

Tweed Shire Council

Annual Report 2018–2019

Council statements and values

Vision statement

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

Mission statement

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.

Value statement

Living and loving the Tweed.

We look after people and 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.

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.

Cover image © Ryan Fowler Photography

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Welcome

Tweed Shire Council is committed to serving our community through the provision of infrastructure and services to facilitate and promote safety, prosperity and wellbeing.

We produce an annual report for the benefit of our community and stakeholders, to keep them informed about our operations and activities during the financial year and to provide a record of our investment of funding and resources.

This report provides an overview of Council's progress towards the goals set out in the 10-year *Community Strategic Plan 2017–2027* "Living and Loving the Tweed" and the specific activities outlined in the *Delivery Program 2017–2021* and *Operational Plan 2018–2019*. For further details, see the section on Integrated Planning and Reporting.

Principles for Local Government

The principles for Tweed Shire Council, as set out in Section 8 of the Local Government Act 1993 provide guidance that enables Council to conduct its functions in a way that facilitate a local community that is strong, healthy and prosperous.

Guiding principles for Tweed Shire Council

1. Exercise of functions generally

The following general principles apply to the exercise of functions by Tweed Shire Council:

- (a) Provide strong and effective representation, leadership, planning and decision-making.
- (b) Carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.

2. Decision-making

The following principles apply to decision-making by Tweed Shire Council (subject to any other applicable law):

- (a) Recognise diverse local community needs and interests.
- (b) Consider social justice principles.
- (c) Consider the long-term and cumulative effects of actions on future generations.
- (d) Consider the principles of ecologically sustainable development.
- (e) Decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

3. Community participation

Council should actively engage with the local community, through the use of the integrated planning and reporting framework and other measures.

Council is committed to the delivery of these principles and to transparent reporting and accountability to the community.

While the *Annual Report 2018–2019* is the primary means of sharing Council's performance during the past financial year, there are many other ways members of the community can find out about and contribute to the operation of Council.

Council's corporate website (www.tweed.nsw.gov.au) – provides 24/7 access to detailed information on Council's operations, meeting agendas and minutes, and strategic plans, documents, policies and guidelines.

Council's smartphone app – provides a wide range of services and information at your fingertips and is available free from the Apple App Store and Google Play.

Your Say Tweed (www.yoursaytweed.com.au) – More than 3000 people have registered on Council's online community engagement network Your Say Tweed. This platform provides information about Council's engagement activities and enables registered users to have their say about Council projects. Your Say Tweed can be accessed at www.yoursaytweed.com.au

Tweed Link – Tweed Shire Council's weekly newspaper that has been keeping the community informed for more than 20 years. It is distributed to approximately 45,000 households in the local free newspapers, the Tweed Daily News (Wednesday community edition) and Tweed Valley Weekly (Thursdays). Tweed Link is also available through a free email subscription at www.tweed.nsw.gov.au/subscribe. All of Council's statutory advertising is published in Tweed Link.

Council e-newsletters – Tweed Shire Council publishes regular Arts and Culture, Business and Sustainability e-newsletters. To subscribe to Council’s e-newsletters visit www.tweed.nsw.gov.au/subscribe

Council meetings – generally held on the third Thursday of each month in the Council Chambers at the Murwillumbah Civic and Cultural Centre at Tumbulgum Road, Murwillumbah or Harvard Room at the Tweed Heads Administration at Brett Street, Tweed Heads. Occasionally, there may be changes to the date or venue of a Council meeting and this will be communicated through Tweed Link. For meeting dates and times visit www.tweed.nsw.gov.au/CouncilMeetings

Planning Committee meetings – generally held on the first Thursday of each month in the Council Chambers at the Murwillumbah Civic and Cultural Centre at Tumbulgum Road, Murwillumbah or Harvard Room at the Tweed Heads Administration at Brett Street, Tweed Heads. These meetings deal exclusively with matters pertaining to land use planning and are open to the public. Confidential items are considered in closed sessions, which exclude media and public.

Agendas for meetings are available on Council’s website from 8pm on the Tuesday of the week preceding the meeting and all minutes are available as soon as practical following the meeting. Should a long weekend occur on the Monday of the week prior to the meeting, every effort will be made to ensure that the agendas will be uploaded by 8pm on the Wednesday night.

Community Access sessions – are convened immediately prior to Council meetings and Planning Committee meetings to enable the community to informally address Councillors on items for consideration of Council. A booking is required and can be made by contacting Council.



Mayor's introduction

Council has had a very busy year delivering on its commitments to serve our community and businesses and

protect our internationally significant environment.

Adding to our normal busy work schedule is the critical imperative of addressing the impacts of climate change, which has serious implications for Council and requires many changes to the way we plan for the future.

A recent report by climate risk analysis company XDI has identified Tweed as the 8th highest local government area in Australia most at risk from natural disasters overall and 5th highest at risk from coastal inundation.

One of the major implications of climate change is the security of our water supply which was previously predicted to last until 2039 but now is predicted to last only to the year 2026 due to increased evaporation rates.

The Bray Park Weir, where we draw our water supply from the river, is also experiencing salt water intrusion risks much earlier than predicted and Council is currently working with a community reference group and consultants to come up with suitable solutions.

We are on track to deliver 25 per cent of Council's energy use with renewable energy by 2022 and 50 per cent by 2025, which is providing significant savings in our energy bills.

We are also working towards our zero waste target and expressions of interest will be called soon for input by members of the community for a project reference group.

Council's proportion of the budget for the environment will increase from four per cent to five per cent over the next two years to address the biodiversity crisis. While this seems small, it is much larger than many councils and the NSW and Federal Governments which only spend 1.75 per cent and 1.34 per cent respectively of their budgets on the environment.

There are many in our community who are helping our Shire move to sustainable future. The Tweed Sustainability Awards is a new initiative designed to celebrate and encourage our local champions as this needs to be a community wide effort.

Our road crews have done an amazing job in finishing the repair of the extensive damage from the 2017 flood as well as stay on top of the normal never-ending potholes and upgrades to keep us as safe as possible, so please give them a wave when you see them in your travels.

I'm pleased to report that Council is in a strong financial position, although cost shifting by the State Government continues to plague not only our Council, but all NSW councils, limiting our ability to deliver for our communities.

The Tweed has record low levels of unemployment at 4.4 per cent which is way below historical rates and below the national average, though like most regions, youth unemployment rates are still way too high at 13 per cent.

Our planning department has been hard at work with record numbers of development approvals however housing affordability and homelessness is still a major concern for the Tweed.

Council has made it a mission to better consult with our community and we hope this is making a difference.

There are too many other highlights to mention them all but please read on to learn about the rest of the great work Council is doing to keep Tweed the amazing place it is.

Councillor Katie Milne
Mayor of Tweed



General Manager's report

Council, Tweed businesses and residents worked together to achieve significant outcomes

during 2018–2019 that will help to shape and secure our region's future.

One of the highlights of the 2018–2019 year was the completion of 100 per cent of road and bridge flood repairs following the unprecedented March 2017 flood.

As the floodwaters receded, there were 1559 damage items on Council's books, at an estimated \$29.8 million (later revised to \$25 million) – and that's in addition to Council's annual works program. I'm pleased to advise that through further design and construction savings, Council has managed to restrict the final cost to \$21 million – of which 90 per cent was recovered through disaster or grant funding. Thanks to all involved on an outstanding job.

Council delivered \$42 million of capital works over the year, including a \$6.8 million investment in Tweed's road network. The major stand-alone project was a new concrete two-lane bridge across the Tweed River at Byrrill Creek, to replace the timber bridge washed away in the March 2017 flood.

To assist our community in being prepared when the next flood or other emergency happens, Council has created an online Emergency Dashboard, with links, useful information and contacts for during an emergency. Check it out at emergency.tweed.nsw.gov.au

And while we're on the topic of flood preparedness, Council has settled on 14.02 hectares of land at flood-free Industry Central in Murwillumbah South, as part of an unprecedented land swap move to mitigate against climate change and create resilience for local businesses and the broader economy.

We're also boosting business attraction to the Tweed through the launch of the Tweed Business Investment Guide and online portal business.thetweed.com.au, as well as providing a quarterly business e-newsletter.

We're working to mitigate risks to a safe and secure water supply through: the raising the wall of Clarrie Hall dam; investigating a link to South East Queensland's supply; identifying options to protect the raw water source from increasingly frequent and more intense tidal inundation risks; and reviewing all water strategies to ensure best practice management of Tweed's water resources.

You'll be pleased to hear the Tweed is one step closer to processing its own organics with the awarding of a contract for an organics processing facility at Stotts Creek Resource Recovery Centre. It will be the largest organics processing facility in the Northern Rivers and will process nearly 8,000 tonnes a month of Tweed's food and garden waste, turning it into high quality compost for reuse.

Finally, another highlight of the year was the celebration of the Tweed Regional Gallery & Margaret Olley Art Centre's 30th anniversary. We're very proud of this magnificent facility.

I thank the community for supporting us in realising these and many other important projects that will ensure the Tweed remains a great place to live, work and enjoy.

Troy Green
General Manager

Profile of the Tweed

Key facts and figures

Location

Nestled in the eroded caldera of the largest shield volcano in the southern hemisphere, the Tweed is the largest local government area on the north coast of New South Wales, covering an area of just over 1309 square kilometres.

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

Population

The Tweed Shire population in 2018 was 96,108 and is forecast to grow to 127,434 by 2036.

In line with this population growth, the number of dwellings in the Tweed is forecast to grow from 43,203 in 2016 to 58,033 in 2036, with the average household size rising from 2.34 to 2.38 by 2036.

Between 2016 and 2036, the age structure forecasts for Tweed Shire indicate a 47 per cent increase in population under working age, a 38 per cent increase in population of working age, and a 33 per cent increase in population of retirement age.

Economy

Tweed Shire's Gross Regional Product is estimated at \$3.35 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 2018, there were 33,436 local jobs and 7424 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.

The elected Council

The Mayor and Councillors

(November 2016 to September 2020)

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



Cr Katie Milne
(Mayor)



Cr Chris Cherry
(Deputy Mayor)



Cr Reece Byrnes



Cr Ron Cooper



Cr Pryce Allsop



Cr James Owen



Cr Warren Polglase

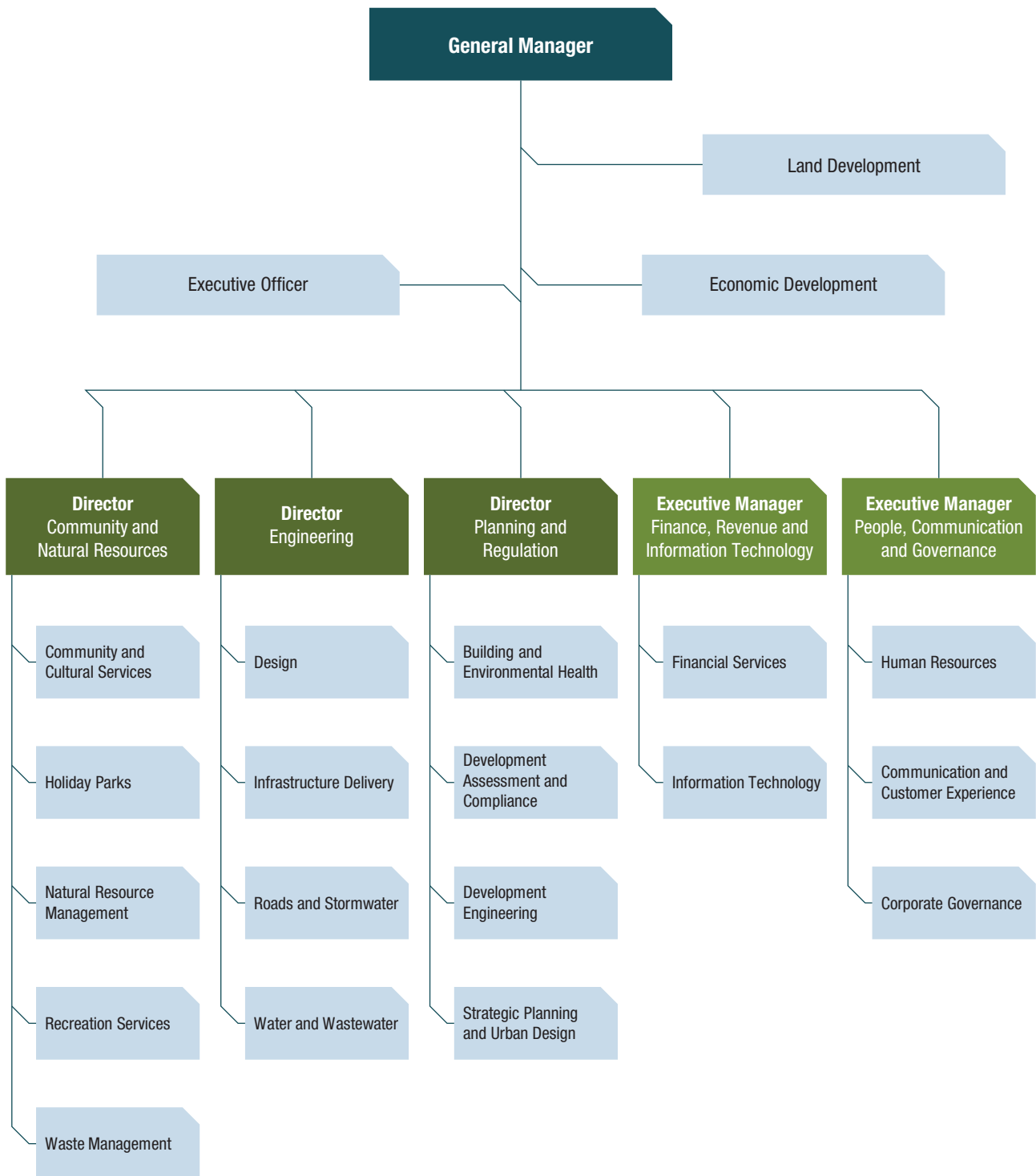
At the first Extraordinary Meeting of the new Council held 17 November 2016, Cr Katie Milne was elected as Mayor for a two-year term and re-elected in September 2018.

