provide a safer place to live	Implementation of priorities from the Community Safety Action Plan	- Environment & Health services
Quality of life programme	Provide activities & programmes to satisfy community needs & build social capital	Continued implementation of priorities from the Quality of Life Programme funded programmes	- Strategic Planning
Identify current community needs through regular & effective community consultation	Identify & address community needs in the shire	Continue to undertake review of Social Plans to ensure priorities identify actual community needs	- Strategic Planning
Affordable housing	Provide access to equitable housing in the Tweed	-Support for an application for a regional housing worker through the Area Assistance Scheme	- Strategic Planning
Cultural policy area is Distinctiveness  Project title: ▪ Promoting the Culture of the Tweed (Stage 2)  Develop and implement a comprehensive marketing campaign to promote the collective appeal of the Shire's cultural assets. This includes: Public Art Works, Public and Private Galleries and Museums, Heritage sites and Festivals and Events.	Designed to implement Stage 2 of the <i>Tweed Shire City of the Arts 2003 – 2005 Cultural Trail project</i> .  Stage 1 has produced a brochure/map identifying and linking Shire wide Galleries (private and commercial); Museums (three sites) and Public Artworks.  Stage 2 will deliver an active promotional campaign for distribution and marketing.	- Strategic link with Tweed & Coolangatta Tourist Incorporated & state/regional tourism agencies  - Local stakeholder support  - Budget line and resources  - Interdivisional collaboration	- Cultural development officer - Tweed & Coolangatta Tourist Incorporated - Regional Art Gallery - Regional Museum - Festival & Events - Strategic Planning - Recreation Services - Cultural Advisory Committee





**The general community**

<b>Activity</b>	<b>Reason for activity</b>	<b>Activity depends on</b>	<b>Responsibility</b>
<p>Cultural policy area is Built and Natural Environment</p> <p>Project title:  <ul style="list-style-type: none"> <li>▪ Public Art Strategy</li> </ul> </p> <p>Facilitate the development of a Tweed centric master plan and strategy to identify key sites and potential funds for public art, historical and contemporary signage</p>	<p>Designed to implement strategies identified in Tweed Shire Council Placemaking &amp; Public Art Policy</p>	<p>- Council funding</p> <p>- Interdivisional collaboration</p>	<p>- Cultural development officer</p> <p>- Environment &amp; Health services</p> <p>- Design Unit</p> <p>- Strategic Planning</p> <p>- Recreation Services</p> <p>- Public Art Advisory Committee</p> <p>- Cultural Advisory Committee</p>
<p>Cultural policy area is Employment &amp; Economic</p> <p>Project title  <ul style="list-style-type: none"> <li>▪ Valuing the City of the Arts</li> </ul> </p> <p>Compile and publish a critical and statistical analysis of the economic, employment and structural characteristics of the two-year multidisciplinary arts programme</p>	<p>Designed to deliver Stage 2 of the Tweed Shire City of the Arts 2003 –2005 Industrious Arts Project</p> <p>Stage 1 has produced a significant amount of data and documentation in line with audience numbers and employment stats.</p> <p>Stage 2 will assess, compile and publish these findings to identify links between local cultural industries and other sectors of the economy</p>	<p>- Griffith University partnership</p> <p>- Dedicated time allocated for cultural development officer to manage project</p> <p>- Council funding for publication</p> <p>-Interdivisional collaboration</p>	<p>- Cultural development officer</p> <p>- Environment &amp; Health services</p> <p>- Regional Art Gallery</p> <p>- Regional Museum</p> <p>- Festivals &amp; events</p> <p>- Strategic Planning</p>
<p>Cultural policy area is Training &amp; Skills Development</p> <p>Project title  <ul style="list-style-type: none"> <li>▪ Professional Development Programme</li> </ul> </p> <p>Provide ongoing advisory, information and workshop services targeting community arts/cultural groups and individuals</p>	<p>Initiated to improve skills development and training opportunities for local cultural, arts, crafts and related industry workers</p>	<p>- Council budget for professional facilitators</p>	<p>- Cultural development officer</p> <p>- Environment &amp; Health services</p> <p>- Cultural Advisory Committee</p>





