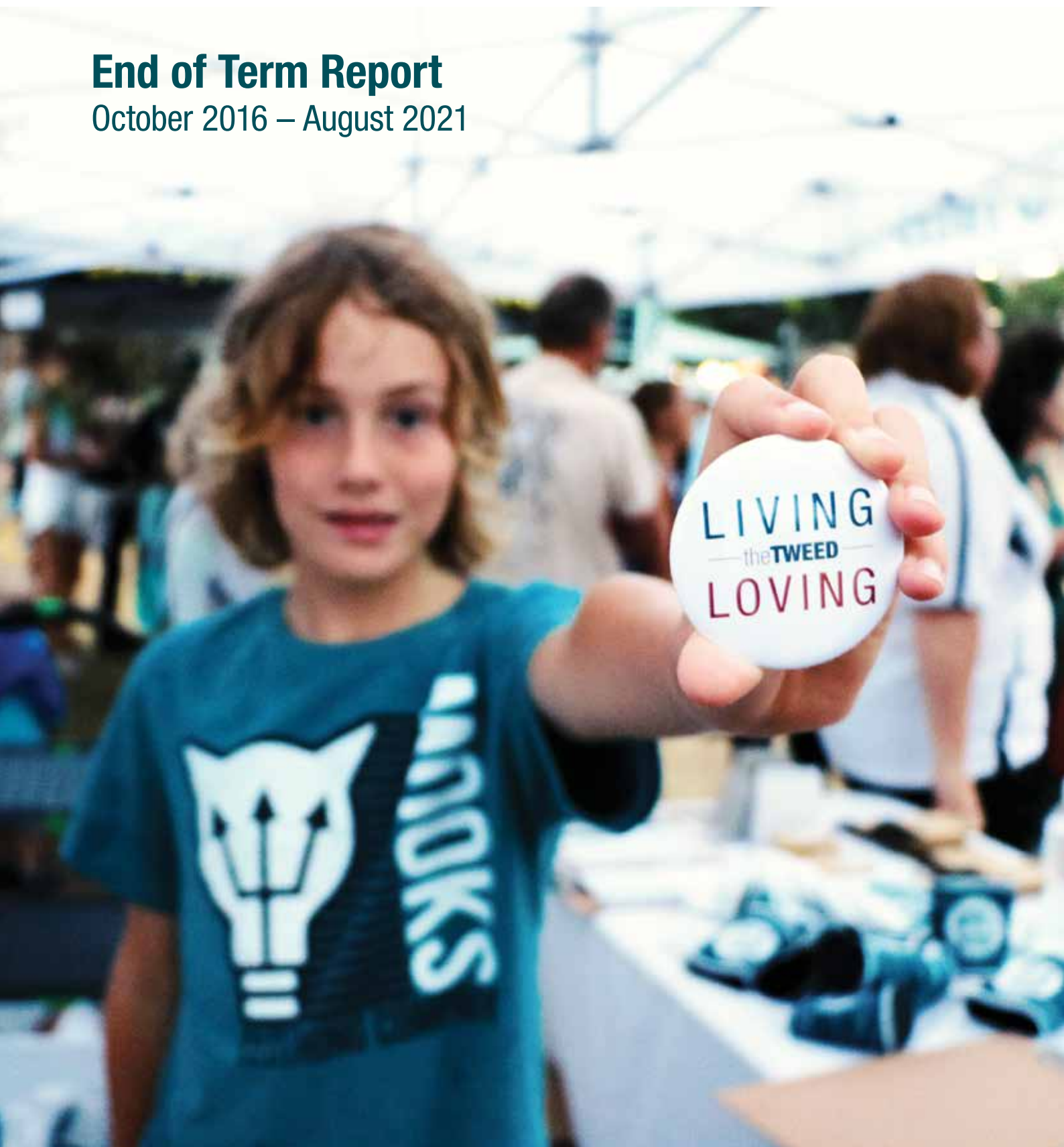


End of Term Report

October 2016 – August 2021



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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The elected Councillors (2016 to 2021)

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 now conclude in September 2021 (was originally intended to be September 2020 but extended due to 12 deferral of Local Government elections).

Cr Katie Milne, Cr Warren Polglase, Cr Pryce Allsop, Cr James Owen, Cr Reece Byrnes, Cr Chris Cherry, Cr Ron Cooper

The following Councillors have held the positions of Mayor and Deputy during the term:

Year	Mayor	Deputy Mayor
2016–17	Cr Katie Milne	Cr Chris Cherry
2017–18	Cr Katie Milne	Cr Reece Byrnes
2018–19	Cr Katie Milne	Cr Chris Cherry
2019–20	Cr Katie Milne	Cr Chris Cherry
2020–21	Cr Chris Cherry	Cr Reece Byrnes



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.

Organisation structure



Overview

End of term report 2016–21

Each outgoing elected Council must prepare a report to the community, detailing achievements over its four-year term through the Community Strategic Plan.

This end-of-term report outlines the progress made towards achievement of the strategic vision during the term of office of the 2016 – 2021 elected Council and will also be included in Council’s Statutory Annual Report for 2020/2021.

The Community Strategic Plan and related Delivery 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 and stakeholders.

Leaving a legacy: *Looking out for future generations*



1.1 Natural resource management

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

1.2 Asset protection

Floodplain Management
Stormwater Drainage

1.3 Utility services

Rubbish and Recycling Services
Sewerage Services
Tweed Laboratory
Water Supply

1.4 Managing community growth

Strategic Land-use Planning

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



2.1 Built environment

Building Certification
Development Assessment
Development Engineering and Subdivision Assessment

2.2 Engagement

Animal Management
Communications
Contact Centre

Councillor and Civic Business
Financial Services

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



3.1 People

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

3.2 Places

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

3.3 Moving around

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

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



4.1 Assurance

Governance
Internal Audit
Legal Services

4.2 Support services

Fleet Management
Human Resources and WHS

Information Technology
Procurement Services

Performance indicators

Strategic indicators/monitoring

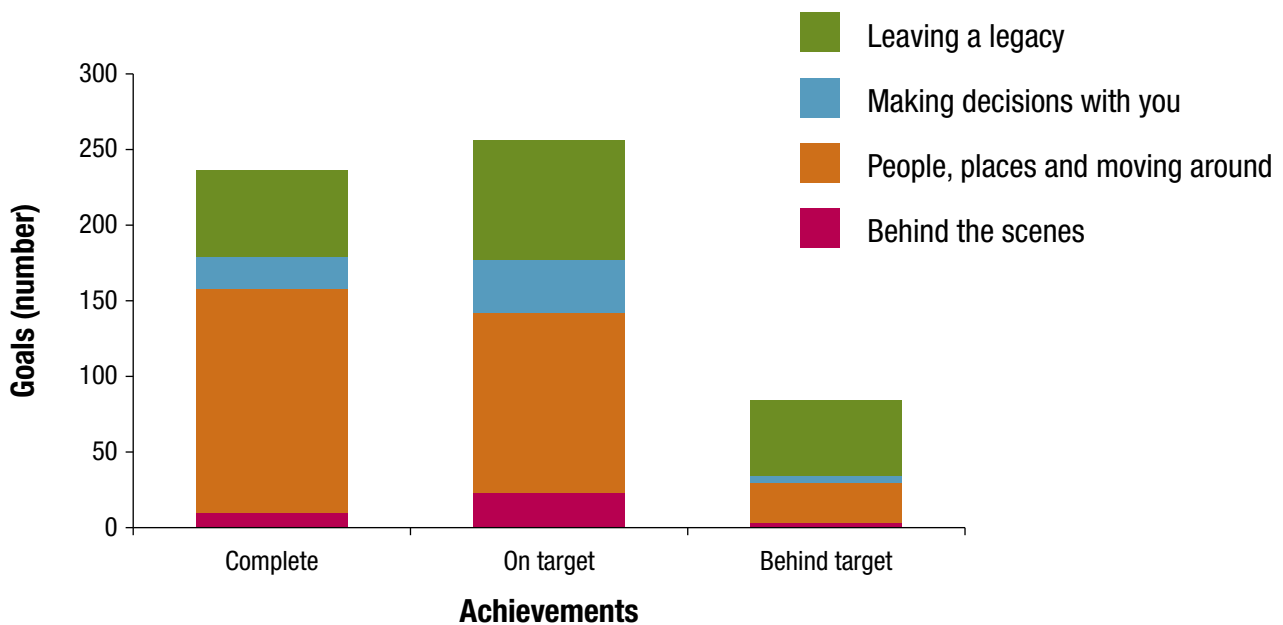
Monitoring Council's performance is a fundamental component of the Integrated Planning and Reporting Framework. The *Local Government Act 1993* (NSW) legislates that Council must, at a minimum, report every six months on the progress of activities detailed in the Delivery Program and provide that update to the elected body of Council.

Council exceeds the reporting requirements as reports are provided to the elected body every three months, detailing its progress in meeting performance targets for activities detailed in the annual Operational Plan. In addition, Council reports to the elected body every six months detailing activities in the Delivery Program that are not meeting performance targets.

The below data summarises Council's achievements in meeting identified performance targets as at 31 March 2021.

Strategic priority	Completed		On target or not started		Behind schedule or action required	
	No.	%	No.	%	No.	%
Leaving a legacy	57	31	79	42	50	27
Making decisions with you	21	35	35	58	4	7
People, places and moving around	148	50	119	40	27	9
Behind the scenes	10	28	23	64	3	8
Total	236	41	256	44	84	15

Detailed Quarterly Performance Reports on the Delivery Program and the Operational Plan as well as Annual Reports for the full term for which this report relates to are available on Council's website tweed.nsw.gov.au/managementplan



Council's achievements in meeting identified performance targets as at 31 March 2021.

Financial indicators (30 June 2020 Audited Statements)

Ratio	Most recent result	Benchmark
Operating Performance ratio	6.89%	>0.00%
Own source operating revenue ratio	79.2%	>60%
Unrestricted current ratio	1.92	>1.50
Debt service cover ratio	3.48	>2.00
Rates, annual charges, interest and extra charges outstanding percentage	4.47%	<10.00%
Cash expense cover ratio	25.05 months	>3 months
Buildings and infrastructure renewals ratio	48.46%	>=100%
Infrastructure backlog ratio	1.45%	<2.00%
Asset maintenance ratio	110.81%	>100%

Economic indicators

The Tweed Shire population in 2020 was 98,382 and is forecast to grow to 132,221 by 2041.

In line with this population growth, the number of dwellings in the Tweed is forecast to grow from 42,937 in 2016 to 59,621 in 2041, with the average household size rising from 2.34 to 2.41 by 2041.

Between 2016 and 2041, the age structure forecasts for Tweed Shire Council indicate a 47.3% increase in population under working age, a 44.2% increase in population of retirement age, and a 33.5% increase in population of working age.

Tweed Shire's Gross Regional Product is estimated at \$3.94 billion.

The Tweed has a diverse industry base with employment access to a range of service sector and primary sector industries.

In the year ending June 2020, there were 32,937 local jobs and 7319 local businesses in the Tweed Shire.

The key industry sectors in terms of jobs and value are health care, tourism industry including accommodation and food services, professions and trades associated with property and real estate, retail, education and training.

Highlights and achievements



Leaving a legacy

Looking out for future generations

During this period Tweed Shire Council has worked to protect and enhance the Tweed's internationally significant environment and respond to the challenges of climate change. It has done this in three key ways: minimising the negative impacts its operations have on the environment; protecting and improving our land, waterways and natural wildlife; and finally adapting to the impacts of climate change.

It has also delivered high quality infrastructure and services to meet the needs of Tweed residents now and into the future.

1.1 Natural Resource Management

1.1.1 Biodiversity Management

Numinbah Nature Links program

The three-year project to restore 25 hectares of bushland on private land at Numinbah was completed in 2018, with plant diversity trebling in some areas. The Numinbah Nature Links program, funded by the NSW Environmental Trust and Council, met its targets and saw prolific regeneration of native species and brought landholders and Council together to conserve threatened flora and fauna in the Tweed.

The area is part of a regional fauna corridor linking the World Heritage-listed Springbrook National Park and Numinbah Nature Reserve with Wollumbin National Park. These national parks are internationally recognised for their biodiversity, including rare and threatened species.



Bush regenerators and landholders are controlling dense infestations of lantana, Giant Devils Fig, Kudzu and other weeds, including a severe infestation of the invasive ornamental tree Pink Cedar on one property.

Koala research hub for Pottsville

In 2018, Council partnered with Currumbin Wildlife Hospital to begin planning the construction of a koala research hub on 100 hectares of land at Pottsville purchased by the NSW Government. This facility is dedicated to koala habitat conservation and will enable researchers to conduct vaccine trials to tackle chlamydia in koalas.



The 100 hectares of land at Pottsville purchased by the NSW Government.

1800 koala food trees have also been planted to meet the koalas' food requirements. The land adjoins Council's Koala Beach bushland reserve and the Cudgen Nature Reserve. The facility was completed in 2020 and commenced operations in February 2021.

Operational funding was secured through Currumbin Wildlife Hospital and the World Wildlife Fund for Nature. This is part of Council's broader Koala Management Plan which has resulted in conservation and recovery actions including planting more than 27,000 trees creating 21 hectares of additional koala habitat since 2015.

Research projects

Council contributed its expertise and best practice experience toward a highly significant 4-year research project that delivered innovative findings into the social acceptability of koala conservation actions and the relative value of citizen science participatory mapping.

The research project was delivered in partnership with the University of Queensland, Lismore City Council, Byron Shire Council, Ballina Shire Council and Friends of the Koala Inc. and was funded by the Australian Research Council. In addition, the first regional koala activity survey was completed and has greatly increased the knowledge of habitat use, tree species preferences and the location and significance of koala distribution and activity levels throughout the region.

This information has already been applied in the implementation of priority recovery actions throughout the region and in a project that has to date secured voluntary conservation agreements with private landholders covering more than 300 hectares of land in locations of the highest regional koala significance.

To date, this research has been documented in four peer reviewed international journal articles.

Biodiversity and Habitat Management Development Control Plan

The Biodiversity and Habitat Management Development Control Plan was adopted by Council in August 2018. The Plan provides clear guidance on the types of habitat that should be retained and the management of ongoing impacts associated with development.

In taking a transparent and practical approach to this issue, it addresses the complex interaction between the *Environmental Planning and Assessment Act 1979* and the *Biodiversity Conservation Act 2016* and facilitates more efficient and effective development planning that is responsive to community aspirations and the Tweed's unique environment.

Monitoring and protection for Bush Stone-curlew

Council has actively worked with community members from across the Tweed to implement a scientifically rigorous Bush Stone-curlew population monitoring program and actively manage and protect nest sites on public land. Nest site protection works include fox and feral cat control works, fencing of nest sites to prevent disturbance and awareness raising activities to encourage leashing of dogs in public places and keeping cats safe at home.

A NSW Environmental Trust grant assisted in implementing monitoring and habitat protection works that have seen the Bush Stone-curlew population in the Tweed increase from just one known breeding pair in 2012 to approximately 50 known breeding pairs in 2020.

The Bush Stone-curlew population in NSW is listed as Endangered and ongoing monitoring and protection works are required while the local population is still in the very early stages of recovery.



A Bush Stone-curlew at Tweed Hospital, Tweed Heads.

Beach-nesting bird protection

Beach-nesting birds reside on the Tweed Coast year-round and the beach provides habitat for their entire life-cycle including roosting, breeding and foraging. Beach-nesting birds known from the Tweed Coast include Beach Stone-curlews, Pied Oystercatchers, Little Terns, and Red-capped Plovers. These birds experience one of the harshest struggles of any bird to successfully produce young.



Pied Oystercatcher in flight.

Council recognises that active management is essential for the long-term survival of these species and Council staff have been working in close partnership with community members to protect the nesting sites of these species. These works have increased the nesting success of Pied Oystercatchers and Beach Stone-curlews, both of which are listed as Threatened under the NSW *Biodiversity Conservation Act 2016*.

1.1.2 Bushland Management

Hazard reduction burns on bushland reserves

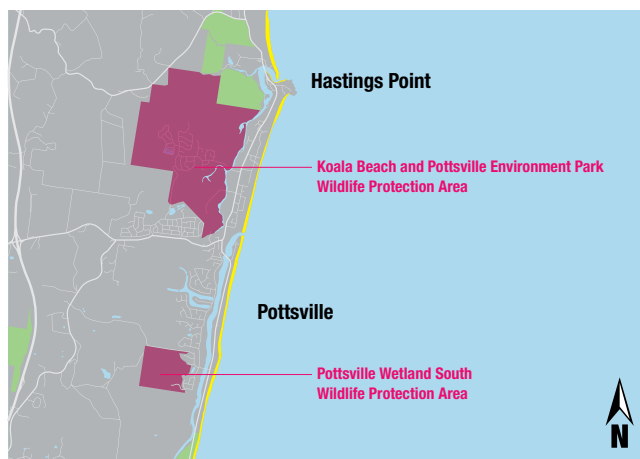
A hazard reduction burn on a 3 hectare sector of Pottsville Environment Park was completed in August 2019. This site was identified as a priority area for hazard reduction to protect the adjoining residential, tourism, educational and commercial assets. The Tweed Coast Koala Fire Management Plan also identified this location as a high priority for the protection of koalas and koala habitat. The burn was successfully delivered by the NSW Rural Fire Service and supported by council planning, approvals and pre-burn ecological management actions.

Wildlife Protection Areas

In September 2018, Council designated 3 bushland reserves as Wildlife Protection Areas:

- Koala Beach
- Pottsville Environment Park
- Pottsville Wetland (south)

Within these Wildlife Protection Areas, dogs and cats are prohibited, with all entry points clearly signposted to ensure the protection of local wildlife from domestic animals. Ongoing monitoring and compliance activities in these areas will determine how successful these declarations are in reducing impacts on wildlife.



Map of the 3 Wildlife Protection Areas in the Tweed.

Investing in the future of Koalas in Pottsville

The NSW Environmental Trust funded project 'Investing in the future of the Pottsville Koalas' was successfully completed in September 2019.

This project has restored and created koala habitat, controlled vertebrate pest species, dedicated Wildlife Protection Areas and undertaken bushfire planning. It provided opportunities for community involvement and fostered a sense of community custodianship towards the Pottsville Wetland and its koalas.

Actions taken as part of the project have benefitted a host of other threatened species and endangered ecological communities and complement similar Council actions in other coastal koala bushland reserves.

Turning dead trees into habitat

An innovative approach to managing the risk of dead trees on public land was started in the Tweed during July 2018. Rather than removing dead trees in parks, Council engaged specialist contractors to turn the trees into wildlife habitat high-rises.

Dead trees were left in-situ, limbs that presented a safety risk were trimmed and artificial tree hollows installed. The hollows closely resemble natural hollows, as they are constructed from the existing tree branches.

More than 300 native wildlife species including birds, reptiles and mammals are totally dependent on tree hollows for nesting or roosting. This innovative approach prevents the loss of dead trees that are critical for habitat and fast-tracks the creation of hollows that otherwise take at least 100 years to form naturally.

1.1.3 Coastal Management

Boardwalks

The new Anchorage Boardwalk bordering Keith Curran Reserve in Tweed Heads was officially opened in March 2019.