Cr Chris Cherry was elected as Deputy Mayor from November 2016 to September 2017 and from September 2018 to September 2019.

Cr Reece Byrnes was elected as Deputy Mayor from September 2017 to September 2018.

Organisation structure

Direct reports to directors and supervisors under third level management | May 2018



How to read the Annual Report

Following our progress

This Annual Report is divided into three sections:

Section 1: Reporting our progress

This section provides an outline of Council's progress against the actions set out in the *Delivery Program 2017–2021*. Like the Delivery Program, it is structured around four principal streams, as identified in the *Community Strategic Plan 2017–2027*. Under each stream is a summary of the key achievements and strategic outcomes delivered in 2017–2018, relevant to that objective. Achievements are shown with the relevant item number from the Delivery Program.



Leaving a legacy: Looking out for future generations

The Tweed features an internationally significant environment of biodiversity and natural beauty and distinct cultural and built heritage – Council and the community values its protection.

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

Council's role is to work with the community and others to plan strategically for sustainable growth and change, and to support initiatives that help the Tweed retain and enhance its diverse natural and built environments and to deliver sustainable essential services such as water, sewer and sanitation to meet community needs now and into the future.



Making decisions with you: We're in this together

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

The Tweed is a very proud and diverse community and Council understands the importance of open information to enable community participation in steering the direction, decision-making and long-term goals of the shire.

Council values these conversations that help to deliver sustainable development outcomes, balancing future population and economic growth with the protection and enhancement of natural, cultural and built environments.



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

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

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

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



Behind the scenes: Providing support to make it happen

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

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

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

Section 2: Statutory reporting requirements

This section includes reporting requirements prescribed by the Local Government (General) Regulation 2005, including (but not limited to) a summary of Council's legal proceedings; details of contracts awarded by Council; financial assistance contributions to the community; written off rates and charges; and information relating to the *Government Information (Public Access) Act 2009 NSW*.

Section 3: Financial statements

This section includes general purpose financial statements for the financial year ending 30 June 2019, including an Income Statement, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows.

Section 1: Reporting on our progress

Integrated Planning and Reporting

A framework for strategic and sustainable local government

All councils in NSW are required to operate within the Integrated Planning and Reporting (IP&R) Framework. This framework was introduced by the NSW Government to facilitate a strong and sustainable local government system by ensuring all local councils have in place strategic plans, underpinned by community priorities and supported by appropriate resources.

The IP&R Framework encourages councils to view their various plans holistically to understand how they relate to each other, and in doing so, leverage maximum results.

Ultimately, it aims to provide greater accountability and transparency in local government, by strengthening councils' strategic focus, streamlining reporting processes and making it easier for the community to understand and track councils' progress on identified priorities.

The key documents included in the IP&R Framework, and an overview of their functions, is provided below.

Community Strategic Plan

This is the highest level plan that a council will have and is prepared for a minimum period of 10 years.

The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. It should be developed and delivered as a partnership between the council, state agencies, community groups and individuals and should address a broad range of issues that are relevant to the whole community.

Resourcing Strategy

This strategy addresses the resources – time, money, assets and people – required to deliver the long-term community aspirations expressed in the Community Strategic Plan. It comprises three elements: long term financial planning; workforce management planning; and asset management planning.

Delivery Program

This is a statement of commitment to the community by each newly elected council outlining its priorities for achieving the community's long-term goals (as identified in the Community Strategic Plan) during its four-year term of office.

Operational Plan

Supporting the Delivery Program is an annual Operational Plan. It spells out the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program.

Annual Report

This document is one of the key points of accountability between a council and its community. It focuses on the council's implementation of the Delivery Program and Operational Plan to help the community understand how the council has been performing both as a business entity and a community leader.

Awards and Recognition

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.

Roejen Environmental Sustainability award

The Tweed Regional Aquatic Centre achieved 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 in 2014, as well as a solar power system and LED lights added in 2019. At the 55th Annual ARI conference Roejen said that it was effective waste management practices that set Tweed apart from the competition.

NSW Planning Institute of Australia Awards for Planning Excellence 2018

Council's Aboriginal Cultural Heritage Management Plan won the Award 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.

National Planning Institute of Australia Awards for Planning Excellence 2019

Council's Aboriginal Cultural Heritage Management Plan received a Commendation at the Planning Institute of Australia's National Planning Awards held in May 2019 for improving planning processes and practices.

Kingscliff Foreshore Award

The Kingscliff Foreshore Revitalisation project was awarded the 2019 National Trust 'Conservation Built Heritage' Award for the preservation of community buildings, while Rowan Robinson Park won the 2019 Parks and Leisure NSW Park of the Year award.

Kingscliff Beach Holiday Park Upgrade and Award

Kingscliff Beach Holiday Park reopened in March 2018 following a 14 month redevelopment as part of the Kingscliff Foreshore Revitalisation project. The Kingscliff Beach Holiday Park was recognised as the "Best Holiday Park North Coast (100 sites or less)" and "Best of the Best NSW Holiday Park" 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 seven parks managed by Tweed Holiday Parks.

Key appointments for Council staff

One Council staff member was appointed to a key advisory role with a governing body during the year.

Jane Lofthouse – NSW Coastal Council



Achievements in

Leaving a legacy: Looking out for future generations

Organics processing facility



The Tweed is one step closer to processing its own organics with the awarding of the contract for an organics processing facility at Stotts Creek Resource Recovery Centre. It will be the largest organics processing facility in the Northern Rivers and will process nearly 8,000 tonnes a month of 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. It is part of the Stotts Creek Resource Recovery Centre Masterplan, which plans for waste management for the next 50 years – a \$40 million investment in responsibly minimising and managing Tweed's waste. A 99 kilowatt solar power system is among environmentally sustainable design features and is expected to offset 22 per cent of the facility's power consumption. Rainwater will be captured from the roof for use within processing operations and all wastewater generated in the processing of organics will be recycled back through the facility. The facility is planned for operation by mid-2021.

Tweed Sustainability Awards



On World Environment Day, Council launched its inaugural Tweed Sustainability Awards to recognise local sustainability champions across three categories:

- Regenerative Agriculture Award
- Wildlife and Habitat Conservation Award
- Tweed Sustainability Award.

The first award recipients will be announced in November 2019.

Energy security

Council installed a 486-panel solar system at the Tweed Regional Aquatic Centre in Murwillumbah, saving 200 tonnes of greenhouse gas emissions a year – the equivalent emissions from 11 average households. Half of Council's buildings identified as suitable for solar now have panels installed, saving 750 tonnes of greenhouse gas emissions a year from entering the atmosphere. By June 2020, Council's largest single solar array will be a 604 kilowatt ground-mounted system at the Banora Point Wastewater Treatment Plant. Council gave the green light for planning and energy approvals for the \$880,000 installation in May 2019. The Banora plant treats 10 million litres of wastewater every day and is Council's single most power-hungry asset. The solar system will pay for itself in six years by generating one-fifth of the plant's power needs and saving more than 730 tonnes of greenhouse gas emissions a year, which is equivalent to emissions from more than 40 average households.

Council is on track to meet its renewable energy goals of producing 25 per cent of its own electricity from renewable sources by 2022 and 50 per cent by 2025.

Water security

The Tweed faces a diverse range of issues associated with water supply, including increased demand and declining secure yield, which is exacerbated by a single source of supply and treatment. Additionally, the raw water source is exposed to an increasing risk of tidal inundation due to climate change. Council is working to mitigate all risks to safe and secure water supply through projects including:

- raising the wall of Clarrie Hall Dam, with concept design and 70 per cent of land purchases completed
- investigating a link to South East Queensland's supply
- identifying options to protect the raw water source from increasingly frequent and more intense tidal inundation risks, and
- reviewing all water strategies to ensure best practice management of Tweed's water resources.

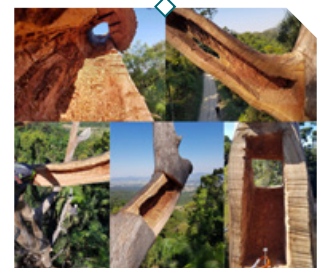
Home Expo

In September 2018, more than 600 people attended the sixth annual Tweed Shire Sustainable Living Home Expo held at Kingscliff TAFE.

Ninety per cent of attendees who were surveyed at the expo identified actions they intended to take following the event to improve sustainability at home. Planned actions included steps to reduce waste, increase energy efficiency, improve biodiversity, grow backyard food gardens and save water. At the expo, Mayor of Tweed, Katie Milne 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. On 16 September 2018, Sustainable House Day was held across Australia, and for the first time, the event included an open house in the Tweed. More than 100 people visited Elwood Farm in Limpinwood to marvel at the sustainable features home designers and owners Len and Robyn incorporated into their sustainable dream home.

Turning dead trees into habitat

Rather than removing dead trees in parks, Council has engaged specialist arborist contractors to turn them into wildlife habitat high-rises. Dead trees are left in-situ and limbs that present a risk are safely trimmed back and then 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 approach not only prevents the loss of dead trees, which are critical for providing tree hollows, but fast-tracks the creation of hollows that otherwise take a minimum of 100 years to form naturally.



Koala facility in Pottsville

In 2018, Tweed Shire Council partnered with Currumbin Wildlife Hospital to begin planning the construction of a koala holding facility 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. This is part of Council's broader Koala Management Plan, which has involved initiatives such as planting 3540 habitat trees over 1.56 hectares.

Encouraging future environmental leaders

In September 2018, Council hosted Year 9 students from across the Tweed in the Schools Environmental Leadership Program. The program included a three-day leadership workshop with outdoor educators Outward Bound to help students develop the skills needed to undertake an environmental action in their school or the community. The program is designed to develop skills in leadership, communication and collaboration, as well as build confidence and give students the tools to take on practical environmental actions and projects.

Sustainable agriculture grants

Tweed farmers can apply for grants of up to \$4000 to help fund projects through Council's new Sustainable Agriculture Small Grants Program. The grants help support initiatives including best practice farming methods that lead to improved water quality, soil health and biodiversity outcomes. The new program complements Council's existing River Health Grants and Biodiversity Grants Programs and provides opportunities to work closely with farmers to achieve positive environmental and community outcomes.

Community tree planting



In September 2018, a community tree planting day was held in partnership with Ozfish along the riverbank at Col Wiley Park, Byangum to commemorate World Rivers Day. Council has been awarded \$100,000 by the NSW Environmental Trust to undertake a riverbank rehabilitation and fish habitat enhancement project in the Tweed Estuary, two kilometres upstream of Murwillumbah. The project aims to restore 500 metres of riverbank to a condition that will increase fish habitat and address ongoing bank erosion and water quality problems.

Bush Stone-curlew and the Beach Stone-curlew breeding

Council has been actively working with community members from across Tweed to protect the endangered Bush Stone-curlew and the Beach Stone-curlew. As a result of this active engagement and support from volunteers and the community, Tweed is ensuring successful breeding of both of these bird species, with the Bush Stone-curlew population growing from one breeding pair observed in 2012 to more than 35 pairs. There was also a successful breeding of a Beach Stone-curlew at Hastings Point in late 2018. This critically endangered charismatic bird has rarely been recorded breeding in the Tweed.



Wildlife Protection Areas

In September 2018, Tweed Shire Council designated three 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.

Oxley River bank erosion stabilisation project

In 2018, Tweed Shire Council won a Local Government NSW Excellence in the Environment award for an innovative Oxley River bank erosion stabilisation project. This project involved working together with three private landowners to deliver large scale earthworks and riverbank reconstruction at two sites along the river, which were extensively damaged during the 2017 Northern NSW flood. The damage left the banks about seven metres high and prone to further slumping and erosion. Around 250 recycled hardwood logs – some with root balls still attached – were installed by Council to stabilise the Oxley River banks and improve aquatic and riverside habitat. They were driven four metres deep into the river bed to provide bank protection and capture further sediments. The logs were sourced through vegetation management contractors working on the Pacific Highway upgrade between Woolgoolga and Ballina.



Waste volumes diverted and recycled

In 2018–2019 Council diverted 34,475 tonnes of waste from landfill, which if disposed would have cost \$2.8 million dollars in NSW landfill levies. Diverted material consisted of 9,766 tonnes of recyclables, 1,232 tonnes of metal, 15,969 tonnes of green waste and organic material, 3,596 tonnes of fill, 3,412 tonnes of concrete, bricks and tiles, and 216 tonnes of second hand goods that were sold through the tip shop.

Strategic Land Use Planning

Council has progressed public exhibition of the draft Kingscliff Locality Plan, draft Rural Land Strategy and draft Scenic Landscape Strategy. These strategies and plan provide a strong framework for sustainable development within Tweed. They aim to promote good design and balance social, environmental and economic considerations. Council is also progressing the community-driven locality planning program, starting initial consultation with the Fingal Head community to prepare the Fingal Head Locality Plan.

Heritage conservation



Council has completed its fifth year of the Local Heritage Assistance Fund, which is partly funded through the NSW Office of Environment and Heritage. In the 2018–2019 financial year, six heritage properties received improvements valued at \$48,000. Council also obtained heritage grant funding to restore and repurpose the Queen Street Toilet block in Murwillumbah. Restoration works were managed under the guidance of Council’s Heritage Advisor.

