

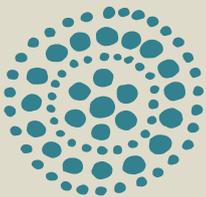


Our vision for the future

Community Strategic Plan 2022 – 2032

Living and loving the Tweed

Council values and statements



Statement of acknowledgment 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 custodians of these lands.

What we value

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.

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An aerial photograph of a vast agricultural landscape. The foreground is dominated by a large field of dark brown, tilled soil, with a red tractor visible in the lower center. To the right, a field of vibrant green crops is planted in neat, parallel rows. The background shows a mix of green and brown fields, with rolling hills under a blue sky with scattered white clouds.

Living and loving the Tweed

A message from the Mayor

The Tweed community is strong, resilient and incredibly proud of where we live.

Together we have endured floods, drought, bushfires, a global pandemic and more floods and we have come through these events with more clarity about what is important to us as a community.

At our core, we want to feel safe at home and in our community, with reliable essential services and infrastructure. We want to be healthy and active and we value being able to rely on each other – especially in times of crisis.

We recognise that our natural environment of beautiful beaches and waterways, spectacular rural hinterland and forested areas are what we value most about living in the Tweed, and that they have significant environmental and biodiversity richness that we feel a responsibility to protect and enhance.

The Tweed is a highly desirable place to live. In the next 20 years, an around 35,000 additional people are expected to join us in calling the Tweed their home. Our challenge is to accommodate this growth with adequate infrastructure and services without compromising our internationally significant natural environment or the relaxed lifestyle we love. We also recognise the need to ensure all in our community have access to an affordable place to live.

The primary purpose of this plan is to document the Tweed community's priorities for the next decade and to define Council's related goals, strategies, actions and targets. It is one of the most important strategic documents for Council and will act as the plan that will guide all other Council plans and strategies.

This plan has been shaped by our community and belongs to the community – it represents our shared vision and priorities for the next decade.

On behalf of my fellow Councillors, I extend our appreciation to everyone who has contributed to this plan and we look forward to working with you to help make the Tweed of tomorrow even better than it is today.



Chris Cherry
Mayor of Tweed

A message from the **General Manager**

What an incredible part of the world we live in. Many of us feel incredibly lucky to live here, and that was made clear in a recent residents' survey where 97% rated their quality of life in the Tweed to be good, very good or excellent.

What does the Tweed community want the Tweed to be like in the next 10 years? That is where the Community Strategic Plan (CSP) plays an important role – it is all about our community's vision and priorities for the future of the Tweed.

Tweed residents tell us they value our beautiful natural environment, spectacular scenery, extensive open spaces, beaches and our friendly community. You don't have to look very far to see why. We are located in one of the largest natural erosion calderas in the world and boast an internationally significant environment with the highest biodiversity in NSW (top 3 in Australia). We have 37 kilometres of coastline with some of the best beaches in the world and fertile, productive agricultural land.

Our residents across urban, coastal and rural areas of our Shire tell us they feel a strong sense of community – a testament to the many local community groups, events and organisations who work together tirelessly in our community halls and spaces to nurture our community.

Our cultural facilities are award-winning and offer residents and visitors access to world-class exhibitions. Our Aquatic Centres, sportsfields, parks, pathways and bike paths provide them with ways to stay active.

We have much to be proud of. But we also know, that we are not perfect.

In recent years especially, the Tweed has also experienced hardship. The effects of climate change and extreme weather events continue to affect our Shire, putting lives, homes and businesses at risk and regularly impacting the condition of our roads, rivers and coastline.

Our population growth and recent flood events have continued to place housing pressure on the Tweed and like many areas of the country we are experiencing an affordable housing crisis that is impacting many local people and businesses.

The continued impact of COVID-19 over more than 2 years, coupled with multiple natural disasters has tested our local businesses like never before and put local jobs at risk.

The CSP is clear that our community want us to retain and enhance those parts of the Tweed we value most, but they also want to tackle the hard challenges ahead.

The community, Council, regional groups and the State Government all have an important role in delivering on the vision and priorities. Together we are up to the challenge. We will use this plan as our compass, and we will work over the next 10 years to take action toward achieving that vision.

Council develops a 4 year Delivery Program and a one year Operational Plan to deliver on our commitments in the CSP. We will check in and report back to share our progress along the way.

As futurist, Joel A. Baker once said:
“Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world.”



Troy Green
General Manager



Your elected Council

The Mayor and Councillors (December 2021 to September 2024)

The following Councillors were elected on 4 December 2021 to represent the Tweed until September 2024.

Cr Chris Cherry

Cr Reece Byrnes

Cr Rhiannon Brinsmead

Cr Meredith Dennis

Cr Nola Firth

Cr James Owen

Cr Warren Polglase

At the first Extraordinary Meeting of the new Council held 11 January 2022, Cr Chris Cherry was elected as Mayor until September 2023 and Cr Reece Byrnes was elected as Deputy Mayor until December 2022.



Mayor Chris Cherry



Deputy Mayor Reece Byrnes



Cr Rhiannon Brinsmead



Cr Meredith Dennis



Cr Nola Firth



Cr James Owen



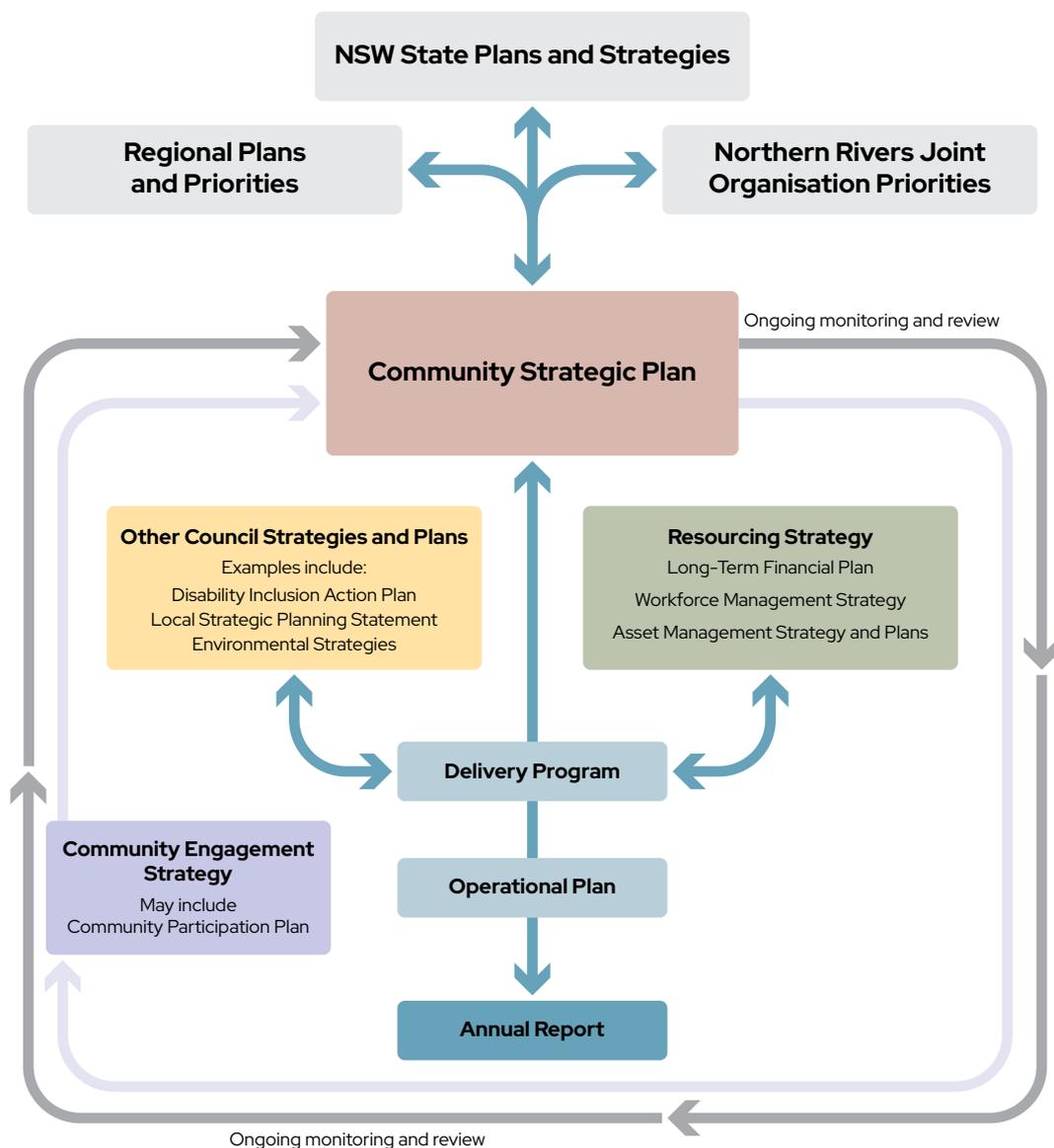
Cr Warren Polglase

How Council plans for the long term future of the Tweed

Council’s range of strategies and plans work together to set the community’s vision and goals for the Tweed, plan programs and services that will deliver on those goals and allocate appropriate resources to make it happen.

Council reports on its progress in a Quarterly Review every 3 months, an Annual Report every 12 months and an End of Term Report at the end of every Council term.

This range of strategies, plans and reports is called the Integrated Planning and Reporting Framework. The Framework also includes a structured timeline for review to ensure the goals and actions are still relevant.