**The general community**

Activity	Reason for activity	Activity depends on	Responsibility
Cultural policy area is Facilities			- Cultural development officer
Project title <ul style="list-style-type: none"> <li>▪ Audience Development.</li> </ul>			- Environment & Health services
1. Murwillumbah Civic Centre Develop a marketing strategy and produce a quality brochure outlining the Venue's capacity for professional productions and conferencing.	Designed to maximise the Centre's potential to attract a wider variety of professional touring cultural/arts activities	- Council funding for cost of design, publication and distribution	- Cultural Advisory Committee - Regional Art Gallery - Regional Museum - Festivals & events - Strategic Planning
2. City of the Arts Space Calendar of Cultural Activities Initiate a diverse programme of multi-disciplinary arts and cultural events and activities	Designed to implement a annual programme of community cultural/arts activities	- Council continued operations budget for venue - Council continued programme funding	
Project Title <ul style="list-style-type: none"> <li>▪ Tweed Shire Council Cultural Plan 2006 – 2011</li> </ul>	Designed to facilitate a clear direction for the long-term benefit of our community's cultural development, including social, economic and environmental aspects	- Council budget	- Cultural development officer - Environment & Health services - Cultural Advisory Committee - Interdivisional officers - Broad community stakeholders
Develop and adopt a revised Cultural Plan 2006 - 2011 that will enable a strategic approach to ongoing shire-wide cultural development			

**Men**

Activity	Reason for activity	Activity depends on	Responsibility
Men's resource centre	Working alliance with Family Centre in Tweed Men's Project to replace the loss of the Tweed Mobile Men's Shed	Dependant on grant funding	- Strategic Planning



## Capital works

Activity	2006/2007	Grants	Asset Sales	Loans	Reserves	Contribution	Revenue	2007/2008	2008/2009
<b>Recreation</b>									
Sportsfields asset reserves	54,100						54,100	57,116	60,300
Sportsfields	133,200						133,200	140,626	148,466
Section 94 active recreation	705,700					705,700			
Section 94 passive recreation	705,000					705,000			
<b>Health &amp; community services</b>									
Bushfire equipment	180,000	180,000						185,400	190,962
Civic buildings	50,700						50,700	52,200	53,800
Public toilets	100,000			100,000				100,000	100,000
Library projects	91,600					91,600		94,348	97,178
Swimming pools asset management	25,600						25,600	32,000	40,000
Regional pools complex & car park	400,000					400,000			
Respite centre	986,160			986,160					
<b>Economy</b>									
TCHP Cabins	105,000						105,000		
<b>Environment</b>									
Waterways asset management	26,368						26,368	27,159	27,974
Boat ramps	40,000	20,000					20,000	40,000	40,000
Drainage	1,704,000			1,600,000			104,000	1,707,120	1,710,334
Open space land	100,000			100,000					
<b>Roads &amp; transport</b>									
Urban street reconstruction	2,163,000			500,000			1,663,000	2,269,663	2,381,586
Rural roads reconstruction	1,397,710						1,397,710	1,466,635	1,538,958
Rural roads sealing	480,000						480,000	494,400	509,232
Asphalt re-sheeting	330,000						330,000	339,900	350,097
Roads to recovery program	1,028,110	1,028,110						1,058,953	1,090,722
Federal assistance program	1,830,000	1,830,000						1,884,900	1,941,447
Regional pool complex & car park	400,000					400,000			
Bus shelters	28,000					28,000		28,840	29,705
Footpaths	227,900						227,900	261,414	269,256
Bridge construction	1,305,000			1,030,000		275,000		1,030,000	1,030,000
Pedestrian facilities	80,000						80,000	82,400	84,872
Cycle ways	187,000						187,000	192,610	198,388
Quarries	100,000				100,000				
Plant replacement	4,800,000		1,800,000				3,000,000	4,600,000	3,800,000
Tweed roads contribution plan	760,000					760,000			
Roundabout Pottsville	35,000			35,000					
Contracts management software	70,000						70,000		
<b>Infrastructure planning</b>									
Design equipment	5,722						5,722	5,894	6,070
<b>Water &amp; sewerage</b>									
Water fund various works	28,714,700				8,911,550	17,887,775	1,915,375	36,553,200	8,540,503
Sewerage fund various works	40,687,150				13,630,141	22,762,000	4,295,009	19,437,671	7,214,936
<b>Corporate governance</b>									
<b>Information technology</b>									
Records centralised facility	300,000			300,000					
Flood mitigation (not classified as capital)				396,667				180,000	180,000
<b>Totals</b>	<b>90,436,720</b>	<b>3,058,110</b>	<b>1,800,000</b>	<b>5,147,827</b>	<b>22,641,691</b>	<b>44,015,075</b>	<b>14,170,684</b>	<b>72,322,449</b>	<b>31,634,786</b>