Progress report for 2018–2019: Leaving a legacy

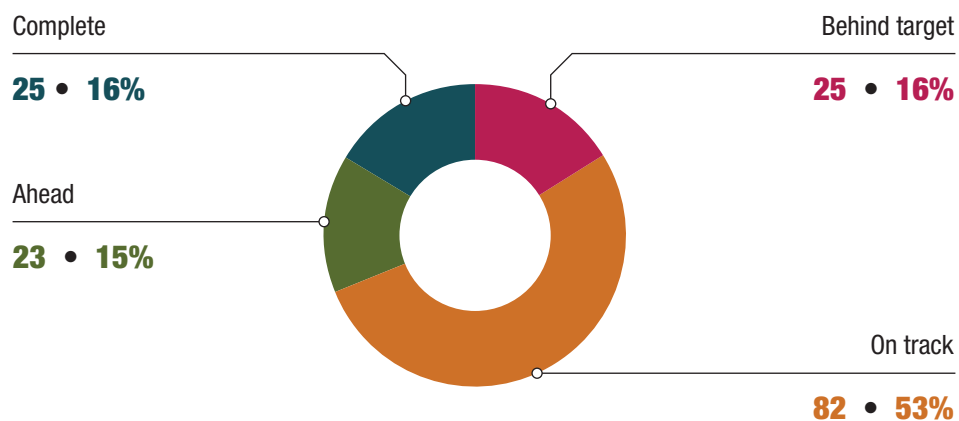
Performance against the objectives identified in the 2017–2021 Delivery Program

	2018–2019 (\$'000)	
	Budget	Actual
Income		
Rates & Annual Charges	52,145	51,282
User Charges & Fees	31,929	32,203
Investment Revenues	4,614	4,596
Other Revenues	97	600
Operating Grants & Contributions	1,324	3,097
Capital Grants & Contributions	15,309	8,947
Internal	3,520	3,599
Total Income	108,938	104,324
Expenditure		
Employment Costs	15,917	18,415
Borrowing Costs	7,976	8,194
Materials & Contracts	25,986	19,446
Depreciation & Amortisation	20,725	22,785
Other Expenses	8,090	9,740
Internal	14,109	14,110
Total Expenditure	92,803	92,690
Net Operating Result	16,135	11,634
Source & Application of Funds		
Add Back Depreciation	(20,725)	(22,785)
Net Transfers to/(from) Reserves	17,873	24,012
Loan Funds Utilised	(2,150)	0
Repayment of Principal on Loans	5,502	5,087
Purchase and Construction of Assets	26,058	17,456
	26,558	23,770
	(10,423)	(12,136)

Summary of Delivery Program activities

Strategic priority	Completed		Ahead of schedule		On target or variation explained		Behind schedule or action required	
	No.	%	No.	%	No.	%	No.	%
Biodiversity Management	1	11	4	44	3	33	1	11
Bushland Management	0	0	3	43	3	43	1	14
Coastal Management	0	0	1	14	4	57	2	29
Environmental Sustainability	1	11	4	44	3	33	1	11
Sustainable Agriculture	1	14	2	29	3	43	1	14
Waterways (Catchment) Management	3	43	0	0	2	29	2	29
Floodplain Management	0	0	1	17	4	67	1	17
Stormwater Drainage	3	21	1	7	4	29	6	43
Rubbish and Recycling Services	0	0	1	10	6	60	3	30
Sewerage Services	7	26	1	4	17	63	2	7
Tweed Laboratory	0	0	2	100	0	0	0	0
Water Supply	6	20	3	10	17	57	4	13
Strategic Land-use Planning	3	16	0	0	15	79	1	5
Total	25	16	23	15	82	53	25	16

Note: where results for performance measures are not yet available, they have been excluded from the calculations.





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

Industrial Land Swap

Tweed Shire Council has settled on 14.02 hectares of land as part of an unprecedented move to mitigate against climate change and create resilience for local businesses and the broader economy. The \$3 million land purchase was funded by the NSW State Government as part of its Climate Change Adaptation program. This initiative will enable eligible local businesses that were directly impacted by the 2017 flood in northern NSW to enter an expression of interest process and, if successful, swap their flood-prone land for Council-owned flood-free land at Industry Central, Murwillumbah. Council is now applying for additional State Government funding to subdivide the land and provide infrastructure, such as roads, water and sewer. Once the subdivision is complete, businesses will have up to 10 years to relocate to the new business park. Their former flood-prone land will be back zoned, most likely for community use to remove obstacles from the flood plain.

Voluntary house purchase scheme

With NSW Government assistance, Tweed Shire Council purchased four houses in high hazard flood areas during the year and removed four families from flood risk. Council also wrote to all residents in high flood hazard areas and held two drop-in sessions to help them understand the Voluntary House Purchase scheme and how it may affect them.

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; Council's first Reconciliation Action Plan; the Aboriginal Cultural Heritage Mapping and Management Plan and the Aboriginal Statement of Commitment Policy. The AAC includes representation from a range of Aboriginal community groups and organisations including: the Tweed/Byron Local Aboriginal Land Council, Tweed/Wollumbin Aboriginal Education Consultative Group, Tweed Aboriginal Cooperative Society, Canowindra Aged Care Facility, Tweed Corporation for Sport (Stingrays), Bugalwena Aboriginal Health service and other community representatives who provide advice as required.





Tweed Shire Youth Council

The Youth Council, now in its fourth year, is an initiative of the *Tweed Shire Youth Strategy and Action Plan 2013–2017*.

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.

Community Engagement Strategy 2018–2022

The review of Council's previous Community Engagement Strategy, which commenced in February 2017, has involved extensive engagement with Councillors to determine their preferences and direction for Council's community engagement responsibilities. As a result, the Draft *Community Engagement Strategy 2018–2022* was placed on exhibition in early 2018 with a final Strategy adopted by Council in August 2018.

The *Community Engagement Strategy 2018–2022* 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 is especially important at a time when new ways of communicating are evolving.

It is important for all members of our community to have the opportunity to participate in engagement on matters that may potentially impact on their day-to-day lives. It is Council's responsibility to ensure that we use a range of different methods of encouraging input and collecting feedback and information from the community.

The strategy includes a number of new initiatives including biannual Stakeholder Forums with key interest groups and stakeholders and a 'community conversation' format for public meetings. It also includes a new focus on Your Say Tweed, our dedicated engagement portal – where community members can have their say on issues at a time and in a way that suits them. Additionally, an Engagement Improvement Panel will be established to monitor progress and advise the Council, Mayor and General Manager on implementation, in accordance with their statutory responsibilities, and a full review of the engagement practices of advisory committees will be conducted.

Changes to Tweed Link distribution

For 20 years, Tweed Shire Council had independently printed and distributed the Tweed Link, providing a trusted source of Council and community information. Since mid-January 2018, the Tweed Link has appeared in the local free newspapers, the Tweed Daily News (Wednesday community edition) and Tweed Valley Weekly (Thursdays). Together, these newspapers have a combined print run of approximately 45,000. Tweed Link is complemented by strong online and social media readership and Council email subscription services.

These changes have provided significant savings and allow residents to choose their preference to receive or access the Tweed Link and stay informed about Council news.

The Tweed Link is now available:

- In a free weekly printed format available to the majority of Tweed households and bulk drops through two local free newspapers
- As a weekly electronic subscription service direct to your inbox
www.tweed.nsw.gov.au/subscribe
- On Council's website www.tweed.nsw.gov.au/Tweedlink
- As a video version of the 'Tweed e-Link' for Council's YouTube and social media channels, to grow our online and social media followers (coming soon)
- At Council offices and some Council-owned community facilities

Progress report for 2018–2019: Making decisions with you

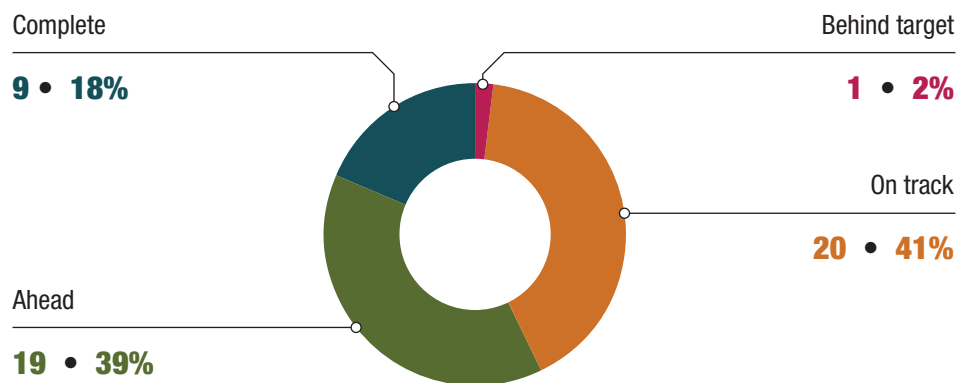
Performance against the objectives identified in the 2017–2021 Delivery Program

	2018–2019 (\$'000)	
	Budget	Actual
Income		
Rates & Annual Charges	59,576	59,679
User Charges & Fees	3,559	3,320
Investment Revenues	3,908	4,296
Other Revenues	796	454
Operating Grants & Contributions	7,908	8,764
Capital Grants & Contributions	0	0
Internal	15,435	15,482
Total Income	91,182	91,995
Expenditure		
Employment Costs	13,118	13,209
Borrowing Costs	3	2
Materials & Contracts	2,463	2,158
Depreciation & Amortisation	4	8
Other Expenses	1,469	1,757
Internal	6,908	7,277
Total Expenditure	23,965	24,411
Net Operating Result	66,251	67,679
Source & Application of Funds		
Add Back Depreciation	(4)	(8)
Net Transfers to/(from) Reserves	1,292	283
Repayment of Principal on Loans	6	6
	1,294	281
	64,673	67,303

Summary of Delivery Program activities

Strategic priority	Completed		Ahead of schedule		On target or variation explained		Behind schedule or action required	
	No.	%	No.	%	No.	%	No.	%
Building Certification	2	29	2	29	2	29	1	14
Development Assessment	2	40	0	0	3	60	0	0
Development Engineering & Assessment	1	50	1	50	0	0	0	0
Animal Management	1	20	2	40	2	40	0	0
Communications	2	17	5	42	5	42	0	0
Contact Centre	1	11	2	22	6	67	0	0
Councillor & Civic Business	0	0	2	50	2	50	0	0
Financial Services	0	0	5	100	0	0	0	0
Total	9	18	19	39	20	41	1	2

Note: where results for performance measures are not yet available, they have been excluded from the calculations.





Achievements in

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



New lighting drives greater energy efficiency

Energy-efficient lighting has been installed at the Tweed Regional Aquatic Centre in Murwillumbah, with funding support through an Australian Government grant. The existing metal halogen lamps lighting the indoor section of the aquatic centre were replaced with LED lamps, saving an estimated 50 to 60 per cent of energy use. Using 27MWh less electricity from the grid, the upgrade avoids the equivalent of approximately 200 tonnes of carbon emissions being released into the atmosphere each year.

The upgrade of streetlights in Salt and Casuarina is also helping to reduce carbon emissions. Essential Energy replaced the decorative streetlights, which were near the end of their useful lives, with standard LED fittings and bulbs. The old mercury vapour bulbs used 125 watts of electricity compared to 17 watts used by the LED replacements, avoiding 156 tonnes of greenhouse gas emissions each year – the equivalent annual emissions from nine average households.

With \$992,000 from the NSW Government's Stronger Country Communities Fund, Council installed lights along 3.5km of the Salt-Casuarina shared-user path to improve pedestrian and cyclist safety and enable the path to be used at night. The energy-efficient light poles are motion sensitive and illuminate when a pedestrian or cyclist comes within eight metres of a pole. The poles are marine-grade aluminium to survive the harsh coastal environment.



Road and bridge flood damage repairs

Council has completed 100 per cent of its road and bridge flood repairs. Following the March 2017 flood, Council had 1559 damage items on its books at an estimated \$29.8 million in addition to the annual works program. More than 60 of these items were major damages, requiring geotechnical and design expertise to repair. As investigations continued and further information became available, this estimate was adjusted down to \$25 million. However, through further design and construction savings, Council has managed to restrict the final cost to \$21 million; of which 90 per cent has been recovered through disaster or grant funding.

Capital works program

Council delivered \$42 million of capital works over the year, including investing \$6.8 million in improving the Tweed's road network. The major stand-alone project was a new concrete two-lane bridge across the Tweed River at Byrrill Creek to replace the timber bridge washed away in the March 2017 flood. This \$3 million project was jointly funded by the Federal Government's Bridges Renewal Program and will be complete by mid-August 2019.

Tweed Valley Rail Trail

In August 2017, the NSW Government committed \$6.5 million towards designing and constructing a 24 kilometre rail trail on the disused rail corridor from Murwillumbah to Crabbes Creek. In February 2018, the Federal Government matched the State commitment. Council resolved to accept the funding with safeguards to ensure the rail corridor remains in public ownership. At the time of printing, Council had shortlisted three construction companies to tender for the design and construction of the rail trail. It also resolved to accept the role of crown land manager, enabling the NSW Government to close the railway. The Tweed rail trail is expected to be the first stage of a 132 kilometre trail from Murwillumbah to Casino.

Boardwalks

A new 245 metre long boardwalk now traverses the mangrove foreshore of Terranora Creek from the northern end of Keith Curran Park to Pelican Point at The Anchorage, Tweed Heads. The boardwalk was built using composite fibreglass piers, decking and handrails, along with powder-coated aluminium balustrading, which will not rust, rot or be attacked by termites. 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 (\$685,000) and Roads and Maritime Services (\$225,000).



The final section of the old timber boardwalk along Cudgen Creek at Kingscliff was replaced using elevated concrete slabs above the waterway. All the work had to be done by hand as machinery could not access the tight site. Piers had to be hand-tooled into the hard rock and work scheduled around the tides. Each slab had to be poured in-situ and then left to cure for 28 days. Even the use of a barge for heavy equipment was not possible due to the presence of sensitive sea grass beds. The boardwalk provides better connecting pathways and improved recreation facilities for residents and visitors to Kingscliff.

Blackspot programs

Council continues to access Federal Government Blackspot funding to reduce the incidence and severity of crashes on its road network. This year three safety upgrades on Kyogle Road were completed, including improving the intersection with Byrill Creek Road, applying a high-friction seal and audible centrelines on a winding road section near Terragon and providing infrastructure to mitigate a high-risk curve near Byangum Bridge. Other Blackspot programs completed in the year were on Numinbah Road and Clothiers Creek Road, both popular with motorcyclists.