The purpose of a Community Strategic Plan

The Community Strategic Plan guides the future direction of the Tweed for the next 10 years and describes the community's vision and aspirations for the future of the Tweed.

It addresses 4 key questions for the community:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know when we have arrived?

The Plan was developed in collaboration with our community and is Council's key strategic planning document. It links with other State and regional plans and describes our priorities and the approach we will take to achieve our community's long-term vision for the Tweed.

To ensure it continues to meet changing community expectations, the Plan is reviewed every 4 years, following a local government election.

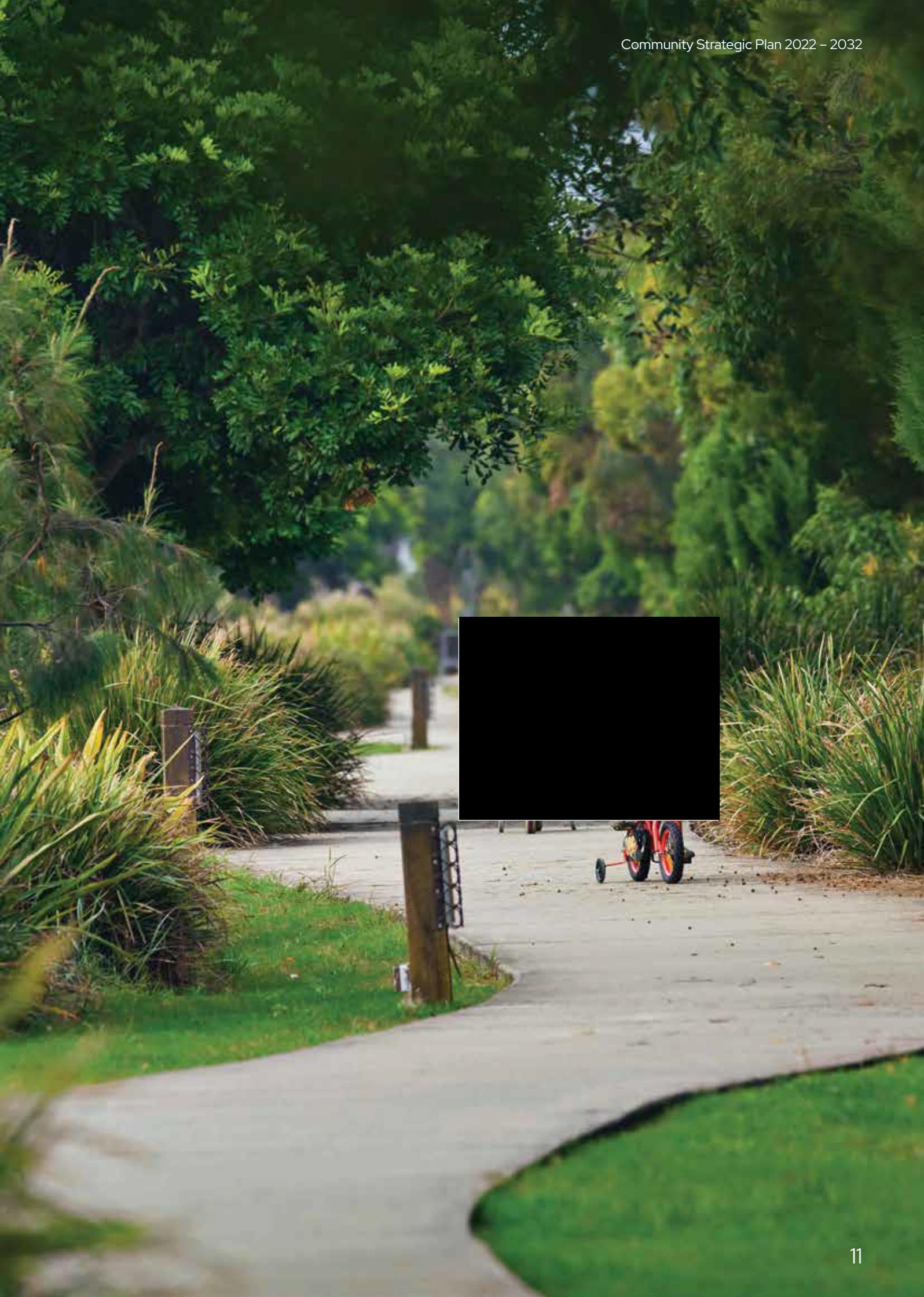
Guiding principles

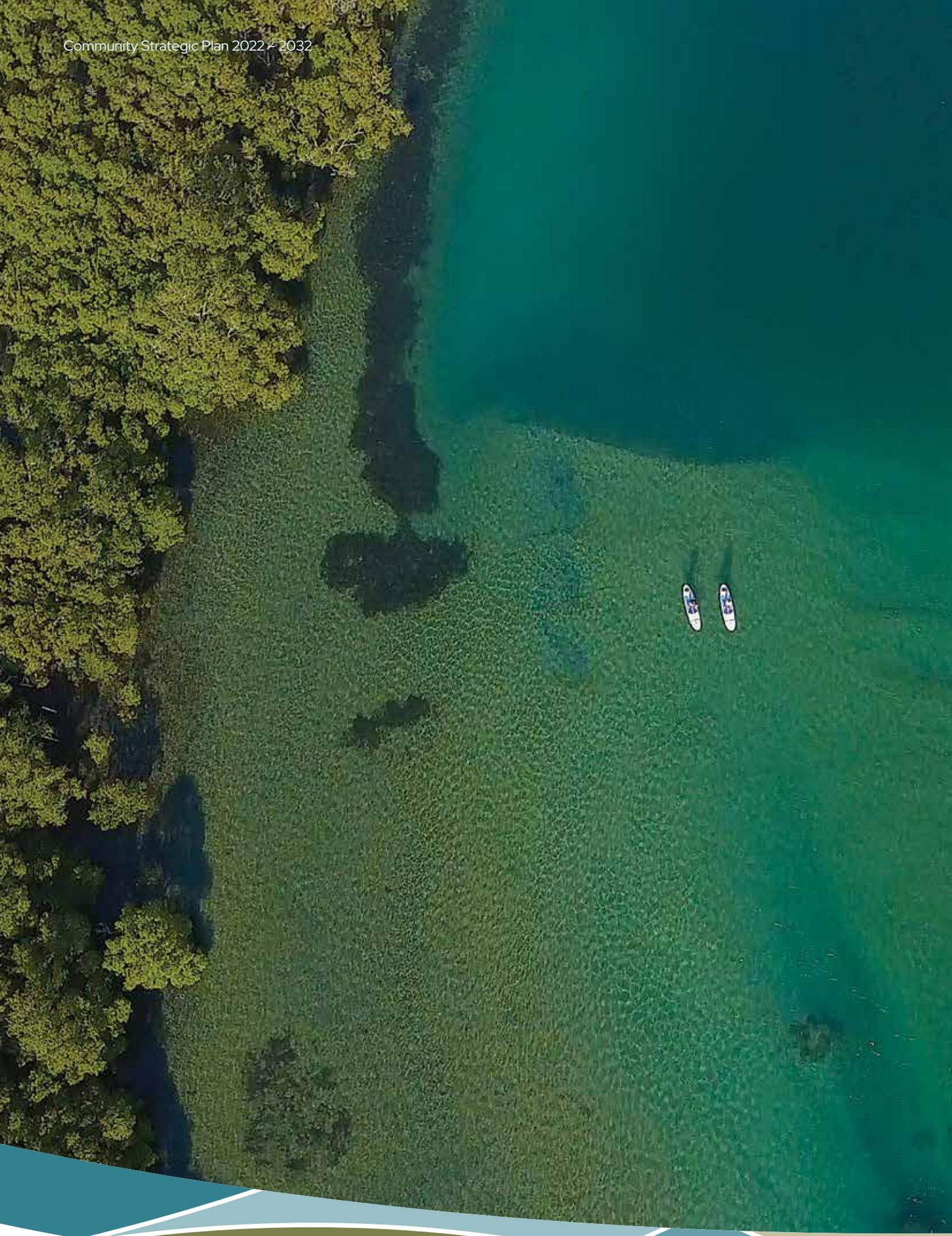
To facilitate local communities that are strong, healthy and prosperous, the NSW Local Government Act describes principles to provide guidance to enable councils to carry out their functions.

This Plan was developed with these guiding principles in mind.

Guiding principles include:

- Consider social justice principles, the long term and cumulative effects of actions on future generations and the principles of ecologically sustainable development in decision-making.
- Act fairly, ethically and without bias in the local community's best interests.
- Provide strong and effective representation, leadership, planning and transparent decision making where decision-makers actively engage with local communities and are accountable for decisions and omissions.
- Plan strategically to provide effective and efficient services and regulation to meet the diverse needs of the local community.
- Work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- Manage lands and other assets so that current and future local community needs can be met in an affordable way.





Where are we now?

Community profiles

Our shire

A profile about our place, land use and infrastructure.

Our community

A snapshot of the people who live here.

