



TWEED
SHIRE COUNCIL

Annual Report

2012/2013

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Front cover photos: (clockwise from left) An innovative upgrade of drainage in Kingscliff’s Blue Jay Circuit; the new Murwillumbah Community Centre; an artists impression of the Margaret Olley Arts Centre; the special preview screening of the feature film MENTAL, filmed largely in the Tweed.

Facing page

Top: The upgrade Banora Point Wastewater Treatment Plant.

Bottom: Getting to know Council officers and the native wildlife at the Local Government Week Family Fun Day.

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Mayor's introduction

A year of upheaval and tough decisions for Council in 2012/13 has also been a notable period of achievements.

Preparations were finalised for the Margaret Olley Art Centre, Burringbar and Mooball residents were connected to sewer services for the first time, and a new \$35 million Banora Point Wastewater Treatment Plant was completed, in just some of the major projects completed during the past 12 months.

One year into the councillors' four-year term, the organisation is well on track to achieve its objectives in the Delivery Program 2013/17. Some big-ticket items were completed or significantly advanced in this Council's first year, such as a new Murwillumbah Community Centre, and many other substantial projects or services were introduced.

To keep Council on track, some very tough decisions were made to ensure the organisation was well placed to represent the best interests of the Tweed community. As a Council we have made a strong case to the independent review of local government and have been active in our

pursuit of balance in the reform of the NSW Planning Act.

I applaud and thank the Acting General Manager, Troy Green, for his tireless work since stepping into the role and acknowledge the strong support he has received from other senior staff.

They have ensured a seamless continuation of Council operations throughout a challenging period we will learn from - including a heightened focus on business development in Tweed Shire.

A more proactive role by Council in fostering and supporting economic growth has been set in motion and has already led to some exciting outcomes.

However, that focus will remain in balance with the other priorities expressed by the community and held precious by Council, including the preservation of our treasured environment, maintaining the character of Tweed Shire's widely diverse communities and protecting the amenity we all enjoy as residents of the Tweed.

There is a lot to look forward to over the

next 12 months, including the permanent appointment of a General Manager, to be made in 2013/14, and the prospect of more exciting projects just around the corner.



**Barry Longland
Mayor of Tweed**



Acting General Manager's introduction

Great people shine in challenging times and Tweed Shire Council's staff have displayed their considerable professionalism during 2012/2013.

Whether it was floods at the start of 2013 or the challenges presented by a change of leadership for the organisation, Council staff remained focused on their tasks at hand and accomplished a great deal throughout the year.

As Acting General Manager since March 2013, I have been extremely proud of the unswerving commitment of the staff to deal with the adversities of nature or controversy and continue to serve the Tweed community.

Many significant accomplishments were realised during 2012/2013, to provide the infrastructure that underpins the Tweed community and deliver exciting projects that enhance our way of life.

This includes the planning and preparations for the Margaret Olley Art Centre, which will expand our already impressive regional art gallery and entrench it as a leading destination in the national art scene. It is exciting to think the Tweed will be home to a shrine to one

of Australia's most loved and respected artists.

Council staff are very familiar to challenges, helping to constantly move the Tweed ahead amid the dual pressures of protecting the area's treasured environment and the rapid population growth that is transforming many of our centres.

The upgrade of Kingscliff's Marine Parade, completed during 2012/2013, is a prime example of how Council and its communities are responding to the evolution of Tweed towns.

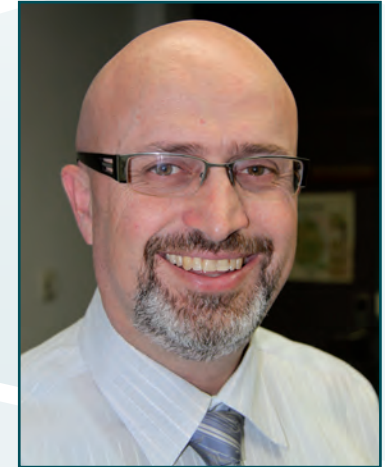
Undertaken in close liaison with Kingscliff's business community and completed after considerable consultation with residents, Marine Parade's transformation provides added car parking for a vibrant business hub and improved safety as traffic levels increase in the town.