New small business portal and guide

In November 2018, almost 100 local business representatives joined Council to launch the Tweed Business Investment Guide and online portal. A new quarterly local business e-newsletter was subsequently launched in December. Tweed contributes almost \$2.5 billion to Australia's annual economy. The Tweed Business Investment Guide is available on the business portal at business.thetweed.com.au

Live Music

Local live music is activating public spaces and connecting communities. Initiatives to engage local musicians in 2018–2019 included:

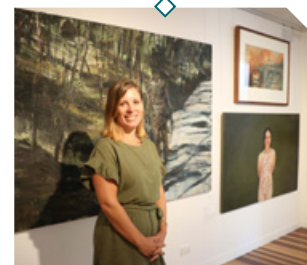
- The introduction of Saturday Sessions Music in the Park, which began in August 2018 at Kingscliff's Rowan Robinson Park. The program has featured artists from across the Northern Rivers.
- A database of musicians within the Tweed and an expression of interest process has been established. The database is a resource for Council to engage musicians in events and opportunities. The expression of interest form is on Council's website.
- In April 2019, Council organised a Youth Music Forum at the Regent Cinema in Murwillumbah. It was a free event held as part of NSW Youth Week. The event included a Young Musicians panel discussion with local musicians and a panel on Music Education and Research with representatives from SAE Byron Bay, Southern Cross University and Griffith University. The keynote address was provided by Emily Holler from Mojo Bullet and live music sets were performed by Budjerah Slabb and Ollie Twohill.
- The Tweed Heads Auditorium underwent a technical upgrade for the lighting, sound and stage equipment in early 2019 with a contribution from the Australian Government's Building Better Regions Fund. The new equipment has improved the presentation of events and performances in the venue and saved up to 80 per cent of energy use per hour since the installation.

Gallery's 30th birthday

In August 2018, the Tweed Regional Gallery & Margaret Olley Art Centre celebrated its 30th anniversary. The Tweed Regional Gallery (formerly known as the Tweed River Art Gallery), opened during the Bicentennial Year of 1988 in a restored Federation-style family home located on the bank of the Tweed River on Tumbulgum Road, Murwillumbah. After much fundraising and a generous donation of land by Doug Anthony AC and Margot Anthony, the Gallery moved to its current scenic rural location in Murwillumbah South in 2004. The facility was designed by award-winning Brisbane architect, Bud Brannigan. The second stage of the building was opened in 2006 by iconic Australian painter Margaret Olley AC. In 2014, the Margaret Olley Art Centre, which included a re-creation of rooms from Margaret's home studio in Duxford Street, Paddington, was officially opened.

Opening of Gallery DownTown

The Gallery DownTown was opened in January 2019 as a trial program to drive creative and economic development in the heart of Murwillumbah's CBD. It is located just 1.5km from the Tweed Regional Gallery and Margaret Olley Art Centre on the first floor of the M | Arts Precinct at the corner of Brisbane Street and Proudfoots Lane. The Gallery DownTown's Curator, Ruth Della, was formerly the Creative Director of the SWELL Sculpture Festival on the Gold Coast. The M | Arts Precinct has become a focal point of creative activity in the region, presenting commercial exhibitions that promote the work of local artists and supporting workshops and tutorials.



Tweed Regional Museum

As part of National Threatened Species Day in September 2018, the Museum hosted a talk featuring botanist and ecologist, Dr Robert Kooyman. More than 100 people attended Dr Kooyman's engaging overview of how ancient Gondwanan rainforests had survived for millions of years to the present day.

In October 2018, the Museum celebrated the successful re-release of the 1962 ABC mini-series, *Pastures of the Blue Crane*, which was filmed largely in the Tweed and based on the novel by local author Hesba Brinsmead. The Museum worked with the Regent Theatre, Friends of the Pastures of the Blue Crane, and Museum Friends to screen this iconic series to almost 600 fans.

In December, the refurbished 1906 heritage listed Boyds' Shed, part of the Tweed Regional Museum Precinct at Pioneer Park in Tweed Heads West, was reopened to the public. The Shed, used by the Boyd family as the base for their fishing operations, is the last of three significant heritage-listed buildings to be refurbished and repurposed as part of Museum precincts. The other two are Shire Hall and the original Tweed Heads Court House. Boyds' 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.

Flood damaged buildings reopen

Numerous Council buildings were damaged during the March 2017 flood, including Nullum House, Possums Preschool and Tumbulgum Community Hall. Nullum House operates as a Social Inclusion Centre, providing a range of services to homeless and struggling members of the community. It reopened in October 2018 following a \$100,000 project to repair flood damage and make the building more flood resilient. Nullum House is situated in a very low lying area that floods easily, however the new fit out will enable the building to be hosed out and back in operation quickly after any future inundation.

Possums Preschool cares for and educates children aged between three and six years and has been operating from Condong Hall since 1991. Condong Hall was repaired and reinstated to pre-flood condition and the preschool reopened in January 2018. Tumbulgum Hall is a well-used community facility that has been operating since 1913, serving local village and community needs. The hall sustained minor damage during the March 2017 flood and the hall committee was able to get the building operational within 48 hours of waters receding, which was central to Tumbulgum’s recovery efforts. The kitchen was impacted, along with internal walls and doors that had post flood swelling. Collaboration with Tumbulgum Community Association Inc. who manage the hall has resulted in plans for flood repair and approval for an upgrade to the kitchen during 2019.

Dementia Friendly Communities

Council continues its partnership with Dementia Australia in fostering Dementia Friendly Communities and the Dementia Friends campaign. Tweed Libraries and Museum are registered with Dementia Australia as Dementia Friendly sites, with the Tweed Regional Gallery working on registration. Council has made a commitment to encourage staff to become Dementia Friends. This campaign supports individuals to understand dementia and how to support someone with dementia. In June 2019, Council’s Management Team participated in Dementia Friends training to promote the program to staff across the organisation.

Reconciliation Action Plan (RAP)



Implementation of the RAP over the past year has resulted in the achievement of initiatives including:

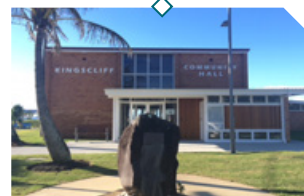
- Setting specific numbers of contracts with Indigenous businesses, promoting a list of Indigenous businesses and identifying barriers to working with Indigenous businesses. Council’s updated Draft Procurement Policy currently on exhibition includes a section on Indigenous Procurement stating:

“Council is committed to working with the Aboriginal and Torres Strait Islander community to increase employment and economic development opportunities in the Tweed Shire. One method for achieving this goal is incorporating Aboriginal and Torres Strait Islander supplier diversity within our organisation. An Aboriginal and Torres Strait Islander supplier is any business that is 50 per cent or more Indigenous owned.”

- Council partnerships with other Tweed organisations that have RAPs for a Reconciliation Week Trivia and Comedy night in May 2019
- Council encouraging staff to attend NAIDOC Week activities with its ‘Take a Friend’ initiative
- The development of Cultural awareness, Aboriginal Cultural Heritage and e-learning courses to help Council staff build their cultural skills

Kingscliff Community Hall

The Kingscliff Community Hall reopened on 21 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.



Report Illegal Dumping

Council has partnered with the NSW Environment Protection Agency to reduce illegal dumping in the Tweed. New signage has been developed, dumping hot spots identified and much higher fines have been introduced for those found dumping (\$4000 for individuals and \$8000 for businesses). Council has streamlined all illegal dumping activities into one coordinated process with quicker clean up times. The community is encouraged take a photo and report illegal dumping online at ridonline.epa.nsw.gov.au or to contact Council on (02) 6670 2400.



Tackling mosquito diseases together

Council received \$48,000 from the NSW Government's Building Resilience to Climate Change program to develop a regional action plan to respond quickly if a new mosquito species, that could spread new diseases, was ever found in the Northern Rivers. 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 has developed a mosquito incursion plan and media plan that can be activated as required. For Stage 2 of this important project, \$104,700 in State Government funding has been secured to implement a community education program around reducing the disease risks, such as Ross River Fever, from our existing mosquitos.

Combustible cladding in the Tweed

Council has assisted Fire and Rescue NSW with a preliminary audit of buildings and found that very little combustible cladding is used in the Tweed. For a major fire safety problem to exist, there needs to be continuous combustible material traversing multiple storeys to create a fire pathway, for example, up the entire side of a high rise building. There also needs to be inadequate fire control in place in that building in the event of a fire such as ineffective sprinklers, alarms and emergency lighting. While there is some cladding material used on parts of some buildings in the Tweed, it is usually for decorative purposes and may need to be removed but generally there were no immediate safety concerns identified.

Progress report for 2018–2019: People, places and moving around

Performance against the objectives identified in the 2017–2021 Delivery Program

	2018–2019 (\$'000)	
	Budget	Actual
Income		
User Charges & Fees	12,227	12,259
Investment Revenues	1,255	1,142
Other Revenues	2,817	3,153
Operating Grants & Contributions	7,881	9,371
Capital Grants & Contributions	2,258	14,479
Internal	11,192	11,079
Total Income	37,630	51,483
Expenditure		
Employment Costs	23,686	22,839
Borrowing Costs	3,304	3,288
Materials & Contracts	15,740	16,806
Depreciation & Amortisation	18,667	19,286
Other Expenses	13,981	11,118
Internal	15,888	14,627
Total Expenditure	91,266	87,964
Net Operating Result	(50,975)	(40,415)
Source & Application of Funds		
Add Back Depreciation	(18,667)	(19,286)
Net Transfers to/(from) Reserves	3,521	15,177
Loan Funds Utilised	(916)	0
Repayment of Principal on Loans	2,976	2,976
Purchase and Construction of Assets	12,215	25,904
	(871)	24,771
	(52,765)	(61,252)

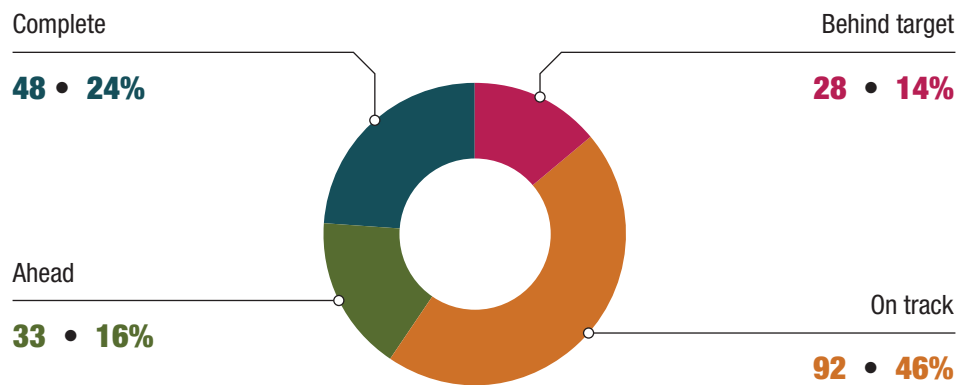
Summary of Delivery Program activities

Strategic priority	Completed		Ahead of schedule		On target or variation explained		Behind schedule or action required	
	No.	%	No.	%	No.	%	No.	%
Cemeteries	0	0	1	17	5	83	0	0
Community and Cultural Development	1	9	3	27	7	64	0	0
Community Services	4	57	2	29	1	14	0	0
Compliance Services	0	0	1	25	1	25	2	50
Economic Development	1	13	2	25	4	50	1	13
Environmental Health	1	13	2	25	5	63	0	0
Events	3	43	0	0	4	57	0	0
Life Guard Services	2	40	0	0	3	60	0	0
Local Emergency Management	0	0	0	0	4	80	1	20
Pest Management	2	40	0	0	3	60	0	0
Public Toilets	1	20	0	0	4	80	0	0
Tourism	0	0	0	0	4	100	0	0
Aquatic Centres	0	0	2	40	3	60	0	0
Art Gallery	2	25	6	75	0	0	0	0
Auditoria	0	0	3	60	1	20	1	20
Holiday Parks	1	20	2	40	1	0	1	20
Libraries	1	13	2	25	2	25	3	38
Museum	2	20	3	30	3	30	2	20
Parks & Gardens	0	0	0	0	5	100	0	0
Saleyards	0	0	1	20	4	80	0	0
Sporting Fields	0	0	1	17	4	67	1	17

Continued ...

Strategic priority	Completed		Ahead of schedule		On target or variation explained		Behind schedule or action required	
	No.	%	No.	%	No.	%	No.	%
Airfield	0	0	1	20	4	80	0	0
Construction Services	0	0	0	0	0	0	1	100
Design Services	0	0	0	0	2	100	0	0
Roads, traffic, footpaths & cycleways	27	44	1	2	18	30	15	25
Total	48	24	33	16	92	46	28	14

Note: where results for performance measures are not yet available, they have been excluded from the calculations.



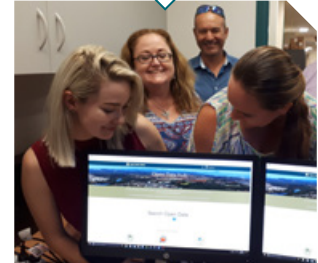


Achievements in

Behind the scenes: Providing support to make it happen

Open Data Hub

Tweed Shire Council has launched a Tweed Shire Open Data Hub, giving 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, cycle ways 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 is 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. To access the Tweed Shire Council Open Data Hub visit www.tweed.nsw.gov.au/Mapping



New site for booking Council venues

Tweed Shire Council's new booking website called 'Bookable' is now live. Bookable is a new online facilities and events booking solution built specifically for Australian Local Government. Council's Community Facilities at Banora Point Community Centre, Kingscliff Community Hall, the Murwillumbah Civic Centre (Auditorium and Canvas & Kettle), the Tweed Heads Civic Centre (Auditorium, South Sea Islander Room and Harvard Room) and the Tweed Heads South Community Centre can all be booked by community members through Bookable at tweed.bookable.net.au. The website enables you to search for venues, make reservations or create quotes for the venue of your choice. Once you have searched for venues, you can click on an individual venue to find out further details such as bookable spaces, images and the rules and conditions of hire. A key benefit for the community is the ability to complete online payments for venue hire, which helps save time. Council requires all hirers to be registered in Bookable to enable them to make bookings. Registration is free and is completed online through the Bookable website.

