

## Draft Community Strategic Plan 2017–2027



# Council values and statements

## What we value

'Living and Loving the Tweed'

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

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

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

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

## Vision

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

## Mission

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

## Statement of acknowledgement of the Bundjalung Aboriginal Nation

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

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# What is 'Living and Loving the Tweed'?

A message from the Mayor and Councillors

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

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

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

This is a plan that has been shaped by thousands of contributions and conversations from the community; whether it be through our shire-wide survey or one of the many Community Engagement Network events across the region that have been so enthusiastically received.

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

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

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

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



**Councillor Katie Milne**  
Tweed Shire Mayor

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





# Council's commitment to the community

## A message from the General Manager

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

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

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

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

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

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

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

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

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

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

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



**Troy Green**  
General Manager



# Local Government area profile

## Who we are and how we live

### Location

Nestled in the eroded caldera of the largest shield volcano in the southern hemisphere, the Tweed is the largest local government area on the north coast of New South Wales, covering an area of just over 1309 km<sup>2</sup>.

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

Acknowledged as the  
2nd **most biodiverse**  
region in Australia.



## Population

The State Government recently identified Tweed as one of 3 new **regional cities in NSW.**

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

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

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

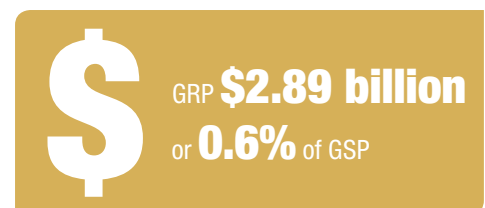
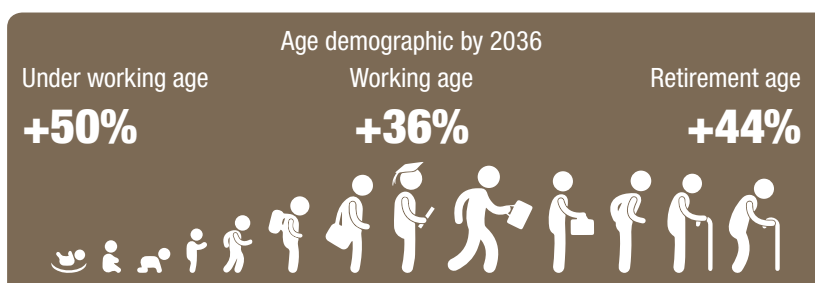
## Economy

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

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

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

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





# Our planning framework

## The Community Engagement Strategy

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

## Community Strategic Plan 2017–2027

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

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

## Delivery Program 2017–2021 and annual operational plans

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

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

## Resourcing Strategy

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



# What is a community strategic plan?

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

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

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

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



# Community partnerships and collaborations

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

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

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

## What is Council's role?

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

### Leader

L

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

### Advocate

A

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

### Provider

P

Council delivers over 50 different services to the Tweed community.

### Collaborator

C

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

# Your Council team

## The Mayor and Councillors (November 2016 to September 2020)

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

Cr Katie Milne  
Cr Reece Byrnes

Cr Warren Polglase  
Cr Chris Cherry

Cr Pryce Allsop  
Cr Ron Cooper

Cr James Owen

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

## Your Council staff

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

Council's five program areas are:

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





# Your say Tweed

## What the community had to say?

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

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

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

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

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

*Look after our natural heritage*

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

*Promote our beaches and care for our coastline*

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

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

*Find the balance between gold-plated infrastructure and community facilities*

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

*More opportunities for the community to have a say on stuff*

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

*Keep the village atmosphere as much as possible*

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

*Greater awareness of landscape and natural assets.*

*Where possible invest locally*

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

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

Almost 2000 submissions were received which is one of the biggest responses to a community survey in the history of the Tweed Shire.