The upgraded Anchorage Boardwalk opened in March 2019.

The 245 metre long boardwalk that traverses the mangrove foreshore of Terranora Creek from the northern end of Keith Curran Park to Pelican Point at The Anchorage, Tweed Heads. It offers a scenic pedestrian pathway through the aquatic environment and replaces a timber boardwalk built in the early 1990s that was closed for some time due to sections having become structurally unsafe.

The rebuild was funded by the NSW Government's Cycling Infrastructure Fund and Roads and Maritime Services.

The final section of the old timber boardwalk along Cudgen Creek at Kingscliff was replaced to provide better connecting pathways and improved recreation facilities for residents and visitors to Kingscliff.

This work proved challenging as machinery could not access the tight site so work had to be done by hand. Piers had to be hand-tooled into the hard rock and work had to be scheduled around the tides. Each slab had to be poured in-situ and then left to cure for 28 days. The presence of sensitive sea grass beds also meant that the use of a barge for heavy equipment was not possible.

Kingscliff foreshore redevelopment

Based on community priorities identified in community consultation in 2011, the \$21.8 million Kingscliff Foreshore Redevelopment project included:

- construction of a permanent seawall to protect the Cudgen Headland Surf Life Saving Club, Kingscliff Beach Holiday Park and Kingscliff Beach Bowls Club from erosion caused by storm events and projected sea level rises
- the redevelopment and modernisation of the Kingscliff Beach Holiday Park
- the creation of a central park as a social hub for the town that can host events and features children's play areas, barbecues, shelters, toilets and change room facilities.



Kingscliff's revitalised central park.

The project was designed to protect and enhance the Kingscliff central foreshore and was funded by the Australian Government's National Stronger Regions Fund, Tweed Holiday Parks and Council.

Tweed River dredging works replenish Kingscliff Beach

The newly constructed seawall to the south of Kingscliff had locked up sand that would normally move into the coastal system in high seas and erosion events.

Council adopted the Kingscliff – Dreamtime Beach Coastal Zone Management Plan in May 2017 that called for action to be taken to combat the loss of beach amenity during erosion events.

Council worked together with the NSW Department of Industry – Crown Lands and Water to have 60,000 cubic metres of sand dredged from the Tweed River entrance and Terranora Inlet, and deposited on Kingscliff Beach. Heavy equipment was used to re-contour the beach to rebuild and reinforce the natural dune system to serve as a buffer for future coastal erosion events.

1.1.4 Environmental Sustainability

Additional funding for Natural Resource Management (now Sustainability and Environment)

Following a Council resolution in August 2018, an additional proportion of funds from income received from the Tweed Holiday Parks was allocated for Natural Resource Management with a focus on land management and threatened species.

Projects to be funded included shorebird nest management, pest animal management, restoration of coastal vegetation including endangered littoral rainforest and coastal catchment bank protection and revegetation.

Tweed Sustainability Awards

Council launched its inaugural Tweed Sustainability Awards on World Environment Day in 2019 to recognise local sustainability champions across three categories: Regenerative Agriculture; Wildlife and Habitat Conservation; and Sustainability in the Tweed.

The awards, held in November 2019, highlighted over 40 people and environmental initiatives active in the Tweed. Trophies were crafted from reclaimed timber, catering was sourced from locally sourced and native ingredients and the dress code was 'recycled or local'.



Living for the Future Home Expo

This event (held annually or alternate years to Council's Sustainability Awards) aims to spread the word about sustainable living options that can bring substantial benefits to households, the broader community and the environment.



2017 Living for the Future Home Expo.

Council invited people, businesses, community and school groups to take part in the one-stop-shop of ideas and solutions for more sustainable living in the Tweed.

The expo shared practical tips to inspire and inform people about how to save energy costs, be water efficient, reuse resources and reduce waste, enhance the local environment, cut greenhouse gas emissions and move towards food and energy self-sufficiency.

Surveys of expo visitors have revealed many people found helpful solutions and action that they have committed to implement as a result of attending the Expo. A majority of survey respondents left with a definite plan for their household power, recycling, food waste or building plans.

The 2018 expo launched a \$60,000 Tweed Shire Innovative Solutions Grants Program to encourage and support individuals, businesses, schools, organisations and community groups to develop innovative solutions to a range of sustainability challenges in the Tweed.

The 2020 expo shifted to an online format due to COVID-19, attracting nearly 100 registrations and generating valuable video clips from 12 sustainable living presentations. Council now has a 'Sustainable Living' playlist on its YouTube channel.

Renewable Energy Action Plan

In October 2017, Council adopted a *Renewable Energy Action Plan* (REAP) that set renewable energy targets and made commitments to finance Phase 1 works from 2017–2020. The following REAP targets were adopted for Council operations:

- 25% less electricity related carbon emissions (as tonnes CO₂-e) than 2016/17 by 2022
- 50% less electricity related carbon emissions (as tonnes CO₂-e) than 2016/17 by 2025.

The majority of REAP Phase 1 projects have now been delivered. Projects included more than 800kWp of Solar PV installations at Council facilities and energy efficiency works that reduced Council's electricity related carbon emissions by 9% (as at the end of June 2020). Phase 2 renewable energy and energy efficiency works are under review including an assessment of battery energy storage systems.



Council's Project Manager – Contracts Daniel Boyle and Jackson Hardy from Hardy Electrical and Solar carry out a pre-inspection for the solar installation at Tweed Regional Museum, Murwillumbah.

As part of Phase 3 REAP recommendations, in 2020 Council entered into a 10 year Power Purchase Agreement for electricity supply to Council's large sites. The Power Purchase Agreement sees Council procure over half of its Large Site electricity load from Sapphire Wind Farm and Bomen Solar Farm outputs.

Council is on track to meet its carbon reduction targets for Council operations through:

- energy efficiency improvements in streetlights, lighting, wastewater treatment and heating/ventilation systems
- behind the meter Solar PV installations at Council facilities
- annual procurement of Large-scale Generation Certificates (LGCs), GreenPower or Carbon Credits to meet interim target requirements, commencing in 2022.

Encouraging future environmental leaders

In 2018 and 2019, Council developed and hosted a Secondary School Environmental Leadership Program, offering fully funded places for 18 Year 10 students across the Tweed each year.

The program aimed to better support the students' environmental initiatives in schools and the community by delivering a 3-day Outward Bound Australia wilderness experience in Kunghur and expertise from the Centre for Sustainability Leadership and Council staff.

Students explored concepts of environmental leadership, refined their skills in delivering environmental projects and practiced sharing stories about their environmental passions and actions. Students were supported to put environmental projects into action, with initiatives ranging from beach clean-up days and recycling in schools, to planting more native trees within school grounds.



Students enjoyed a 3-day Outward Bound Australia wilderness experience in Kunghur.

Climate emergency and response

Tweed Shire Council declared a climate emergency in September 2019 and called for emergency action by all levels of government, including local councils. The Council resolution acknowledged that young people will face the worst impacts of climate change if this issue is not addressed rapidly and effectively. The Council resolution also noted that the 2017 flood was the largest on record in the Tweed and in recent years, two major fires have burnt hundreds of hectares of Tweed's bushland.

The resolution also acknowledged the 2018 United Nations' Intergovernmental Panel on Climate Change (IPCC) report which found that to keep the planet below a 1.5°C increase, global emissions of carbon dioxide must peak by 2020 and reduce by 45% by 2030. Forty-five other Australian Local Councils have declared a climate emergency, along with 987 government bodies around the world.

In June 2020, Council adopted a Climate Change Management Policy to provide a solid framework for Council's principles and goals to reduce the risks and impacts of climate change and reduce our emissions to net zero by 2030. An Interim Climate Action Plan was also adopted to ramp up action to respond to the Climate Emergency Declaration. The plan includes 57 greenhouse gas emissions reduction and climate change adaptation actions.

1.1.5 Sustainable Agriculture

Tweed Sustainable Agriculture Strategy implementation

Since it was adopted by Council in June 2016, the Tweed *Sustainable Agriculture Strategy* has supported farmers in the Tweed to manage their natural resources for sustainable primary production, fostered collaborations between landholders, grown networks and promoted new opportunities in food and agribusiness.

On-ground projects have supported farmers to improve the health of their soils, minimise soil erosion and increase water retention, enhance biodiversity, protect waterways, control weeds and improve pastures.



The Sustainable Agriculture program has secured over \$220,128 in external funding, delivered 11 workshops and field days attended by almost 400 rural landholders, established a network of approximately 250 landholders to create a more inclusive farming community, collaborated with at least 19 different agencies and groups to deliver projects, established the Sustainable Agriculture Small Grants Program and improved the health of over 200 hectares of farmland through on-ground projects.

Sustainable Agriculture Grants

Council established a Sustainable Agriculture Small Grants Program in 2018 to assist farmers to adopt better land management practices. The program provides funding for farmers to implement on-ground works and activities to address environmental issues on their land.

Eligible projects included fencing and native species plantings to enhance natural areas, support to improve soils, pastures and waterways, support to produce compost and biochar on-farm, and development of integrated pest management programs to lessen the use of synthetic pesticides.

The program complements Council's River Health Grants and Biodiversity Grants Programs and provides Council with opportunities to work closely with farmers to achieve positive environmental and community outcomes across the Tweed.

Growing Sustainable Farms from the Ground Up

The Growing Sustainable Farms from the Ground Up program, funded by the National Landcare Program, commenced in June 2019 and will be completed in February 2022.

The project is working closely with five commercial vegetable producers and a biological farming expert to identify and remedy soil health issues on each farm through the development and implementation of soil improvement plans. The farmers and their adoption of best practice soil management are being showcased to other farmers through field days and other activities.

Small Farms Big Changes – growing positive environmental behaviours

Small Farms Big Changes, funded by the NSW Environmental Trust, was completed in September 2021. Through collaboration with Southern Cross University, the project delivered a program of field days and workshops to address the education and training needs of farmers and rural land managers in the Tweed.

These education events built landholders' capacity to manage weeds, improve soil and pasture health and enhance waterways and natural areas for the benefit of family farms and the wider community.



Landholders were treated to a drone demonstration as part of the 'Worst Weeds of the Tweed' workshop.

Workshop outcomes were captured on film and presented on Council's YouTube channel for viewing by a wider audience and the effectiveness of different education tools were evaluated to better inform future education and engagement activities.

Restoring the waterways of the Cudgen Plateau

The 'Restoring the waterways of the Cudgen Plateau' project was funded by the NSW Environmental Trust and was successfully completed in December 2017. This project restored 1.5 kilometres of riparian habitat on State Significant Farmland on the Cudgen Plateau.

Council worked in collaboration with six landholders, experienced bush regenerators, the NSW Soil Conservation Service and volunteers to plant over 8100 native plants, manage weeds across 2.57 hectare of remnant and new riparian habitat, and promote the adoption of improved soil management practices on Cudgen farmland.



Before (inset) and after riparian restoration.

The project increased the participating landholder's appreciation of the importance of healthy riparian habitat for soil erosion management. The project also saw actions to reduce erosion including grassed roadways and swale drains and an increased use of contour banks and cover cropping.

1.1.6 Waterways Management

Riverbank rehabilitation and fish habitat enhancement

Council rehabilitated riverbank and enhanced fish habitat in the Tweed River Estuary, 2 kilometres upstream of Murwillumbah thanks to a \$100,000 grant from NSW Environmental Trust.

The project restored 500 metres of riverbank to a condition that will increase fish habitat and address ongoing bank erosion and water quality problems. In partnership with Ozfish, a community tree planting day was held along the riverbank at Col Wiley Park, Byangum in September 2018 to commemorate World Rivers Day.

Oxley Riverbank Erosion Stabilisation Project

The Oxley River project involved working together with three private landowners at Eungella to deliver large scale earthworks and riverbank reconstruction at two sites along the river following extensive damage and severe bank erosion caused by ex-tropical cyclone Debbie. It was funded through Council's River Health Grant program which aims to protect and improve water quality in the Tweed's drinking water supply catchment.

More than 2000 native trees, shrubs and groundcovers were planted to provide long-term stability. Recycled hardwood logs sourced through contractors working on the Pacific Highway upgrade were also installed to stabilise the Oxley River banks and improve aquatic and riverside habitat. Since the project, recycling large logs has now become standard practice for Roads and Maritime Services.



More than 2000 native trees, shrubs and groundcovers were planted to provide long-term stability on the Oxley River.

The works, completed in December 2017, have been extremely successful in preventing further erosion at both sites.

Tweed catchment water quality report

Council has regularly collected water quality data from all the major waterways within the Tweed including the freshwater rivers and creeks, the Tweed River Estuary, Rous River, Terranora and Cobaki Broadwaters, and the three coastal creeks, Cudgen, Cudgera and Mooball.



The Tweed River Report 2019.

In 2018, 2019 and 2020 annual detailed water quality reports were prepared on the freshwater rivers and creeks, and the Tweed River Estuary and Cobaki/Terranora systems. Water quality varies considerably over the different waterways in the Tweed, both due to their location in the valley and in response to rainfall. Areas of greatest water quality concern are the Rous River and the tributaries of the Cobaki and Terranora Broadwaters, while the lower reaches of the Tweed are well flushed by the tide and generally meet key water quality objectives.

River Health Grants

Ninety landowners have undertaken a range of projects across 40 kilometres of waterways thanks to Council's River Health Grants. Over \$1 million of grant funding was delivered, plus an estimated \$400,000 in-kind contribution from landowners to maintain sites beyond the grant period.

Project activities include 20kilometres of fencing and 50 hectares of riparian vegetation managed to improve water quality and stream bank condition.

1.2 Asset Protection

1.2.1 Floodplain Management

Industrial Land Swap

As an important mitigation strategy to remove current risk from the floodplain and build community resilience, Council purchased 14.02 hectares of land thanks to funding from the NSW Government as part of its Climate Change Adaptation program.

The land was purchased for the Industrial Land Swap initiative which has allowed eligible land owners directly impacted by the 2017 flood in South Murwillumbah to swap their flood-prone land with Council-owned flood free land at Industry Central, Murwillumbah.



Industrial Land Swap map.

Seven local businesses were endorsed for the project and are likely to permanently relocate their operations out of the flood-prone area. Council will also relocate its depot, where extensive machinery and equipment was damaged in the flood in 2017.

Voluntary house purchase scheme

With NSW Government assistance, Council continued to purchase houses in high hazard flood areas and in doing so, has removed local families from flood risk. Council also wrote to all residents in high flood hazard areas and held drop-in sessions to help them understand the Voluntary House Purchase scheme and how it may affect them.

Tumbulgum community in charge of own flood signs

Tumbulgum residents have now got the ability to post their own Flood Watch and Flood Warning signs at the three entrances to the village.



Residents are shown how to operate one of the flood signs installed at Tumbulgum.

Project partners included the Tumbulgum Community Association, Council, the Bureau of Meteorology, NSW SES and NSW Office of Environment and Heritage with funding from the Commonwealth and NSW Government funded Floodplain Grant Scheme.

1.2.2 Stormwater Drainage

Floating reed beds improve Banora drainage system

The water in the Banora Point Western Drainage System takes run-off from surrounding residential housing, can carry high amounts of sediment and nutrients, and is prone to noxious aquatic weeds.

Floating reed beds, made from recycled plastic and planted with native reeds, sedges and herbs, were installed in a 600 square metre stretch of the waterway to improve the water quality. The reed bed plants draw on excess nutrients, trap sediment and provide habitat for a range of wildlife including fish and water birds.



One of the floating reed beds, Banora Point.

Council also provided funding for landscaping/revegetation to provide shade and amenity to the section of drain between the Club Banora Golf Club and Leisure Drive.

Mooball creek training walls

The Mooball Creek training walls were built in the 1970s to help manage the floodplain. The poor condition of the walls were believed to be contributing to the silting up of the creek mouth, preventing upstream waters flowing to the ocean. Other factors contributing to the dumping of sand at the creek mouth include the flow of the creek and sand moved by ocean swells.

Council resolved in this term to commit \$290,000 towards repairing the Mooball Creek training walls at Pottsville if matching funding can be secured from NSW Crown Lands.

1.3 Utility Services

1.3.1 Rubbish and Recycling Services

Tweed Recycling and Landfill Masterplan

Council adopted a Master Plan for the Tweed Recycling and Landfill Centre (TRLC) in 2019. The plan includes a program of works to ensure Council can continue to serve the needs of the public while also focussing on the diversion and re-processing of waste from landfill.



A map of the Tweed Recycling and Landfill Masterplan.

The work will be undertaken while maintaining service at the TRLC, which is an operational resource recovery and disposal site, open to the public 363 days of the year. The projects within the program will need to be delivered in this operational environment in a manner that allows customers and staff to go about their business without unduly impacting on their safety or convenience.

The program of works includes:

- refurbishment and upgrade of the weighbridge and weighbridge office
- transfer station infrastructure for waste and recyclable materials
- organics/green waste drop off area
- replacement/relocation of the primary leachate pond
- upgrading the stormwater ponds
- new roads infrastructure throughout the site
- the access – haul road from the SCRRC to the new Eviron site
- the new Eviron Road Landfill in the closed Quirks Quarry.

Projects that have commenced during the current term of Council include planning approvals and design for the weighbridge upgrades, car parking and new site office, the planning approvals and land preparation for the final landfill cell at the TRLC, and the construction of the organics processing facility.

Tweed Community Recycling Centre



The new Tweed Community Recycling Centre (CRC) was officially opened in January 2017, allowing householders to drop off problem wastes such as paints, oils, gas bottles and batteries for free.

The Tweed CRC, located at the Stotts Creek Resource Recovery Centre, is one of eight being established across the region through funding secured by North East Waste. The CRC and the centre's Hazardous Waste Stores give Tweed residents a free, safe and environmentally sound way of disposing of household problem wastes. It is one of a number of ongoing initiatives by Council to reduce the amount of waste going to landfill.

Residents can drop off household quantities – up to 20 litres or 20 kilograms – of paints, batteries, light bulbs, oils, smoke detectors, gas bottles and e-waste such as computers and TVs at the CRC for free. In addition, household chemicals including pesticides and herbicides can be dropped at the Hazardous Waste Store.

New 3 Bin waste system

A new bin service was implemented in July 2017 across the Tweed to help the community divert more waste away from landfill. The new 3 Bin System incorporates a green-lid organics bin that accepts all food and garden waste and is expected to reuse nearly 4000 tonnes of organic waste each year and avoid the increasingly expensive process of burying it in landfill.

Organics Processing Facility

In June 2019 Council awarded the contract for an organics processing facility at the Stotts Creek Resource Recovery Centre. It will be the largest organics processing facility in the Northern Rivers and will process nearly 1800 tonnes a month of the Tweed's food and garden waste, turning it into high quality compost for reuse. The contents of residents' green bins were previously processed outside the Tweed.

The facility is part of the Stotts Creek Resource Recovery Centre Master Plan, which plans for waste management for the next 50 years and represents a \$40 million investment in responsibly minimising and managing the Tweed's waste.



Council's Education Officer –Resource Recovery Tarra Martel, Director Sustainable Communities and Environment Tracey Stinson, Waste Operations Officer Wes Knight and Project Manager – Resource Recovery Programs Wayne Harris at the launch of the Stotts Creek Organic Processing Facility.