New Contact Centre functions to improve customer service

As part of our commitment to continuous improvement, Council's new contact centre system, Premier Contact Point (PCP), was launched in October 2018. The new system has improved the experience of customers when they call Council including shorter queue wait times, simpler phone menu selections and on-hold messages relevant to their enquiry such as explanations of self-service options. Council has also launched a "virtual hold" feature that enables a customer to request a call-back rather than remaining on hold. The customer can select this menu option, confirm their phone number, hang-up and then receive the call-back when their request reaches the front of the queue.

Emergency dashboard



Tweed Shire Council has launched an Emergency Dashboard to provide residents with links, useful information and contacts during an emergency. The dashboard includes live social media feeds and latest news, road hazard information, power outages and weather warnings as well as tools for planning and preparing for an emergency. The Emergency Dashboard can be reached at emergency.tweed.nsw.gov.au

Progress report for 2018–2019: Behind the scenes

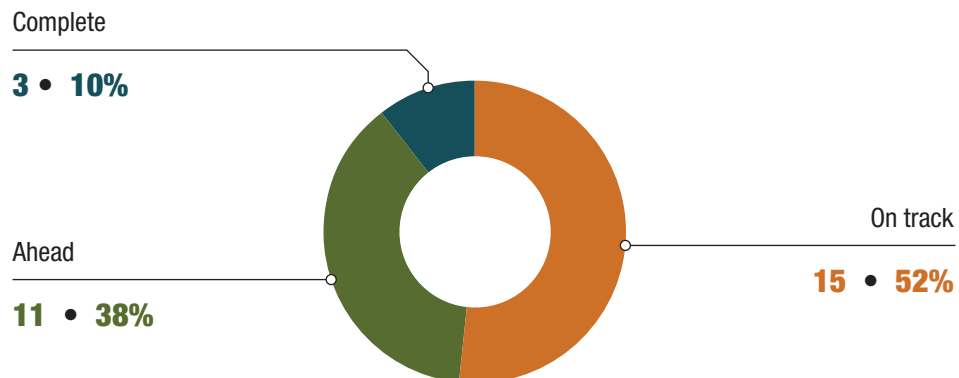
Performance against the objectives identified in the *2017–2021 Delivery Program*

	2018–2019 (\$'000)	
	Budget	Actual
Income		
Rates & Annual Charges	0	0
User Charges & Fees	725	1,450
Investment Revenues	43	52
Other Revenues	500	579
Operating Grants & Contributions	10	143
Capital Grants & Contributions	182	402
Internal	24,658	26,408
Total Income	26,118	29,034
Expenditure		
Employment Costs	7,279	8,200
Borrowing Costs	382	381
Materials & Contracts	6,503	6,008
Depreciation & Amortisation	3,228	3,867
Other Expenses	4,344	3,080
Internal	2,970	2,970
Total Expenditure	24,706	24,506
Net Operating Result	1,412	4,528
Source & Application of Funds		
Add Back Depreciation	(3,227)	(3,867)
Net Transfers to/(from) Reserves	(759)	3,454
Repayment of Principal on Loans	354	354
Purchase and Construction of Assets	7,742	3,011
	4,110	2,952
	(2,698)	1,576

Summary of Delivery Program activities

Strategic priority	Completed		Ahead of schedule		On target or variation explained		Behind schedule or action required	
	No.	%	No.	%	No.	%	No.	%
Governance	1	14	2	33	3	50	0	0
Internal Audit	1	25	1	25	2	50	0	0
Legal Services	0	0	0	0	3	100	0	0
Fleet Management	0	0	2	67	1	33	0	0
Human Resources & Work Health and Safety	0	0	4	57	3	43	0	0
Information Technology	1	25	2	50	1	25	0	0
Procurement	0	0	0	0	2	100	0	0
Total	3	10	11	38	15	52	0	0

Note: where results for performance measures are not yet available, they have been excluded from the calculations.



Section 2: Statutory reporting

Environmental upgrade agreements

Council did not enter into any environmental upgrade agreements under section 54D of the *Local Government Act 1993*.

Special rates

In accordance with the 'Instrument Under Section 508(2)' issued by the Chairman of the Independent Pricing and Regulatory Tribunal on 25 May 2016, Council is required to report particular information relating to the Cobaki Lakes Special Rate in its annual report for each year from 2016–2017 to 2025–2026. The following information is provided:

Information required	Comment
(a) the scope of the proposed improvements, maintenance and management activities for the environmental lands within the Cobaki Lakes Development agreed between Council and the Developer of the Cobaki Lakes Development	<p>Prior to the issue of a Construction Certificate for Civil Work the proponent must reach an agreement with Council regarding a mechanism to fund in perpetuity the ongoing maintenance of the environmental protection land.</p> <p>The Proponent and the Council agreed that the mechanism to fund in perpetuity the ongoing maintenance of the Environmental Protection Land was the levy of a special rate.</p> <p>As yet, there has been no approval granted to create new subdivision title and commence works on this land as Council is awaiting finalisation of further necessary approvals before new housing is commenced.</p>
(b) the program of expenditure that was funded by the Special Variation	<p>Council is to pay funds raised by the special rate to the Proponent if the Proponent (or a Related Entity) is the registered proprietor of some or all En Globo Land at any point during the year.</p> <p>As the Proponent was the registered proprietor of all En Globo Land during the year, the full amount levied was paid to the Proponent.</p>
(c) any significant differences between the Proposed Program and the program of expenditure that was actually funded by the Special Variation and the reasons for those differences	Nil
(d) the outcomes achieved as a result of the Special variation	Nil to date. Awaiting finalisation of further necessary approvals before new housing is commenced.

Written-off rates and charges

During the reporting period Council wrote-off \$3,462,876.18 in the following rates and charges:

Rate classification	Items written-off	Total (\$)
Pensioner Rates	Farmland	31,742.65
	Residential	1,696,545.76
Water & Sewerage rates	Pensioner Water Rates	682,292.93
	Pensioner Sewerage Charges	658,651.83
Pensioner Waste Charges	Service	294,401.78
	Administration	99,241.23
	Landfill	0.00
Total written-off		3,462,876.18

Overseas travel

The following overseas travel was undertaken by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations) during the 2018–2019 financial year:

- Council's General Manager travelled to New Zealand (Tauranga) on to attend the Local Government Chief Officers Group on 14–16 November 2018. This travel was funded by Tweed Shire Council.
- As part of the Tweed Kenya Mentoring Program, Council's Senior Engineer – Capital Works travelled to Kenya in August 2018 to help the Siaya district team with installation of new filter membranes, carrying out repair works, training and helping set up an asset record and maintenance system. This travel was funded by the International River Foundation.
- Council's Curator Margaret Olley Art Centre & Collections Manager travelled to Espondeilhan, France in July 2018 for three weeks for a research project for the exhibition of A Shared Obsession Margaret Olley and Fred Jessup funded by the Gordon Darling Foundation under the Global Travel Grant.

Councillor fees and expenses

Payments of expenses and the provision of facilities to the Mayor and Councillors in relation to their civic functions were in accordance with the Tweed Shire Council Policy: 'Councillors – Payment of Expenses and Provision of Facilities for Mayor and Councillors' and are outlined below:

Details	Amount (\$)
Councillor and Mayoral fees	181,093
Mayoral vehicle	14,420
Councillor Policy provisions and expenses	39,910
Administration support & meals	100,490
Insurance	59,218
Reportable items:	
• Provision of dedicated office equipment	0
• Telephone and internet	11,112
• Intrastate training, conferences, meetings & seminars	36,215
• Interstate visits representing Council	8,745
• Overseas visits representing Council	0
• Training of councillors and provision of skill development	25,864*
• Spouse, partner or other person expenses	0
• Child care expenses	0
Total expenses	451,203

*Included in intrastate and interstate amounts

Conferences, seminars and training attended:

Conference	Location
Intrastate	
LG NSW Regional Summit	Bellingen
LGNSW Financial Issues in Local Government	Goonellabah
Aust. Regional Development Conference	Tweed Heads
Community and Stakeholder Engagement	Sydney
Northern Rivers Housing Forum	Lennox Head
LG NSW Annual Conference	Albury
27th Annual NSW Coastal Conference	Merimbula
Company Directors Course	Sydney
Mayor's Weekend Seminar	Sydney
Social Media For Councils	Sydney
IT2018 LG Information Technology Conference	Coffs Harbour
Good Growth Housing Conference	Sydney
Farm2Plate Exchange	Tweed/Byron Region
World Business Forum	Sydney
Interstate	
IAP2 Shake It Up Conference	Sanctuary Cove, QLD
National Sustainability Conference	Brisbane, QLD
Planning Institute of Australia Congress	Broadbeach, QLD
MAV Future of Local Government National Summit	Melbourne, VIC
National General Assembly	Canberra, ACT

Details of contracts awarded by Council

Council awarded seventy one (71) contracts exceeding \$150,000 during 2018–2019 totalling \$39,097,304.26.

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFP2015028	Tweed Coast Mowing and Ground Maintenance (12 715 040 712)	Provision of Mowing Services to Water and Wastewater Treatment Plant Sites	150,000.00
RF02017086	Border Locksmiths and Electronic Security (21 065 668 644)	Provision of master key system, electronic security system and associated services	400,000.00
RF02017181	Water Infrastructure Services (28 152 703 958)	Design and Construct Four Reservoir access Structures	462,374.10
RF02018021	Premier Technologies Pty Ltd	Provision and support of browser based Contact Centre solution	155,333.20
RF02018050	OnTime Guardrail	Road Flood Damage Restoration – Guardrails	208,201.40
RF02018069	KAEFER Integrated Services Pty Ltd (83 009 046 191)	REAP PV Solar Tender 1 Water and Wastewater sites	334,644.20
RF02018071	Desire Contractors Pty Ltd (76 162 094 493)	Lions Park Refurbishment Kingscliff	696,158.38
RF02018073	Coughran Electrical Services Pty Ltd (63 613 336 093)	Overhead Lighting Coastal Cycleway	556,180.60
RF02018079	NSW Spray Seal (68 133 151 078)	Spray Seal Services and Associated Products	3,000,000.00
RF02018081	KAEFER Integrated Services Pty Ltd (83 009 046 191)	REAP Design, supply and install PV Solar system for TRAC Murwillumbah. Capacity: 165kWp	202,380.75
RF02018091	Soilco Pty Ltd (85 055 303 243)	Design Construct Operate Organics Processing Facility	7,000,000.00
RF02018097	Wagstaff Piling (26 052 146 488)	Byrill Creek Road Bridge – Piling works	410,190.00
RF02018098	Enco Precast (56 072 772 037)	Fabricate Supply & Delivery (FOT) of PSC Bridge Beams for Byrill Creek Bridge	180,180.00
RF02018104	Chesterfield Australia PTY LTD (42 001 654 762)	Supply of 25–40 Hp Out Front Mowers	250,000.00
RF02018105	Stabilised Pavements of Australia (90 002 900 736)	Road Pavement Stabilisation Program 2018–2019	1,617,986.10
RF02018117	TCD Services (37 064 603 096)	Rehabilitation of Gravity Sewerage Reticulation Mains	1,142,798.64
RF02018120	Elliott & Son Venue Management (77 954 732 299)	Venue Management – Tweed Heads Civic Centre, Auditorium, Library & Meeting Rooms	423,020.00
RF02018121	Elliott & Son Venue Management (77 954 732 299)	Murwillumbah Civic Centre Auditorium, Canvas and Kettle and Kitchen Venue Services	322,660.00
RF02018124	Veolia Energy (46 064 584 587)	MCC Executive Floor (L2) Services – Stage 1	207,507.11
RF02018125	Eric Child and Sons (46 808 931 809)	Bulk receipt of Food Organics and Garden Organics	1,188,000.00

Continued ...

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RF02018127	Desire Contractors Pty Ltd (77 167 694 055)	Murwillumbah VIC Building Restoration	251,957.75
RF02018129	Spinifex Recruiting (77 100 120 474)	Traffic Management Services	1,439,209.20
RF02018135	Hitech Support Pty Ltd	SCADA Server Supply and Configure	259,051.00
RF02018138	Hunter H2O Holdings Pty Limited (16 602 201 552)	Mitigation of Salt Water Contamination of Tweed District Water Supply, Options Assessment	189,518.00
RF02018140	Concept Engineering Services (93 079 859 859)	Design and Construct Electrical Switchboard Uki Water Treatment Plant	169,128.02
RF02018145	Spinifex Recruiting (77 100 120 474)	Casual Labour Hire and Associated Services (LPG 808-3)	3,000,000.00
RF02018146	Clarks Professional Sportsground Maintenance (93 102 799 324)	Ground Maintenance of Bilambil Sportsfields	172,097.20
RF02018151	East Coast Asphalt (51 755 877 285)	Supply, Lay & Compact AC Terranora Rd, Terranora	205,293.00
RF02018156	Willplay	Playgrounds at Cockatoo Place and Eunga Street	229,769.44
RF02018158	Civil Contracting Solutions	North Arm Road Water Main Renewal	240,775.40
RF02018160	HME Services Pty Ltd (79 163 397 877)	Tweed Heads Auditorium – Cabling and Lighting Upgrade	184,738.00
RF02018164	Arcadis (76 104 485 289)	Detailed Concept Design of Broadwater Parkway, Terranora	179,000.00
RF02018165	Desire Contractors Pty Ltd (77 167 694 055)	Les Cave Sportsfield Changerooms Building	331,711.07
RF02019002	Stabilised Pavements of Australia (90 000 290 736)	Boyd St Insitu Stabilisation Program	313,836.07
RF02019019	Boral Quarries (46 009 671 809) Graham's Quarry (32 302 591 771) Hanson (86 000 186 845) Hy-Tec Industries (54 102 801 061) Nucrush Group (23 010 119 981) O'Keeffe Quarries Pty Ltd (59 134 174 020)	Supply of Road Construction Quarry Materials	2,000,000.00
RF02019033	East Coast Asphalt and Concrete Edging (51 755 877 285)	2018–2019 Asphalt Resurfacing Programme	1,763,366.77
RF02019046	MGN Civil Pty Ltd ABN (49 608 290 562)	South Murwillumbah Levee Repair (RFT-10022331 Public Works)	3,836,684.99
RF02019051	Interflow Pty Ltd	Clean, Descale and Reline 525mm Sewer Main	227,862.22
RF02019055	BMR Quarries Pty Ltd T/As Roadwork Industries	2018/2019 Asphalt Rejuvenation Program	195,691.65

Continued ...