Our economy

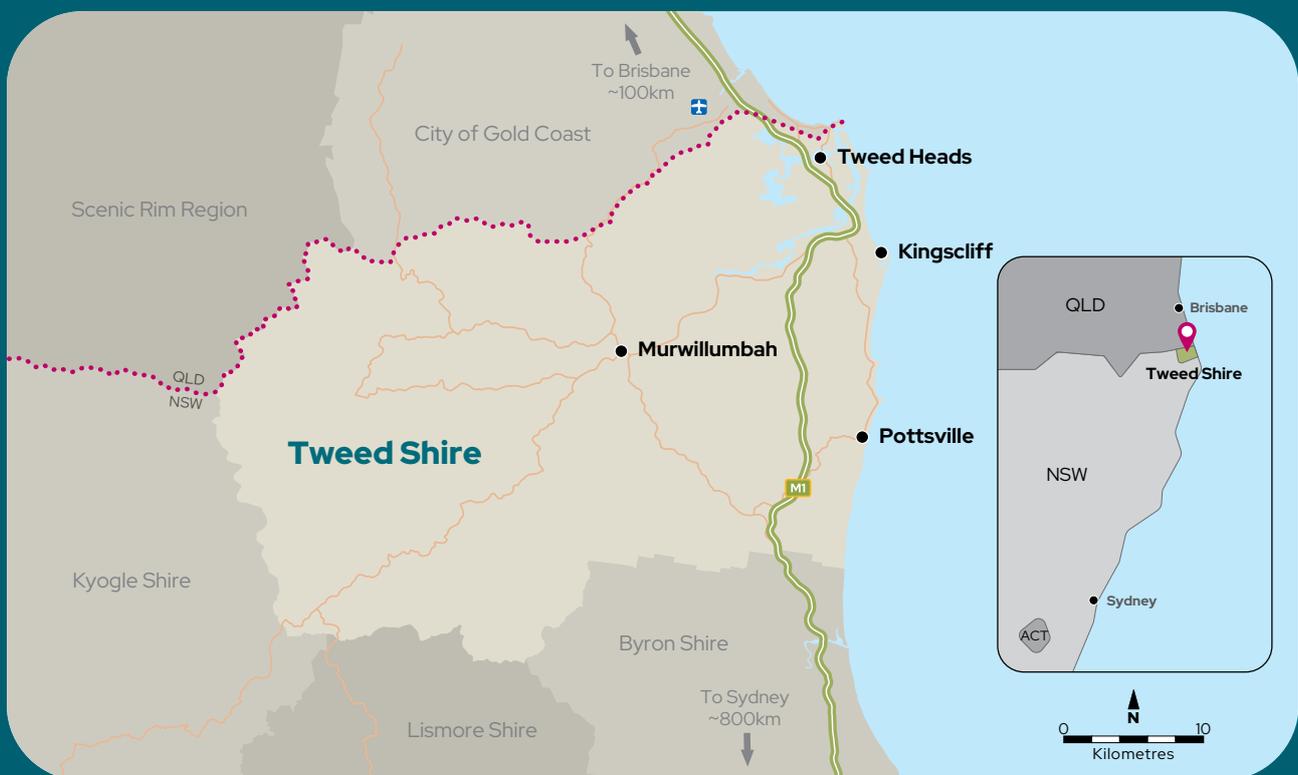
A snapshot of business and industries that succeed in Tweed.

Our environment

A snapshot of our biodiversity and natural environment.

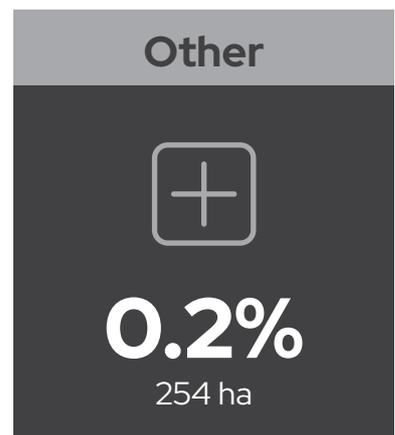
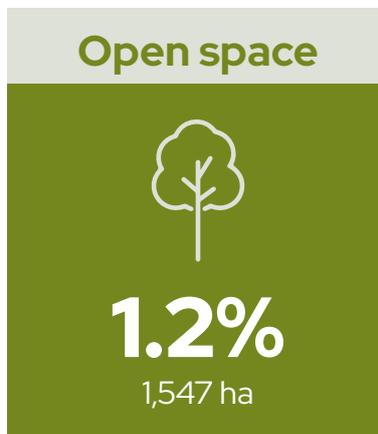
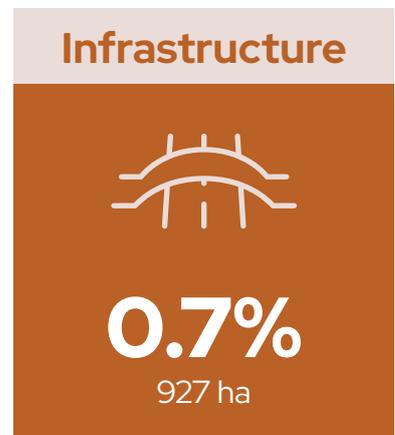
Our shire

The Tweed



- Located in NSW North Coast.
- Major population centres: Tweed Heads, Murwillumbah, Kingscliff.
- Gateway between Northern NSW and South East Queensland.
- Gold Coast Airport serves as the major international gateway.
- Access to services and employment opportunities not found in many other regional centres.
- Internationally significant environment

Land use



Council infrastructure in the Tweed

Sport, recreation, community and cultural assets



assets
6000
value
>\$250m

includes parks, sporting facilities, aquatic centres, cemeteries, office buildings, community centres, auditoriums, halls, leased and licensed buildings, art gallery, museum, library facilities, bushland, foreshores and waterways assets.