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

**This word map is drawn from responses from Tweed residents to the 'Community Vision' section of Council's Service Planning Survey.**

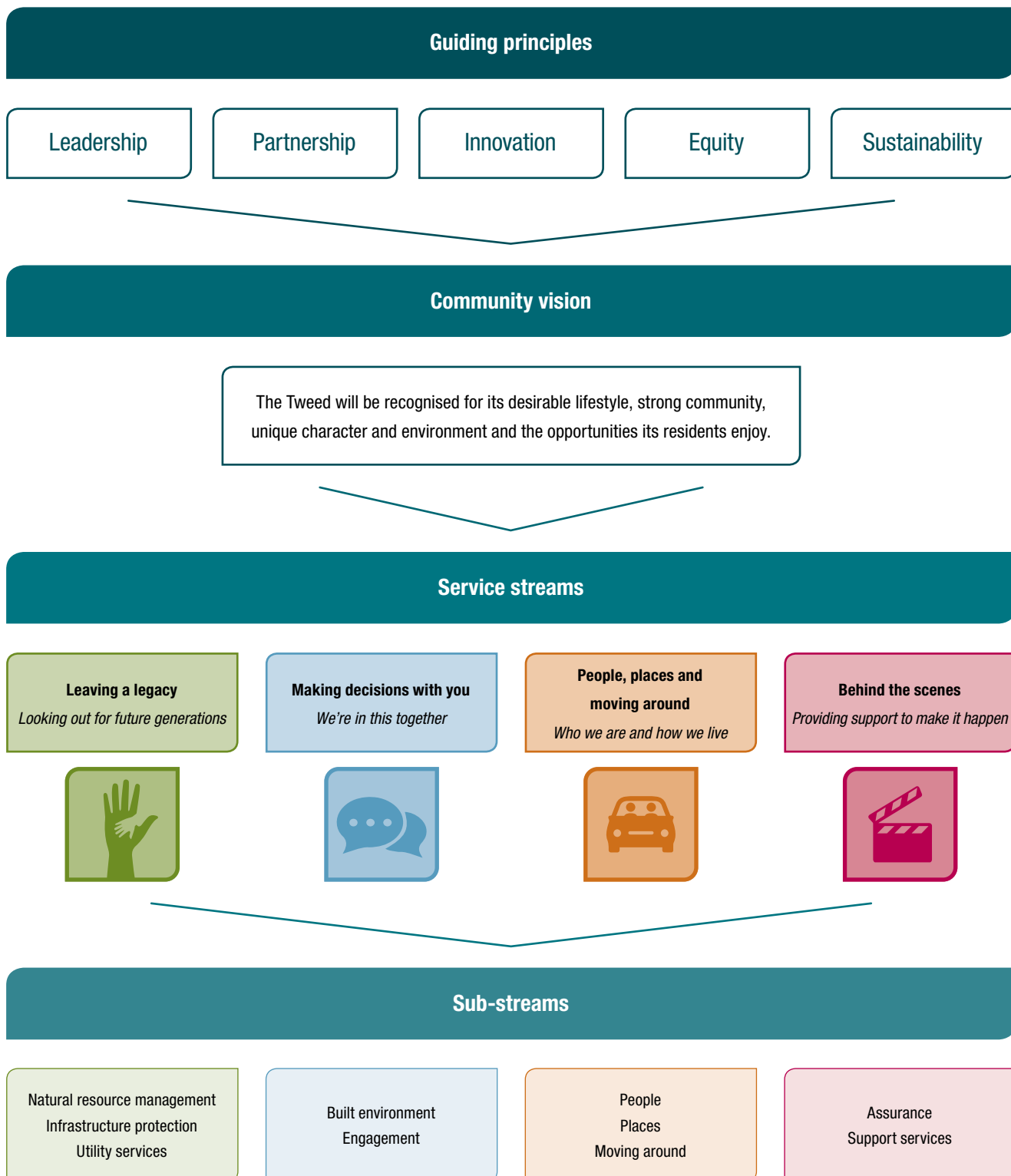


Council's Community Engagement Network has attended many community events and activities over the past 18 months including:

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

# Guiding principles

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





# Principle streams, sub-streams and key services

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

## Leaving a legacy: Looking out for future generations

### 1.1 Natural resource management

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

### 1.2 Asset protection

Floodplain Management  
Stormwater Drainage

### 1.3 Utility services

Solid Waste Management  
Tweed Laboratory  
Wastewater Services  
Water Supply

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

### 2.1 Built environment

Building Certification  
Development Assessment  
Development Engineering and Subdivision Assessment

### 2.2 Engagement

Animal Management  
Communications  
Contact Centre

Councillor and Civic Business  
Financial Services  
Strategic Land Use Planning

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

### 3.1 People

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

### 3.2 Places

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

### 3.3 Moving around

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

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

### 4.1 Assurance

Governance  
Internal Audit  
Legal Services

### 4.2 Support services

Fleet Management  
Human Resources and WHS

Information Technology  
Procurement Services





## Leaving a legacy

### *Looking out for future generations*

The Tweed features an environment of unique biodiversity and beauty – the community and Council values its protection.

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

Council's role is to work with others to support initiatives that help the Tweed retain its beautiful natural environment and to plan and provide sustainable essential services such as water, sewer and rubbish collection to meet community needs now and into the future.



# Leaving a legacy: *Looking out for future generations*



## 1.1 Natural resource management

### Goal

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

### Council's role

**P** **A**

**L** **P**

**L** **C**

**L** **C**

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

#### Key

**L** Leader

**P** Provider

**A** Advocate

**C** Collaborator

### Strategies/actions

- Develop and use regulatory instruments to protect and manage the environment
- Minimise environmental harm through Council's own environmental management practices
- Lead and engage the community to enhance awareness and improve sustainable management of the environment
- Decrease the carbon footprint of the Tweed community and progress towards 100% self-sufficiency in renewable energy
- Prepare for climate change through adaptation and mitigation strategies

### Targets

- Increase in the areas of land or waterways under active management
- Increase community participation in protecting and managing the natural environment
- Annual reduction in energy use
- Reduce greenhouse gas footprint

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

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

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



# Leaving a legacy: *Looking out for future generations*



## 1.2 Asset protection

### Goal

Capture and convey rainfall runoff back into the environment and manage the risk of flooding and its impacts for property owners and the community.

### Council's role



Evaluate and respond to flood impacts associated with land use and development



Design, construct and maintain flood protection assets such as floodgates, flood pumps and levees



Ensure adequate stormwater drainage infrastructure is provided with new development

### Strategies/actions

### Target

No increase in the number of properties affected by over-floor flooding

#### Key

**L** Leader

**P** Provider

**A** Advocate

**C** Collaborator

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

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

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



# Leaving a legacy: *Looking out for future generations*



## 1.3 Utility services

### Goal

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

### Council's role

**L** **P**

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

#### Key

**L** Leader

**P** Provider

**A** Advocate

**C** Collaborator

### Strategies/actions

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

### Targets

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

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

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







## Making decisions with you

*We're in this together*

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

The Tweed is a very proud community and understands the importance of community engagement to provide a voice in the direction, decision-making and long-term goals of the Shire.

Council values these conversations that will help to plan strategically for sustainable development that balances future population and economic growth, agriculture and the natural and built environments.



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



## 2.1 Built environment

### Goal

**Plan and regulate the built environment to balance the social, cultural, economic and environmental needs of the community.**

### Council's role

**P** **C**

**P**

**C**

**A** **C**

**P**

**A** **C**

**A** **C**

### Strategies/actions

- Plan a high quality and well designed built environment
- Determine development applications fairly and accurately
- Engage the community to enhance awareness and improve understanding and management of the built environment
- Protect and enhance productive farmland
- Provide the right infrastructure to support local and regional growth
- Align cross border planning with south east Queensland
- Increase housing affordability and diversity to meet local needs

### Targets

- Achieve an average application determination timeframe equivalent to or better than the State average
- Increase housing supply to cater for future generations

#### Key

**L** Leader

**P** Provider

**A** Advocate

**C** Collaborator



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



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



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





## 2.2 Engagement

### Goal

Encourage public participation in developing the future of the Tweed with information, education and community partnerships.