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RF02019065	Ixom Operations Pty Ltd (51 600 546 512) Chemprod Nominees Pty Ltd T/A Omega Chemicals (32 982 143 022) Innovative Water Care (92 074 240 707) Grenof (17 166 936 894) BTX Group Pty Ltd (47 131 302 942)	Supply of Water Treatment Chemicals	5,000,000.00
Total			39,097,304.26

Note: Where the contract consists of a schedule of rates, the contract value has been estimated based upon anticipated supply quantities.

Summary of Legal proceedings

Net legal expenses for the 2018–2019 financial year totalled \$1,071,827.

Planning and Environmental Law

Description	General instructions	2018–2019 costs (\$)	State of progress
40 Creek Street, Hastings Point	Defend the Class 1 Appeal in the Land and Environment Court, for a 17 lot Subdivision – DA15/0201.	3,945	Completed Notice of Discontinuance was file in Land and Environment Court on 22 November 2016. Applicant has paid the settlement offer of \$70,000.
Soorley Street, Tweed Heads South	Institute Class 4 action in the Land & Environment Court, against the property owner to remedy and restrain further unauthorised works.	18,792	Completed Council at its Confidential Meeting held on 12 December 2018 adopted Option 1 contained in the report.
Tanglewood Sewerage Treatment Plant	Provide advice in respect to the potential resolution of the Sewerage Treatment Plant issues.	1,772	Completed Settlement Deed agreed and executed by all parties.
3222 Kyogle Road, Mt Burrell	Engage Solicitors to commence proceedings pertaining to unauthorised activities and seek legal advice regarding options for punitive action.	385	In progress Council has been awarded costs of \$101,257, which have not been paid, property owner has now been placed into Administration, and Federal Court Judgement property is to be sold to satisfy land owner debts.
Seabreeze Boulevard, Pottsville	Engage solicitors to defend the Class 1 Appeal in the Land and Environment Court for a 72 lot subdivision – DA18/0133.	14,006	In progress Appeal hearing dates have been set for 2, 3, and 4 December 2019.

Continued ...

Description	General instructions	2018–2019 costs (\$)	State of progress
204 Marine Parade, Kingscliff	Engage Solicitors to defend the Class 1 Appeal in the Land and Environment Court, for the refusal of the erection of a residential flat building (7 units) – DA16/0527.	2,932	Completed 16 October 2017 the appeal was upheld with amended DA16/0527 being approved. Council costs of \$5,000 thrown away as a result of amended plans paid by the applicant.
26 Tringa Street, Tweed Heads West	Engage Solicitors to defend the Class 1 Appeal in the Land and Environment Court, for the refusal of a 60 Lot subdivision – DA16/0355.	14,893	In progress 19 April 2018 appeal was upheld, with the development application being approved. There was a requirement for the applicant to pay the legal costs of the consent authority that were wasted as a result of the assessment of the amended application. Costs have been assessed and a request has been sent to the applicant to make payment.
Crown Road off Zara Road, Limpinwood	Engage Solicitors to provide appropriate advice regarding the continuing investigation of the unauthorised works.	162,380	In progress Proceedings have commenced in the Land and Environment Court against the property owner for undertaking unauthorised works, 21 May 2019 parties agreed that an adjournment for 3 months be sought to resolve the current proceedings.
1110 Urliup Road, Urliup	Engage Solicitors to provide appropriate advice regarding the continuing investigation of the unauthorised works.	17,013	Completed Communications with property owner have been undertaken, resulting in a deed to rectify unauthorised works being approved and signed off by Council on 31 August 2018.
355 Tomewin Road, Dungay	Defend Class 1 appeal in the Land & Environment Court for the demolition of existing dwelling and construction of a caravan park in 5 stages – DA17/0383.	201,332	In progress 30 January 2019 applicant discontinued the appeal and is to pay Council's costs as agreed or assessed. Matter of costs being reviewed.
447 Urliup Road, Urliup	Defend Class 1 appeal in the Land & Environment Court for the refusal of the development application for an amendment to DA03/0445.	19,893	Completed 24 October 2018 judgement dismissed the appeal and costs were reserved.

Continued ...

Description	General instructions	2018–2019 costs (\$)	State of progress
128 Leisure Drive, Banora Point	Defend Class 1 appeal in the Land & Environment Court for the refusal of the development application DA17/0084.	35,796	Completed Section 34 conferences have been held. Applicant's solicitor has prepared updated plans and draft conditions and Council is now waiting on a schedule of amendments. Judgement was delivered on 30 November 2018, which upheld the applicant's Class 1 Appeal.
6 Beaston Court, Casuarina	Engage Solicitors to provide legal advice on options but not limited to Orders to cease the continued unauthorised use.	269	Completed Council has issued a Development Control Order on the owner to cease use of the property for tourist and visitor accommodation. Advice received, use has ceased.
337 Round Mountain Road, Round Mountain	Engage Solicitors to provide advice on options for enforcement and possible legal action.	8,627	Completed Council has issued a Notice under the POEO Act regarding the SEPP14 clearing, waiting on a response from the property owner, now received. 4 April 2019 Council resolved to cease the investigation into the vegetation removal.
42 North Arm Road, Murwillumbah	Engage Solicitors to defend the Class 1 Appeal in the Land and Environment Court, for the refusal of a twenty one lot subdivision – DA16/0274.	(24,202)	Completed A direction hearing was held on 12 June 2018, applicant has withdrawn the Appeal, agreement to pay Council's costs of \$25,000, now paid.
606 Pottsville Road, Moobal	Engage Solicitors to defend the Class 1 Appeal in the Land and Environment Court, for the refusal of a development application – DA17/0572.	5,302	Completed Directions hearings have been held. Appeal listed for a resumed hearing on 25 July 2018, when it was dismissed.
26 Marine Parade, Kingscliff	Engage Solicitors to defend the Class 1 Appeal in the Land and Environment Court, for the refusal of a development application – DA17/0498.	16,458	Completed Directions hearing and a Section 34 conference have been held and the appeal is now listed for a hearing on 13 and 14 February 2019. Notice of discontinuance filed on 3 September 2018.
Lot 136 Boormans Road, Tyalgum	Engage Solicitors to provide legal advice on investigation of the apparent offence under the EP&A Act and other actions.	16,196	In progress Solicitors are progressing with obtaining information in compliance with the Council resolution. 2 May 2019 Council resolved that it defers this item pending the outcomes of further negotiation in regard to items C1 and C2.

Continued ...

Description	General instructions	2018–2019 costs (\$)	State of progress
101 Bryens Road, Nobbys Creek – Compliance Update	Engage Solicitors to provide legal advice to guide Council on the extent of any breach of consent conditions and any subsequent required enforcement actions – DA06/0603.	7,348	In progress 16 May 2019 Council resolved to take further compliance action.
2574 Kyogle Road, Kunghur – Compliance Update	Engage Solicitors to provide legal advice to guide Council on the extent of any breach of consent conditions and any subsequent required enforcement actions – DA05/0995 and DA16/0579.	11,877	In progress 16 May 2019 Council resolved to take further compliance action.
Illegal Land Use and Ongoing Barking Dog Complaints	Engage Solicitors to provide legal advice in respect on how to pursue the two matters.	10,407	In progress Initial compliance action is being pursued. Further action to be initiated if nuisance continues.
447 Urliup Road, Urliup – Helipad	Engage Solicitors to assist with completion of a Notice to Produce.	10,335	In progress Appeal listed for a hearing on 22 August 2019.
256 Dungay Creek, Road Dungay – Water Extraction Facility	Engage Solicitors to attend any necessary section 34 conference and defend the Class 1 Appeal – DA16/0660.	8,175	In progress Section 34 conference listed for a hearing on 6 November 2019.
Tweed Valley Hospital – Mayor’s Notice of Motion – Council Resolution of 15 November 2018	Engage Solicitors to provide advice on whether the preliminary works proposed for the hospital relocation constitute exempt and complying development.	35,203	Completed Detailed advices discussed at Council’s Extraordinary Meetings of 21 December 2018 and 17 January 2019, where it resolved that it does not proceed with seeking further legal advice.
447 Urliup Road, Urliup – Water Bottling Facility	Engage Solicitors to attend any necessary section 34 conference and defend the Class 1 Appeal – DA18/0910.	254,206	In progress Appeal hearing concluded on 5 July 2019, decision reserved.
115 Murwillumbah Street, Murwillumbah	Engage Solicitors to provide advice on the serving of Development Control Orders and the enforcement requirements of the Orders.	10,689	In progress Detailed advice has been provided to Council, Orders served, response being assessed by Council Officers.
54 Wallum Court, Clothiers Creek – Rural Land Sharing Community Development	Engage Solicitors to attend any necessary section 34 conference and defend the Class 1 Appeal – DA18/0001.	10,805	In progress Section 34 conference listed for a hearing on 19 November 2019.
2 Barneys Point Road, Banora Point – Caravan Park	Engage Solicitors to provide advice on the registration of trailers.	2,875	Completed Detailed advice has been provided to Council.

Continued ...

Description	General instructions	2018–2019 costs (\$)	State of progress
Caravans outside Caravan Parks	Engage Solicitors to provide advice on the legislation.	3,000	Completed Detailed advice has been provided to Council.
74–76 Pearl Street, Kingscliff	Engage Solicitors to provide advice in relation to the pathway for assessing a proposed development application.	117	Completed Detailed advice has been provided to Council.
656 Upper Crystal Creek Road, Crystal Creek	Engage Solicitors to provide advice on the use of the building on the property.	98,858	In progress Development Control Order has been issued against the property owner, 5 April 2019 Land and Environment Court made orders, on 12 July 2019 the Court amended the Order period from 3 months to 7 months, Recovery of costs in progress .
<i>Biodiversity Act 2016</i>	Engage Solicitors to provide advice regarding the <i>Biodiversity Act 2016</i> .	273	Completed Detailed advice has been provided to Council.
Tweed Rail Trail	Engage Solicitors to provide advice on assessment procedure.	2,200	Completed Detailed advice has been provided to Council.
606 Pottsville Road, Mooball	Engage Solicitors to provide advice on the appropriate compliance action for DA17/0572.	1,222	Completed Detailed advice has been provided to Council.
Hy-Tec Quarry Dulguigan	Engage Solicitors to conduct an audit of Council's files relevant to Development Application – DA04/0162.	12,852	Completed Detailed advice has been provided to Council.
8 Eclipse Lane, Casuarina	Engage Solicitors to provide advice in regards to the issue of a Construction certificate – ILL18/1115.	5,236	Completed Detailed advice has been provided to Council.
9 Boyd Street, Tweed Heads	Engage Solicitors to defend objector appeal in the Land and Environment Court against the section 4.55 modification to DA12/0215.	6,813	Completed 22 May 2019 applicant withdrew the Appeal.
32 Glenrock Road, Dum Dum	Engage Solicitors to defend Land and Environment Court Appeal against the Swimming Pool Non Compliance Report.	2,850	Completed 16 January 2019 applicant withdrew the Appeal.
268 Dungay Creek Road, Dungay	Engage Solicitors to provide advice on the development application for a water extraction facility – DA16/0660.	2,500	Completed Detailed advice has been provided to Council.

Continued ...

Description	General instructions	2018–2019 costs (\$)	State of progress
Crown Road, Zara Road and Lot 136 Boormans Road Limpinwood	Engage Solicitors to review GIPAA No. 95 decision.	5,486	Completed Detailed advice has been provided to Council.
102 Crooks Valley Road, Crystal Creek	Engage Solicitors to provide advice on the consent required for temporary use of the land.	1,489	Completed Detailed advice has been provided to Council.
Proposed Council Pound	Engage Solicitors to provide advice on the permissibility of potential use of land for a Council Pound.	600	Completed Detailed advice has been provided to Council.
5861 and 5867 Tweed Valley Way, Mooball	Engage Solicitors to provide advice on a development application which has been lodged for a subdivision of land.	1,600	Completed Detailed advice has been provided to Council.
Sub total		1,022,805	

Local government law (litigation and advice)

Description	General instructions	2018–2019 costs (\$)	State of progress
Development Servicing Plans for water Supply and Sewerage Services	Engage Solicitors to provide advice on the provision of water and sewerage.	937	Completed Detailed advice provided to Council.
Industry Central Land Swap Project	Engage Solicitors to provide probity advice on the Project.	4,127	Completed Detailed advice has been provided to Council.
Industry Central Land Swap Project	Engage Solicitors to provide advice on relocating flood affected properties.	3,900	Completed Detailed advice has been provided to Council.
Wabba Road Burringbar – Road Closure	Engage Solicitors to provide advice in relation to issues surrounding the road closure of Wabba Road.	2,931	Completed Detailed advice has been provided to Council.
Water Extraction Probity	Engage Solicitors to provide probity advice on the investigation into a water extraction complaint.	1,613	In progress Advices received.
Treasures of the Tweed Mural Project	Engage Solicitors to provide advice on the intellectual property rights of the project.	2,500	Completed Detailed advice has been provided to Council.