A 99 kilowatt solar power system that is expected to offset 22% of the facility's power consumption is among its environmentally sustainable design features. Rainwater is also captured from the roof for use within processing operations and all wastewater generated in the processing of organics is recycled back through the facility. The facility opened for operation in mid-2021.

The project is supported by the Environmental Trust as part of the NSW Environmental Protection Authority's Waste Less, Recycle More initiative, funded from the waste levy.

Towards Zero Waste

Council adopted a Towards Zero Waste Policy in 2020 and a *Towards Zero Waste Strategy and Action Plan* was adopted by Council in 2021. These documents now guide Council on future strategies, actions and targets to reduce the volume of waste and materials the Tweed community generates and only send waste to landfill as a last resort.

Revamped Tip Shop

The revamped Tip Shop, Tweed JUNKtion, at Stotts Creek Resource Recovery Centre reopened in November 2019.



Stock is now easier to access and neatly presented. The initiative represents another step in Council moving closer to its 'zero waste' or 'no waste to landfill' target. The goal is to reach a 'circular economy', which means keeping material and products in use, maintaining the value of resources at end of life, not as unwanted, or unusable but as an asset that can be recovered and used again.

Second Hand Saturday

'Second Hand Saturday', an annual initiative that aimed to reduce the amount of waste going to landfill and promote sustainability, saw households, neighbourhoods, schools and community organisations across the Tweed hold garage sales to sell unwanted items. Participants received free online and newspaper advertisements to attract buyers to their garage sales.



1.3.2 Sewerage Services

Sewer Relining Program

Since 2016 Council has invested just over \$5m to carry out sewer relining projects. Almost 41 kilometres of sewer mains has been relined to reduce infiltration of stormwater into the sewerage system and reduce the hydraulic load on Council's wastewater treatment plants. Sewer relining also reduces the risk of environmental impact caused by sewage leaking from sewer mains.

Sewage Pump Station 2033 at Afex Park – Mechanical, Electrical, Civil Upgrades

The Sewerage Pump Station 2033 became the regional pump station for the central Tweed Heads area when it was constructed in 1992.

A major \$600,000 upgrade was conducted in this period to increase capacity to cater for the projected increasing density of the central Tweed Heads catchment in the next 30 years and replace deteriorating pumps and pipework.

1.3.4 Water Supply

Water Strategies Review

A Project Reference Group (PRG) made up of 8 community members and 2 councillors reviewed Council's 3 water strategies – water supply augmentation; demand management/water efficiency; and drought management.

Council engaged consultants to investigate further options (or complementary options) for water supply augmentation and demand management/water efficiency. Council adopted the PRG recommendations in March 2021.

The PRG supported the raising of Clarrie Hall Dam to increase water storage.

Raising Clarrie Hall Dam

Council moved to secure the Tweed's long-term water supply with a decision to proceed with land acquisition and planning approval to raise the wall of Clarrie Hall Dam.

The proposal is to increase the dam wall height by 8.5 metres to provide a full supply level of 70 metres Australian Height Datum. It will increase the capacity of the dam from 16,000 megalitres to approximately 42,300 megalitres. The proposal will provide water security until about 2046.



Raising the wall at Clarrie Hall Dam will secure the Tweed's water supply until 2046.

Significant cultural heritage and environmental assessments were undertaken including flora and fauna studies and water flow mapping. Consultant, Eco Logical Australia Pty Ltd was appointed in December 2019 to prepare the Environmental Impact Statement (EIS).

Consultants worked with Registered Aboriginal Parties during the preparation of the EIS, to address the project's Aboriginal Cultural Heritage Assessment recommendations. They also engaged with the community to help them understand the process and understand how to make submissions on the EIS. The EIS was completed in May 2021.

New water reservoir at Chambers Lookout, Banora Point

Council built a new 3 megalitre water reservoir at Chambers Lookout, Banora Point to provide additional supply capacity to cater for projected population growth as new houses are occupied.

The reservoir was built on Council-owned land next to the existing Chambers Lookout reservoir near the corner of Terranora Road and Fraser Drive. Local developers contributed to the \$2.2 million cost of the project.

Hinged barrier across Bray Park Weir

In August 2017, Bray Park Weir overtopped causing saltwater contamination of the Tweed District Water Supply. Studies undertaken by Water Research Laboratory show that the situation will get worse with climate change and subsequent sea level rise.

Council, with the assistance of the NSW Government Safe and Secure Water Program and a community Project Reference Group (PRG), investigated the options of mitigating the risk of salt water contamination of the water supply. The PRG recommended that Council install a hinged barrier on the top of Bray Park Weir to mitigate the risk.



A hinged barrier at Bray park Weir will help mitigate the risk of saltwater contamination of the Tweed District Water Supply.

Council is now working with a consultant to undertake a concept design of the hinged barrier including addressing the requirement to maintain fish passage. Council and the consultant will work together to undertake the environmental assessment of the project and gain the required planning approvals.

This project was supported by \$69,000 grant funding under the NSW State Government Safe and Secure Water Program.

Uki Water Treatment Plant upgrade

A \$3.1 million upgrade of the existing Uki Water Treatment Plant was completed in March 2021. This project was supported by \$325,000 grant funding under the NSW State Government Safe and Secure Water Program.

The existing water treatment plant was significantly damaged during the 2017 floods and the upgrade includes new civil works to improve the resilience of this facility to future flooding.

The upgraded plant includes new electrical control systems, ultra-filtration membranes and upgraded disinfection systems. This comprehensive upgrade was required to ensure the consistent and safe production of potable water for the township of Uki.

Bray Park Water Treatment Plant membrane replacement

The Bray Park Water Treatment Plant supplies potable water to the majority of connected properties in the Tweed. The treatment process relies on ultra-filtration membranes to filter the water.

A \$2.8 million project was completed in October 2020 to replace the existing 10 year old membranes with similar new membranes.

Link to City of Gold Coast

Council, with the assistance of the NSW Government Safe and Secure Water Program, investigated the option of improving water supply security through a link to the South East Queensland Water Grid.

The investigation found that the link to SEQ Water was prohibitively expensive but a link to the City of Gold Coast would provide some security to the Tweed District Water Supply at a reasonable cost. The link could also provide additional security to the City of Gold Coast.

Council has, in conjunction with City of Gold Coast progressed the design and environmental assessment of the link and it is hoped that the design and various approvals will be complete in 2021 and construction started. The total cost of the construction is approximately \$1.7 million.

1.4 Managing Community Growth

1.4.1 Strategic Land-use Planning

Scenic Landscape Strategy

The Scenic Landscape Strategy focuses on protecting and managing scenic landscapes seen from publicly accessible locations and aims to protect and enhance the scenic landscapes of the Tweed by:

- exploring which views and landscapes are most valued by the community and why
- providing a framework and guidelines to support land use planning and development decisions
- offering an interactive mapping tool with mapping data to help applicants explore the important scenic views in the Tweed, and prepare a visual impact assessment for development applications.

The draft Scenic Landscape Strategy was placed on public exhibition and Council consulted with the community and stakeholders in 2019.

Kingscliff Locality Plan and Development Control Plan

The Kingscliff Locality Plan and Development Control Plan has established a 30-year vision and planning framework for Kingscliff and was awarded for its “visionary, innovative and design-led” public engagement by the Planning Institute of Australia in December 2020.

The judges noted that the project set a benchmark for how councils can consult with a broad spectrum of the community on complex planning matters in new, inclusive, innovative and fun ways and commended its ‘community up’ rather than a ‘top down’ approach to drafting long-term strategic planning frameworks.



Rural Villages Strategy

The Rural Villages Strategy provides a vision for the rural settlements of the Tweed and established a set of strategic goals, actions and activities that aim to deliver this vision.

In November 2016, Council’s Rural Villages Strategy won the ‘Best Planning Ideas – Small Project’ category at the Planning Institute of Australia’s (PIA) NSW Awards for Planning Excellence.

The award recognises outstanding planning concepts for a project at local or neighbourhood level. The commendation from the PIA judges highlighted the community participation focus of the Rural Villages Strategy which ‘established a genuine partnership between Council and the villages, characterised by its success in developing new connections and sense of ownership between previously disparate communities’.

Fingal Head Development Control Plan Review

In response to the outcomes of the Fingal Head Building Height Review, Council adopted an amendment to the Tweed Development Control Plan (DCP) 2008 Section A1 Residential and Tourist Development Code.

The primary purpose of the amendment was to incorporate shire-wide development design guidance for rooftop terraces and a two storey character design limit for Fingal Head. The amendment also updated associated references within the document, including the definition of rooftop terraces.

Tweed Local Strategic Planning Statement

The Tweed Local Strategic Planning Statement was adopted in June 2020 as part of Council’s commitment to manage our future so the Tweed grows in an environmentally, socially and economically responsible way. It brings together and builds on the Tweed Community Strategic Plan and Council’s current land-use plans, strategies and policies and describes how the directions and actions in the North Coast Regional Plan and other state-wide and regional policies will be implemented locally.

The statement describes the special characteristics that contribute to the Tweed's local identity, the shared values the community want to maintain and enhance, and how growth and change will be managed into the future. It sets clear planning priorities required to support the Tweed community's social, environmental and economic land-use needs into the future, including where these are best located and when they will be delivered. To meet the community's future vision, it also outlines short, medium and long term actions to deliver on these priorities.

Aboriginal Cultural Heritage Management Plan

The Aboriginal Cultural Heritage Management Plan was adopted in 2018. The plan aims to:

- encourage an understanding and respect of Aboriginal cultural heritage
- build stronger relationships with the Aboriginal community on matters of Aboriginal cultural heritage
- provide an effective, legislated related policy framework for the protection, conservation and management of Aboriginal cultural heritage.

The plan explains Aboriginal cultural heritage and uses mapping of known and predictive areas to help identify and explain legal responsibilities of landowners and developers. The plan demystifies the operation and scope of the existing NSW legislation and provides the right tools and information for those legal obligations to be adequately met.

The plan won an award for Planning Excellence for Improving Planning Processes and Practices at the Planning Institute of Australia's NSW Planning Awards held in November 2018.

The award recognises the implementation of a planning framework that respects the cultural heritage of the Tweed and places the consideration of Aboriginal Cultural Heritage upfront in the planning process. Consultation with the Aboriginal community is a key aspect of the plan.

Rural Land Strategy 2020–2036

Council adopted the *Rural Land Strategy 2020–2036* in May 2020, setting a blueprint to enhance the character of the Tweed's rural areas, support agriculture and industry, and create employment opportunities through innovation, value-adding and diversification.

The strategy was drafted following extensive drafting and consultation with the community and stakeholders and was on exhibition for public comment for almost a year in total.

The strategy was recognised with both the NSW and National Hard Won Victory Awards by the Planning Institute of Australia after Council adopted the Strategy following an extensive 7-year development process.



Council's Rural Land Strategy 2020–2036.

Heritage Conservation

In partnership with the NSW Government's Heritage Grants scheme, Council continued to deliver the Tweed Local Heritage Assistance Fund (LHAF) program to provide financial incentives for small scale conservation, repair or restoration projects to properties that hold heritage value or significance.

The aim of the LHAF is to encourage positive conservation work and best practice management of heritage in the Tweed. The program has been running successfully and has granted \$78,932 from 2016 to 2020.

Murwillumbah Main Street Heritage Conservation Project – Look Up

The Murwillumbah Main Street Heritage Conservation Project – Look Up grants in 2016/17 were open to all property owners within the Murwillumbah Main Street Heritage Conservation Area and town centre commercial area.

The program focused on pressed metal lined awnings, highlight windows, under awning lighting, down pipe and guttering conservation, repairs to wall and entry way tiling and windows, external painting and cleaning and attention to intrusive elements such as air conditioning units. Six projects were approved with five reaching completion.



The Look Up initiative encouraged, among other things, the external painting and cleaning of the buildings in Murwillumbah's main street.

Master planning process for Wardrop Community Village

The Wardrop Community Village project is investigating the potential of Council to undertake a financially and environmentally sustainable housing development to respond to the urgent need for more low-cost and affordable rental housing in the Tweed.

The potential council-owned site is located along Wardrop Valley Road adjoining the Murwillumbah Industry Central Estate, approximately 5 kilometres to the south-east of the Murwillumbah town centre.

As part of the Wardrop Community Village Masterplan, design consultant Diecke Richards refined the original conceptual design to a level where preliminary costings could be carried out.

Council consulted with a community reference group and local housing service providers on the early stages of the design process.



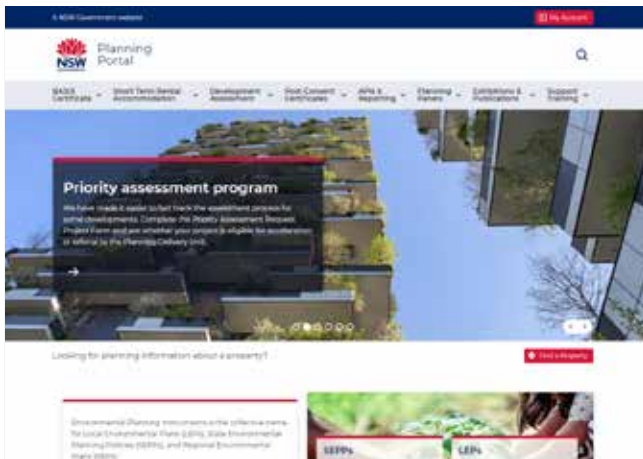
Making decisions with you *We're in this together*

Council and the community have worked together in this period to help shape a better future for the Tweed. The Tweed is a very proud and diverse community. Council has endeavoured to ensure information was available to the public to enable the community to participate in steering the direction, decision making and long-term goals of the Tweed. Council has valued these conversations and recognises that the community's input has helped to deliver sustainable development outcomes, balance future population and economic growth with the protecting and enhancing natural, cultural and built environments.

2.1 Built Environment

e-Planning Portal

Council commenced receiving both Development, Construction Certificate and Complying Development Certificate applications using the NSW Planning Portal on the 1 January 2021. The NSW Planning Portal allows greater transparency of the process and will assist the NSW Government make important decisions relating to the provision of necessary infrastructure. Prior to this system, Tweed Shire Council was one of the first Council's in the state to implement an electronic submission and approval process and commenced this system in July 2015. As early adopters of e-technologies, Tweed Shire Council is offering a great service to our customers.



NSW Planning Portal.

2.2 Engagement

2.2.1 Animal Management

Relocation of Tweed Pound

Council's Pound was closed to the public in September 2019 to accommodate the expansion of the Waste and Resource Recovery Centre at Stotts Creek. Plans are underway to construct a new, permanent, best practice Pound and Rehoming Centre. Temporary arrangements were made to ensure lost and impounded animals are kept safe and well cared for.

2.2.2 Communications

Changes to Tweed Link distribution

Council's weekly newspaper, the Tweed Link, is now distributed in a number of ways to offer residents more choice:

- published weekly in the Tweed Valley Weekly, the Tweed's only remaining printed newspaper
- a weekly email subscription service
- Council's website.

The Tweed Link is complemented by a strong online and social media following and e-newsletter subscription service.

Council use of social media

Council introduced social media as one of the many channels it uses to inform, educate and engage with the Tweed community in 2017. When the March 2017 floods hit, Council's social media channels proved to be a critical communication tool. As of 2021, Council has an online community of more than 55,000 followers across 10+ social media channels including Facebook, Instagram, Twitter, YouTube and TripAdvisor and is regularly noted as a high performer among NSW councils for its high level of engagement with its audiences.



Tweed Shire Council website redevelopment

Council launched a new and improved website in June 2021. The new website delivers a significantly improved customer experience for the 45,000 people who use and visit the site each month. Council partnered with OpenCities to deliver its digital front doors.



Council's new-look website.

The site has an improved structure, navigation and search features and meets all international accessibility standards. The site was written with a strong focus on plain language and aimed for Gold Standard certification through PlainLanguagePro. Other websites will follow including the Tweed Regional Gallery, Tweed Regional Museum and Tweed Regional Aquatic Centre.

New media centre for news and updates

Council launched a new and improved news and updates hub on the Council website in 2020. The site features the Tweed Link blog and related pages, media releases, social media, newsletters and subscription services, alerts and notifications.

Subscription services and e-newsletters

Since 2018 Council has introduced a range of new and improved online subscription services and e-newsletters to keep the Tweed community informed. Council has seen consistent growth in the demand for these services with more than 32,000 people subscribed. Online services, email alerts and newsletters include:

- Council news and alerts:
 - Community Emergency Updates
 - Job Vacancy Alert
 - Media Release – General
 - Media Release – Art Gallery and Museum
 - Tweed Link
 - Council items on exhibition
- Council e-newsletters and program news:
 - Arts and Culture Newsletter
 - Business Newsletter
 - Environment and Sustainability Newsletter
 - Wild Life Newsletter
 - Tweed Regional Gallery News
 - Tweed Regional Museum News
 - TRAC News

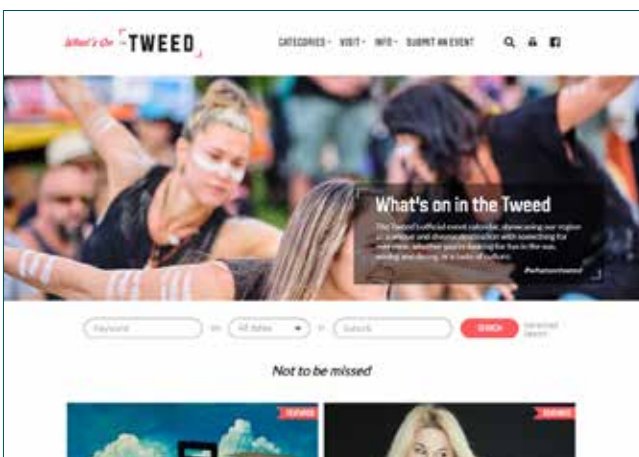
‘The Tweed’ – our destination brand

Council and its tourism partners developed *The Tweed Destination Brand* to promote our lifestyle, tourism and business investment opportunities. This partnership commenced with Council’s former Tourism contract provider Destination Tweed and the roll out has continued in partnership with The Tweed Tourism Co. Since this time, the brand has expanded to provide a comprehensive region and destination brand across many sectors.

The ‘Succeed in Tweed’ pillar has seen the introduction of the Business Investment Portal, Business Investment Guide and regular business e-newsletters and events. ‘What’s On Tweed’ has also been launched connecting the region’s events and activities to one local event calendar. The Tweed Tourism Co. have also relaunched their ‘Visit the Tweed’ website to promote the region and enhance the local and visitor experience.

What’s On Tweed

In 2019, Council launched ‘What’s On Tweed’ as the official events calendar for the Tweed in partnership with The Tweed Tourism Co. The exciting new website showcases the Tweed as a unique and diverse destination with something for everyone, whether you’re looking for fun in the sun, wining and dining, a taste of culture or business networking opportunities. ‘What’s On Tweed’ automatically populates event listings from a range of online sources and displays it in an easy to read calendar. Events play a big role in this success and this initiative helps event organisers reach a larger audience, as well as helping businesses prepare and make the most of increased trade.