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## Asset replacement & refurbishment

Council's schedule of existing assets replacements for 2006/2007

<b>Description</b>	<b>Amount</b>
Plant replacement	\$4,446,154
Civic buildings asset management	50,700
Swimming pools asset management	25,600
Holiday parks cabin refurbishment	105,000
Waterways asset management	26,368
Drainage reconstruction	1,704,000
Urban street reconstruction	2,163,000
Rural road reconstruction	1,397,710
Bridge construction	1,305,000
Water supply asset management	8,485,640
Sewerage services asset management	11,997,271
	\$31,706,443

## Disposal of assets

Council intends to dispose of the following assets in 2006/2007

<b>Description</b>	<b>Amount</b>
Plant trade-ins	\$1,800,000



## Budget summary

	2005/2006	2006/2007	2007/2008	2008/2009
<b>Financial performance</b>				
<b>Operating expenses</b>				
▪ Operating	59,294,499	64,064,744	65,640,165	68,506,269
▪ Interest	2,685,144	2,476,908	2,362,080	2,361,269
▪ Depreciation	23,986,455	26,144,032	27,115,674	27,467,669
	<b>85,966,098</b>	<b>92,685,684</b>	<b>95,117,919</b>	<b>98,335,207</b>
<b>Operating revenue</b>				
▪ Rates	(26,197,976)	(28,085,591)	(29,470,562)	(30,923,829)
▪ Annual charges	(19,802,452)	(21,519,002)	(22,699,164)	(23,296,000)
▪ Interest	(1,201,000)	(1,583,000)	(1,630,490)	(1,679,405)
▪ Fees & charges	(18,822,288)	(20,962,506)	(22,584,124)	(23,146,668)
▪ Grants & contributions	(10,095,619)	(13,410,434)	(13,477,220)	(13,926,524)
	<b>(76,119,335)</b>	<b>(85,560,534)</b>	<b>(89,861,560)</b>	<b>(92,972,425)</b>
<b>Capital revenue</b>				
▪ Section 64 /94	(15,218,000)	(4,898,320)	(5,267,651)	(5,437,271)
▪ Grants	(3,052,145)	(3,209,790)	(1,406,658)	(3,527,848)
▪ Contributions	(2,696,900)	(214,000)	(220,420)	(227,033)
▪ Contributed assets				
	<b>(20,967,045)</b>	<b>(8,322,110)</b>	<b>(6,894,729)</b>	<b>(9,192,152)</b>
<b>Operating results</b>	<b>(11,120,282)</b>	<b>(1,196,959)</b>	<b>(1,638,370)</b>	<b>(3,829,370)</b>
<b>Financial statement</b>				
▪ Capital	66,725,139	90,436,720	72,118,402	31,430,104
▪ Loan repayments	3,574,673	3,600,599	3,716,475	3,810,941
▪ Sale of assets	(1,416,000)	(1,850,000)	(1,850,000)	(1,550,000)
	<b>68,883,812</b>	<b>92,187,319</b>	<b>73,984,877</b>	<b>33,691,045</b>
<b>Non-cash adjustments</b>				
▪ Depreciation reversal	(23,986,455)	(26,164,032)	(27,135,674)	(27,487,669)
▪ ABC	5	291,444	256,605	218,292
▪ Internal transfers	0	(24,149)	(28,856)	(33,898)
▪ Adjustments	0	0	0	0
	<b>(23,986,450)</b>	<b>(25,896,737)</b>	<b>(26,907,925)</b>	<b>(27,303,275)</b>
<b>Restricted funding - revenue</b>				
▪ Transfers from reserves	(20,325,841)	(24,258,916)	(17,365,768)	(7,994,051)
▪ s. 64/94 recoupment	(29,863,338)	(44,700,314)	(38,473,907)	(5,510,800)
▪ s. 64/94 reversal	15,218,000	4,898,320	5,267,651	5,437,271
▪ Transfers to reserves	6,670,424	4,115,114	10,215,117	10,279,809
▪ Loans	(5,476,325)	(5,147,827)	(3,330,000)	(3,330,000)
	<b>(33,777,080)</b>	<b>(65,093,623)</b>	<b>(43,686,907)</b>	<b>(1,117,771)</b>
<b>Net budget result</b>	<b>0</b>	<b>0</b>	<b>1,751,675</b>	<b>1,440,629</b>
<b>Income &amp; Expenses</b>				
<b>Expenses</b>				
▪ General	70,315,554	74,834,764	71,264,230	73,351,348
▪ Water	29,012,329	38,878,371	48,801,986	21,512,661
▪ Sewerage	39,622,001	51,228,246	34,193,772	21,688,777
	<b>138,949,884</b>	<b>164,941,381</b>	<b>154,259,988</b>	<b>116,552,786</b>
<b>Income</b>				
▪ General	(70,315,554)	(74,834,763)	(69,512,554)	(71,910,719)
▪ Water	(29,012,329)	(38,878,371)	(48,801,986)	(21,512,661)
▪ Sewerage	(39,622,001)	(51,228,246)	(34,193,772)	(21,688,777)
	<b>(138,949,884)</b>	<b>(164,941,381)</b>	<b>(152,508,313)</b>	<b>(115,112,157)</b>
<b>Net Result</b>	<b>0</b>	<b>0</b>	<b>1,751,675</b>	<b>1,440,629</b>