Continued ...

Description	General instructions	2018–2019 costs (\$)	State of progress
Development Servicing Plans for water Supply and Sewerage Services	Engage Solicitors to provide advice on the provision of water and sewerage.	937	Completed Detailed advice provided to Council.
Industry Central Land Swap Project	Engage Solicitors to provide probity advice on the Project.	4,127	Completed Detailed advice has been provided to Council.
Industry Central Land Swap Project	Engage Solicitors to provide advice on relocating flood affected properties.	3,900	Completed Detailed advice has been provided to Council.
Wabba Road Burringbar – Road Closure	Engage Solicitors to provide advice in relation to issues surrounding the road closure of Wabba Road.	2,931	Completed Detailed advice has been provided to Council.
Water Extraction Probity	Engage Solicitors to provide probity advice on the investigation into a water extraction complaint.	1,613	In progress Advices received.
Treasures of the Tweed Mural Project	Engage Solicitors to provide advice on the intellectual property rights of the project.	2,500	Completed Detailed advice has been provided to Council.
Pottsville & District Men's Shed	Engage Solicitors to provide advice on the proposed licence and Council action to be undertaken.	6,358	Completed Detailed advice has been provided to Council.
Exemption of Rates under the <i>Local Government Act 1993</i>	Engage Solicitors to provide advice on the request for an exemption of rates.	1,650	Completed Detailed advice has been provided to Council.
Deferred Contributions Agreement	Engage Solicitors to provide advice on a charges security deed in lieu of a bank guarantee.	2,778	Completed Detailed advice has been provided to Council.
Governance matters	Engage Solicitors to provide advice on general governance matters.	1,936	Completed Detailed advice has been provided to Council.
Sub Total		28,730	

Commercial/property law

Description	General instructions	2018–2019 Costs (\$)	State of progress
Nil items			
Sub total		0	

District/Local Court

Description	General instructions	2018–2019 costs (\$)	State of progress
Local Court Appeal	Defend the appeal against the issue of a Penalty Infringement Notice.	16,126	Completed Agreement made between the parties to finalise the matter.
Local Court Appeal	Defend the appeal against the issue of a Penalty Infringement Notice	4,166	Completed Appeal heard on 5 June 2019, defendant pleaded guilty, professional costs of \$500 awarded to Council.
Sub total		20,292	

Summary of works on private land

Tweed Shire Council did not carry out any work on private land that was fully or partly subsidised by Council during the year ending 30 June 2019.

Financial assistance contributions to the community

Grants Provided by Council under Section 356 on the *Local Government Act 1993* (NSW) during the 2017–2018 year are shown below.

Tweed Shire Council Provides financial assistance contributions to the community via the following Policies:

Donations (financial assistance)

Tweed Shire Council recognises a need to assist community organisations and individuals that are interested in and working towards the enhancement and the wellbeing of its residents. Council advertises twice yearly in the Tweed Link inviting applications under its Donations (Financial Assistance) Policy. A panel comprising two senior Council officers and the Mayor reviews applications to determine eligibility and make recommendations to Council.

Festivals and Events Policy

The Tweed Community Strategic Plan identifies the vision for the Tweed is to be recognised for its desirable lifestyle, strong community, unique character and environment and the opportunities its residents enjoy. Events of all shapes and sizes contribute to achieving that vision through supporting community life, strengthening the economy and promoting caring for the environment.

The provision of Events Sponsorship funding to festivals and events supports the overall aims of Council and those objectives identified in Council's Events Strategy. Applications are assessed in relation to the Events Strategy and Council's broad objectives and plans. In kind support from Council can include: the loan of equipment, assistance with services to events held on Council administered land and assistance to events with notifications to residents and promotions through the Tweed Link and the Contact Centres.

Financial assistance to licensed not-for-profit native animal welfare groups

This policy establishes principles to enable financial assistance, on an annual basis, to be provided to licensed not for profit groups who provide care and rehabilitation to injured native wildlife. Consideration is given to the allocation of funding in accordance with the number or variety of native species that each group is licensed to provide assistance. As an indication, base line funding for the care and rehabilitation of one species may commence at \$2,500 per annum, to a maximum of \$5,000 per annum to groups licensed in providing services to more than one native species.

The total value of financial assistance provided during 2018–2019 is summarised in the below table:

Assistance	Value (\$)
Financial assistance	273,563
Goods, services and/or materials	77,703
Provision of labour and/or plant and equipment	8,685
Rates	28,407
Tweed Link advertising	2,805
Room hire	36,786
Total	427,949

External bodies delegated functions by Council

The following external bodies are delegated to exercise functions of Council:

External Body	Function
Destination Tweed (1 July–30 Sept) Tweed Tourism Company (1 Oct–)	Tourism and development in the Tweed
Rous County Council	Weed control
Landcare and Dunecare groups	Land care and weed control
Lismore City Council – Richmond Tweed Regional Library	Library services

Companies of which Council participated or held a controlling interest

Council did not participate or hold a controlling interest in any corporation during the 2018–2019 financial year.

Statement of partnerships, trusts, joint ventures, syndicates or other bodies

Following are details of all partnerships, trusts, joint ventures, syndicates or other bodies in which the council participated or held a controlling interest.

Organisation	Purpose of Joint Venture
Arts Northern Rivers	A joint venture between Tweed Shire Council, Byron Bay Shire, Ballina Shire, Clarence Valley Council, Kyogle Shire and Lismore City Council. To facilitate and deliver regional cooperative ventures and cultural services. Council resolved to withdraw from Arts Northern Rivers effective from January 2019.
Community Development and Support Expenditure (CDSE) scheme	A joint venture between the Tweed Clubs to facilitate the delivery of funds to cultural and social organisations for the benefit of the residents in the Tweed.
MyRoadInfo	The Northern Rivers Regional Organisation of Council which Tweed is member, has partnered with the Roads and Maritime Services to provide a website of road conditions.
North East Weight Load Group ('NEWLOG')	A joint venture with other North Coast Council's to control overloading of vehicles on local roads.
Northern Rivers Catchment Management Authority	Council works with the Northern Rivers Catchment Management Authority ('NRCMA') to implement natural resource management projects throughout the Shire. In certain cases Council contributes funding to the NRCMA which they allocate to on-ground component of riparian rehabilitation projects under their management. The NRCMA have funded planning components of projects subsequently delivered on-ground by Council.

Continued ...

Organisation	Purpose of Joint Venture
Northern Rivers Joint Organisation	Joint organisation comprised of member councils Tweed Shire, Ballina Shire, Byron Shire, Lismore City Council, Richmond Valley Council and Kyogle Council which is a body corporate proclaimed under the <i>Local Government Act 1993</i> .
State Cover	Self insurance pool covering workers compensation. The scheme established by the Local Government and Shire Association, consists of most Council's through the State of New South Wales.
Statewide Mutual	A self insurance pool covering public liability and professional indemnity insurance. The scheme established by the Local Government and Shire Association consists of most Council's throughout the state of New South Wales. Its purpose is to reduce insurance costs to members.
State Forests of NSW	A joint venture hardwood plantation with New South Wales State Forests.
Tweed Coolangatta Crime Prevention Action Team	A joint venture between Tweed Shire Council and Gold Coast City Council and other relevant State and Non-Government Organisations ('NGO') to advice on crime prevention matters.
World Environment Day	An agreement between Council and the Caldera Environment Centre. The annual festival highlights local environmental issues and promotes community involvement in addressing these issues.

Equal Employment Opportunity

Tweed Shire Council demonstrates its commitment to the principles of Equal Employment Opportunity (EEO) through the development of systems and processes to eliminate all forms of discrimination, harassment and bullying from the workplace.

Tweed Shire Council is committed to providing a supportive and inclusive workplace in which decisions regarding employees is not influenced by gender, disability, race, age, religion or any other attributes.

The adopted Equal Employment Opportunity Management Plan provides the framework to develop a workplace culture that is supportive of employment equity and diversity principles. The EEO Management Plan is implemented and monitored by the Equal Employment Opportunity sub-committee. This sub-committee reports to its parent committee, the Consultative Committee.

Council has 14 EEO Contact Officers who have been trained by the Anti-Discrimination Board of NSW to assist with ensuring that the workplace is free from all forms of discrimination, harassment and bullying by providing an accessible first point of contact for staff with concerns. Annual refresher training is held for Contact Officers and EEO sub-committee members. The EEO Contact Officers are Council employees who volunteer their time to undertake this important role.

The EEO sub-committee continues to look at ways of raising awareness of contemporary issues facing identified minority groups including initiatives to improve Council's profile as an employer of choice.

EEO strategies have been developed to increase the participation of identified EEO groups, including but not limited to Aboriginal and Torres Strait Islander people; people from culturally and linguistically diverse backgrounds; people with a disability; women.

These strategies include the identification of suitable positions upon vacancy, to designate as identified target group positions.

During 2018–2019:

- Council implemented a new EEO Management Plan.
- All new Council employees undertook online Code of Conduct and WHS Induction training before commencement.
- Workforce profile data collected for each new employee.
- Post-commencement, all new employees participated in Council’s “Reflect Respect” program.
- Two designated indigenous office-based traineeships continued.
- One designated disability office-based position continued.
- The “take a friend” initiative continued, encouraging Aboriginal and Torres Strait Islander employees to invite a friend to attend a NAIDOC week celebration. The purpose was to increase understanding of NAIDOC week and the importance of this week to Indigenous workers.
- Cultural awareness training is in development.
- Recruitment training continues to focus on understanding and avoiding biases.

Council recorded a 9.74 per cent¹ labour turnover rate for the 2018–2019 financial year, a 2.98 per cent increase on 2017–2018.

From a diversity perspective Council’s workforce currently consists of 31.73 per cent females; 1.99 per cent Aboriginal and Torres Strait Islander people ; 0.3 per cent people whose first language is not English ; and 1.46 per cent people with a disability – these figures have remained relatively unchanged for the last five years.

Ongoing:

- EEO information, posters and materials promoting non-discriminatory behaviour in the workplace are displayed at all work sites.
- All EEO information and HR policies, procedures, useful links and literature is available electronically on the staff intranet under a dedicated EEO web page.
- Contemporary EEO literature and information is distributed to all EEO Contact Officers and sub-committee members.
- Selection criteria is checked upon vacancy before advertising to remove artificial barriers.
- All selection panel members are trained in merit selection techniques before participating in a recruitment process.

¹ Calculated as an average based on data for three quarters. The third quarter data wasn’t available due to new software implementation.

Senior staff remuneration

Tweed Shire Council employed a General Manager and three Senior Staff positions during the 2018–2019 financial year with a total remuneration of \$1,088,600.

General Manager

Item	Amount (\$)
Salary (includes payments for leave when taken)	318,122
Bonus, performance or other payments	0
Superannuation	20,496
Non-cash benefit – motor vehicle	0
FBT	0
Total package	338,618

Senior staff

- Director Engineering
- Director Community and Natural Resources.
- Director Planning and Regulation.

Item	Amount (\$)
Salary (includes payments for leave when taken and on termination of employment)	684,308
Bonus, performance or other payments	0
Superannuation	60,286
Non-cash benefit – motor vehicle	0
FBT	5,388
Total package	749,982

Annual levy for stormwater management services

Council did not levy an annual stormwater management charge for the year ending 30 June, 2019.

Annual charge for coastal protection services

Council did not levy an annual coastal protection services charge for the year ending 30 June, 2019.

Companion Animals Act and regulations

Council Rangers are responsible for enforcing companion animal laws, as well as encouraging responsible pet ownership through the promotion of education and awareness in the community. Council's total spend on companion animal activities for the year was \$342,610 and we received \$242,470 in companion animal revenue.

Key activities undertaken by Council Rangers included:

- Responding to animal noise complaints
- Responding to roaming and stray animals
- Responding to and reducing rates of dog attacks
- Rehoming abandoned animals
- Operating the pound facility
- Registration and micro-chipping of domestic animals
- Promoting responsible pet ownership through education and awareness
- Taking appropriate enforcement action for offences identified

Key statistics for 2018–2019

Impounded animals	Dogs	Cats
Impounded/surrendered	372	212
Micro-chipped by Council	87	90
Animal registrations		1597
Released to owner	93	84
Rehomed by Council	32	47
Rehomed by other organisation	193	41
Euthanised	52	57

Complaints	Dogs	Cats
Dog attacks	99	N/A
Barking dogs	441	N/A

Enforcement Action	Dogs	Cats
Formal Warnings	4	0
Penalty Notices (Combined)		714
Menacing Dog Order	7	N/A
Dangerous Dog Order	1	N/A
Nuisance Dog Order	7	N/A

Impounded animals

A total of 584 domestic animals were impounded by Council Rangers during the year that were either stray or seized by Rangers or surrendered by pet owners. Of these, Rangers were able to return 177 to their respective owners, 313 were rehomed and 109 were euthanised.

Council Rangers make every attempt to identify and return a stray animal to its owner. If an owner cannot be identified it is conveyed by a Ranger to our pound facility and held pending being claimed by an owner. In the event an animal is not claimed, an assessment is made as to its suitability for re-homing.

Promoting desexing

Council Rangers promote the importance of de-sexing dogs and cats in their general interactions with animal owners. All animals impounded by Council are required to be de-sexed prior to being released to their owner or re-homed.

Alternatives to euthanasia

Council is committed to maximising the number of animals being re-homed in the community and continue to work with a range of stakeholders including Friends of the Pound to ensure all attempts of re-homing animals are made as an alternative to euthanasia. Animals that met the criteria to be re-homed, having undergone a comprehensive behavioural assessment and veterinarian checks, were offered for sale to the public or re-homed through animal welfare organisations such as Friends of the Pound.

Promoting responsible pet ownership

Council Rangers continue to proactively educate the community about responsible pet ownership through education programs, attending local community events and information provided in the Councils weekly publication The Tweed Link that is delivered to all residents in the Tweed Shire. In addition, information is provided on Council's website www.tweed.nsw.gov.au to ensure people are aware of their responsibilities as pet owners.