Water assets



1

dam

3

water treatment plants

27

water pump stations

2

weirs

42

reservoirs

723km

water mains

Stormwater assets



390km

stormwater drainage pipes, channels and minor road culverts

17,650

stormwater pit structures

Wastewater assets



8

wastewater treatment plants

542km

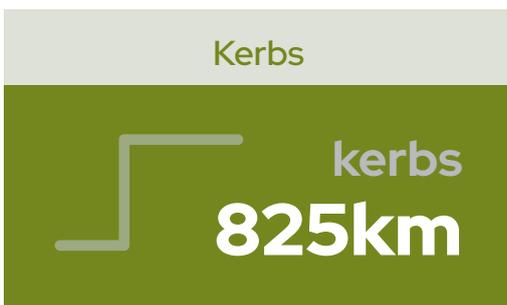
gravity sewer mains

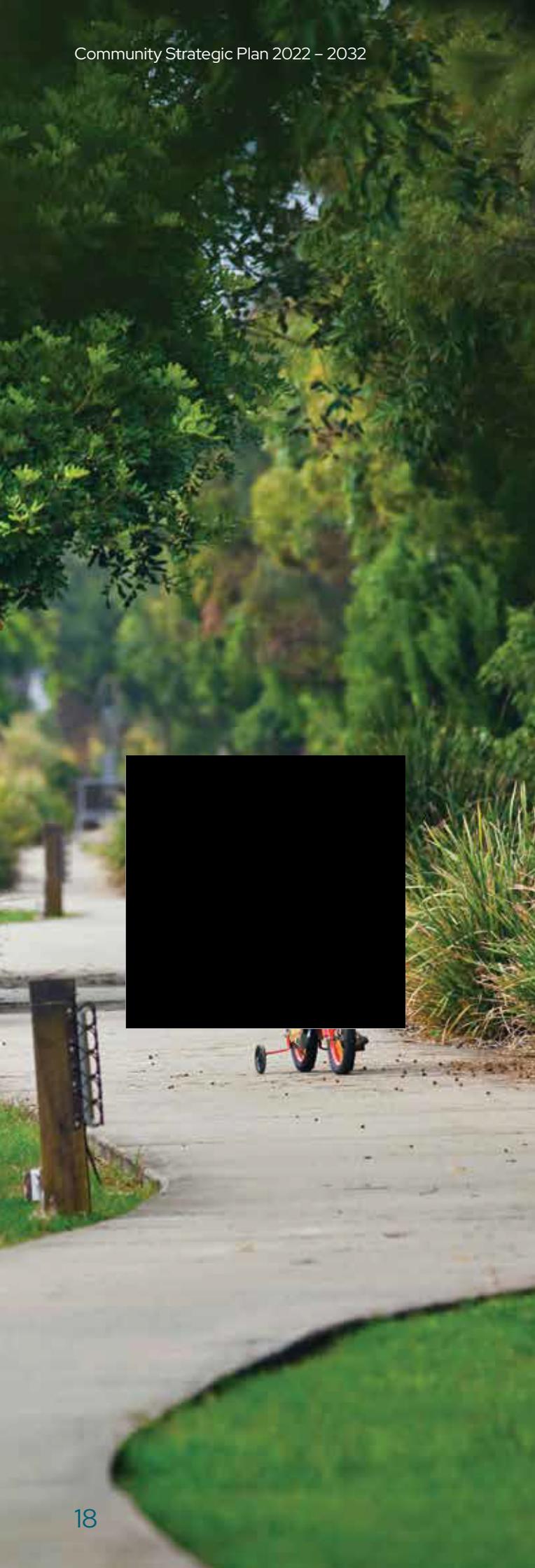
187

sewerage pump stations

174km

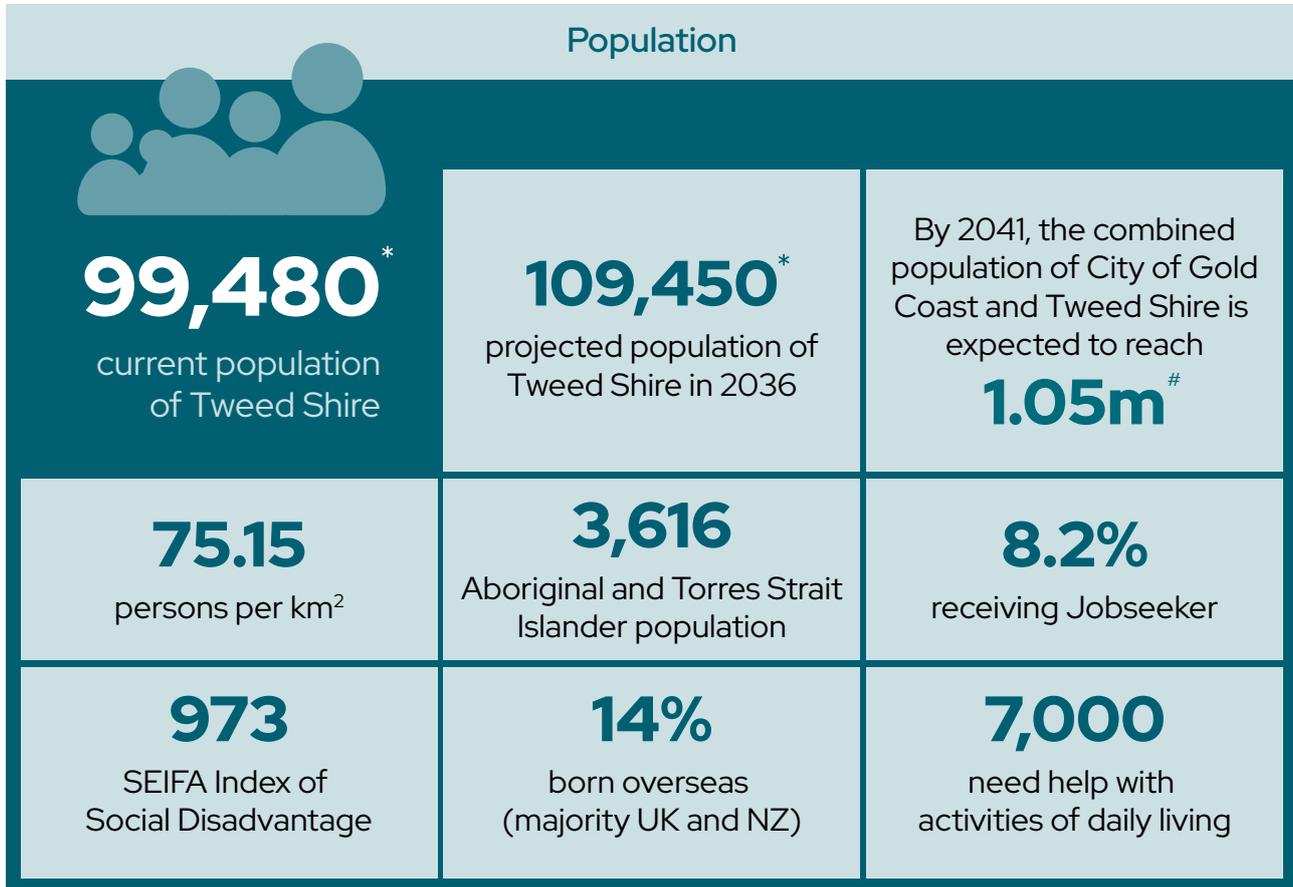
sewer rising mains





Our community

- The Tweed is one of the most desirable places to live in Australia and has the fastest growing population in the region.
- The Bundjalung people lived in the Tweed more than 40,000 years prior to the arrival of European cedar getters who established settlements here in the 1840s.
- Today, the Tweed is home to almost 100,000 residents, from all around the globe.
- We are seeing a widening of the gap between those with socio-economic advantage, and those who are disadvantaged or vulnerable.



* Source: Department of Planning, Industry and Environment Population Projections, 2019

Source: Queensland Government Statisticians Office, Population Projections Gold Coast LGA 2041, medium series, 2021

Lower proportion of children (<18) and higher proportion of persons aged >60 than Regional NSW average.

More residents work in health care and social assistance than any other industry.

Table 1: Population breakdown, children (0–14), working age (15–64) and retirees (65+) 2016 – 2036.

	Children (aged 0–14)	Working age (aged 15–64)	Retirees (aged 65+)
2016	16,200	54,750	22,900
2021	16,500	56,800	26,250
2026	16,050	57,150	30,300
2031	15,650	57,300	33,750
2036	15,650	57,250	36,600

Source: Department of Planning, Industry and Environment Population Projections, 2019



Our economy

- The Tweed has a diverse economy with sustained growth.
- This growth has seen the emergence of innovative, sustainable and creative technologies.
- The clean, green natural beauty, relaxed lifestyle and environmental credentials of the Tweed make it an attractive destination for new businesses.
- The Tweed is strategically located to take advantage of South East Queensland markets as well as Brisbane's international airport and the Port of Brisbane.
- The new Tweed Valley Hospital in Kingscliff (due for completion in 2023) will assist the continued growth of the health care industry in the Tweed.

Key industries in the Tweed		
 <p>tourism</p>	 <p>health care</p>	 <p>food & beverage manufacturing</p>
 <p>agriculture</p>	 <p>events</p>	 <p>arts and creative</p>

Key statistics			
 <p>\$3.94b value of the Tweed economy</p>	<p>860 new business registrations in 2020–21</p>	<p>9,291 travel to Queensland for work</p>	<p>7,808 registered business</p>
	<p>42,708 employed residents</p>	<p>32,937 local jobs</p>	<p>4.6% unemployment</p>

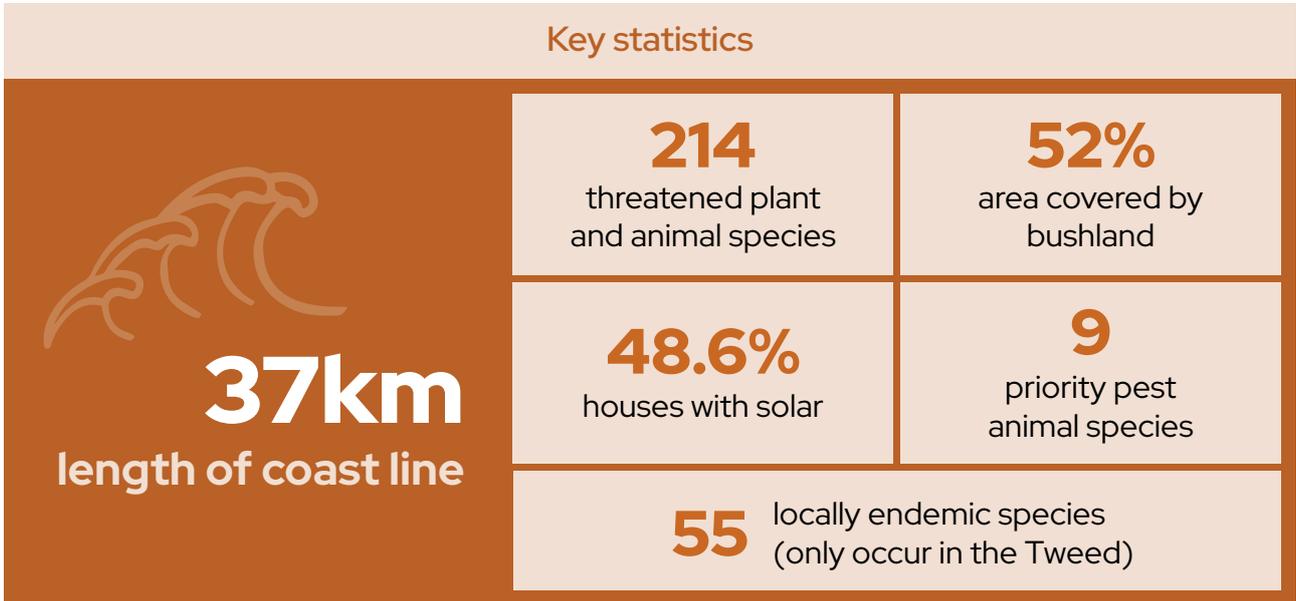
Largest employing industries	
 <p>16.9% healthcare and social assistance</p>	
 <p>15.9% retail trade</p>	
 <p>10.2% accommodation and food services</p>	

Largest growth industry last 5 years	
 <p>Gold Coast Airport 5th largest airport in Australia</p>	
<p>+950 retail trade</p>	<p>+517 manufacturing</p>



Our environment

- The Tweed features world-significant biodiversity, rivers, wetlands, forests, mountainous regions, pastoral and farm land.
- 37 km of coastline.
- 3 World Heritage listed national parks.
- The remnant of the Wollumbin/Mt Warning shield volcano that supports Australia's highest concentration of threatened plant species and fauna diversity.
- The entire catchment of the Tweed River and its tributaries is encompassed within the Tweed Shire local government boundary.





Looking forward

NSW Premier’s Priorities

The Premier’s priorities represent the NSW Government’s commitment to making a significant difference to enhance the quality of life of the people of NSW.

Each priority has an ambitious target. They have been set with the purpose of delivering on the NSW government’s key policy priorities, being:

- a strong economy
- highest quality education
- well connected communities with quality local environments
- putting customer at the centre of everything we do
- breaking the cycle of disadvantage

NSW Government is committed to continue this work to make the state of NSW the best place to live, work and play. This Community Strategic Plan aligns with the NSW government priorities.