Business development and general economic growth for the Tweed emerged as even higher priorities in 2012/2013.

Council's more proactive role on this issue has included starting the development of an Economic Development Strategy (to be exhibited in December/January), adopting a Business Investment Policy, developing a Business Gateway and Council joining the NSW Business Chamber.

While the Tweed's natural beauty and welcoming communities ensure the area remains a highly attractive place to live, there needs to be an emphasis on economic health to keep the Tweed robust and vibrant.

This year's Annual Report includes a few new features, including reference numbers for each project in the Achievements section, so Council's progress can be easily matched to the organisations Delivery Program and its Community Strategic Plan.



A handwritten signature in black ink, appearing to read 'Troy Green', written over a white background.

Troy Green
Acting General Manager



Buying time for the planet

Council was recognised for its sustainable approach to procuring goods and services, when it won the Sustainable Procurement in Practice - Best Project 2012 category at the Local Government and Shires Association (LGSA) Local Government Excellence in the Environment Awards.

The awards recognise council initiatives to choose good and services that have a lesser impact on human health or the natural environment.

Tweed Shire Council was recognised for its development of a Supplier Environmental Performance Schedule, which is required when Council obtains quotes for goods or services that cost more than \$50,000.

Awards

Council's awards for 2012/13 included further recognition for the Jack Evans Boat Harbour upgrade, as well as leading practices in bush regeneration, waste disposal and work health and safety.

Jack Evans Boat Harbour

Jack Evans Boat Harbour at Tweed Heads was announced as the winner of a national award for design at the annual Australian Institute of Landscape Architects (AILA) awards. The 4.9 hectare, \$8 million project won the AILA National Landscape Architecture Award for design.

The award judges citation said the project responded sensitively to the challenges faced by many coastal areas - beach erosion, tidal surges and flood events.

The design preserved existing beach areas, introduces new and durable interpretations of beach-like experiences and creates a high-quality public domain.

Bush Futures

The Tweed Byron Bush Futures Project finished on a high note by winning the Local Government Landcare Partnership Award at the 2012 National Landcare Awards in Sydney, ahead of seven other State Award winners.

The three-year, \$1.7 million initiative of Tweed and Byron Shire Councils - to deliver improved urban bushland management - was completed at the end of June 2012.

The award judges said the project was an

excellent example of inter-local government collaboration, demonstrating planning and community engagement strategies that would ensure sustainable funding and enduring partnerships into the future.

Work health and safety

Council showed it is leading the way in work health and safety by taking out \$25,500 in major prizes in a StateCover WHS Documentation Competition.

The awards recognised Council's progress in implementing work health safety policy and procedures, improved risk assessments and training programs.

Waste disposal strategy

A regional waste disposal strategy developed for the seven member councils of North East Waste, which includes the Tweed, was recognised as one of the 'projects of the year' at a national award run by Hyder Consulting, a multinational provider of engineering and design.

The Waste Disposal Project was recognised for technical excellence in delivering practical and useful advice for the client, as well as a collaborative client/consultant relationship that found solutions to overcome the region's specific challenges.



Jack Evans Boat Harbour at Tweed Heads won the Australian Institute of Landscape Architects National Landscape Architecture Award for design.



Council's work, health and safety policy and procedures earned the organisation \$25,500 in major prizes in the StateCover WHS Documentation Competition.



Aboriginal cultural heritage plan

- 1.5.3.1.1

Community liaison began to create an Aboriginal Cultural Heritage Management Plan for Tweed Shire, to better manage and protect Aboriginal cultural heritage.

Representatives of the Tweed Aboriginal Advisory Committee, the Council and consultants Converge Heritage + Community gathered at the Minjungbal Museum in South Tweed Heads on 20 August to sign a memorandum of understanding to proceed with the Aboriginal Cultural Heritage Management Plan.

The project aims to document cultural heritage and develop strategies and recommendations for land-use planning of Aboriginal heritage management.

The plan is being finalised and is due to be completed in 2013/14.