## Statement of revenue policy

### 2006/2007 Rating Year

A full copy of Council's 2006/2007 Revenue Policy will be available from [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au). Council rates for the 2006/2007 year is based on a permissible rates yield increase of 3.6% granted by NSW State Government under s. 640(1) of the *Local Government Act 1993* (NSW)

Council has applied for an additional special rates variation of 6% on top of the permissible rates yield, to increase general income under s. 508(2) of the *Local Government Act 1993* (NSW) for the next 7-years. Legislation introduced in May 2004 allows a Council to increase general income by an amount that is greater than general variation for each year, up to a maximum of 7-years under s. 508(A) of the Act

Councils intended action for 2006/2007 rating period is to increase the permissible rating income to approximately 9.6% for residential & farmland and 18.6% for business rates

General income comprises of income from ordinary rates and special rates. General income does not include income from Waste Management service charges or Water & Sewerage service charges

### Rating Structure

The current rating structure consists of Ordinary Residential rate, Ordinary Farmland rate and Ordinary Business rate. Plus two sub-category special rates being Tweed Heads streetscaping & Koala Beach

- Councils rating structure is based on an Ad Valorem amount subject to a minimum-rating amount
- The interest rate payable on overdue rates and charges for 2006/2007 is 9%

### Land Valuations

A revaluation of shire land values by the Valuer General occurred in 2005. As a result ratepayers will receive varying increases or decreases in their rates dependent upon how their property has been affected by the revaluation

### Ordinary Rates

Council proposes to levy three ordinary rates & two special rates for the rating year 2006/2007

Ordinary residential, farmland & business

- 3.6%: 2006/2007 permissible rates increase
- Estimated income for 2006/2007 is \$29,859,600

Special rate variation application

- 6%\* additional variation above 3.6% rate for residential & farmland
- 15%\*\* additional variation above 3.6% rate for business
- Estimated income for 2006/2007 is \$31,588,920

Ordinary rates		No. Of properties	Rate cents in the dollar	Minimum rate	No. Of minimums
Residential	3.6%	32,659	0.3141	\$555.50	15,484
	6%*		0.3282	\$587.67	15,675
Farmland	3.6%	1,528	0.2221	\$555.50	242
	6%*		0.2330	\$587.67	248
Business	3.6%	1,491	0.3406	\$555.50	586
	15%**		0.3899	\$635.93	586
Special rates		No. Of properties	Rate cents in the dollar	Revenue	
Tweed Heads Streetscaping	3.6% 6%*	111	0.809	\$60,000	
Koala Beach	3.6%	498	0.0451	\$43,995	
	6%*		0.0472	\$46,043	