For more information visit nsw.gov.au/premiers-priorities

Tweed Local Strategic Planning Statement

The Tweed Local Strategic Planning Statement (LSPS) presents Tweed Shire Council’s 20-year vision for land-use in the local area, the special character and values that are to be preserved and how change will be managed into the future.

It provides the roadmap for managing future development and growth pressures against the community’s desire to retain the area’s high scenic quality, biological and ecological values, iconic natural landscapes, sense of community and relaxed lifestyle.

The LSPS and this CSP work hand in hand to bring together the community vision and goals and align them with the vision and goals in the NSW Government’s North Coast Regional Plan 2036. In doing so, they allow Council to plan for a future Tweed that will meet the community’s expectations and achieve the Tweed’s wider expected role within NSW.

For more information visit tweed.nsw.gov.au/strategic-land-use-planning

How the Tweed community contributed to this Plan

Council used a range of methods to listen to our community about what was important to them including:

- Be Our Best Resident Surveys in 2019 and 2021
- Stakeholder Forums with Resident and Ratepayer groups; Business Chambers, Industry Associations, Environment Groups across the Tweed.
- An online discussion forum on Council's online engagement portal, Your Say Tweed
- Community Conversations
- Public exhibition
- Advisory Committees and Project Reference Groups

Common themes became clear through the consultation phase. For example, the Be Our Best Resident Surveys in 2019 and 2021 showed consistent results.

The top 3 priority issues for the Tweed over the next 10 years were the same in both surveys: maintaining and upgrading the local road network, access to more affordable housing and managing population growth and over development.



Figure 1: Be Our Best Survey Results: Highest priority issues for the Tweed for next 10 years (2019)

The streams and sub-streams in this document reflect the community's priorities.

During consultation activities, the Tweed community told us they want:

- a healthy natural environment
- to be safe at home and in our community with reliable essential services and infrastructure
- the Tweed's people and places to thrive
- to plan so the Tweed grows in a sustainable way.



A healthy natural environment



To be safe at home and in our community with reliable services



The Tweed's people and places to thrive



To plan so the Tweed grows in a sustainable way

Figure 2: Be Our Best Survey Results: Council programs and services to focus on in next 10 years



Challenges and opportunities

Our community have identified a range of challenges facing the Tweed in the years ahead. Among their priorities are managing population growth and over development, access to affordable housing, and the maintenance of community assets such as roads.

The following summary describes some of the strategic challenges and opportunities for our shire over the next 10 years. These challenges and opportunities will be addressed by all levels of government, private industry, community and others.

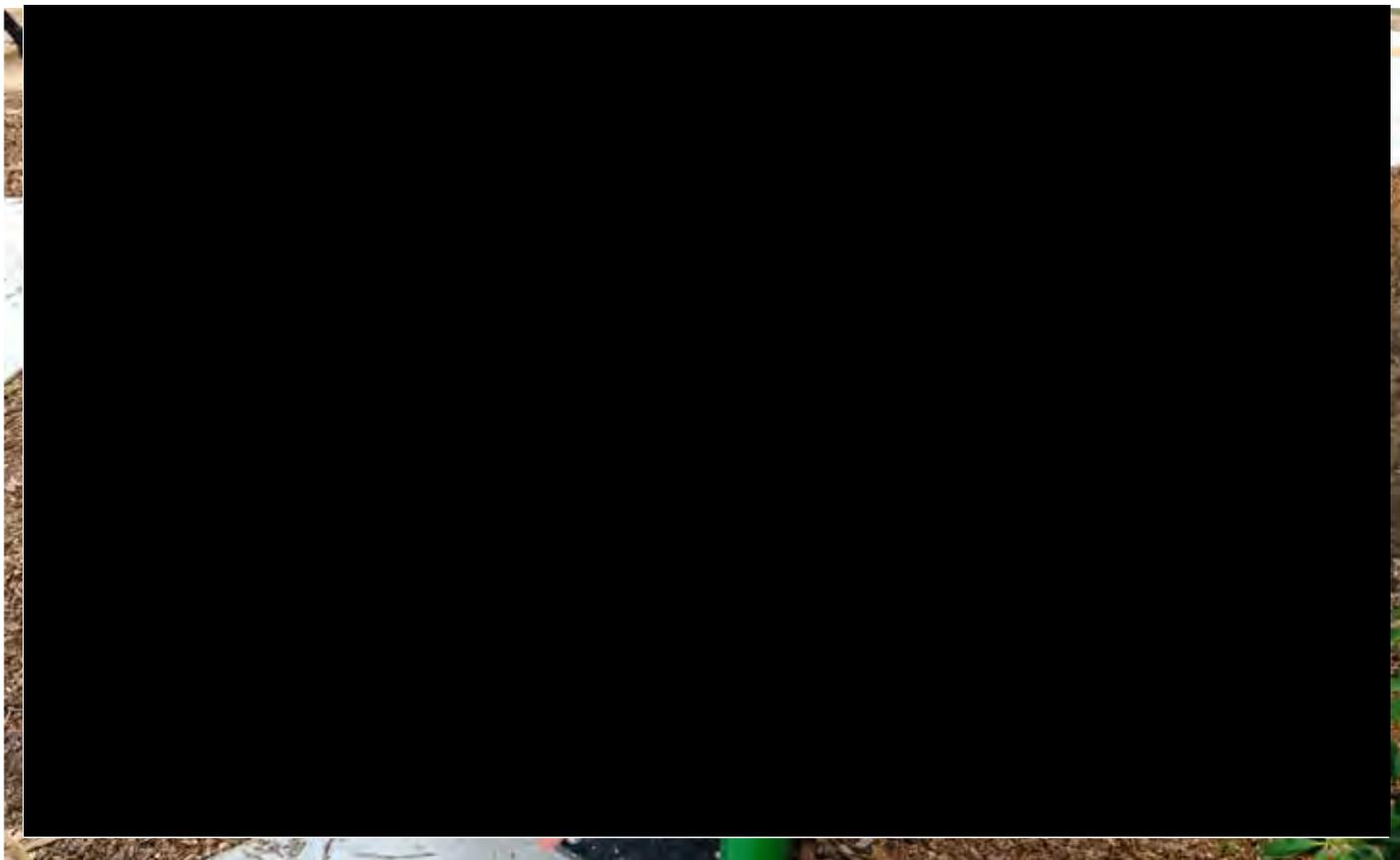
Council plays a range of roles including as a leader, advocate, provider and collaborator (described in Section 4.5). Council's Delivery Program and Operational Plans describe in more detail on how Council will respond in any given year.

Our Shire

	Challenge	Opportunity	Related Council Strategies
Population growth	Providing housing opportunities and essential services to meet the needs of our growing population and demographic profiles.	Diversify housing types and services such as water supply to ensure a sustainable water supply into the future.	<ul style="list-style-type: none"> • Tweed Growth Management and Housing Strategy • Homelessness Policy • Water Supply Augmentation Strategy • Water Efficiency and Demand Management Strategy
Diverse rural land-use	Balancing sustainable rural land-use, living and industry with the natural and built environment.	Collaborate with all stakeholders to grow a productive and vibrant rural community.	<ul style="list-style-type: none"> • Community Engagement and Participation Plan • Rural Land Strategy • Rural Villages Strategy
Asset funding	Meeting the costs of maintaining community assets with existing funding levels.	Prioritise maintenance to ensure the longevity of community and environmental assets.	<ul style="list-style-type: none"> • Asset Management Strategy • Tweed Road Development Strategy • Long Term Financial Plan • Developer Contribution Plans (s7.11)
Supporting a diverse local economy	Balancing policy positions to suit a range of diverse local industries.	Enable flexibility and innovation to support business growth and employment diversification.	<ul style="list-style-type: none"> • Tweed Local Strategic Planning Statement • Economic Development Strategy
Climate change	Understanding how to best adapt to and mitigate the potential impacts of climate change.	Facilitate Council infrastructure, essential services and existing/new development to reduce emissions, mitigate climate risks and adapt to emerging risks of a changing climate.	<ul style="list-style-type: none"> • Development Control Plans • Floodplain Management Plans • Drought Management Strategy • Renewable Energy Action Plan • Integrated Water Cycle Management Strategy • Water Efficiency and Demand Management Strategy • Cool Towns – Tweed Shire Urban Forest Program • Climate Change Action Plan