Achievements

Civic Leadership

Improved map services

- 1.3.1.9.2

A landmark partnership between Council and a State department helped provide a better map service for Tweed Shire. Higher resolution aerial photographs of the Tweed are available on Council's website, after the images were taken and processed in a joint contract between Council and Land and Property Information (LPI) - a division of the Department of Finance and Services.

It was the first shared arrangement between LPI and a Local Government Authority and will be used as a template for future joint contracts with other Councils.

National flood conference

- 1.1.3.2

Council hosted an inaugural national floodplain management conference, a three-day event to learn from recent flood events, explore opportunities and develop national solutions.



Representatives of some of the community organisations that received assistance in 2012/13 through Council's donations program.

Community donations

- 1.2.1.5

Tweed community organisations received a total of \$25,000 through a Tweed Shire Council donations program to support community life.

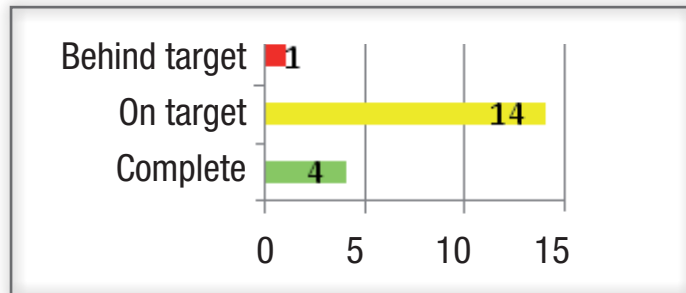
The recipients included groups that assist people with disabilities, provide companionship to the frail and elderly, support men's health and maintain community life through local halls.

Achievements overview

Civic Leadership

Objective 1.1

Ensure actions taken and decisions reached are based on the principles of sustainability.



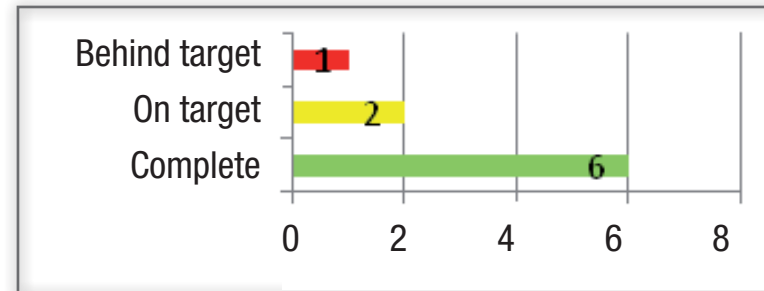
Projects completed

- 1.1.1.1.1 - Council tender documents contain a sustainability clause
- 1.1.1.2.1 - the draft standard Local Environmental Plan was prepared on legislative sustainability conditions
- 1.1.1.9.1 - the supplier of short run digital printing must use recycling options
- 1.1.1.9.3 - the Tweed Link is printed on recycled paper
- 1.1.2.1; 1.1.2.3 - Council promotes environmental education in the community and a carbon reduced and ecologically sustainable economy
- 1.1.3 - prepare for climate change through adaption and mitigation strategies

Council partnered with the State Government’s \$63 million Home Power Savings Program to help low-income households reduce their electricity and water consumption.

Objective 1.2

Improve decision making by engaging stakeholders and taking into account community input.

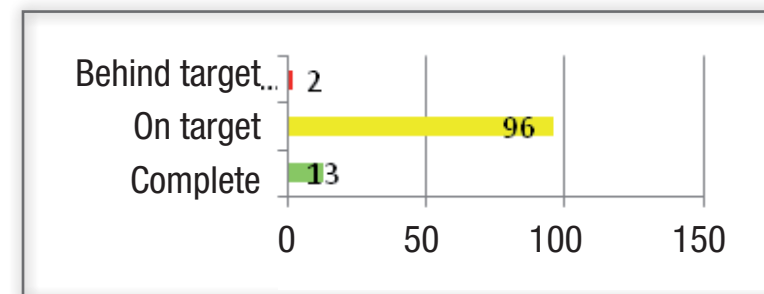


Projects completed

- 1.2.1.2.2 - Councillor web portal has fillable forms
- 1.2.1.3.1; 1.2.1.3.2 - Council elections
- 1.2.1.5 - Council policies are compliant with legislation and guidelines
- 1.2.1.5.2 - full review of Council policies following the council elections
- 1.2.1.6.3 - smartphone applications to keep the community informed
- 1.2.3.2.1 - review of Council’s resourcing strategies and plans

Objective 1.3

Delivering the objectives of this plan.