### Council's role

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

**L** **P**

**P**

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

**P** **C**

### Strategies/actions

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

### Targets

- Achieve a majority of the community expressing satisfaction or better with Council's engagement
- Resolved 60% of Council related enquiries at first contact
- Continue to meet 'Fit for the Future' benchmarks
- Increase the proportion of Tweed residents volunteering in the community

#### Key

**L** Leader

**P** Provider

**A** Advocate

**C** Collaborator

*Listen to the community*

*We need to have open and transparent consultation and communication*

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

*Great to see open, transparent consultation and communication*









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

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

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

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



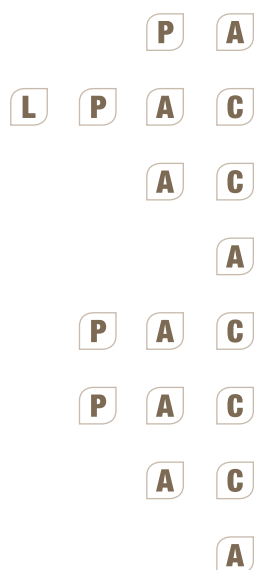


## 3.1 People

### Goal

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

### Council's role



#### Key

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

### Strategies/actions

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

### Targets

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

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

*We need more local employment and opportunities*



## 3.2 Places

### Goal

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

### Council's role

**P** **A**

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

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

#### Key




**L** Leader

**P** Provider




**A** Advocate

**C** Collaborator

### Strategies/actions

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

### Targets

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

*Utilise the fabulous art community and their ideas wherever possible*

*Provide quality beach amenities and foreshore playgrounds and facilities*

*A greater emphasis on recreation facilities for young people*





## 3.3 Moving around

### Goal

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

### Council's role

A

P

A

L

C

#### Key

L Leader

P Provider

A Advocate

C Collaborator

### Strategies/actions

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

### Targets

- Reduce the number of pedestrian and vehicle accidents per capita
- Increase the supply of alternative transport options
- Reduce the number of transport network hazards

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

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

“  
More cycle paths that connect with existing ones  
”







## Behind the scenes

### *Providing support to make it happen*

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

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

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

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



### 4.1 Assurance

#### Goal

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

#### Council's role



#### Key

**L** Leader

**P** Provider

**A** Advocate

**C** Collaborator

#### Strategies/actions

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

#### Targets

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

*We need a responsive, honest Council*

*A Council needs to work together for the community*

*Council needs to determine their priorities and stick to them*

*Employ more local people and look at the bigger picture*

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



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



### 4.2 Support services

#### Goal

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

#### Council's role



#### Strategies/actions

- Provide a professional, skilled and customer focused workforce
- Provide professional learning and development opportunities for all staff
- Prioritise staff health and wellbeing

#### Targets

- Maintain staff turnover in line with industry benchmarks
- Have less than 3 health and safety incidents per 100 full time equivalent staff each year
- Have less than 15 lost time injuries each year
- Improve staff satisfaction levels

#### Key



Leader



Provider



Advocate



Collaborator



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



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



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



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







# Attachment 1

## Contributing plans and advisory committees

In addition to specific Community Engagement Network events (see page 11), Council has also undertaken the following community engagement activities and policy formulation to inform the development of the Plan:

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

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

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

# Attachment 2

## Connections to other plans

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

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

### Leaving a legacy: Looking out for future generations

| Federal Plans/Priorities   | State Priorities | Quadruple Bottom Line Principle |
|--|------------------|---------------------------------|
| Australia's Biodiversity Conservation Strategy<br>Partnership Agreement and Strategy on Energy Efficiency<br>Local Government Sustainability Network | PP2, PP10        | Environmental                   |

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

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

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

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

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

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



# Attachment 3

## NSW Making it Happen

### Premier's Priorities

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

### State Priorities

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



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