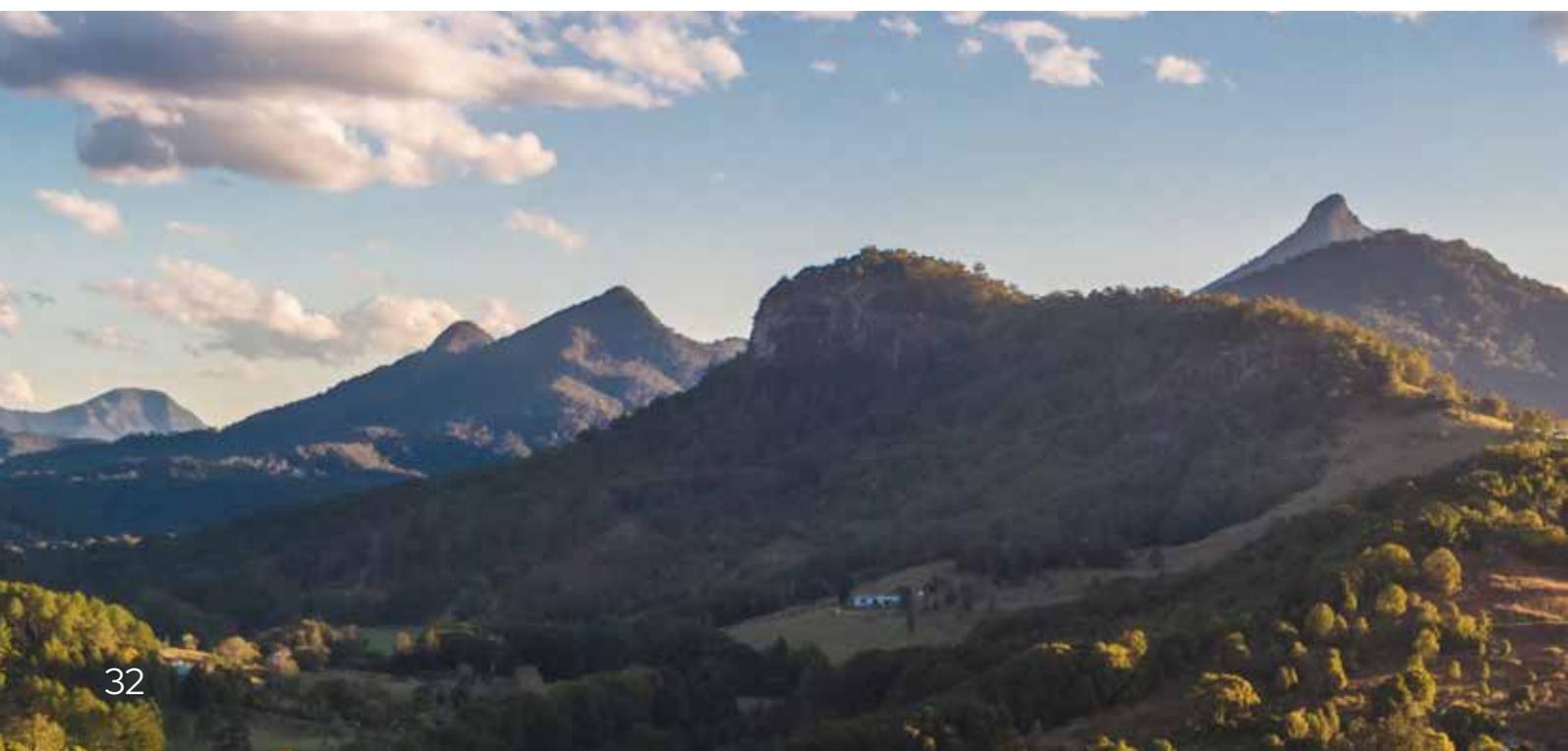
Our Community

	Challenge	Opportunity	Related Council Strategies
Inclusion	Ensuring that all community members (including young people, aged, people with a disability, indigenous) have the same access to services, facilities and opportunities.	To collaborate with others to ensure services and facilities are accessible and inclusive.	<ul style="list-style-type: none"> • Reconciliation Action Plan • Disability Access & Inclusion Plan • Pedestrian Access & Mobility Plan • Community Engagement and Participation Plan
Social well-being	Reducing family violence and the impact of alcohol and other drugs on the community, including young people.	Reduce social isolation and promote active lifestyles.	<ul style="list-style-type: none"> • Community Development Strategy • Youth Outdoor Recreation Action Plan
Demographic Groups	Financial sustainability of services and programs for people with a disability, the aged and young people.	Partner with others to ensure the needs of demographic groups are met.	<ul style="list-style-type: none"> • Disability Access and Inclusion Plan • Pedestrian Access and Mobility Plan • Open Space Strategy • Long Term Financial Plan
Community spaces	Maintaining adequate and financially sustainable halls and community centres.	Reactivate existing facilities and provide new facilities in growth areas.	<ul style="list-style-type: none"> • Developer Contribution Plans (s7.11) • Asset Management Plans
Community resilience	Building community capacity to respond and recover from natural disasters.	Support and empower community-led response and resilience initiatives.	<ul style="list-style-type: none"> • Tweed Byron Emergency Management Plan



Our Economy

	Challenge	Opportunity	Related Council Strategies
Limited employment land	Limited amount of available employment land for new or expanding businesses.	Locational advantage for freight & logistics within easy reach of SEQLD, Sydney and South East Asian markets.	<ul style="list-style-type: none"> • Tweed Local Strategic Planning Statement • Economic Development Strategy • Growth Management and Housing Strategy
Access to support	Business gaining access to State Government services and departments.	Work with others to support small/medium enterprises to thrive in the Tweed.	<ul style="list-style-type: none"> • Economic Development Strategy
Cross-border employment	Opportunities for locals to be employed within the Shire.	Capitalise on the attractiveness of the Tweed as a business lifestyle destination.	<ul style="list-style-type: none"> • Tweed Local Strategic Planning Statement • Economic Development Strategy • Growth Management and Housing Strategy
Tourism	Differentiating the Tweed as a unique tourist destination.	Building a strong tourism sector to support retail trade and supporting appropriate events with high value, low impact guests.	<ul style="list-style-type: none"> • Tweed Destination Management Plan • Economic Development Strategy • Tweed Events Strategy
Population growth	Local employment is not keeping pace with our growing population.	Major new urban growth areas (Kingscliff & Cobaki Lakes) will open up new markets and strengthen existing sectors.	<ul style="list-style-type: none"> • Tweed Local Strategic Planning Statement • Economic Development Strategy



Our Environment

	Challenge	Opportunity	Related Council Strategies
Climate change	Impacts of climate change on ecosystems, particularly in the coastal environment.	Cross-sector partnerships to conserve our environment.	<ul style="list-style-type: none"> • Coastal Zone Management Plans • Tweed River Estuary Management Plan • Renewable Energy Action Plan • Tweed Sustainable Agriculture Strategy
Population growth	Balancing protection of unique biodiversity with pressures of growing population.	Apply development controls to manage the impact of population growth on unique biodiversity.	<ul style="list-style-type: none"> • Tweed Local Strategic Planning Statement • Tweed Growth Management and Housing Strategy • Development Control Plans
Fossil fuels	Reduce reliance on fossil fuels.	Support and promote alternative environmentally friendly energy sources.	<ul style="list-style-type: none"> • Renewable Energy Action Plan • Northern Rivers Electric Vehicle Strategy
Pest animals and weeds	Increasing impact from pest animals and priority weeds from urbanisation.	Implement strong control measures to reduce numbers of pest animals and weeds and mitigate their impact.	<ul style="list-style-type: none"> • North Coast Regional Strategic Pest Animal Management Plan • Companion Animals Management Plan
Resource recovery	Increasing household waste puts pressure on landfill.	Avoid, reduce and reuse waste to minimise need for landfill.	<ul style="list-style-type: none"> • Towards Zero Waste Strategy and Action Plan



Community Vision Statement

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

Our plan for the future



Protecting

We want a healthy natural environment

In the Tweed, we value the importance and beauty of our internationally significant environment and biodiversity and we feel a shared responsibility to protect and enhance it for current and future generations.

Council actively works together with traditional custodians and the broader community to minimise our impact on the environment; protect and improve the health of our land, waterways and native wildlife and mitigate the impacts of climate change.

Protecting



1. We want a healthy natural environment

Goals

Goal 1.1

Take action as caretakers for our internationally significant environment to pass onto our next generation.

Council services that will deliver this:

- › Biodiversity Management
- › Bushland Management
- › Coastal Management
- › Pest Animal Management
- › Waterways (Catchment) Management

Goal 1.2

Work together to reduce our impact on the natural environment and adapt to climate change for a sustainable future.

Council services that will deliver this:

- › Environmental Sustainability
- › Resource Recovery and Waste Disposal
- › Sustainable Agriculture

How we will track our progress

- › Increase in the areas of bushland, dunes and waterways under active management
- › Improve the quality of water released from the catchment
- › Increase community participation in protecting and managing the natural environment
- › Divert 70% of rubbish from landfill through recycling and reuse
- › Reuse 100% of biosolids
- › Reduce energy use
- › Decrease the carbon footprint of the Tweed community and progress towards 100% self-sufficiency in renewable energy

What the tweed community said was important



Protecting the environment



Responding to climate change



Adopting renewable energy



Waste management and recycling

Connections to other plans

- Coastal Management Plans
- Tweed River Estuary Management Plan
- Tweed Coast Koala Plan of Management
- Tweed Vegetation Management Strategy
- Wildlife Protection Areas Policy
- Cool Towns – Tweed Shire Urban Forest Program
- Renewable Energy Action Plan
- Climate Change Management Policy
- Towards Zero Waste Strategy & Action Plan
- Tweed Sustainable Agriculture Strategy
- Northern Rivers Electric Vehicle Strategy

Almost 40% of the Tweed community said our natural environment was one of their most valued aspects of living in the Tweed



• Living

We want to be safe at home and in the community with reliable essential services and infrastructure

Safety is a fundamental human need. All of us want and need to feel safe in the place we call home, have affordable access to essential services and confidence that our community will be supported to be safe in times of crisis.

Council provides safe and reliable water and wastewater services, ensures our built environment is constructed safely and provides comfort that the local businesses that we visit, like restaurants, cafés and service stations, are safe for us all to enjoy. Council provides a safe and connected local road network that can accommodate increased traffic as our shire grows and works with others to make sure that the Tweed is resilient and ready in the face of our changing climate.

Living

2. We want to be safe at home and in the community with reliable essential services and infrastructure



Goals

Goal 2.1

Provide safe, sustainable and affordable water supply and wastewater services as the foundations of a healthy community.