Dog attacks

Council are committed to minimising risk to the public and reducing rates of injury to the public or animals as a result of animal attacks. Over the past year, Council Rangers received 99 reports of alleged dog attacks of which 76 were determined to be dog attacks and were reported to the Office of Local Government for the year ending 30 June 2019.

Off-leash areas for dogs

Council provides 14 off-leash areas for dogs in the following suburbs:

- Banora Point
- Cabarita
- Chinderah
- Kingscliff
- Murwillumbah
- Oxley Cove
- Pottsville
- South Fingal
- Terranora
- Tweed Heads West

For more details of these off-leash areas, visit www.tweed.nsw.gov.au

Council continues to undertake a review of Dog Areas in Public Open Space as part of our Open Space Strategy. A report has been presented to Council and as a result further consultation is being conducted with key stakeholders including the community prior to any determination being made.

Capital works

Council did not undertake any capital works projects valued at greater than 10 per cent of Council's ordinary rate.

Carers Recognition Act

Services for carers

Council provides direct services, information, support and advocacy for people who care for family members with a disability, chronic illness or are frail aged through the My Aged Care, Regional Assessment Service and Commonwealth Home Support Program. As a registered NDIS provider we deliver support coordination and information sessions for NDIS participants and their carers.

Consultation and liaison with carers

Council has a Flexible Working Arrangements policy in place that provides the opportunity for flexibility in handling work and family responsibilities. Council utilises its Consultative Committee as a consulting mechanism with employees during the development of human resources policies and offers flexible working as part of the recruitment process for all new positions.

HR policies to support carers

Employees are encouraged to speak with their direct supervisor in the first instance regarding their personal circumstances and the requirement for flexible working arrangements.

Disability Inclusion Action Plan

Access and Inclusion Plan 2018–2021 (NSW Disability Inclusion Plan)

Council's first *Access and Inclusion Plan 2014–2018* was completed in August 2018. This Plan was updated in 2017 to meet the legislative requirements under the *2014 NSW Disability Inclusion Act*.

The new *Access and Inclusion Plan 2018–2021* was adopted by Council in November 2018. The *Access and Inclusion Plan 2018–2021* is a three-year Plan to bring Tweed Shire in line with the four-year action planning cycle followed by the majority of NSW Councils. As the Plan has been in operation for less than a full year this report will contain a summary of the actions and progress to date.

The *Access and Inclusion Plan 2018–2021* is the first for Tweed Shire using the structure outlined in the Local Government NSW Disability Inclusion Action Planning Guidelines. The Plan is structured under the Focus Areas: 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.

To develop the *Access and Inclusion Plan 2018–2021* extensive consultation was undertaken with the community and within Council. A consultation report is available. The Plan is written in plain English and designed for access by text to speech software and is also available in Easy English format.

The following actions are in progress or have been completed for the 2018–2019 year of implementation.

1. Developing positive community attitudes and behaviours

- Develop and distribute information on appropriate use of DAPBs to influence driver behaviour and compliance
- Develop an information tool kit for businesses to better monitor the appropriate use of DAPBs in their car parks
- Celebrate International Day of People with Disability through awards or similar
- Develop and include a module on access for inclusion into corporate orientation
- Review training needs of staff and investigate opportunities for key staff and/or work units
- Continue to strengthen partnership with Dementia Australia on Dementia Friendly Communities

- Register Tweed Regional Art Gallery, Tweed Regional Museum and Community Services and Tweed Libraries as Dementia Friendly Communities sites
- Assist targeted community organisations to develop Disability Inclusion Action Plans
- Work with Uki village on improving access and inclusion for residents and visitors
- Develop guidelines to ensure Council events are accessible and inclusive and provide advice to external event organisers
- Continue hearing augmentation and Auslan tours at the Museum and the Gallery
- Apply captioning to all newly commissioned video material at Tweed Regional Museum

Highlights

A successful sixth year of the Tweed Shire Access and Inclusion Awards held to celebrate International Day of People with Disability.

Dementia Friendly Communities continues to progress with the Tweed Museum and Libraries successfully registering as Dementia Friendly sites. Council commits to Dementia Friends campaign promoting and encouraging all staff become dementia friends through the Dementia Australia online training program.

2. Liveable and accessible communities

- Review the Access and Inclusion Policy to incorporate universal design
- Upgrade Lions Park, Kingscliff
- Redevelopment plan for Pottsville Environment Centre
- Undertake an access audit of all Council owned community halls
- Review the Pedestrian Access and Mobility Plan
- Audit DAPBs in Pottsville village and prioritise recommendations
- Upgrade bus stops under the Country Passenger Transport Grants Scheme
- Participate in bimonthly Tweed Public and Active Transport Working Group

Highlights

- Lions Park, Kingscliff upgrade completed including accessible pathways, viewing areas and picnic furniture.
- Access audit completed on nine Community Halls
- Twenty bus stops upgraded to improve access and eight new bus stops constructed.

3. Supporting access to meaningful employment

Develop a social enterprise model for employment and training opportunities.

Highlights

Social enterprise model developed and new accessible café designed for Tweed Civic and Cultural Centre.

Planning agreements

Planning agreements are voluntary agreements or other arrangements under the Act between a planning authority (such as Tweed Shire Council) and a person or company (the developer) who has sought a change to an environmental planning instrument, or who has made, or proposes to make, a development application under which the developer is required to dedicate land free of cost, pay a monetary contribution, or provide any other material public benefit, or any combination of them, to be used for or applied towards a public purpose.

Particulars of compliance with and effect of planning agreements in force during the year:

Planning agreement	Objectives	Status
Altitude Aspire Planning Agreement Tweed Shire Council, Metricon QLD Pty Ltd	The objective of the Planning Agreement is to provide a mechanism by which monetary contributions and the dedication of land may be made by the developer towards the provision of public amenities, services and infrastructure, including: <ul style="list-style-type: none"> • the construction of Broadwater Parkway and Mahers Lane • flood mitigation works • protection and restoration of environmental land • the provision of structured public open space • the dedication of land for the future route of the Broadwater Parkway • the dedication of land 	Development commenced. Pro rata collection of contributions commensurate with planning agreement and development staging.
Seaside City Planning Agreement Richtech Pty Ltd, Tweed Shire Council	The objectives of the Planning Agreement are: <ul style="list-style-type: none"> • define a schedule of works that the developer agrees to provide • define a schedule of dedication of land • provide a mechanism by which monetary contributions can be made • provide a mechanism where Council reimburse the developer for certain works 	Development commenced. Pro rata collection of contributions commensurate with planning agreement and development staging.
Pottsville Employment Land Planning Agreement Lot 12 DP 1015369, 39 Kudgereee Avenue, Cudgera Creek	The objectives of the Planning Agreement are: <ul style="list-style-type: none"> • dedicate land to council for environmental purposes • dedicate land for the widening of Kudgereee avenue adjoining the property by five metres • limit the volume of waste water discharged from the site into Council's reticulated sewer system to not more than five litres per second 	Development not commenced.

Continued ...

Planning agreement	Objectives	Status
<p>Mooball Planning Agreement Tweed Shire Council, Jefferson Land Pty Ltd at The Mooball Residential Trust, Raymond Anthony Pirlo and Margaret Pirlo</p>	<p>The objectives of the Planning Agreement are:</p> <ul style="list-style-type: none"> • ensure that adequate water and waste water infrastructure is provided to the development • dedication of land • requires covenants to be registered on the title to the land • requires design guidelines for the development of the land to be developed 	<p>Residential development guidelines drafted, reviewed and being redrafted by proponent. Aboriginal Cultural Heritage Assessment (test pits) has been completed. Development not yet commenced.</p>
<p>River Retreat Caravan Park Planning Agreement Tweed Shire Council, Dennien Pty Ltd</p>	<p>The objectives of the Planning Agreement are to provide a mechanism by which:</p> <ul style="list-style-type: none"> • suitable monetary contributions may be made by the developer towards the provision of community infrastructure to meet the needs of residents within the locality • the Developer must prepare a flood evacuation plan for the land to ensure the safety of occupants in the event of flooding • the type of camping ground development which can be accommodated on the land is restricted to a maximum of 10 sites for use by recreational camper vans and Camper Trailers only, for a maximum of 60 days by any one person 	<p>Development not commenced.</p>
<p>74–76 Pearl St, Kingscliff Planning Agreement Tweed Shire Council, Lathouras Corporation Pty Ltd, Brett Evans, Bralach Pty Ltd</p>	<p>The objectives of the Planning Agreement are to:</p> <ul style="list-style-type: none"> • provide a mechanism by which monetary contributions can be made towards offsets required for compensatory plantings • use the monetary contributions for the public purpose of improving littoral rainforest within the Tweed Shire 	<p>DA17/0231 was granted consent for residential flat building, swimming pool, demolition of existing dwelling and tree removal. Development not commenced.</p>

Fisheries Management Act

Tweed Shire Council is not identified in any recovery or threat abatement plan under the Act as responsible for implementation of measures included in the plan.

Swimming Pools Act

The following swimming pool inspections were carried out during 2018–2019:

Description	Number
Inspections of tourist and visitor accommodation	6
Inspections of premises with more than 2 dwellings	18
Inspections that resulted in issuance a certificate of compliance under section 22D of the Act	282
Inspections that resulted in issuance a certificate of non-compliance under clause 21 of the Regulation	15

Government Information (Public Access) Act 2009 NSW

1. Review of proactive release program – Clause 8A

Details of the review carried out under section 7(3) of the *Government Information (Public Access) Act 2009* (NSW), ('GIPAA') during the reporting year and the details of any information made publicly available by the Council as a result of the review.

Reviews carried out by the agency	Yes
Information made publicly available by the agency	No

2. Number of access applications received – Clause 8B

The total number of access applications received by the Council during the reporting year (including withdrawn applications but not including invalid applications).

Total number of application received	29
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3. Number of refused applications for Schedule 1 information – Clause 8C

The total number of access applications received by the Council during the reporting year that the Council refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

	Wholly	Partly	Total
Number of applications refused	3	7	10
% of total	30	70	100

Schedule 2: Statistical information about access applications.

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
Media	0	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0	0
Private sector business	2	2	0	0	2	0	0	0	6	16
Not for profit organisations or community groups	0	0	2	0	0	0	0	0	2	5
Members of the public (application by legal representative)	5	3	1	0	1	0	0	0	10	27
Members of the public (other)	5	8	1	1	4	0	0	0	19	51
Total	12	13	4	1	7	0	0	0	37	
% of Total	32	35	11	3	19	0	0	0		

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
Personal information applications*	0	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	12	10	4	1	4	0	0	0	31	84
Access applications that are partly personal information applications and partly other	0	3	0	0	3	0	0	0	6	16
Total	12	13	4	1	7	0	0	0	37	
% of Total	32	35	11	3	19	0	0	0		

*A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	0	0
Application is for excluded information of the agency (section 43 of the Act)	0	0
Application contravenes restraint order (section 110 of the Act)	0	0
Total number of invalid applications received	0	0
Invalid applications that subsequently became valid applications	0	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of times consideration used*	% of total
Overriding secrecy laws	2	20
Cabinet information	0	0
Executive Council information	0	0
Contempt	0	0
Legal professional privilege	5	50
Excluded information	1	10
Documents affecting law enforcement and public safety	2	20
Transport safety	0	0
Adoption	0	0
Care and protection of children	0	0
Ministerial code of conduct	0	0
Aboriginal and environmental heritage	0	0
Total	10	

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act

	Number of times consideration used*	% of Total
Responsible and effective government	7	39
Law enforcement and security	0	0
Individual rights, judicial processes and natural justice	9	50
Business interests of agencies and other persons	2	11
Environment, culture, economy and general matters	0	0
Secrecy provisions	0	0
Exempt documents under interstate Freedom of Information legislation	0	0
Total	18	

Table F: Timeliness

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	25	86
Decided after 35 days (by agreement with applicant)	4	14
Not decided within time (deemed refusal)	0	0
Total	29	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	1	1	20
Review by Information Commissioner*	0	3	3	60
Internal review following recommendation under section 93 of the Act	0	1	1	20
Review by NCAT	0	0	0	0
Total	0	5	5	
% of Total	0	100		

*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of total
Applications by access applicants	5	100
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0
Total	5	

Table I: Applications transferred to other agencies

	Number of applications transferred	% of total
Agency Initiated Transfers	0	0
Applicant Initiated Transfers	0	0
Total	0	

Public Interest Disclosures

1. Commentary on Public Interest Disclosure (PID) Obligations

Under the Public Interest Disclosure Regulation, Tweed Shire Council provides the following comments in relation to the following two areas.

1.1 Whether the public authority has an internal reporting policy in place.

Council has adopted an 'Internal Reporting (Public Interest Disclosures)' Policy which is accessible on its web page at www.tweed.nsw.gov.au/Policies

1.2 What actions the head of the public authority has taken to ensure his or her staff awareness responsibilities under section 6E(1)(b) of the PID Act have been met.

Key staff have undertaken training associated with public interest disclosures.

When new staff are inducted into the organisation they are informed of this Policy and Council's code of Conduct.

2. Statistical information on PIDs

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	1	Nil	Nil
Number of PIDs received	1	Nil	Nil
Of PIDs received, number primarily about:			
Corrupt conduct	1	Nil	Nil
Maladministration	Nil	Nil	Nil
Serious and substantial waste	Nil	Nil	Nil
Government information contravention	Nil	Nil	Nil
Local government pecuniary interest contravention	Nil	Nil	Nil
Number of PIDs finalised	1		

Appendix A – Financial statements

[www.tweed.nsw.gov.au/Documents/Council/Financial Statements/
TSC10522_Financial_Statement_2018_2019.pdf](http://www.tweed.nsw.gov.au/Documents/Council/Financial%20Statements/TSC10522_Financial_Statement_2018_2019.pdf)

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