What’s on Tweed event website.

Northern Rivers Rail Trail branding

A comprehensive brand and signage manual was developed to support the Northern Rivers Rail Trail Project. This new brand, part of the Northern Rivers NSW brand family, will apply to all sections of the trail and extend across all four local government areas.



Community Engagement Strategy 2018–2022

The *Community Engagement Strategy 2018–2022* was adopted by Council in August 2018. The strategy is a guiding framework that sets out a whole-of-Council commitment to community engagement. It outlines why, how and when Council engages, providing clarity around the types of activity the community can expect for the different types of projects.

The strategy includes a number of new initiatives including Stakeholder Forums with representatives from resident and ratepayer groups, business chambers, industry associations and environmental groups from across the Tweed and a ‘community conversation’ format for public meetings. It also includes a new focus on Your Say Tweed, Council’s dedicated engagement website where community members can have their say on issues at a time, and in a way, that suits them.

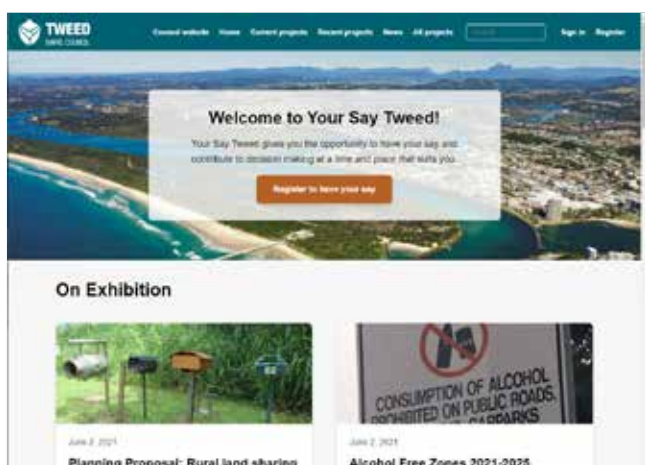
Community Engagement and Participation Plan 2019–2023

The *Community Engagement and Participation Plan 2019–2023* combines the Community Engagement Strategy (a requirement of the *Local Government Act 1993* adopted by Council in August 2018) with new content that addresses requirements for a Community Participation Plan under the *Environmental Protection and Assessment Act 1979*. The result is an integrated document that makes it easier for the community to understand how, when and on what they can expect Council to engage with them, no matter what part of Council is managing the project.

Tweed Shire Council was one of the first council's to prepare a combined and whole-of-Council approach to its Community Engagement and Participation Plan. This key document was re-adopted in December 2019.

Your Say Tweed – Council's online engagement website

Your Say Tweed was re-launched with a refreshed look and feel in December 2020. In March 2021, Your Say Tweed reached a milestone of 5000 registered users, and growing, who contribute to having their say on Council projects using the online tool.



Council's engagement website, Your Say Tweed.

Resident, Industry and Environment Groups – Stakeholder Forums

Stakeholder Forums commenced in 2018 as a means to strengthen relationships with resident and ratepayer groups, business chambers, industry associations and environmental groups. Council hosts at least 3 forums per year to involve and consult on a range of Council projects under development and provide important Council updates. Councillors, Council executive and relevant Council officers regularly attend the forum.

2017 Council Service Planning Survey

The Council Service Planning Survey was distributed to households in late 2016 via a special edition of the Tweed Link, was available online and Council officers also made surveys available at public events and locations across the Tweed. Council received 1700 responses to the survey from 82 different localities across the Tweed.

The survey measured community satisfaction with the delivery of 34 Council services and showed, on average, residents were 'very satisfied' with the services they used with an overall satisfaction rating of almost 85%. Road services (including traffic, footpaths and cycleways) were rated a priority by almost two thirds of Tweed residents, followed by Water Supply and Parks and Gardens.

2019 'Be Our Best' Resident Survey

In August 2019, Council consultants interviewed a sample of Tweed residents to understand the community's priorities and gauge their satisfaction in relation to Council activities, services and facilities. Respondents were from 65 local suburbs across urban, coastal and rural areas of the Tweed and results were weighted by age and gender to reflect the 2016 ABS Census data for the Tweed.

Ninety-seven per cent of residents surveyed rated their overall quality of life on the Tweed as good to excellent and most valued the Tweed's natural environment, open spaces, climate and beaches. The survey results also showed that 87% of residents surveyed were satisfied with overall performance of Council over the last 12 months, with 9% very satisfied, 43% satisfied and 35% somewhat satisfied.



Council was an above average performer against the local government area benchmark in 30 of 37 comparable services or facilities. These included:

- engagement with key groups of people (85% compared to 69%)
- opportunity to participate in Council decision making (77%/64%)
- maintaining footpaths (79%/67%)
- overall condition of the local sealed road network (69%/58%).

Residents identified the greatest priorities for next 10 years as:

- maintaining and upgrading the local road network
- managing population growth and development
- ensuring there are adequate resources and facilities (including sufficient water) to cater for growth.

Council is pleased with these results and are currently undertaking actions in areas identified for improvement. Council will conduct this survey again in late 2021.

2.2.3 Contact Centre

New Contact Centre functions to improve customer service

As part of Council's commitment to continuous improvement, Council's new contact centre system, Premier Contact Point, was launched in October 2018. The system has resulted in shorter queue wait times, simpler phone menu selections and on-hold messages that are relevant to customer's enquiries such as explanations of self-service options. Council also launched a "virtual hold" feature that enables a customer to request a call-back rather than remaining on hold.

As part of the Premier Contact Point system, from May 2020 the new Webchat option allows customers to request general information, obtain Council web links or forms, or log requests for service during business hours without having to pick up the phone.

After Hours Service provider

In 2020 Council introduced a new After Hours Service provider to make it easier to do business with Council after hours for urgent and emergency enquiries.

2.2.4 Councillor and civic business

Webcast of Council meetings

In 2020, Council adopted a new Code of Meeting Practice that incorporated a requirement to webcast (broadcast over the internet) meetings of the Council and of Committees whose membership is made up only of Councillors. Council now webcasts Council meetings to increase the transparency of Council decision making and allow access for members of our community who are unable to attend in person.

Council also introduced a new agenda and meeting management system which integrates the Council meeting minutes with the webcast, allowing visitors to the website the option of viewing the entire meeting, or of viewing only those sections of the meeting they are interested in.



Council meetings are webcast and recorded for later viewing.

New Code of Conduct

In 2020, Council adopted a new Code of Conduct. In anticipation of the requirement for all councils to approve an Audit Risk and Improvement Committee following the next local government elections, the definition of Council committees and Council committee members was expanded.

COVID-19 Care Package to help Tweed residents and businesses

Developed in response to the financial impact of government imposed COVID-19 restrictions, Council introduced the COVID-19 Care Package which includes an interest-free rates deferral option for residents and businesses who can demonstrate they have been financially impacted by the health crisis. In addition to these measures, Council also incurred additional expenses to provide extra service provision through cleaning and keeping our community and staff safe.

Citizenship and Australia Day ceremonies

Citizenship ceremonies continued to be a highlight throughout the term, with over 750 residents welcomed as new Australian citizens. The Tweed's annual Australia Day awards highlighted the outstanding achievements of individuals and groups in our community.

The 2021 ceremony was particularly impacted by COVID-19 however, thanks to the support of a \$20,000 grant from the Federal Government, the event was able to proceed. The story of the Tweed Young Achiever of the Year 2021, Tj Kleeman, achieved media coverage as far afield as the UK, USA, Brazil and China.

2.2.5 Financial Services

E-payment and property services

In 2020, Council introduced a new online payment and property service portal. The portal is available 24/7 and allows customers to make a payment on their rates, water sundry debtor or application invoices. This new and improved way to pay for customers makes it easier to do business with Council, at a time that suits them.

Kings Forest Special Rate Levy

Council proposed special rate variation aimed at raising a special rate in 2021/22 which will be indexed with annual rate pegging in subsequent years. The proposed on-going special rate is to be levied solely on properties associated with the Kings Forest subdivision and all funds raised from the special rate levy will be allocated to the management of environmental land protection.

Financial indicators

See table on page 6 of this report.



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. During this term, Council has endeavoured to work together with others to create a Tweed where people are welcomed, healthy, connected and have opportunities to prosper in their individual pursuits. Council has worked to meet the present and future infrastructure demands of the Tweed while providing community and cultural services and employment opportunities to retain and improve the quality of community life.

3.1 People

3.1.1 Cemeteries

Doing Death Well

Following consultations and workshops in Murwillumbah and Tweed Heads, Council developed a comprehensive strategy and business plan, *Doing Death Well*. The focus of *Doing Death Well* is to modernise Council's cemetery and crematorium operations and develop a new, more environmentally friendly burial and ash interment option.

3.1.2 Community and Cultural Development

Tweed Heads Cultural Plaza

The \$1.2 million Tweed Heads Civic and Cultural Centre redevelopment was completed in 2019.



The upgraded Tweed Heads Civic and Cultural Centre.

The upgraded facility includes an outdoor plaza with a direct pathway for easier access to the library and auditorium and Council's Tweed Heads Administration Office, contemporary landscaping, an improved drop-off area, accessible parking, better lighting and a more accessible after-hours library book return.

The upgrade has provided an attractive, accessible and functional meeting place. It looks modern and refreshed and we hope the community will enjoy the new space to meet for coffee, attend a show at the auditorium and enjoy all that the library has on offer. The project was jointly funded by the Australian Government's Building Better Regions Fund and Tweed Shire Council.

Access and Inclusion

In November 2018, Council adopted a new *Access and Inclusion Plan 2018–2021*, which focuses on developing positive community attitudes and behaviours, creating liveable communities, increasing access to meaningful employment and improving access to mainstream services through improved systems and processes.

Access and Inclusion Awards

The awards celebrated achievement and innovation in building an accessible community and were held as part of International Day of People with a Disability celebrations in 2016, 2017 and 2018. They recognised and acknowledged action by individuals, community groups, organisations and businesses that built and promoted an accessible and inclusive community for everyone in the Tweed.

Improved facilities and services for hearing impaired

Council installed hearing augmentation in Murwillumbah Auditorium, the Canvas and Kettle, Murwillumbah Council Chambers, Harvard Room, Customer Service Counters in Murwillumbah and Tweed Heads and mobile units are available for one on one meetings. Council provided hearing augmentation and AUSLAN tours at the Museum and Gallery, and captioning is now applied to all newly commissioned video material at Tweed Regional Museum.

Community Development Strategy 2020–2024

The *Community Development Strategy 2020–2024* was adopted in March 2020 and will help guide future services for the diverse communities in the Tweed. The strategy is part of Council's commitment to working toward safe, healthy and more inclusive communities.

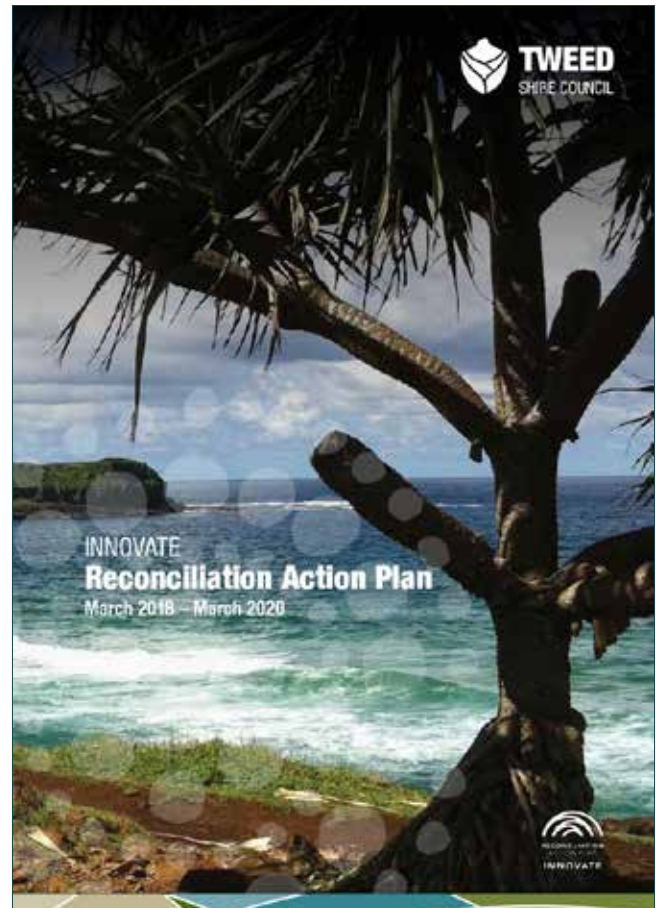
Homelessness Policy

Tweed Shire Council was one of the first local governments in NSW to adopt a Homelessness Policy in 2015. Council completed a review of its homelessness policy and adopted a new policy in December 2018. Council, in partnership with the housing and homelessness sector and other tiers of government, is committed to a collaborative and collective impact approach with the aim to shift the trajectory for people experiencing homelessness or at risk of homelessness. Council's Homelessness Policy outlines principles and actions it will take across the following areas in its aim to prevent and reduce homelessness:

- education and advocacy
- facilitation and coordination
- Council services and compliance
- land-use planning
- monitoring and research.

Reconciliation Action Plan 2018–2020

Council's first Reconciliation Action Plan (RAP) was launched in June 2018. The inaugural RAP was developed between Tweed Shire Council and Council's Aboriginal Advisory Committee.



Council's Reconciliation Action Plan.

The RAP is Council's genuine commitment to encourage and support all our staff to make a difference through our actions and clearly demonstrate our respect and pride in our Tweed history, our commitment to protect cultural heritage and to honour the significant contribution of our Aboriginal and Torres Strait Islander community today.

Implementation of the RAP has resulted in the following achievements:

- setting specific numbers of contracts with Indigenous businesses, promoting a list of Indigenous businesses and identifying barriers to working with Indigenous businesses
- partnerships with other Tweed organisations that also have RAPs
- Council encouraging staff to attend NAIDOC Week activities.
- development of cultural awareness, Aboriginal cultural heritage and e-learning courses to help Council staff build their cultural awareness and knowledge.

NSW Local Government Aboriginal Network Conference

The Tweed hosted the influential NSW Local Government Aboriginal Network Conference at Tweed Heads during 2016/17 financial year. The conference acts as a forum for discussion on local government issues relating to Aboriginal communities, business and the wider community. The theme for the conference was “Our Living Culture – Past, Present and Future” and it aimed to provide an exciting and interesting forum for enhancing the profile of Aboriginal communities, their skills and culture and discussion on current issues such as employment strategies, enterprise and cultural development and policies.

Celebrating collaboration

Members of Tweed’s Aboriginal community and Tweed Shire Council celebrated 20 years of collaboration during NAIDOC week in July 2018. Council recognises the significant contribution the Tweed Shire Aboriginal Advisory Committee (AAC) has made to the local community. The AAC is the official liaison between Tweed’s Aboriginal community and Council on matters that may affect Aboriginal and Torres Strait Islander people, such as developments in culturally sensitive areas. Significant achievements of the committee include, advocating for an Aboriginal Community Development Officer on Council staff.

Tweed Shire Youth Council

The Youth Council is an initiative of the Tweed Shire *Youth Strategy and Action Plan 2013–2017* and was established to respond to issues relevant to young people aged 12 to 24 years and provide an opportunity for Council to better understand the needs of young people. It consists of representatives from public and private high schools in the Tweed who meet quarterly to express views on youth-oriented matters, while also gaining opportunities for the development of communication, confidence and leadership skills.

Members have provided direct input into youth-oriented services they would like to see established or improved in the Tweed. The Youth Council is a way to introduce young people to a formal meeting environment and gives them an insight into how local government works, potentially opening up career pathways. Schools have provided great support to Youth Council members, with the program becoming an extension of school leadership roles.



The 2021 Tweed Shire Youth Council.

Seniors Festival

Council hosted annual NSW Seniors Festivals during the term. Previously known as Seniors Week, local community groups and businesses participate by holding special events and activities that focus on, and celebrate, the valuable contribution seniors have made, and continue to make, to the life of our community. Council also presented the annual NSW Seniors Festival Award for Tweed to recognise seniors who have contributed to making the Tweed a healthier, happier and more inclusive place to live.

Dementia Friendly Communities



Council partnered with Dementia Australia in fostering Dementia Friendly Communities and the Dementia Friends campaign. Tweed Libraries and the Museum are registered as Dementia Friendly sites. Council has also made a commitment to encourage its management team and staff to become Dementia Friends and learn more about dementia and how to support someone with dementia.

Flood recovery community catch-up

Council acknowledged the recovery from the 2017 flood with a community catch-up and free barbecue at Knox Park in March 2018, one year after the flood. The event was held to recognise and acknowledge the ongoing recovery process, provide an avenue to share and/or listen to peoples stories in a relaxed environment, and support each other to continue to heal together. People were asked to bring the beautiful community spirit that rose up in a 'flood of love' for those affected. Representatives from Council and the State Emergency Service spoke at the gathering and there were children's activities.

3.1.3 Community Services

Brett Street CAFE

Council launched the social enterprise Brett Street CAFE (Community Access For Everyone) in February 2020.



Brett Street CAFE (Community Access For Everyone) at the Tweed Heads Civic and Cultural Plaza.

The social enterprise framework funds programs to help disadvantaged people in the Tweed to enter the workforce and thrive.

Brett Street CAFE also supported the community during COVID-19 crisis by providing nutritious, subsidised and affordable takeaway meals. At its peak during COVID-19 restrictions, Brett Street CAFE provided over 100 meals in a single day to vulnerable members of our community who would have otherwise struggled to access support with meals.

Kingscliff Community Hall

The Kingscliff Community Hall reopened in July 2018 following a renovation to install a new kitchen, new and accessible toilets, and new storage space and equipment for hire. This was part of a \$22 million project to reinvigorate the Kingscliff foreshore area. The preservation and reinvigoration of this community asset won a National Trust Heritage Award in the category of Conservation Built Heritage.



The revitalised Kingscliff Community Hall reopened in July 2018.

Nullum House

Following severe damage from the 2017 flood, Council undertook a \$100,000 refurbishment of Nullum House in Murwillumbah's Knox Park to make it more flood and vandal resistant. The renovations have meant that the service can continue to provide practical assistance, support and social activities in a safe environment for people who are disadvantaged, homeless, at risk of homelessness, socially isolated, have mental health issues, disabilities and the elderly.

National Disability Insurance Scheme (NDIS) Transition

NDIS rolled out in Northern NSW on in mid-2017 with Council transitioning to a new model of support coordination for people with disabilities. Over 6000 people living in Northern NSW have an NDIS plan and Council assists some of these participants to use their funding to achieve their goals, live more independently, increase their skills and increase participation in our community. Council's team of Client Practitioners has more than doubled to meet the demand for this.

Delivery of My Aged Care contract

Since the roll-out of My Aged Care in 2015, Council has completed thousands of assessments with seniors in the local Tweed community to assist them to continue living independently in their own homes.