\* 6% increase above the permissible rate increase of 3.6% for residential & farmland, equalling a rate of 9.6%

\*\* 15% increase above the permissible rate increase of 3.6% for business, equalling a rate of 18.6%



## Fees and Charges

### 2006/2007 Fees & charges

Council must adopt a pricing policy covering all fees & charges for the 2006/2007 financial year as part of Councils Management Plan. A full copy of Councils 2006/2007 Fees & Charges will be available from [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au).

NSW State Government legislation establishes some fees, which cannot be changed by Council.

Other fees & charges are determined by Council and the following pricing principles are applied:

- Fee set by legislation, Council is obliged to adopt this fee
- Fee or charge is set to make a significant contribution towards the cost of providing the services with remaining costs met from Council's general purpose income
- Fee or charge is set to make a minimal contribution to the annual operation & maintenance costs of facilities, with remaining costs met from Council's general purpose income
- Fee or charge is set to make a contribution towards the cost of replacing infrastructure assets utilised in providing the service
- Fee or charge is based on the full cost of providing the service

Fees & charges are intended to cover

- Supply of service, product or commodity
- Giving of information
- Providing a service in connection with Council regulatory functions

Council is permitted to make an annual levy charge for:

- Water supply service
- Sewerage service
- Drainage service
- Waste Management service
- Other services prescribed by regulations

Consideration of the following in setting fees & charges are:

- Purpose of the provided service
- Nature, extent & frequency of the provided service
- Cost of the provided service
- Rateable lands classification on which the service is provided
- Nature & use of premises on which the service is provided
- Area of land on which the service is provided
- Water supply, quantity of water supplied

Level of subsidised assistance must be considered in the:

- Cost of providing the service
- Importance of the service to the community
- Price fixed by relevant industry bodies
- Other factors specified in the Local Government Regulations

### Waste Management Charge

Council proposes the following charges for waste management to commence 1 July 2006

Service	Charge	Yield estimate
Domestic waste management charge	\$62.80	\$2,081,506
Domestic weekly waste service charge 240ltr bins	\$95.00	\$2,664,655
Recycling charge	\$31.20	\$875,129
Green waste charge	\$35.00	\$135,065
Sanitary charge	\$500.00	\$6,500

**Sewerage Access Charge**

Council proposes the following charges for sewerage access to commence 1 July 2006

Service	Charge	Yield estimate
Residential access charge	\$473	\$14,041,478
Business access charge	\$473	
Trade waste charge	0.71 / kl	\$680,000

**Special sewerage charges**

Since 1994, a number of new areas have been connected to a sewerage service, which requires a contribution from properties owners to enable Council to recoup part of the capital infrastructure investment. Payments could be either an upfront capital contribution (\$565) or an annual payment over ten-years (\$495). A standard sewer access charge also applies after the scheme is completed.

Service	Charge	Yield estimate
Burringbar / Mooball sewerage charge	\$350	\$57,400
Bilambil Heights sewerage charge	\$300	\$3,300
Uki sewerage charge	\$300	\$35,100
Dobbys sewerage charge	\$450	\$15,750

**Water service access charge**

Service	Minimum charge	Volumetric charge	Yield estimate
Residential assessments – access charge	\$90	\$1.04 per kl	\$3,119,441
Vacant properties – access charge	\$95		\$8,100,000

**Loan Borrowings**

Council's new loan borrowings for the period 2006/2009.

Loan funding will depend on variables such as developer contributions receipts and works schedules

Description	2006/2007	2007/2008	2008/2009
<b>General fund</b>			
Bridges	\$1,030,000	\$1,030,000	\$1,030,000
Drainage	1,600,000	1,600,000	1,600,000
Road construction	500,000	500,000	500,000
Public toilets	100,000	100,000	100,000
Boat ramps		40,000	40,000
Flood mitigation	396,667	60,000	60,000
Traffic facilities	35,000		
Land purchase – Open Space	100,000		
Water	0	24,000,000*	3,500,000*
Sewerage	0	7,000,000*	2,000,000*
<b>Total new loan borrowings</b>	<b>3,761,667</b>	<b>34,330,000</b>	<b>8,830,000</b>

\* Proposed loan funding for this period



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## Land Use Plans

Challenges facing Council in preparing and implementing land use plans is to balance the pressures and implications of population growth while safeguarding the environment and resources of the Tweed. Achieving this balance will influence the quality of life of the Tweed community.