Council services that will deliver this:

- › Water Supply
- › Wastewater Services
- › Tweed Laboratory

Goal 2.2

Deliver a safe and connected local road and active transport network that can accommodate increased traffic as our shire grows and connects people, places and businesses to each other.

Council services that will deliver this:

- › Roads and Traffic
- › Footpaths and bike paths

Goal 2.3

Make sure the places we live, work and visit are safe to protect our quality of life.

Council services that will deliver this:

- › Animal Management
- › Building Certification
- › Compliance
- › Development Assessment
- › Development Engineering and Subdivision Assessment
- › Environmental Health

Goal 2.4

Work together with others to prepare for, mitigate and build resilience to both natural disasters and the impacts of climate change.

Council services that will deliver this:

- › Floodplain Management
- › Local Emergency Management
- › Stormwater Management

How we will track our progress

- › Compliance with the Australian Drinking Water Guidelines
- › Reduce the number of water and wastewater service interruptions per year
- › Target 160 Litres of water use per person per day
- › Reduce the number of pedestrian and vehicle accidents per capita
- › Improve current condition of local roads, footpaths and bike paths
- › Maintain effective function of flood protection assets
- › Improve community satisfaction levels

What the Tweed community said was important



Water supply



Wastewater and sewerage services



Maintaining local roads in good condition *average



Providing and maintaining pathways and bike paths



Animal management



Development Assessment process



Managing floodplains and impact of floods



Stormwater drainage

Connections to other plans

- Integrated Water Cycle Management Strategy
- Water Supply Augmentation Strategy
- Drought Management Strategy
- Water Efficiency and Demand Management Strategy
- Asset Management Plan
- Development Servicing Plan
- Tweed Road Development Strategy
- Pedestrian and Bike Plan
- Tweed Byron Emergency Management Plan
- Tweed Urban Stormwater Quality Management Plan
- Floodplain Risk Management Plans
- Voluntary House Purchase Scheme
- Voluntary House Raising Scheme



Thriving

We want the Tweed's people and places to thrive

People in the Tweed value our friendly and inclusive community and the high quality of life we enjoy thanks to our outdoor lifestyle and vibrant arts and culture scene. We care for each other in times of need, we support our local economy and we work together to create opportunities for us all to succeed.

Council provides infrastructure and creates connections to facilitate and nurture our community's active, vibrant lifestyle, growing economy and to help make the Tweed a great place to live, work and visit.

Thriving

3. We want the Tweed's people and places to thrive



Goals

Goal 3.1

Support our community to be inclusive and care for each other to create stronger community bonds and support for those in need.

Council services that will deliver this:

- › Cemeteries
- › Community Care
- › Community Development

Goal 3.2

Provide our community with opportunities to be active and healthy.

Council services that will deliver this:

- › Aquatic Centres
- › Parks and Open Spaces
- › Sporting Fields
- › Lifeguard Services
- › Public Toilets

Goal 3.3

Build a vibrant community to be a great place to live and visit.

Council services that will deliver this:

- › Art Gallery
- › Holiday Parks
- › Rail Trail
- › Auditoria
- › Libraries
- › Tourism
- › Events
- › Museums

Goal 3.4

Support our local economy to thrive and generate sustainable economic opportunities to support our long term future.

Council services that will deliver this:

- › Business Enterprise
- › Business Support
- › Employment lands

How we will track our progress

- › Increase use of Council’s community buildings, sporting and recreation facilities
- › Improve the current condition of community buildings
- › Increase satisfaction with Council’s facilities
- › Monitor Socio-Economic Indexes for Areas (SEIFA) including rates of unemployment, homelessness and household stress
- › Increase walking and cycling participation across the shire
- › Increase visitor numbers to the Tweed
- › Maintain or increase the proportion of Tweed residents working in the local area
- › Monitor numbers of local business entries, exits and jobs

What the tweed community said was important



Community care
*average



Supporting local
jobs and business



Tourism



Supporting local
festivals, events, arts
and culture



Community
facilities



Sporting
facilities



Parks and
playgrounds



Public toilets

Connections to other plans

- Reconciliation Action Plan
- Disability Access and Inclusion Plan
- Youth Policy
- Homelessness Policy
- Cultural Plan
- Open Space Strategy & Youth Outdoor Recreation Action Plan
- Tweed Events Strategy
- Tweed Economic Development Strategy
- Growth Management and Housing Strategy



Growing

We want to work together to plan for the future so the Tweed grows and evolves in a sustainable way

Some residents were lucky to be born in the Tweed, others have made the fortunate choice to make this shire their home – all of us have a role to play in shaping a liveable community that is ready for the future and respects the unique characteristics that make the Tweed so special.

Council's role is to work with the community and others to plan strategically for sustainable growth and manage change in a way that retains and enhances our diverse natural and built environments. The community expects Council to make responsible and transparent decisions in the best interests of the Tweed.

Growing

4. We want to work together to plan for the future so the Tweed grows and evolves in a sustainable way



Goals

Goal 4.1

Plan ahead so the Tweed is ready for the future.

Council services that will deliver this:

- › Financial Services
- › Strategic Land Use Planning

Goal 4.2

Join with the community to make the Tweed better tomorrow than it is today.

Council services that will deliver this:

- › Communications and Engagement
- › Councillor and Civic Business
- › Customer Service (Contact Centre) and Customer Experience

Goal 4.3

Support Council services, programs and operations to be effective and transparent.

Council services that will deliver this:

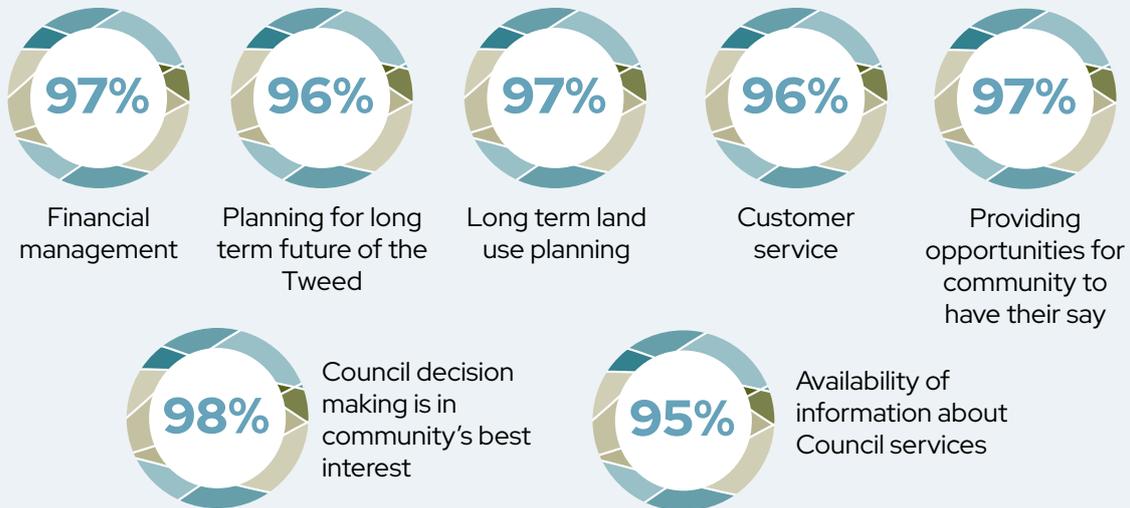
- › Construction
- › Design Services
- › Governance
- › Human Resources and
- › Work Health and Safety
- › Information Technology
- › Internal Audit
- › Plant and Materials
- › Procurement Services
- › Property and Legal Services

Almost 1/3 of Tweed residents believe access to affordable housing is a priority for the Tweed in the next 10 years.

How we will track our progress

- › Meet 'Fit for the Future' benchmarks
- › Increase the supply and choice of housing and cater for future growth
- › Resolve 60% of Council related enquiries at first contact
- › Completion of all statutory and strategic tasks (as required by the Office of Local Government) on time

What the Tweed community said was important



Connections to other plans

- Community Engagement and Participation Plan
- Tweed Local Strategic Planning Statement
- Local Environmental Plans
- Development Control Plans
- Locality Plans
- Rural Land Strategy
- Rural Villages Strategy
- Aboriginal Cultural Heritage Management Plan
- Developer Contribution Plans (s7.11)
- Community Strategic Plan
- Long Term Financial Plan
- Workforce Management Plan
- Asset Management Strategy
- Strategic Asset and Service Management Program
- Enterprise Risk Management Policy
- Business Continuity Policy
- Growth Management and Housing Strategy
- Affordable Housing Strategy