Commonwealth Home Support Programme – innovation programs

Council was successful in obtaining funding to use innovative approaches to deliver Commonwealth Home Support Programme (CHSP) services to meet the needs of older Australians. Eight different programs focusing on wellness and re-ablement were delivered including:

- Shop Don't Drop – engaging participants with technology to learn skills to safely shop, pay bills and socially engage online
- Stand Together – guides participants in simple exercises helping them reduce risks associated with falls and providing an environment for social interaction
- MisterChef – improves confidence in the home kitchen and provides advice on planning weekly menus, budgeting and searching for recipes
- Stretch Your Mind – fun session to stimulate memory, concentration and creativity
- Dementia Music Therapy – people, including people with dementia, and their carers engage in musical activities facilitated by a registered music therapist designed to improve function
- Cultural Connections – provides participants an opportunity to be included in interpreted/interactive tours of the Tweed Regional Museum collection to provoke memories, story sharing and social connection

- Art and Dementia Friends – develops an ongoing engagement with Tweed Regional Gallery staff and the exhibition program through stimulating art engagement and creative experiences
- Mature and Determined – provides an introduction to movement and gentle exercise as a low impact non-weight bearing introduction to exercise in the water at Tweed Regional Aquatic Centre facilities.



3.1.4 Compliance Services

Compliance Policy

Council adopted the Compliance Policy in October 2017. The policy outlines both the enforcement options available to Council and the factors that will be taken into account when staff determine what enforcement action is appropriate in the given circumstances. This policy is intended to make compliance activities more transparent and facilitate greater consistency.

Tweed Rangers swapped chalked tyres for new technologies

In May 2020, Council introduced a parking enforcement vehicle equipped with intelligent parking technology to make significant improvements to the way Council monitors and enforces parking restrictions.

All the Tweed's car parks, school zones, no parking and no stopping zones, taxi and commercial vehicle zones were mapped and the data uploaded to the vehicle's on-board computer. The vehicle then uses integrated mapping and precision on-board GPS to identify the type of parking permitted by location and length of time and numberplate recognition to determine how long a vehicle has been parked at a location. It identifies those that have overstayed any timed parking limit so the ranger can issue an infringement notice with confidence.



Council's parking enforcement vehicle.

3.1.5 Economic Development

Business Investment Policy

Council's Business Investment Policy was comprehensively revised and commenced in February 2020. The revised policy was developed to support all levels of business investment and reinvestment in the Tweed. It encourages diversification and investment in the economy that would not otherwise occur.

The redrafting of the Business Investment Policy incorporates a range of solutions to deal with developer charges and contributions arising from the development process. This range of incentives allows for all sizes of business to take advantage of the policy.

The revised policy has been broken into four major areas, each tailored towards a specific size and capacity of business:

- Employment Generating Incentive (discounts on road contributions)
- Eligible Business Enterprise – Small Business Incentive (exemption for small business renting their premises)
- High Consumption Charge Incentive (ongoing payments rather than upfront for water and sewer)
- Deferred Payments Incentives (deferred payments for all contributions).

Tweed Investment Guide

The *Tweed Investment Guide*, released in 2018, forms part of the Business Investment Portal website that was launched in September 2019 and has become an invaluable tool for prospective business investors, showcasing several local business success stories.

'The Tweed' rebrand



A new 'The Tweed' brand was released in late 2018 and is now being incorporated into relevant marketing and collateral. Council has established several new sub brands associated with 'The Tweed' brand including 'Succeed in the Tweed', 'Tweed Naturally' and The Tweed Tourism Co.

3.1.6 Environmental Health

Increased use of electronic inspections

To improve efficiency and reduce the time of writing up field notes, Council's Environmental Health Officers and on-site sewer management officers are using i-auditor to aid inspection reports and better document the outcome of field investigations.

Tackling Mosquitoes Together



Thirty Council staff from across the region audited 300 premises in Koala Beach, Pottsville and Tweed Heads West to gauge the extent of typical mosquito breeding areas in our homes.

Guttering was the number one breeding site. The project developed a mosquito incursion plan, media plan and implemented a community-based behaviour change program to reduce the risks and impacts of mosquitoes in homes and communities in the Northern Rivers region (for example diseases such as Ross River Fever).

The project also undertook a collaborative design process with community, councils and other key stakeholders to co-design and pilot an SMS behaviour change program. An evaluation of the SMS program at completion will provide valuable information on the pilot of the program and its effectiveness.

LAMP Project – rapid identification of mosquito species

Council is participating in a ground breaking trial aimed at preventing the spread of disease-carrying mosquitoes into the region in partnership with Council joined forces with counterparts on the Sunshine Coast, the Queensland Institute of Medical Research Berghofer's Mosquito Control Lab and Queensland's Metro South Public Health Unit.

The project will see Council's team offer in kind support to perform DNA sampling on mosquitoes and their larvae collected locally, with the aim of identifying two specific species – *Aedes aegypti* and *Aedes albopictus* (commonly known as the Asian tiger mosquito) – which are responsible for carrying dengue fever and other harmful blood-borne diseases.

While these mosquitoes have not yet been found locally, accurate and timely identification of these species is essential for the implementation of control programs to limit transmission of the virus. The simple, easy-to-use new tests can detect one of the targeted mosquitoes in a sample of thousands of local specimens, allowing health authorities to act quickly should a positive identification take place. Council will continue to test our local environment to keep the community informed.

Air quality monitoring

Clean air is essential for health and wellbeing. The main influences on air quality in the Tweed include aircraft and road traffic, burning of agricultural crops (sugar cane), and the use of solid fuel heaters. To provide precise real-time data on airborne particulate matter, Council installed low cost Purple Air sensors across the Tweed. Council is also partnering with NSW Smart Sensing Network universities, NSW Department of Planning, Industry and Environment, Bureau of Meteorology and other organisations to purchase additional air quality equipment and be part of the latest research initiatives.

Let's Chat – encouraging the community to resolve issues together



To help build stronger, safer, more connected neighbourhoods, Council launched an initiative, Let's Chat, to encourage neighbours to speak with each other before an issue gets to this stage.

Let's Chat is designed to give neighbours the tools and information to help find a solution to the issue. Council staff continue to promote Let's Chat and are applying the benefits to other areas that require conflict resolution.

Action on illegal dumping

Illegal dumping is not acceptable to our community, can be a health hazard to those who collect it, impacts our wildlife and can result in the pollution of our waterways. It also costs Council \$160,000 per annum for collection and safe disposal.

Council partnered with North East Waste and the NSW Environment Protection Agency to reduce illegal dumping in the Tweed by introducing new signage, identifying dumping hot spots and introducing higher fines for those found dumping (\$4000 for individuals and \$8000 for businesses). Council has also streamlined all illegal dumping activities into one coordinated process with quicker clean up times.



One of the 'Report Illegal Dumping' (RID) signs.

Northern Rivers Contaminated Land Program

A newly-created Regional Contaminated Lands Officer position has been funded by the NSW Government's Council Regional Capacity Building Program.

The role is helping the Northern Rivers Joint Organisation councils to improve consistency across a range of contaminated land functions, including site registers, development assessment processes and response to pollution.

The position will also assist with Underground Petroleum Storage Systems responsibilities now that responsibility was transferred to local councils from the Environment Protection Authority in 2019.

3.1.7 Events

2017 State of Origin training camp

The Tweed hosted the 2017 State of Origin training camp for the NSW VB Blues Rugby League team at the Cudgen Leagues Club at Kingscliff. The camp was established for one week before games one and three of the series.

NSW Rugby League Chairman, Dr George Peponis OAM and NSW VB Blues Coach, Laurie Daley attended a launch at Mantra on Salt Beach at Kingscliff. They believed the Tweed was the perfect location for the camp, offering the ideal preparation for Origin with its proximity to Brisbane and a supportive community. The Tweed has a strong rugby league history and it was great to have the support of the local community as the team prepared for the games.

3.1.8 Lifeguard Services

Contract extended

The lifeguard provision contract was extended for an additional 5 years in 2021.

Salt Surf Lifesaving Club (SSLSC) redevelopment

In May 2018, SSLSC was granted an amended consent for demolition, alterations and additions. The completed works included an addition of an upper storey and deck. The consent contains several conditions that limit the use of the building for bona fide club and member activities only.

To enable the SSLSC to open commercial activities to non-members in the upper level and deck areas of the building so it can afford to provide its community service activities, Council consulted with the community in 2021 about a potential modification to and/or a new consent.

3.1.9 Local Emergency Management

SES relocation

In February 2019 Council resolved to entering into negotiations for the purchase of a site for relocation of the Tweed Heads SES facility. They also resolved to conduct a site feasibility assessment in consultation with NSW State Emergency Service and Fire and Rescue NSW, to determine the site's capacity to accommodate future needs. The land was purchased, and a development application was approved.

Tweed Emergency Dashboard

The Tweed Emergency Dashboard was launched in December 2018 in response to the major flood that hit the Tweed in March 2017.

The dashboard provides real-time emergency information for Tweed residents, businesses and visitors that can be accessed on any device with an internet connection at any time of day, seven days a week. It includes the current status for weather warnings, road closures, power outages, water and sewer interruptions, Council services and facilities, and links to useful resources to help with planning for an emergency and recovery.



The Tweed Emergency Dashboard.

The Tweed Emergency Dashboard won the 2019 RH Dougherty Award for Reporting to Your Community and the Special Project Initiative in the 2020 LG Professionals Excellence Awards.

At the start of the COVID-19 pandemic in 2020, Council established a specific COVID-19 Dashboard that includes links to Australian and NSW Government advice, information about COVID-19 impacts on Council services and links to local information including border closures.

Flood recovery

Following the devastating 2017 floods, Council was overwhelmed with the offers of support from individuals, businesses, neighbouring shires and further afield.

To bring that international and national support from across the country and internationally together, Council established a Mayoral Appeal Fund to enable the public and the business community to contribute financially to support local families and recovery initiatives.

Council extends our thanks and appreciation to SES, fire and rescue, police and Rural Fire Service personnel and volunteers – as well as Council staff – who worked day and night to assist community members and restore services.

3.1.10 Pest Management

Love Cats Love Wildlife

Council's Love Cats Love Wildlife project ran from 2017 to 2020 and was funded by NSW Environmental Trust education grant.

Using community based social marketing techniques and expert advice, this project has provided baseline data on the complex issues surrounding responsible cat ownership which has allowed a deeper understanding of domestic cat management in the Tweed.

The project also succeeded in raising awareness and contributed to the incremental behavior change needed to better protect both cats and wildlife, by encouraging cat owners to keep their cats safe at home.

Protecting threatened fauna, Fingal Head

Thanks to a NSW Environmental Trust grant, Council ran the Working Together to Protect Threatened Fauna on Fingal Peninsula project to reduce the impacts of feral animals and domestic pets on threatened fauna species including Beach Stone-curlews, turtles and Bush Stone-curlews.

From August 2015 to August 2018 Council delivered a shorebird monitoring program, a fox management strategy, installed the Fingal Mural Art Trail and ran a Love Pets Love Wildlife event.

The success of this project was due to the ongoing support and encouragement of the local Fingal Community, including Tweed Byron Local Aboriginal Land Council, Birdlife Northern Rivers and the Fingal Head Coast Care Group.



One of Australia's threatened fauna species, the Beach Stone-curlew, pictured here at Hastings Point.

3.1.11 Public toilets

Budd Park toilet block and pontoon

South Murwillumbah's rejuvenated Budd Park has a new accessible toilet block, replacing the ageing facility and expanding the park's open space. The two-cubicle toilet block was constructed next to the Murwillumbah Visitors Information Centre and was designed to complement the Rainforest Centre setting.

The toilets' old location was reverted to open space, improving access from the Visitors Information Centre car park, enhancing visibility throughout the park and allowing a clear view of the river from Alma Street.

The facility's upgrade is part of a Budd Park masterplan which has also included riverbank protection against erosion and landscape improvements which have boosted the park's popularity in recent years. Work was carried out to upgrade and relocate the pontoon at Budd Park in Murwillumbah.



The relocated Budd Park pontoon.

The project repaired the structure, moved it 50 metres to the west, and constructed a new access path. The new location and path will make it safer and easier to access the 12 metre-long pontoon.

3.1.12 Tourism

Destination Management Plan 2018–2030

Council adopted the *Destination Management Plan 2018–2030* prepared by The Tweed Tourism Co. which identified development that focused on delivering tourist experiences in keeping with the natural and cultural expectation of the Tweed.

Food Trail

Council's tourism services provider, The Tweed Tourism Co. developed a suite of publications to encourage visitors to explore our beautiful region. The *Official Tweed Visitors Guide*, *Tweed Foodies Guide* and *Tweed Hinterland Drives* share tips for exploring the Tweed's many villages, highlighted food, the arts and more.

3.2 Places

3.2.1 Aquatic Centres

Tweed Regional Aquatic Centre solar

In 2019, Council completed installation of new 486-panel array (165kW) at the Tweed Regional Aquatic Centre (TRAC), Murwillumbah, saving 200 tonnes of greenhouse gas emissions a year – that's the equivalent emissions from 11 average households. The installation was funded with NSW Government grant for \$198,202 through the Stronger Country Communities Fund. The rooftop installation will enable Tweed's top aquatic centre to:

- meet 24% of TRAC's own power needs through renewable sources
- save over 4,725 tonnes of CO₂-e over the life of the installation – that's the equivalent of 40 passenger vehicles driving for one year
- reduce the pool's annual power bill by nearly 20% or about \$42,500.



The 486-panel array (165kW) at the TRAC Murwillumbah.

3.2.2 Art Gallery

Gallery's 30th birthday

The Tweed Regional Gallery & Margaret Olley Art Centre celebrated its 30th anniversary in 2018 by hosting a gala dinner and launching a fundraising appeal to help secure the most ambitious acquisition in the Gallery's history, *Hallway with kilims 2017–18* by renowned Australian artist Cressida Campbell. The work will be a significant asset to the collection and comes thanks to the fundraising efforts of the Tweed Regional Gallery Foundation Ltd.

Installation of visitor walkway

Council installed a path to allow visitors to better engage with the landscape at the Gallery. The path creates a simple 'line in the landscape' that reinforced the existing topography, creating maximum engagement with the scenic views while limiting visual intrusion as much as possible.



The 'line in the landscape' viewed from above.

Garden installation

Designed by a talented local firm Plummer and Smith, the garden enhances the Gallery grounds, pays homage to Margaret Olley's love of gardens and includes terraces from which our visitors can enjoy the beautiful vistas offered from the Gallery's spectacular site.

The terraces are made from bricks in patterns resembling the intricate designs of the kilims in Olley's home studio. The gardens meander around the southern end of the site, around the Nancy Fairfax Artist in Residence Studio and creates a link to the 'line in the landscape' walkway on the western side of the Gallery.

National Art School Partnership

In 2019, the Gallery launched an exciting partnership with the National Art School (NAS), Sydney to celebrate Olley's legacy as a NAS alumni and supporter of emerging artists. Each year, this partnership awards a NAS Masters of Fine Art graduate the opportunity to undertake a residency in the Gallery's Nancy Fairfax Artist in Residence Studio.

Exhibitions

The Tweed Regional Gallery & Margaret Olley Art Centre has hosted a diverse range of exhibitions since 2017 featuring both nationally recognised and local artists. The variety of exhibitions has contributed to the appeal of the Gallery which continues to attract visitors through its major drawcard, the Margaret Olley Art Centre (MOAC).

Some of the major exhibitions and events have included:

2017

- First international exhibition: *David Hockney: Words and Pictures* (30 June – 17 September 2017)
- *Portraits: Margaret Olley* (12 May 2017 – 10 September 2017)
- *Brett Whitely: other places (somewhere else)* (29 September – 3 December 2017)
- *Olive Cotton Award* (2017, 2019, 2021)



David Hockney – The Start of the Spending Spree and the Door Opening for a Blonde from A Rake's Progress, 1961–1963, etching, aquatint. Edition of 50, 45.5 × 58.4cm.

2018

- *30th Anniversary of the Gallery – Three Decades: celebrating the Tweed Regional Gallery collection* (17 August 2018 – 30 June 2019)
- *Border Art Prize* (2018 and 2020 – online due to COVID-19)

2019

- *Art Deco from the National collection: The World Turns Modern* (31 May – 25 August 2019)
- *Love* – curated by Susi Muddiman (6 September – 17 November 2019)
- *A Shared Obsession: Margaret Olley & Fred Jessup* (28 June – 17 November 2019)
- *John Mawumdjul: I am the old and the new* (10 July – 13 September 2019)



Napier Waller – Christian Waller with Baldur, Undine and Siren at Fairy Hills, 1932, oil and tempera on canvas mounted on composition board. National Gallery of Australia, Canberra. Purchased 1984.

2020–21

- *2020 Archibald Prize Regional Tour* (22 January – 7 March 2021)
- *Arthur Boyd: Landscape of the Soul* (8 January – 28 February 2021)
- *Sidney Nolan's Ned Kelly series* (19 March – 22 August 2021)



Gallery DownTown

The Gallery DownTown was opened in January 2019 as a trial program to drive creative and economic development in the heart of the Murwillumbah central business district.

In its first year, Gallery DownTown welcomed 12,534 visitors and contributed more than \$600,000 to the local economy through art and retail sales. Before its closure in June 2021, visitor numbers rose to almost 34,000 people.

The M|Arts Precinct now stands as a tourism drawcard in its own right. With a bustling, creative vibrancy, the precinct offers a range of dining experiences, speciality stores, and artists and artisans studios.



Gallery DownTown located in the M|Arts Precinct, Murwillumbah.

3.2.3 Auditoria

Murwillumbah Auditorium upgrade

The newly refurbished Murwillumbah Auditorium opened in 2021 thanks to funding from the NSW Government's Regional Cultural Fund which supports projects that will enhance the cultural richness and vibrancy of regional communities.

The auditorium was built in 1974 and upgrades have brought it up to modern standards for accessibility, energy efficiency and functionality. The upgraded facility now creates modern, attractive and functional cultural spaces for current and future generations of residents and visitors to enjoy.



The newly refurbished Murwillumbah Auditorium.

Tweed Auditorium upgrade

A technical upgrade of the Tweed Heads auditorium was completed in 2019, including an electrical and lighting upgrade that improved lighting energy efficiency by almost 80 per cent per hour of use, and improvements to the stage to enhance functionality and to cater for a variety of performances.

3.2.4 Holiday Parks

Kingscliff Beach Holiday Park upgrade

Kingscliff Beach Holiday Park reopened in March 2018 following a 14 month redevelopment as part of the Kingscliff Foreshore Revitalisation project.

Evolving brand

Following the refurbishment of Kingscliff Beach Holiday Park in 2018 Tweed Coast Holiday Parks underwent an evolution of the brand including a new brand promise, name, Tweed Holiday Parks, and brand mark with a refreshed focus on relaxing and reconnecting with family and friends among nature.



To mark the occasion, Tweed Holiday Parks launched its Sustainability Pledge: by 2023 the brand aims to cut down its water and power consumption, reduce landfill waste, and continue protecting the biodiversity and wildlife in their parks.

3.2.5 Libraries

Tweed Heads Library upgrade

The Tweed Heads Library underwent a major renovation that created more space, upgraded technology and greatly enhanced the facility's ability to meet the future needs of the community.