Under the *Environmental Planning and Assessment Act 1979* (NSW), Local Government is primary responsible for land use planning. Planning facilitates the orderly economic development of land while promoting the wellbeing of populated areas. Planning takes the form of the Tweed Local Environmental Plan (LEP), one shire wide Development Control Plan (DCP) containing numerous development controls policies and s.94 Developer Contribution Plans.

An LEP provides the basic framework for controlling development on private and public land in an area. Land zoning control is a major component of land use planning. Community consultation is sort during the planning and review processes to ensure resulting strategies reflect the overall community sentiment for the area.

All planning incorporates ecologically sustainable development principles, which aim to meet current needs while conserving the ecosystems for the benefit of the future. This is a challenge when balancing conflicting land use issues. Council's LEP, DCP and s.94 Contributions Plans are available at <http://www.tweed.nsw.gov.au/>

Strategic Planning is the balancing of economic and social factors to produce liveable communities in the Tweed. To achieve this outcome the Planning and Development Division has developed the concept of "Locality Planning" into all of its work.

The guiding principles for locality planning are to achieve a community where you;

- Know each other
- Have regular face to face casual contacts across the fence, in the street, at the shops, regularly participate in festivals, sports, worship and local democracy and other collective activities
- Have effective local information networks
- Support local businesses and causes
- Maintain security through casual surveillance of public places and neighbourhoods





Each aspect that Planning and Development Division considers in its reviews and planning studies will address how that plan will affect each specific localities as well as developing Shire wide priorities. These planning studies currently include:

- Social Plan
- Community Facilities Plan
- Vegetation Management Plan
- Economic Development Strategy
- Urban Design Plan
- s.94 Developer Contribution Plan

Each individual locality will need to develop its own vision and character based on community consultation and input. Each of the planning studies identified above will then offer overlays of opportunities and constraints in assisting Council help the community to achieve their vision for the area.

Priorities	Action
Development Assessment	<ul style="list-style-type: none"> <li>▪ Continuously embody high-level environmental based assessment of development application</li> <li>▪ Effectively Implement the Tweed Shire Local Environmental Plan 2000</li> <li>▪ Develop a protocol for all stakeholders for assessment processes and decision-making</li> <li>▪ Optimise the quality of public infrastructure through development assessment to maximise public safety and minimise operating costs</li> <li>▪ Continuously review of the effectiveness of assessment processing</li> <li>▪ Establish service level agreements/protocols with building agencies</li> <li>▪ Promote Council services within the competitive environment</li> </ul>
Strategic and Policy Planning	<ul style="list-style-type: none"> <li>▪ Monitor and complete comprehensive review of all Development Controls Policies and Developer Contribution Plans</li> <li>▪ Shire wide Developer Control Plan</li> <li>▪ Preparation of integrated land use strategy and Local Environmental Plan review</li> <li>▪ Community based heritage study</li> <li>▪ Locality Planning for strategic areas of the Shire; Kings Forest, South Kingscliff, Pottsville, Kingscliff, Fingal, Cabarita, Murwillumbah, and Terranora (area E)</li> </ul>
Social Planning Support Prepare and assist the implementation of the Social Plan	<ul style="list-style-type: none"> <li>▪ Prepare and assist the implementation of the Community Infrastructure Plan</li> <li>▪ Youth Strategy</li> </ul>
Social Infrastructure	<ul style="list-style-type: none"> <li>▪ Develop Murwillumbah Public Pool to regional standard</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>▪ Economic Development Strategy</li> <li>▪ Agriculture Strategy</li> <li>▪ Industrial land task force</li> </ul>
Housing	<ul style="list-style-type: none"> <li>▪ Housing Policy</li> <li>▪ Rural Settlement Strategy</li> </ul>