Community partnerships and collaborations

Community partnerships and collaborations

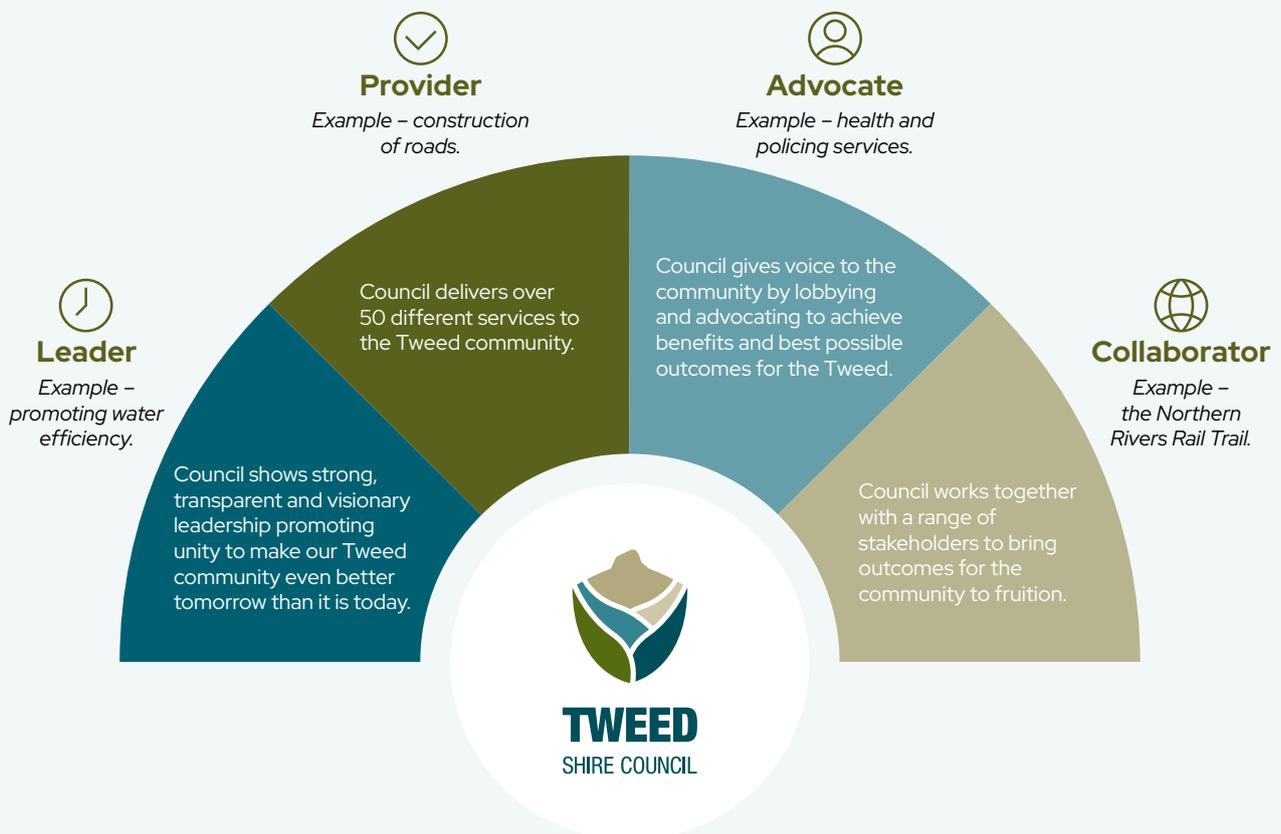
Some of the actions in this plan fall under the responsibility of other government agencies or community organisations. Council is only one part of the community and recognises the significant outcomes that can be achieved when Council works collaboratively in partnership with others.

Working together with colleagues from other tiers of government, the business community, peak organisations, local community groups and residents.

The Community Strategic Plan identifies goals that require 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?

As some of the actions required to address the goals in this Plan are the responsibility of other agencies, Council's role is varied and can be classified in 4 broad categories:



Australian Government



- Major areas of responsibility:
- Security • Defence •
 - Immigration • Environment ...

Tweed Shire Council



- Major areas of responsibility:
- Town planning • Local roads •
 - Water and sewage • Animal management •
 - Waste management • Parks and gardens ...

New South Wales Government



- Major areas of responsibility:
- State roads • Health •
 - Housing • Emergency services ...





Being accountable

We will report back to the community on our progress and achievements in the following ways:

Performance Reports

These reports describe Council's performance every 3 months to provide a progress update on Council's long term sustainability and its achievements in implementing the Delivery Program and Operational Plan.

Performance Reports are available on Council's website:

tweed.nsw.gov.au/planning-reporting-to-community

Annual Reports

Annual Reports include detailed financial reports, a breakdown of principle work activities and achievements for a 12 month period, July – June.

Financial statements accompany the Annual Report and cover Auditors Reports, General Purpose and Special Purpose Financial Reports, Special Schedules and Notes to the Financial Statements.

Annual Reports are available on Council's website:

tweed.nsw.gov.au/annual-financial-reports

State of the Shire Report (formally End of Term Report)

This report outlines the progress made towards achievement of the Community Strategic Plan during the elected Council's term of office (usually 4 years).

State of the Shire Reports are available on Council's website:

tweed.nsw.gov.au/annual-financial-reports

Keeping the community informed

The community is encouraged to keep up to date on Council news and to access opportunities to learn more and have their say on Council matters:

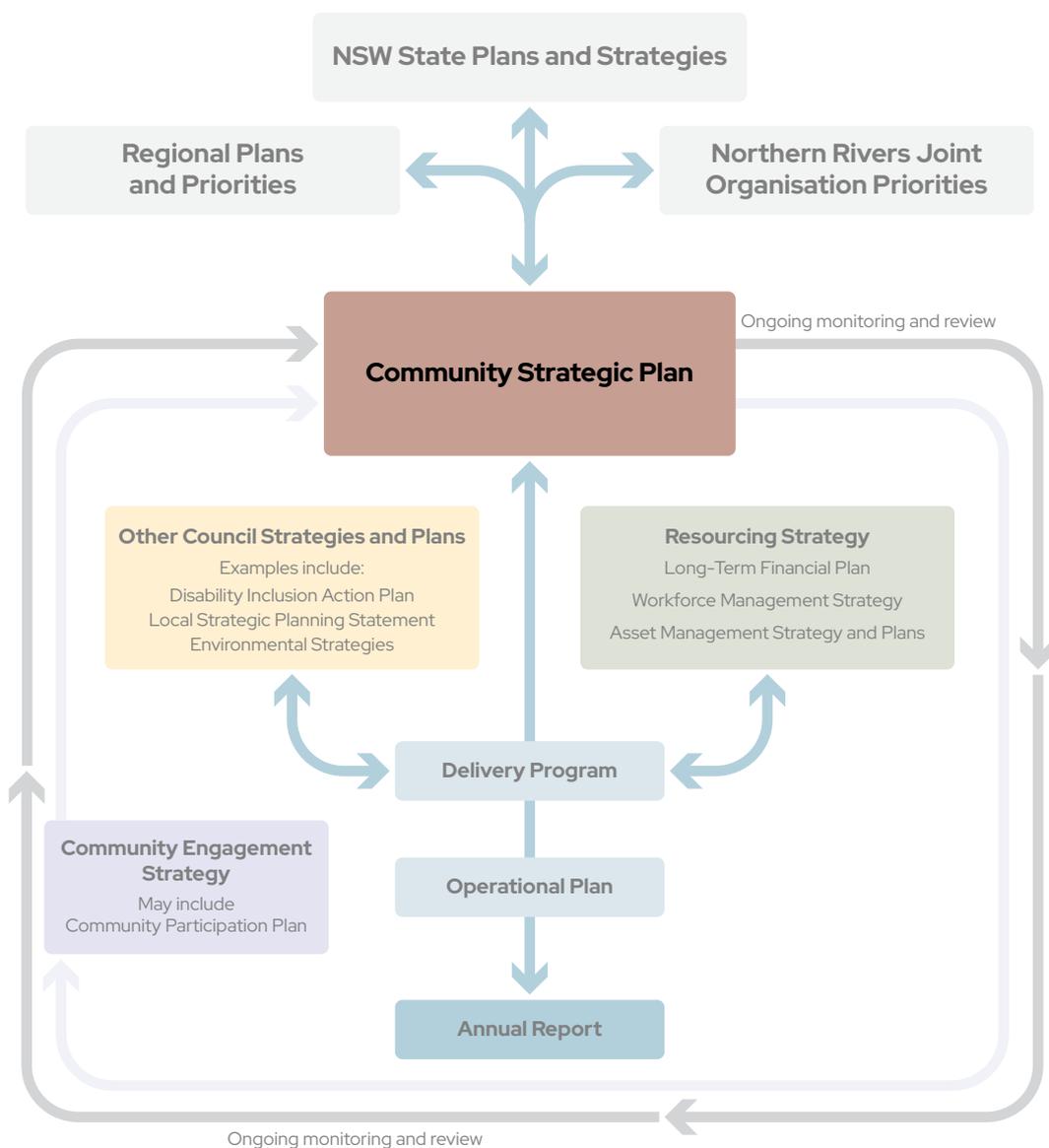
- Visit Council’s website for all Council information and updates.
tweed.nsw.gov.au
- Follow Council on social media:
tweed.nsw.gov.au/social-media
- Subscribe to Council’s weekly newspaper, Tweed Link; media releases and other specialised e-newsletters.
tweed.nsw.gov.au/subscribe
- Register to Your Say Tweed to learn more about Council projects seeking community feedback, have your say and contribute to decision making at a time and place that suits you.
yoursaytweed.com.au
- View advertised Development Applications (DAs) – A DA is a formal request for consent to carry out proposed development. This could include change of use of land, subdividing land, carrying out work on a building, and landscaping. The DA Tracker provides a summary of the stages that the application has gone through.
datracker.tweed.nsw.gov.au
- Watch livestreamed Council meetings or read minutes from Council meetings.
tweed.nsw.gov.au/council-meetings



Connection to the Integrated Planning and Reporting Framework

This document is the 10-year *Community Strategic Plan 2022 – 2032* and part of the NSW Government’s [Integrated Planning and Reporting framework](#).

Find out more about planning and reporting for the Tweed community at: tweed.nsw.gov.au/planning-reporting-to-community



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