The \$2.9 million upgrade included an increase of floor space from 619 to 1054 square metres to provide more flexibility of use for meeting areas, study centres and other activities.

A new self-checkout system was installed and new services were launched to coincide with the opening, including a program offering the most popular titles in the library on short term loans and a new audiobook service that can loan up to 100 copies of the same title at once.

A seed library now allows people to borrow seeds, sow and harvest a crop, then dry and return some seeds to the library. This sustainable program demonstrates how libraries are changing to adapt to community needs.

3.2.6 Museum

Tweed Heads Museum upgrade

The Tweed Regional Museum at Tweed Heads received an upgrade in January 2018. The refurbished Court House now has a new entry into the museum precinct from the car park.

New displays emphasising the history of the Court House and large projections featuring film footage from the 1950s and historic images from the museum collection have been well received by visitors. The Tweed Heads Historical Society has now relocated to their purpose-built research centre and office where they offer important research services to members of the public.

Boyd's Shed refurbishment

The refurbished 1906 heritage listed Boyd's Shed, used by the Boyd family as the base for their fishing operations, is part of the Tweed Regional Museum precinct at Pioneer Park, Tweed Heads West.

Boyd's Shed was the last of three significant heritage-listed buildings to be refurbished and repurposed as part of the Museum precinct. The other two are the Shire Hall and the original Tweed Heads Court House.

Boyd's Shed is a rare and iconic remnant of Tweed's heritage, brought to life through best practice preservation, video interviews with Boyd descendants and fellow fishermen, archival film footage and photographs.



Interior of the refurbished Boyd's Shed, Tweed Regional Museum, Tweed Heads.

Aboriginal Breastplates of the Northern Rivers exhibition

This exhibition featured breastplates given to Aboriginal people associated with the Northern Rivers region in the late 1800s and early 1900s. The exhibition coincided with the New South Wales Local Government Aboriginal Network Conference in August 2016 and was part of the conference program.

Untold Stories: living with ability

The 2017 exhibition, *Untold Stories: living with ability*, was part of a larger project being undertaken by Tweed Regional Museum called *Contemporary Voices*, which captures diverse stories of people living in the Tweed.



The 2017 exhibition, Untold Stories: living with ability at Tweed Regional Museum, Murwillumbah.

Untold Stories featured 11 individuals – ‘ordinary’ people whose rich life experiences include living with disability. Participants generously allowed the Museum to record and share their stories through audio, video and text, complimented by objects emblematic of their personal journeys.

Land | Life | Culture

This new permanent exhibition opened in 2020 and was awarded a Museums and Galleries National Award in the same year.

Land | Life | Culture introduces visitors to the intrinsic connection between land and culture that underpins Aboriginal identity. The exhibition also reflects values recognised in the listing of Tweed landscapes as representing outstanding examples of major stages of the Earth’s evolutionary history; ongoing geological and biological processes, and exceptional biological diversity.

Small Town Queer online exhibition and collection project

Small Town Queer (2020–21) explored the rich tapestry of Tweed’s LGBTQIA+ history from the early 1900s to the present, uncovering local stories of sexual liberation, love, activism, discrimination, defiance, performance, spaces, places and local business.

Tweed Regional Museum collaborated with lesbian, gay, bisexual, transgender, queer, intersex, asexual (LGBTQIA+) and ally community members to collect, share, and preserve the histories of Tweed’s many and varied queer voices.

Small Town Queer also presented the Tweed Regional Museum with an opportunity to re-examine its collection through a queer lens, and open up its collection and program to comment and critique.



3.2.7 Parks and gardens

Open Space Strategy 2019–2029

The *Open Space Strategy 2019–2029* and implementation plan was adopted by Council in August 2019. The strategy sets the vision for the future of open space and provides the overarching framework and strategic direction for public open space planning in the Tweed for the next 10 years.

The implementation plan is presented as a separate document to the strategy and will guide the delivery of the *Open Space Strategy 2019–2029*.

Rowan Robinson Park

The new Rowan Robinson Park on the Kingscliff foreshore was officially opened in April 2018.

The park is the centrepiece of the \$22 million foreshore redevelopment project which also included a new stabilising rock wall and the relocation of the holiday park.

The park was named in honour of Rowan Robinson, a Kingscliff High School graduate and Cudgen Headland Surf Life Saving Club member who was killed in Afghanistan in 2011.



Rowan Robinson Park, Kingscliff.

Knox Park

A prominent section of Murwillumbah's Knox Park has an impressive new look following a \$1.5 million makeover funded through the Australian Government Building Better Regions Fund, the Restart NSW Fund and Tweed Shire Council. The upgrade included:

- upgraded pathways to improve accessibility
- new lighting to improve safety
- new gardens and landscaping
- naturally shaded outdoor seating areas
- new bus stop
- new outdoor stage area with power
- new park entry at Brisbane and Wollumbin Street.



New entry to Knox Park at Brisbane and Wollumbin Street.

Park upgrades across the Tweed

During this period, park facilities across the Shire have been upgraded to provide great outdoor spaces for locals and visitors alike. This included upgrades to the following parks:

- Cockatoo Place Park, Banora Point
- Wilson Park, East Banora Point
- Coral Street, Bilambil
- Arbor Place Park, Bray Park
- Cabarita skate park
- Cudgen Reserve Playground
- Fingal Foreshore Park, Fingal Head
- Ed Parker Park, Kingscliff
- Rowan Robinson and Lions Park, Kingscliff
- Cudgen Recreation Ground, Kingscliff
- Faulks Park, Kingscliff
- Murwillumbah Library Park
- Nullum Street Car Park, Murwillumbah
- Knox Park, Murwillumbah
- Rous River Way Park, Murwillumbah
- Budd Park Pontoon, South Murwillumbah
- Bushranger Park, Terranora
- Jack Chard Park, Tweed Heads
- Minjungbal Drive Cool Towns – tree planting, Tweed Heads South
- Eunga St Park, Tweed Heads South
- Goorimahbah – Place of Stories: Inclusive Park and Playspace, Tweed Heads
- Wharf Street streetscaping, Tweed Heads
- Tyalgum Trust Public Reserve, Tyalgum
- new outdoor exercise equipment at Tweed Heads, Kingscliff, Pottsville, Murwillumbah, Tweed Heads South, Banora Point.

Jack Evans Boat Harbour Plan of Management

Council adopted a new Plan of Management to guide future planning and management of Jack Evans Boat Harbour in February 2021.

The plan provides the framework for Council to enhance, protect and manage the precinct as a significant and valuable asset to provide significant benefits to the Tweed community and visitors.

A thorough community engagement process was conducted during the plan's development to ensure all views were heard and considered.

Parklets and art seats pop up in Murwillumbah

Pockets of green and splashes of colour added a new and fun dimension to the streets of Murwillumbah as part of an exciting short-term project.

The Tweed Green Parklet, Public Art and Activation project involved the installation of two temporary parklets and pop-up seating (art seats) in several locations within the Murwillumbah CBD in late 2020, providing a unique public space while adding to the street amenity.

The temporary parklets (which are extensions from the footpath using one to two car spaces) incorporated seating, plantings and interactive spaces to create a new buzz and enhance the street appeal. The NSW Government put \$100,000 towards the project as part of its Streets as Shared Spaces initiative, with Council providing \$37,000.



The temporary parklet in Queen Street, Murwillumbah.

3.2.8 Saleyards

Murwillumbah's cattle saleyards

A \$120,000 upgrade of the Murwillumbah Saleyards was completed in October 2019 as part of Council's ongoing investment in infrastructure to support economic growth. Before the upgrade, the yard's roof had rusted through, the old wooden grandstand was rotting and the yards were at risk of shutting down. Now, a new roof with thermal insulation and additional cross bracing has been erected and a galvanised steel structure stands in the place of the rotting grandstand.

The work done at the saleyards is vitally important as cattle is the second largest contributor to the agricultural sector in the Tweed, second only to sugarcane. Without a local saleyard, the animals would have to be transported much further distances so our facility assists our farmers and reduces some of the stress for the cattle.



A new brick and steel grandstand replaced the old rotting timber one at Murwillumbah cattle saleyards.

3.2.9 Sporting fields

New lighting illuminates local sporting scene

Improved night lighting has been installed at Walter Peate Reserve to allow sports codes who use the facility to train and compete in the evenings, further extending the use of the grounds during the sporting season.

The little athletics club building was upgraded and a fully accessible clubhouse, storage and toilets building, change rooms, accessible amenities, connecting pathways and fencing was also delivered as part of the first stage of the Kingscliff Regional Sports Complex Masterplan.

The project was funded through a NSW Office of Sport Regional Sports Infrastructure Fund grant, totalling \$3.2 million, \$750,000 from Council and additional contributions from user groups.

Upgrades across the Tweed

Council installed new LED field lights at the Barry Sheppard AFL facility at Round Mountain, constructed a car park and fencing at Jim Devine field in Murwillumbah, built a new changing rooms building at Les Cave fields in Murwillumbah, opened a new Indoor Training Centre at the Les Burger fields, Cabarita and upgraded croquet facilities in Black Rocks.

3.3.1 Airfield

Review underway

Council began a review of the eastern side of Murwillumbah Airfield for potential expansion of the commercial hangar development in 2020.

3.3.2 Construction Services

Northern Rivers Rail Trail – Tweed section

Construction of the Tweed section of the proposed Northern Rivers Rail Trail is likely to begin in early 2021 after the NSW Government committed \$7.8 million to the project. Together with the \$6.5 million already provided by the Commonwealth Government, this funding is sufficient to complete the detailed design and to construct the shared-user path along the disused rail corridor from Murwillumbah to Crabbes Creek.

Kingscliff Bridge

The new Kingscliff Bridge over Cudgen Creek was completed and opened to traffic in December 2016. The concrete bridge is 1.5 metres higher than the old timber bridge and has been tied into the existing pedestrian bridge.

The lanes of the traffic bridge are wider, at 3.1 metres each plus shoulders and the road approaches have been raised by more than a metre and widened. Both the traffic bridge and pedestrian bridge are now supported in the creek by a single centre pylon, rather than the three pylons that held up the old timber bridge.



Kingscliff Bridge over Cudgen Creek nearing completion, November 2016.

Fingal Head bridge

Council constructed a new two-lane concrete bridge on Fingal Road, Fingal Head, to replace failing pipe culverts near Wommin Lake Crescent. During construction a temporary timber bridge and shared user path were built over the channel to reduce the inconvenience to local residents.

To meet environmental compliance, Council had to build a rock flow restrictor in the channel to maintain the existing tidal inflow and outflow from the lake. Works also included replacing the existing sewer main, water main and pedestrian bridge. The new bridge cost \$540,000.

Tumbulgum Road cliff face stabilisation

The project has improved safety for both pedestrians and motorists with contractors removing vegetation to allow the cliff face on the northern side of the road to be cut away to be almost vertical before being stabilised and covered with a decorative natural-looking shotcrete finish.

Planter boxes were built-in at both the toe and top of the cliff to allow vines to be grown on fixed trainer wires both up and down the face to add a green finish over time. A fence was built at the top of the cliff to block access to the drop.



The cliff face on Tumbulgum Road prior to stabilisation.

On completion of the work at the cliff face, Council moved in to upgrade the drainage and stabilise the riverside of the road and reconstruct the roadway and shared user path further north, shifting it at least a metre away from the river.

The new road was widened to seven metres wide and the shared user path to 2.5 metres wide. This extra width has significantly reduced the current pinch point in the road, where heavy vehicles often mount the pedestrian kerb to negotiate the bend.

3.3.4 Roads, traffic, footpaths and cycleways

Raising Clarrie Hall Dam

Council moved to secure the Tweed's long-term water supply with a decision to proceed with land acquisition and planning approval to raise the wall of Clarrie Hall Dam. The proposal is to increase the dam wall height by 8.5 metres to provide a full supply level of 70 m Australian Height Datum. It will increase the capacity of the dam from 16,000 megalitres (ML) to approximately 42,300 ML. The proposal will provide water security until about 2046.

Extensive consultations and negotiations have been undertaken with those property owners impacted by the raising of the dam wall. Twelve of the sixteen properties have been purchased by Council.

Significant cultural heritage and environmental assessments were undertaken including flora and fauna studies and water flow mapping. Consultant, Eco Logical Australia Pty Ltd was appointed in December 2019 to prepare the Environmental Impact Statement (EIS). Consultants worked with Registered Aboriginal Parties during the preparation of the EIS, to address the project's Aboriginal Cultural Heritage Assessment recommendations. They also engaged with the community to help them understand the process and understand how to make submissions on the EIS.

Link to City of Gold Coast

Council, with the assistance of the NSW Government Safe and Secure Water Program, investigated the option of improving water supply security through a link to the South East Queensland Water Grid. The investigation found that the link to SEQ Water was prohibitively expensive but a link to the City of Gold Coast would provide some security to the Tweed District Water Supply at a reasonable cost. The link could also provide additional security to the City of Gold Coast. Council has, in conjunction with City of Gold Coast progressed the design and environmental assessment of the link and it is hoped that the design and various approvals will be complete in 2021 and construction started. The total cost of the construction is approximately \$2.4 million.

Tweed Valley Rail Trail

Construction of the Tweed section of the proposed Northern Rivers Rail Trail begin in 2021 after the NSW Government committed \$7.8 million to the project. Together with the \$6.5 million already provided by the Commonwealth Government, this funding is sufficient to complete the detailed design and to construct the cycling and walking path along the disused rail corridor from Murwillumbah to Crabbes Creek with construction planned for completion in late 2022.

Kennedy Drive

The final stage a \$9 million upgrade to Kennedy Drive, Tweed Heads West, was completed in November 2016. This brought to an end five years of work on this major arterial road. The upgrade, jointly funded by Tweed Shire Council, the Australian Government and the NSW Government has improved road safety, reduced the incidence of contact with overhead power poles, reduced road noise and surface flooding during minor rainfall events. Additional roadworks were undertaken in 2021 to improve a Blackspot at the intersection of Kennedy Drive and Norman Street.

Road and bridge flood damage repairs

Council has completed 100% of its road and bridge flood repairs. Following the March 2017 flood, Council had 1559 damaged items on its books at an estimated cost of \$25 million above the annual works program. Through design and construction savings, Council managed to restrict the final cost to \$21 million and secured 90% of this cost from disaster or grant funding.



Byrill Creek Bridge was one of many repairs and rebuilds following the March 2017 floods.

Road safety upgrades

Council delivered \$6.3m worth of projects to improve road safety, funded under the Federal Black Spot Program and NSW Safer Roads Program between 2017 and 2020. The nominated sites/roads were identified after a review of Tweed Shire crash data and from feedback provided by the community.

Upgrading popular motorcycle routes to address the over-representation of motorcycle crashes on our rural roads has been a focus. Upgrades including curve realignments, intersection upgrades, guardrail installation, centre wire-rope medians, electronic vehicle activated signage and skid resistant surfaces have been completed at 14 locations with a poor crash history.

Works have commenced on over \$6 million worth of projects funded under the Federal Black Spot and NSW Safer Roads programs. Road safety improvements are occurring on Tweed Valley Way, Clothiers Creek Road, Kennedy Drive, Numinbah, Limpinwood and Zara roads.

Bus stops

Twelve new bus shelters were installed and 19 bus stops upgraded to be accessible to all members of the community. Locations and the need for shelter upgrades were identified through customer requests, consultation with bus companies and an audit of existing bus stops on our main public bus routes.

The projects were funded through the NSW Country Public Transport Infrastructure Grant Scheme. Funding has also been received for an additional 6 new shelters. A community survey conducted in November 2019, will inform the new locations.

Solar lighting at bus stops

To deter criminal activities such as theft, graffiti and vandalism and to make passengers feel safer while waiting for buses at night, Council partnered with the Kingscliff Chamber of Commerce to put solar lighting on 20 bus stops in the Shire. The Chamber secured the necessary funding from the NSW Government's Community Safety Fund.

Footpaths and bike paths

Between July 2016 to mid-2021, 4.2 kilometres of footpaths and 3 kilometres of shared-user paths were installed across the Tweed. Funding has also been secured under the NSW Government Walking and Cycling Program for a further 1.6 kilometres of footpath and 360 metres of shared user path.



Old, rotting timber (inset) on shared-user paths was repaired between July 2016 and mid-2021.

Salt and Casuarina cycleway lighting

To improve safety and security along the shared-user path and allow cyclists and pedestrians to use the path at night, 3.5 kilometres of new overhead cycleway lighting was officially switched on in June 2019. The lights are motion sensitive and illuminate when a pedestrian comes within eight metres of a pole, helping to dramatically improve safety.



3.5 kilometres of new overhead cycleway lighting were installed between Salt and Casuarina.

A total of 83 energy-efficient LED lights stretch from Cathedral Court south to Dryandras Court. They lights are resilient to the coastal environment, meet lighting standards for safety, minimise impacts on adjacent residents, and minimise Council's energy costs and carbon emissions. The \$992,000 project was funded through the NSW Government's Stronger Country Communities Fund.

Cudgen Creek Boardwalk

The final stage of the Cudgen Creek Boardwalk was completed in December 2018. The new 3.3 metre-wide concrete boardwalk provides a safe and picturesque pedestrian/cyclist link from Tweed Coast villages to the south to the NSW/QLD Border.

Motorcycle safety workshops

To encourage low-risk riding behaviours, Council held 6 motorcycle safety workshops through the Local Government Road Safety Program. Over 280 riders attended these courses over 3 years. The workshops were delivered by experienced rider trainers and topics covered included low risk riding strategies, the right gear for the ride and motorcyclist first aid and crash response.



Over 280 riders attended the motorcycle safety workshops over 3 years.

Road Safety – 'Smiley Face' signs

After a successful trial, Council has rotated two portable 'Smiley Face' signs across 17 sites to help reduce traffic speeds and improve road safety. The interactive signs flash a red sad face to speeding drivers and a green smiley face to drivers who are obeying the speed limit.

Speeds dropped by an average of 7 kilometres an hour. At one site north of Windsong Way there was a 83% reduction in vehicles speeding.

Field mobility

Field mobility improvements for Water and Wastewater, and Roads and Stormwater, staff were made including the provision of iPads and Android tablets for outdoor based employees.

Transport Information Day

The Tweed Public and Active Transport Group, comprised of representatives from Council, Social Futures, and local transport providers, staffed 6 stalls to provide information to the community to help them plan and book public transport journeys.

Information was provided on bus routes, new bus services, public transport concessions and online guides, tips on road safety, cycle and walking paths, and public transport accessibility. Information stalls were rotated between Sunnyside Shopping Centre, Murwillumbah, Tweed City Shopping Centre and Tweed Mall.

NSW Bike Week

An initiative of Transport for NSW, NSW Bike Week was celebrated with community activities in the Tweed in 2016 and 2018 in an effort to get all members of the community to ride their bikes for transport and recreation.

In 2016 more than 100 riders attended the breakfast events at Jack Bayliss Park, Kingscliff. Activities included a guided ride along the shared-user path, bike maintenance workshops and a participant show bag with bike maps, safety gear and drink bottles.

In 2018, Council partnered with local bike shops to reuse bikes donated by the community. The Family Centre at Tweed Heads distributed the refurbished bikes during Bike Week through their Connecting Home Program which helps young people at risk of homelessness. The 45 new bike owners were provided with a helmet, bike repair kit, pump, a Tweed cycleways map and safety gear.