Achievements overview

Civic Leadership

Projects completed

- 1.3.1.4.3 - virtualisation of computer hardware
- 1.3.1.7.3 - implementation of Knowledge Base system
- 1.3.1.9.2 - update photo imagery in target locations in Tweed Shire

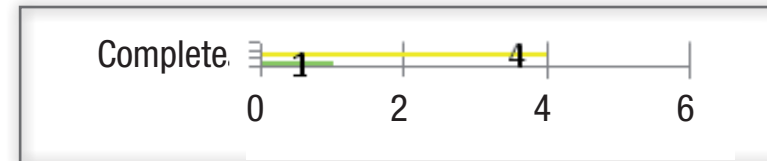
A landmark partnership between Council and a State department helped provide a better map service for Tweed Shire. Higher resolution aerial photographs of the Tweed are available on Council's website, after the images were taken and processed in a joint contract between Council and Land and Property Information (LPI) - a division of the Department of Finance and Services. It was the first shared arrangement between LPI and a Local Government Authority and will be used as a template for future joint contracts with other councils.

- 1.3.1.30.1; 1.3.1.30.2 - trial for telecommunicating began after a feasibility study was completed
- 1.3.1.33.5 - review of training in core business systems
- 1.3.2.2.1 - construction of a permanent records facility
- 1.3.2.4.1; 1.3.3.12.2 - review of IP&R documents
- 1.3.2.7.1 - development of real time employment data reporting
- 1.3.3.10.1 - development of a customer request system
- 1.3.3.8.5 - development of electronic plant log sheets
- 1.3.3.8.6 - improving the quality of data reported against Council's water service

Council hosted an inaugural three-day national floodplain management conference, to learn from recent flood events, explore opportunities and develop national solutions.

Objective 1.4

Strengthen coordination among Commonwealth and State Governments, their agencies and other service providers and Statutory Authorities to avoid duplication, synchronise service delivery and seek economies of scale.

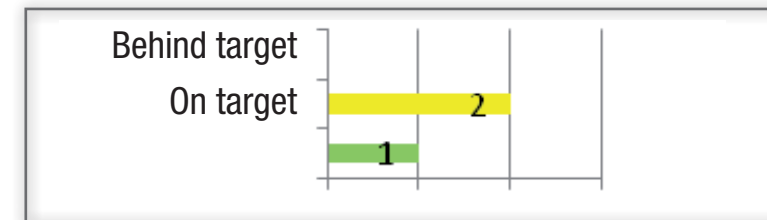


Projects completed

- 1.4.1.1.3 - update of GIS cadastre information for inclusion in the NSW Digital Cadastral Database

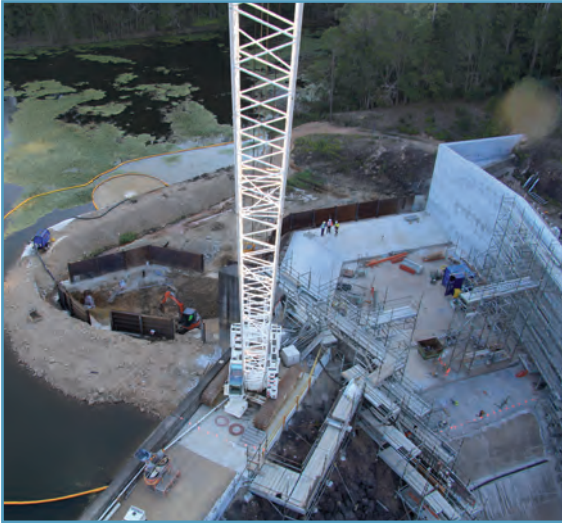
Objective 1.5

Manage and plan for a balance between population growth, urban development and environmental protection and the retention of economically viable agricultural land.