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## Land Use Management Plan

Vision Conserve the unique bio-diversity and scenic quality of the Tweed whilst ensuring sustainable quality development

Under the *Environment Planning and Assessment Act 1979* (NSW), Council is the foremost consent authority for development. Under the Act, matters, which Council are to take into consideration when determining Development Applications, are stated in s. 79(c)

Matters include: The provision of

- i. Any environmental planning instrument
- ii. Any draft environmental planning instrument that is or has been placed on public exhibition and details of which have been notified to the consent authority
- iii. Any development control plan
- iv. The regulations (to the extent that they prescribe matters for the purposes of this paragraph)
  - The likely impacts of that development, including environmental impacts in the natural and built environments, and social and economic impacts in the locality
  - The suitability of the site for the development
  - Any submissions made in accordance with the Act or the regulations
  - Public interest

Priorities	Action
Process applications	Development Applications <ul style="list-style-type: none"> <li>▪ Continuously review the effectiveness of assessment processing</li> <li>▪ Process applications in accordance with legislative requirements</li> <li>▪ Improve internal and external input into the development application process</li> </ul> 149 Certificates <ul style="list-style-type: none"> <li>▪ Continuously review the effectiveness and of certificate production</li> </ul> Construction Certificates <ul style="list-style-type: none"> <li>▪ Continuously review the effectiveness of assessment processing</li> </ul>
Carry out inspections	<ul style="list-style-type: none"> <li>▪ Review system and processes relating to inspection of approved projects</li> </ul>
Monitor Compliance	<ul style="list-style-type: none"> <li>▪ Implement inspection protocols to monitor competed projects</li> </ul>
Investigate complaints regarding unauthorised use	<ul style="list-style-type: none"> <li>▪ Review systems for following up complaints</li> </ul>



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## Supporting documents and plans

A variety of documents and plan support this management plan.

All documents are located on Council's Internet; [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au)

Tweed Shire Strategic Plan 04/24  
Tweed Shire Open Space Infrastructure Policy 2002  
Tweed Coastline Management Plan  
Coastal Weed Control Programme  
Tweed Vegetation Management Plan  
Tweed Coast Littoral Rainforest Management Plan  
Tweed Cultural Policy, 1999  
Tweed Place Making & Public Art Policy, 2000  
Stretching Cultural Dimensions, Five-year Cultural Programme Plan  
Tweed Shire Art Gallery Policy, 2004  
Tweed River Regional Museum Development Strategic Plan  
Tweed Shire Council Social Plan 2005- 2009  
Tweed Shire Development Control Plans  
Local Environmental Plan, 2000  
Coastal Reserve Plan of Management  
Vegetation Management Plan, 2004  
Tweed River Estuary Management Plan  
Contaminated Land Policy 1999  
Acid sulphate soil Management  
Northern River Catchment Management Plan  
Estuary Management Plan for Cudgen, Cudgera & Mooball Creeks 2004 –08  
Mooball Creek Reserves Rehabilitation & Management Plan, 2003  
Cobaki Broadwater Management Plan, 1998  
Terranora Broadwater Management Plan, 1994  
Tweed Community Greenhouse Gas Reduction Local Action Plan  
Discharge of Trade Waste to Sewers Policy  
Residential Development Strategic, 1992  
Strategic land use planning  
Discharge of Trade Waste to Sewers Policy  
On-Site Sewerage Management Strategy, 2002  
Tweed Urban Stormwater Quality Management Plan, 2000  
Tweed River Estuary Bank Management Plan, 1998  
Upper Tweed Estuary Management Plan, 1996  
Tweed Shire Council Waste Collection & Disposal Strategy  
NSW Waste Avoidance & Resource Recovery Strategy  
Water supply & sewerage long-term financial plan  
Clarrie Hall dam management plan  
Developer Services Plan  
Residential Water Supply & Sewerage Pricing



Human Resources Plan  
Equal Employment Opportunities Plan  
Communications policy  
Records Management Policy  
Economic Development Strategy  
Surf Life Saving Strategy  
Tweed Heads Master Plan  
Tweed Youth Strategy  
Regional Sports and Facilities Plan  
Festivals Strategy