Some of the 45 refurbished bikes distributed during Bike Week in 2018.



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 has worked during this term to act as a visionary regional leader, service provider, partner and promoter to draw together the skills and resources of other government agencies, businesses and community organisations to contribute to making the Tweed of tomorrow even better than it is today.

4.1 Assurance

Fit for the Future

In December 2016, Council received advice from the Minister for Local Government that it is officially 'Fit for the Future', after meeting the key NSW Government benchmarks, following a re-assessment process.

'Fit for the Future' was the NSW Government's process for modernising local government to ensure all councils across the State have the capacity to provide the services and infrastructure their communities need into the future.

This announcement was good news for the Tweed as it demonstrated that it is in a financially sustainable position after independent assessment. Council's ongoing job is to now maintain this position through careful long term financial planning.

New Community Strategic Plan

'Living and Loving the Tweed' is the theme of Council's *Community Strategic Plan 2017–2027* which was adopted in 2017 following public exhibition for community comment. The plan aims to document the community's priorities for the next decade and to define Council's related goals, strategies, actions and targets. It tries to balance change to maintain the special characteristics of the Tweed that contribute to the area's unique identity.



The plan has been shaped by many contributions from the community through our Shire-wide survey and events with the team from Council's Community Engagement Network. The plan is accompanied by a delivery program which outlines the projects to be undertaken to achieve the plan's broader visions.

Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee met 4 times per year to provide independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities. The revised charter was adopted by Council in October 2017.

Major update and adoption of Enterprise Risk Management Policy

Council adopted an updated Enterprise Risk Management Policy in June 2020. The objective of the draft Enterprise Risk Management Policy is to communicate Council's overall intentions and direction and allocate responsibility and accountability to managing risk across the organisation. Details to be provided.

Performance audit on procurement

The Auditor General for New South Wales examined procurement management in Local Government in 2020. The audit assessed the effectiveness of procurement management practices in 6 councils, including Tweed Shire Council. All 6 councils had procurement management policies that were consistent with legislative requirements, and the audit found no compliance gaps for Tweed Shire Council.

4.2 Support Services

Open Data Hub

In January 2019 Council launched a Tweed Shire Open Data Hub, giving the public direct access to selected non-private spatial data managed by Council. Open data can be freely used, shared and built-on by anyone, anywhere, for any purpose.

The Open Data Hub includes spatial data such as land and roads, fauna corridors and vegetation, community facilities such as sporting fields, playgrounds, public toilets, waste collection, footpaths, cycleways and Council buildings. Much of this information is currently available for access via the Tweed Maps Online portion of Council's website. The Open Data Hub extends this access by allowing developers to directly download this spatial data for inclusion in their own applications.

The release of the spatial data was done in line with the NSW Government's Open Data Policy to increase public access to government information. The Open Data Hub has endless possibilities because it enables people to create their own social or business applications.



Council's Open Data Hub.

New Service Experience Standards

Council adopted new and improved Service Experience Standards. This new policy explains Council's commitment to its customers and the level of service it can expect when dealing with Council in person, over the phone, online, in writing, when requesting services or when we need to notify of service changes. It highlights how Council manages unreasonable conduct, complaints and compliments.

Improved customer experiences

Key actions to improve customer experiences in this period included an online facilities booking system, introduction of Vend Point of Sale application for the Museum shops, an upgrade of projectors and projection boards in the Murwillumbah Council Chambers and improvements to the automation of the planning certificate process.

New site for booking Council venues

Council launched a new facility booking website called 'Bookable' in 2019. Council's community facilities – Banora Point Community Centre, Kingscliff Community Hall, Murwillumbah Civic Centre (Auditorium and Canvas & Kettle), Tweed Heads Civic Centre (Auditorium, South Sea Islander Room and Harvard Room) and Tweed Heads South Community Centre – can all be booked by community members through Bookable at tweed.bookable.net.au



Council's community facilities can now be booked through the Bookable system.

Field Mobility

Field mobility improvements for Water & Wastewater and Roads & Stormwater staff were made including the provision of Android tablets for outdoor-based employees.

Awards and recognition

Green Globes Lifetime achievement award win

Tweed Shire Council won the inaugural Lifetime Achievement Award for Organisations at the 2019 Green Globe Awards, NSW's premier environmental awards that recognise collaboration, partnerships and projects that encourage others to achieve positive change and protect our environment.

The award recognised that for more than 2 decades, Tweed Shire Council has enacted a strong commitment to protecting its internationally-significant environment through many programs including catchment management activities and adopting a Renewable Energy Action Plan.

Roejen Environmental Sustainability award

Tweed Regional Aquatic Centre, Murwillumbah won the Aquatic and Recreation Institute NSW Roejen Environmental Sustainability award for energy efficiency, water efficiency, waste reduction, sustainability practices, new technology and environmental planning.

Energy efficiencies include variable speed drives fitted to circulation pumps as well as a solar power system and LED lights added in 2019. At the awards presentation, Roejen said that it was Council's effective waste management practices that set Tweed apart from the competition.

2019 Environmental Health Management Award

The Tackling Mosquitoes Together initiative was the Overall Category Winner of the 2019 Environmental Health Management Award.

Natural Environment Protection and Enhancement Award

Council's innovative Oxley Riverbank Erosion Stabilisation project won Natural Environment Protection and Enhancement: On-Ground Works category at the 2018 Local Government NSW Excellence in the Environment awards.

The awards recognise outstanding achievements by local government in managing and protecting the environment.

2019 Local Government NSW, Excellence in the Environment Award

Council won a Local Government NSW, Excellence in the Environment Award for its Biodiversity and Habitat Management Development Control Plan project in December 2019.

Council was both the division and overall category winner for the Award that recognises outstanding achievement by local government in managing and protecting the environment.

2019 Flood Risk Management Award

NRMA Insurance, in partnership with Floodplain Management Australia, announced the Bureau of Meteorology, Tweed Shire Council, Tumbulgum Community Association, NSW SES and the NSW Office of Environment and Heritage as the winner of its Flood Risk Management Project of the Year Award.

The joint project developed and implemented a new flood warning service and response plan for Tumbulgum, which is located at the confluence of the Tweed and Rous rivers.

The new flood warning service enables the community to enact its own flood evacuation plans and to leave the area before evacuation routes are impassable. The project included a cooperative and risk-focused approach across all levels of government and the community. As the winner of the Excellence Award, the project team received \$10,000 to continue this important work.

2018 Local Government Excellence Awards

Council and community response to the 2017 flood was recognised when Council's Critical Incident Response Group won a Highly Commended award in the 'Special Project' category (population 60,000 and above), against 16 other projects from councils across the State.

2019 NSW Local Government Award, Resilient Australia Awards

The Industrial Land Swap initiative allows eligible land owners who were directly impacted by the 2017 flood in South Murwillumbah to enter an expression of interest process and, if successful, swap their flood-prone land with Council-owned flood-free land at Industry Central, Murwillumbah.

The project won the NSW Local Government category of the Resilient Australia Awards in September 2019 for outstanding projects which build community resilience to disasters and emergencies.

2018 Best Holiday Park North Coast and Best of the Best NSW Holiday Park

Kingscliff Beach Holiday Park was recognised as the Best Holiday Park North Coast (100 sites or less) at the 2018 Caravan Camping Industry Association awards. It was also named a finalist in the 2018 NSW Tourism Awards in the Caravan and Holiday Parks category.

Kingscliff Beach Holiday Park is one of 7 parks managed by Tweed Holiday Parks.

2019 Parks and Leisure Australia, Park of the Year Award

The Kingscliff Foreshore Redevelopment project was awarded NSW/ACT Park of the Year by Parks and Leisure Australia in 2019. These annual awards recognise and celebrate outstanding initiatives that promote good use of leisure time and deliver social, environmental and economic benefits to the community.

2021 Parks and Leisure Australia, Park of the Year Award (NSW/ACT)

The new-look Knox Park entry plaza in Murwillumbah was awarded for taking back vital green space consumed in the 1980's for car parking. The re-energised space encourages social connectivity through robust and flexible design, acknowledges the site's early 1900's historical past and is designed for a sustainable future.

2020 and 2021 Australian Museums and Galleries Association Awards

Tweed Regional Museum picked up a prestigious Australian Museums and Galleries Association award for both its *Land | Life | Culture* and *Small Town Queer* exhibitions.

The Museums and Galleries National Awards, or MAGNAs, recognise originality, innovation and best practice in exhibition, public programs and sustainability projects.

TripAdvisor Travellers' Choice Award

Tweed Regional Gallery & Margaret Olley Art Centre ranked fourth best museum in 'Top Museums – Australia'. It was ranked ninth in the 'Top 25 Museum – South Pacific' list.

2019 National Trust 'Conservation Built Heritage' Award

The Kingscliff Foreshore Revitalisation project was awarded the 2019 National Trust 'Conservation Built Heritage' Award for the preservation of community buildings.

Planning Institute of Australia NSW Best Planning Ideas – Small Project Award

Council's Rural Villages Strategy was recognised for defining a vision for rural villages in the Tweed and developing a suite of actions and activities to deliver this vision.

2018 Planning Institute of Australia NSW Improving Processes and Practices Award

Council's Aboriginal Cultural Heritage Management Plan was recognised for the implementation of a planning framework that respects the cultural heritage of the Tweed and places the consideration of Aboriginal Cultural Heritage upfront in the planning process. Consultation with the Aboriginal community was a key aspect of the plan.

2019 National Planning Institute of Australia Commendation

Council's Aboriginal Cultural Heritage Management Plan received a Commendation for improving planning processes and practices.

2020 Planning Institute of Australia Public Engagement and Community Planning Award (NSW)

The Kingscliff Locality Plan and Development Control Plan was awarded for its 'visionary, innovative and design-led' public engagement.

The judges noted that the project set a benchmark for how councils can consult with a broad spectrum of the community on complex planning matters in new, inclusive, innovative and fun ways and commended its 'community up' rather than a 'top down' approach to drafting long-term strategic planning frameworks.

2020 Planning Institute of Australia Hard Won Victory Award

The Rural Land Strategy was recognised as both the State and National winner after Council adopted the strategy following an extensive 7-year development process. The judges commended the balanced approach taken by Tweed Shire Council to establish a strategy that is considerate of a range of attitudes and expectations and commended Council given its challenges.

NSW Local Government Professionals Excellence in Innovative Leadership and Management Award

Council's Community Engagement Network demonstrated a genuine commitment to consult with the community at public events, markets, festivals and pop-up stalls.

RH Dougherty Award Excellence in Communication Highly Commended

Council's Community Engagement Network was awarded Highly Commended for its efforts to engage with the Tweed community.

RH Dougherty Award Innovation in Special Events

Council's inaugural Food for Thought Forum was recognised for bringing together a range of stakeholders along the food supply chain. The forum identified opportunities and potential areas for investment.

RH Dougherty Reporting to your Community Award

The Tweed Emergency Dashboard was recognised for providing Tweed residents with links, useful information and contacts in an emergency.

Local Government Professionals Excellence Special Project Initiative Award

The Tweed Emergency Dashboard was recognised for providing real-time emergency information for Tweed residents, businesses and visitors.

NSW Ministers' Awards for Women in Local Government Champion of Change Award (Regional/Rural)

Council's Manager Human Resources Suzanne Richmond was recognised as the winner of the Champion of Change Award (Regional/Rural) at the annual NSW Ministers' Awards for Women in Local Government.

2019 Queen's Birthday Honours List

Councillor Warren Polglase was recognised in the 2019 Queen's Birthday Honours List.

Councillor Polglase received the Medal of the Order of Australia Medal (OAM) for service to local government and to the community of the Tweed.

Flood Risk Manager of the Year

Council's Manager Roads and Stormwater Danny Rose was named a finalist in the Flood Risk Manager of the Year 2018 for his past decade of work in preparing both Council and the Tweed community for the challenges of flood events across the Tweed's 5 geographically different catchments.

Key appointments for Council staff

Three Council employees were appointed to key advisory roles with governing bodies during the year.

- Executive Manager People, Communication and Governance Suzanne Richmond was appointed to the StateCover Advisory Board.
- Unit Coordinator Natural Resource Management Jane Lofthouse was one of 7 experts appointed to the newly-established NSW Coastal Council under the *Coastal Management Act 2016*.
- Project Officer – Biodiversity Michael Corke was accepted as the Local Government NSW representative on the NSW Environmental Trust's Environmental Education Technical Subcommittee – Government Stream.

2017 Queen's Birthday Honours List

Council's General Manager, Troy Green, was honoured with a NSW Public Service Medal in the 2017 Queen's Birthday Honours List. Mr Green was recognised for outstanding public service to local government in Northern NSW.

2018 NSW Training Awards – North Coast Region

Jake Farrell was named 2018 Apprentice of the Year, while Keely Currie was named 2018 Aboriginal and Torres Strait Islander Student of the Year and Jacob Godfrey was named a finalist and runner-up for the 2018 Trainee of the Year.

Royal Life Saving Society Commonwealth Council Service Medal

Jeff Collier, who manages the aquatic programs at TRAC, was awarded the Service Medal and life membership of the Royal Life Saving Australia NSW branch in recognition of his more than 20 years of service to the Royal Life Saving Society. In presenting the awards, Royal Life Saving Regional Manager Jason Phillips said he had only ever seen 2 or 3 Service Medals presented in his 24 years with the organisation.

Rural Land Strategy

The strategy won both the NSW and National Hard Won Victory Awards from the Planning Institute of Australia.

Grants received

Department	Details	Grant amount
2016/17		
NSW Rural Fire Service	Murwillumbah Airfield water tank	40,000
Arts NSW	Tweed Regional Gallery & Margaret Olley Art Centre	100,000
NSW Dept Primary Industries	Fernvale Community Centre	2,715
NSW Family & Community Services	Les Burger Field Youth Space	20,000
NSW Family & Community Services	Youth Week 2017	1,845
NSW Family & Community Services	Youth Week bus shuttle	700
NSW Family & Community Services	Seniors Week 2017	2,000
Dept Prime Minister & Cabinet	National Reconciliation Week	5,000
NSW Dept Justice	Community Development Officer	122,541
NSW Dept Justice	Community Development activities	10,000
NSW Family & Community Services	Tweed Shire Community Options	330,434
NSW Family & Community Services	Tweed Council Community Worker HACC	30,960
NSW Family & Community Services	Support Coordination for older parent carers	267,728
NSW Family & Community Services	Tweed Shire Council podiatry	7,907
NSW Family & Community Services	Carer assistance packages for older parent carers	313,812
NSW Family & Community Services	Tweed Shire Council options flexible respite	23,776
NSW Family & Community Services	Transition assistance Tweed Shire Council	35,000
Community Options Australia	Tweed Shire Regional Assessment Service	156,497
Office of Environment & Heritage	Mitigating dog attacks in the Tweed Coast	28,000
Dept Industry, Innovation & Science	Koala habitat restoration in Richmond	200,000
NSW Office of Local Government	Management of flying-fox camps in the Tweed Shire	15,000
NSW Dept Primary Industries	Bitou bush control Tweed Coast Reserve	10,000
NSW Dept Primary Industries	Management of foxes and rabbits on Tweed Coast Reserve	29,677
National Parks & Wildlife	Promotion of Land for Wildlife	3,630
NSW Office of Local Government	Developing and trialling a Northern Rivers EVRP	58,400
Dept Infrastructure & Regional Development	Tyalgum activity space	20,000
Office of Environment & Heritage	Tweed Heritage Advisor Establishment Grant	7,000
Office of Environment & Heritage	Tweed Local Heritage Places Establishment Grant	6,500
Roads & Maritime Services	2016–2017 Council Road Safety Officer	50,000
Roads & Maritime Services	Tweed Valley Way, Chinderah Service Centre	4,340
Roads & Maritime Services	Tweed Valley Way, Burringbar	3,720
NSW Dept Justice	Light up Tweed	80,000
Roads & Maritime Services	Tweed Valley Way, Tumbulgum	290,000
Roads & Maritime Services	Clothiers Creek Road safety treatments	550,000

Department	Details	Grant amount
2016/17 (continued)		
Roads & Maritime Services	Kennedy Drive Stage 3	3,000,000
Roads & Maritime Services	Heritage Wharf Pontoon	27,349
Roads & Maritime Services	Clarrie Purnell Park pontoon	27,251
Office of Environment & Heritage	Tweed Shire Council – flood maintenance	24,200
Office of Environment & Heritage	Food Organics & Garden Organics collection and processing	656,162
Total for year		6,562,144
2017/18		
NSW Dept Premier & Cabinet	Industrial Land Flood Mitigation Project	3,000,000
NSW Dept Premier & Cabinet	Integrated business investment and marketing package	45,455
NSW Dept Premier & Cabinet	Discover the Tweed marketing initiative – Phase 1	121,818
NSW Dept Premier & Cabinet	Discover the Tweed marketing initiative – Phase 2	90,090
NSW Dept Industry	Knox Park Revitalisation Stage 2a	198,202
Infrastructure NSW	Murwillumbah Arts and Heritage Precinct	887,000
Arts NSW	Tweed Regional Gallery & Margaret Olley Art Centre	100,000
NSW Dept Industry	Art Gallery and Museum enhancement	198,202
Gordon Darling Foundation	Paris and Espondeilhan Research – Ingrid Hedgcock	10,615
Regional & Public Galleries NSW	2017 Allen Sisley Memorial Fellowship – Ingrid Hedgcock	2,709
State Library of NSW	Collaboration incentive for rural and regional Councils	4,335
Office of Environment & Heritage	Tweed Heads Museum precinct redevelopment	31,549
Create NSW (formerly Arts NSW)	Tweed Shire Council Live & Local	19,355
NSW Family & Community Services	Knox Park lighting safety improvements	47,597
Alcohol & Drug Foundation	Tweed Shire Local Drug Action team	10,000
Australian Drug Foundation	CEAP Core Grant	3,000
NSW Family & Community Services	Youth Week 2018	1,845
NSW Family & Community Services	Seniors Week 2018	2,000
NSW Family & Community Services	Tweed Shire Community Options	294,577
NSW Family & Community Services	Tweed Council Community Worker HACC	32,050
NSW Family & Community Services	Support coordination for older parent carers	142,184
NSW Family & Community Services	Tweed Shire Council podiatry	5,348
NSW Family & Community Services	Carer assistance packages for older parent carers	200,297
NSW Family & Community Services	Tweed Shire Council options flexible respite	3,073
NSW Family & Community Services	Tweed Shire Council extended family support	8,876

Department	Details	Grant amount
2017/18 (continued)		
Community Options Australia	Tweed Shire Regional Assessment Service	141,576
Office of Environment & Heritage	Private land revegetation of koala habitat	20,000
NSW Local Land Services	Management of Bitou bush – northern containment zone	49,750
NSW Dept Industry	Bitou Bush Biosecurity Zone Weed Control	12,250
NSW Dept Industry	Tweed Regional Aquatic Centre 165kW solar system	198,202
NSW Environmental Protection Authority	Establishment of Illegal Dumping Management Strategy	20,000
Dept Infrastructure & Regional Development	Construction of new basketball court at Knox Park	62,000
Dept Infrastructure & Regional Development	Dave Burns Field cricket nets upgrade	5,975
NSW Family & Community Services	Cudgen Foreshore Park & Playspace improvement	50,000
NSW Family & Community Services	Bray Park intergenerational playspace	50,000
NSW Family & Community Services	Eunga Street Park and Playspace Improvement Project	50,000
Office of Environment & Heritage	Small Farms, Big Changes – Growing Positive Behaviours	59,050
Office of Environment & Heritage	Tweed Heritage Advisor Establishment Grant	6,000
Office of Environment & Heritage	Tweed Local Heritage Places Establishment Grant	5,857
Roads & Maritime Services	2017–2018 Council Road Safety Officer	55,502
Roads & Maritime Services	Dulguigan Road, Tumbulgum	100,000
NSW Dept Industry	Coastal cycleway lighting	991,770
Roads & Maritime Services	Safer Speed	5,000
Roads & Maritime Services	Motorcycle safety (Ride to Live)	5,000
Roads & Maritime Services	Graduated Licencing Scheme – workshop delivery	1,220
Roads & Maritime Services	Older Road Users – workshop delivery	1,540
Roads & Maritime Services	Impaired Road Users	4,400
Roads & Maritime Services	Safer Speed	3,400
Roads & Maritime Services	Pedestrian refuges (5), Tweed Heads and Murwillumbah	29,700
Roads & Maritime Services	Tweed Valley Way, Burringbar	3,906
Roads & Maritime Services	Tweed Valley Way, Minnie Perkins Road, Fernvale	152,888
Roads & Maritime Services	Tweed Valley Way, Harwood Road, Burringbar	218,598
Roads & Maritime Services	Kennedy Drive, Ducut Street and Norman Street	220,800
Roads & Maritime Services	Kyogle Road, north of Braeside Drive	752,772
Roads & Maritime Services	Numinbah Road, Edwards Lane	333,480
Roads & Maritime Services	Tweed Valley Way, Tumbulgum – centre wire	1,167,735
Roads & Maritime Services	Kyogle Road, south of Braeside Drive	301,622
Roads & Maritime Services	2017–2018 supplementary component	152,000
Roads & Maritime Services	Kyogle Road, 49 kilometres north of Lismore	289,500

Department	Details	Grant amount
2017/18 (continued)		
Roads & Maritime Services	Numinhah Road, 2 kilometres north of Murwillumbah	130,000
Dept Infrastructure & Regional Development	Byrrill Creek Road bridge replacement	2,175,000
Roads & Maritime Services	Fraser Drive, Dry Dock Road to Vintage Lakes – Stage 2	46,200
Roads & Maritime Services	Anchorage Island Boardwalk	680,000
Dept Industry, Innovation & Science	Tweed Valley Rail Trail development	6,518,000
Roads & Maritime Services	Marine Parade, Kingscliff (shared Path)	22,228
Roads & Maritime Services	Elrond Drive, Kingscliff (shared Path)	74,295
Roads & Maritime Services	Cudgen Creek Boardwalk	520,000
Office of Environment & Heritage	South Murwillumbah to Condong flow path study	150,000
Office of Environment & Heritage	Incorporate Tumbulgum gauge into flood warning system	46,000
Office of Environment & Heritage	Upper Coastal Creek Voluntary House Purchase Scheme	783,333
Office of Environment & Heritage	Murwillumbah and Bray Park Voluntary House Purchase	150,000
Office of Environment & Heritage	Tweed Shire Council – flood maintenance	24,200
Office of Environment & Heritage	Enhance Burringbar/Mooball/Crabbes Creek gauges	77,333
Total for year		22,378,259
2018/19		
Infrastructure NSW	Captain Cook Memorial Lighthouse Revitalisation	973,000
Office of Environment & Heritage	Revitalisation and recognition of Queen Street amenities block	30,000
Dept Industry, Innovation & Science	Murwillumbah Town Centre revitalisation	500,000
Create NSW (formerly Arts NSW)	Tweed Regional Gallery & Margaret Olley Art Centre	100,000
NSW Dept Industry	DownTown Gallery	50,219
Dept Industry, Innovation & Science	Tweed Heads Civic, Cultural Plaza and social café	563,910
NSW Dept Industry	Pottsville Beach Community Hall	27,273
Office of Environment & Heritage	Tweed Aboriginal Cultural Heritage Oral History Project	34,700
NSW Dept Justice	Tweed Byron Resilience Coordination Project	123,527
NSW Family & Community Services	Youth Week Activities 2019	2,591
Community Options Australia	Tweed Shire Regional Assessment Service	153,079
Dept Health	Sector support and development	127,609
NSW Dept Industry	Control and monitoring of foxes and rabbits on Tweed Coast	27,182
Create NSW (formerly Arts NSW)	The Living Arts for All – Murwillumbah Auditorium	1,114,000
NSW Dept Industry	Tweed Coast Koala Holding Facility	369,762
NSW Dept Industry	Bitou Bush Biosecurity Zone Weed Control	13,516

Department	Details	Grant amount
2018/19 (continued)		
Office of Environment & Heritage	NE Hinterland Regional Koala Conservation	450,000
Office of Environment & Heritage	Lowland Lyrebirds in the Tweed Caldera	341,200
NSW Dept Industry	South Tweed hydrotherapy pool	220,000
NSW Dept Industry	South Tweed pool solar installation	24,684
Australian Sports Commission	Murwillumbah pool LED lighting	27,708
NSW Dept Industry	Les Burger Fields training centre	55,000
NSW Dept Industry	Murwillumbah Hockey Field lighting	243,000
NSW Dept Industry	Jim Devine football field	190,000
NSW Dept Industry	Casuarina sportsfield lighting	100,000
NSW Dept Industry	Barry Sheppard sportsfield	350,000
NSW Dept Industry	Exercise trail stations – Tweed Heads	245,000
NSW Dept Industry	Exercise trail stations – Murwillumbah	87,000
NSW Planning, Industry & Environment	Fingal Foreshore Park upgrade	107,000
NSW Office of Sport	Kingscliff Regional Sportsfield Masterplan	3,206,214
NSW Office of Local Government	Crown Lands – Plans of Management	50,444
Department of Agriculture & Water Resources	Smart Farms Small Grants – Growing Sustainable Farms	36,558
Roads & Maritime Services	2018–2019 Council Road Safety Officer	59,475
Roads & Maritime Services	Dulguigan Road, Tumbulgum	84,000
Roads & Maritime Services	Impaired Road Users	5,000
Roads & Maritime Services	Bike Week Activities	2,000
Roads & Maritime Services	Speed zone adjustments – Queensland/Tomewin roads	4,300
Roads & Maritime Services	Murwillumbah new school zone	6,000
NSW Dept Transport	2017–2019 CPTIGS funding – Tweed Shire Council	62,000
Roads & Maritime Services	Tweed Valley Way, Burringbar	3,900
Roads & Maritime Services	March 2017 Cudgera Creek Road funding allocation	1,040,377
Roads & Maritime Services	March 2017 Urliup Road funding allocation	1,298,739
Roads & Maritime Services	March 2017 Regional Roads funding allocation	1,455,451
Roads & Maritime Services	March 2017 Kyogle Road funding allocation	1,950,894
Roads & Maritime Services	March 2017 Kyogle Road funding allocation	1,369,926
Roads & Maritime Services	March 2017 Crown Roads funding allocation	3,480
Roads & Maritime Services	Kyogle Road, west of Clarrie Hall Dam	214,036
Roads & Maritime Services	Clothiers Creek Road, north of Condor Place	87,052
Roads & Maritime Services	Numinbah Road, east of Upper Crystal Creek	102,950
Roads & Maritime Services	Kyogle Road, south of Bakers Road	349,760

Department	Details	Grant amount
2018/19 (continued)		
Roads & Maritime Services	Kyogle Road, north of Byrill Creek Road	552,000
Roads & Maritime Services	Bartletts Road, Tumbulgum	750,000
Roads & Maritime Services	Mount Warning Road, flood immunity	400,000
Roads & Maritime Services	Kyogle Road, 1.43 to 2.80 kilometres from Shire boundary	242,689
Roads & Maritime Services	Kyogle Road, 0.38 to 4.43 kilometres from Shire boundary	192,500
Roads & Maritime Services	Numinbah Road, 0.71 to 1.15 kilometres from Kynnumboon	110,000
Roads & Maritime Services	Anchorage Island Boardwalk	115,000
Office of Environment & Heritage	Upper Tweed River Estuary Habitat Rehabilitation	96,780
NSW Dept Industry	Accessibility and inclusion works Ray Pascoe Park	20,000
Office of Environment & Heritage	Tweed Coast Coastal Management Program	100,000
NSW Dept Finance	South Murwillumbah flood levee repair	3,753,700
Office of Environment & Heritage	Tweed Shire Council – flood maintenance	24,200
Office of Environment & Heritage	Community flood markers	16,000
Office of Environment & Heritage	Coastal Creeks flash flood warning system	80,000
Infrastructure NSW	Water supply saltwater contamination study	100,000
Infrastructure NSW	SEQ water supply scoping study	95,000
Infrastructure NSW	Raising of Clarrie Hall Dam business case	280,000
Total for year		24,971,385
2019/20		
National Bushfire Recovery Agency	Critical location monitoring	62,000
National Bushfire Recovery Agency	Emergency services organisations event	5,000
National Bushfire Recovery Agency	Critical helicopter evacuation/resupply points	8,000
NSW Planning, Industry & Environment	Tweed Industry Central Land Swap Project	3,600,000
National Bushfire Recovery Agency	Building Climate Change Resilience	164,500
Office of Environment & Heritage	Aboriginal Cultural Heritage at Captain Cook Memorial Lighthouse	50,000
National Bushfire Recovery Agency	Evacuation centre enhancements	162,000
State Library of NSW	Library Local Priorities	59,468
NSW Family & Community Services	Youth participation activities and events	1,500
Office of Environment & Heritage	Aboriginal heritage at Captain Cook Lighthouse	50,000
NSW Family & Community Services	Youth Week Activities 2020	2,629
National Bushfire Recovery Agency	Communication hubs	24,000
National Bushfire Recovery Agency	Community Disaster Resilience Officer	144,000

Department	Details	Grant amount
2019/20 (continued)		
National Bushfire Recovery Agency	Community meetings and events	10,000
NSW Planning, Industry & Environment	Pest control – Tweed Coast Regional Crown Reserve	26,373
Office of Environment & Heritage	Take Your Lead	60,000
NSW Planning, Industry & Environment	Protecting wildlife from domestic dogs	30,000
National Bushfire Recovery Agency	Install and maintain signage in bushfire prone areas	120,000
National Bushfire Recovery Agency	Plan and implement hazard reduction burns	70,000
National Bushfire Recovery Agency	Illegal dwellings in rural and bushfire prone lands	400,000
NSW Office of Local Government	Reducing the risk of arbovirus threats	104,700
NSW Planning, Industry & Environment	Jack Evans Boat Harbour revetment works	49,440
Office of Responsible Gambling	Tweed Heads Regional Inclusive Playspace	300,000
NSW Dept Premier & Cabinet	Jack Chard Park outdoor gym	106,408
NSW Planning, Industry & Environment	Banora Point intergenerational and inclusive playspace	50,000
NSW Planning, Industry & Environment	Tweed Heads West inclusive playspace	50,000
Office of Environment & Heritage	Tweed Shire Council Local Heritage Assistance Fund	5,500
Transport for New South Wales	Clothiers Creek Road vehicle activated sign (VAS)	41,030
Transport for New South Wales	Tweed Valley Way, Stokers Siding VAS and friction seal	100,000
Transport for New South Wales	Speed zone change Kyogle Road near Braeside	1,000
Transport for New South Wales	Tweed Valley Way, Tumbulgum speed zone changes	5,000
Transport for New South Wales	2019–2020 Council Road Safety Officer	48,563
Transport for New South Wales	Tweed Valley Way, Tumbulgum VASs	60,000
Transport for New South Wales	Limpinwood Road speed zone	2,880
Transport for New South Wales	Limpinwood Road improvements	150,000
Transport for New South Wales	Queensland Road speed zone	600
Transport for New South Wales	Dulguigan Road speed zone	8,932
Transport for New South Wales	Tweed Valley Way, Burringbar	4,100
Transport for New South Wales	Smiths Creek Road, Smiths Creek	1,230,395
National Bushfire Recovery Agency	Smarts Road (National Park entry)	100,000
Transport for New South Wales	Kyogle Road, 28.28 to 29.73 kilometres east of Kyogle	117,000
Transport for New South Wales	Kyogle Road, 28.93 to 29.29 kilometres east of Kyogle	97,567
Transport for New South Wales	Kyogle Road, 45.82 to 46.35 kilometres north of Nimbin	223,450
Dept Infrastructure & Regional Development	Dulguigan Road east of Pollards Road	164,531
Dept Infrastructure & Regional Development	Dulguigan Road south of Mayes Hill	500,000
Dept Infrastructure & Regional Development	Dulguigan Road south of Hogans Road	400,000
Dept Infrastructure & Regional Development	Tweed Valley Way south of Barletts Road	750,000

Department	Details	Grant amount
2019/20 (continued)		
Transport for New South Wales	Piggabeen Road shared path	83,500
NSW Planning, Industry & Environment	Tweed Estuary erosion stabilisation and fish habitat	180,000
NSW Dept Transport	Clarrie Purnell Park pontoon	10,680
NSW Dept Transport	Budd Park pontoon	6,150
NSW Dept Transport	Heritage Wharf pontoon	4,200
NSW Dept Transport	Commercial Road boat ramp	2,510
NSW Dept Transport	Pottsville boat ramp	31,000
NSW Planning, Industry & Environment	Cabarita Beach access track	51,363
NSW Planning, Industry & Environment	Tweed Valley Flood Study update	166,667
NSW Planning, Industry & Environment	Murwillumbah CBD levee spillway	27,333
Office of Environment & Heritage	Upper Coastal Creek Voluntary House Purchase Scheme	390,000
Office of Environment & Heritage	Murwillumbah and Bray Park Voluntary House Purchase	396,667
National Bushfire Recovery Agency	Provision of skip bins at Commissioners Creek	5,500
Total for year		11,076,136
2020/21		
National Australia Day Council	Australia Day 2021	20,000
NSW Planning, Industry & Environment	NSW Small Business Month Festival October 2020	2,000
Australian Trade & Investment Commission	Tweed Hinterland Trails	145,000
Dept Infrastructure & Regional Development	Tyalgum toilet replacement	170,000
State Library of NSW	Library Priority	59,468
NSW Dept Justice	Youth Week 2021	3,029
Dept Health	Support Program 2020–2021	30,813
Dept Health	Case management, local coordination and development	410,536
Department of Agriculture & Water Resources	Prevention of feral deer in the Northern Rivers	262,037
NSW Planning, Industry & Environment	Protecting wildlife from domestic dogs	60,000
NSW Planning, Industry & Environment	Control weeds Fingal Head and Pottsville	30,000
NSW Planning, Industry & Environment	Control priority pest species	26,500
Dept Infrastructure & Regional Development	Koala fencing upgrade	100,000
Dept Infrastructure & Regional Development	Stan Sercombe Field grandstand refurbishment	400,000
Dept Infrastructure & Regional Development	Chillingham tennis courts upgrade	290,000
NSW Planning, Industry & Environment	Tweed's Green Parklet, Public Art and Activation Project	100,000
NSW Planning, Industry & Environment	Pottsville Environmental Park upgrade	107,791

Department	Details	Grant amount
2020/21 (continued)		
NSW Planning, Industry & Environment	JEBH boardwalk, additional seating and shade areas	126,173
NSW Planning, Industry & Environment	Renew infrastructure Norries Headland	45,845
NSW Planning, Industry & Environment	Pottsville Environment Park upgrade	107,791
Dept Infrastructure & Regional Development	Regional fenced dog parks	250,000
Office of Environment & Heritage	Tweed Shire Council Local Heritage Assistance Fund	5,500
Transport for New South Wales	Clothiers Creek Road, Tanglewood	176,000
Transport for New South Wales	Limpinwood and Zara roads, Tyalgum	796,200
Transport for New South Wales	Kyogle Road, Dum Dum	140,000
Transport for New South Wales	Kennedy Drive and Norman Street, Tweed Heads South	786,000
Transport for New South Wales	2020–2021 Council Road Safety Officer	59,157
Dept Infrastructure & Regional Development	Installation of LED efficient street lighting	1,814,531
Transport for New South Wales	Glegarrie Road reconstruction (February flood)	131,665
Transport for New South Wales	McConnells Road reconstruction (February flood)	207,690
Transport for New South Wales	Hogans Road reconstruction (February flood)	283,790
Dept Infrastructure & Regional Development	Knox Park carpark renewal	620,000
Transport for New South Wales	Numinbah Road, Numinbah	1,000,000
Transport for New South Wales	Tweed Valley Way, Burringbar	555,000
Transport for New South Wales	Tweed Valley Way, Crabbes Creek	728,000
Transport for New South Wales	Tweed Valley Way, Tumbulgum	614,000
Transport for New South Wales	Tweed Valley Way, Stokers Siding	1,265,000
Transport for New South Wales	Bartletts Road upgrade	750,000
Transport for New South Wales	Bartletts Road upgrade	750,000
Transport for New South Wales	Alma Street upgrade	228,017
Transport for New South Wales	Kyogle Road, Mebbin Springs	210,000
Dept Infrastructure & Regional Development	Ophir Glen Bridge replacement	660,000
Transport for New South Wales	Ophir Glen Bridge replacement	660,000
Transport for New South Wales	Sutherland Street shared path	517,698
Transport for New South Wales	Dry Dock Road footpath	163,000
Transport for New South Wales	Frances Street footpath	41,200
Transport for New South Wales	Marine Parade footpath	300,600
Transport for New South Wales	Tyalgum Road footpath	77,500
Infrastructure NSW	Tweed Stage of the Northern Rivers Rail Trail	7,759,000
Transport for New South Wales	Rivendell Drive footpath	27,044
Transport for New South Wales	Coolman Street shared path	46,200

Department	Details	Grant amount
2020/21 (continued)		
Transport for New South Wales	Foysters Jetty facility renewal	816,658
Transport for New South Wales	Bruce Chick Park kayak and canoe launch	84,136
NSW Planning, Industry & Environment	VHPS 34 Railway Street, South Murwillumbah	300,000
Dept Infrastructure & Regional Development	Marine Transport Asset Renewal	500,000
Dept Infrastructure & Regional Development	River revetment Tweed Valley Way, Tumbulgum	600,000
Dept Infrastructure & Regional Development	Revetment wall repairs Anchorage Island	460,000
Dept Infrastructure & Regional Development	Coastal access track refurbishments	369,537
Transport for New South Wales	Numinbah Road, Numinbah	1,000,000
NSW Planning, Industry & Environment	Goorimanbah Place of Stories: Inclusive Park and Playspace	300,000
Create NSW (formerly Arts NSW)	Tweed Regional Art Gallery multi-year funding	100,000
Arts Northern NSW	Art Play book development	10,000
Total for year		28,660,106

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