Projects completed

- 1.5.3.1.1 - Maintain the Tweed LEP in accordance with statutory requirements and to reflect local planning studies and emerging planning proposals
- Community liaison began to create an Aboriginal Cultural Heritage Management Plan for Tweed Shire, to better manage and protect Aboriginal cultural heritage. The plan is being finalised and is due to be completed in 2013/14.



TOP: A bird's eye view of the spillway upgrade at Clarrie Hall Dam.

ABOVE: Tyalgum school students get an explanation of the filtration process at the village's new water treatment plant.

Achievements

Supporting Community Life

Affordable housing

- 2.2.2.2.1

Council secured \$8 million in funding from the Australian Government's Building Better Regional Cities Program for infrastructure projects that support an increase in the number of homes or dwellings for sale and rent that are affordable for working families on ordinary incomes.

The funding was aimed to assist the construction of 52 dwellings, a mix of two-bedroom, three-bedroom and four-bedroom homes, at the Hundred Hills development at Bray Park.

At least 30 of these homes are to be sold at a discount of 20 to 30 per cent off market price, with the remaining lots retained by an affordable housing provider, Horizon Housing Solutions, and rented at no more than 80 per cent of market rent.

Clarrie Hall Dam

- 2.3.2.7.3

Work began to widen and extend the Clarrie Hall Dam spillway, increasing its capacity to ensure the dam can safely pass extreme flood events in accordance with the new NSW Dam Safety Committee standards.

Cutting water consumption

- 2.3.2.1.8

Council launched the Tweed's Top 100 program to help the shire's top 100 water users cut their consumption.

Businesses and other non-residential water users such as schools, clubs, caravan parks, industry, manufacturing and hotels/motels could qualify for grants of up to \$1000 to install water saving devices. It continued the highly successful Tweed Top 20 program which assisted 20 of the top users to substantially reduce their water use.

New water bills

- 2.3.2.1.11

New-look water bills were issued by Council to make it easier for householders and businesses to understand how much water they are using, what it is costing them and steps to avoid wasting water and money.

The redesigned bills highlighted Council's Target 180 campaign, to promote a voluntary and gradual reduction in water usage to cut consumption to an average of 180 litres of water per day per person by 2013.



Museum expansion

- 2.3.6.1.2

A \$2.6 million expansion of the Tweed River Regional Museum at Murwillumbah got underway.

Council staff and volunteers completed the massive task of cataloguing the museum's entire collection and transporting the items to a specially constructed new storage facility.

The \$600,000 storage complex is housing the collection during the museum upgrade and will protect items when they are not included in future museum displays.



Community centre

- 2.5.2.2.1

A \$3.1 million Murwillumbah Community Centre was officially opened at Murwillumbah's Knox Park, providing public meeting spaces, an indoor/outdoor area for playgroups, offices for community services and a youth centre.

It offers a one-stop shop for a wide range of community services, including the Northern Rivers Community Legal Service, The Family Centre Community Projects, the Northern Rivers YWCA, Ostara Employment Services, Epic Employment Services, Correctional Services and Salvation Army Welfare Services, St Joseph's Youth Service and NORTEC's Youth Pathways program.

Achievements

Supporting Community Life

Youth strategy and action plan

- 2.1.1.3.3

Young Tweed residents, their parents, carers and the organisations who support them were consulted to help create a Tweed Youth Strategy and Action Plan.

The four-year youth strategy will serve as a road map for Council's facilities and services for people aged 12 to 24 and is scheduled to be adopted in 2013/14.

More efficient toilets

- 2.3.2.1.10

More than 1600 Tweed households used a Council rebate to install more water efficient toilets. Nearly 49 million litres of water will be saved each year through the rebate, which offered up to \$200 per toilet suite to replace single-flush and older dual flush toilets with an efficient dual-flush alternative.

A rebate to help Tweed households install more efficient showers and tapware was extended by Council until mid 2014.

Nearly 600 households had taken advantage of the water saving refund since it was launched in 2011, achieving total savings of approximately 5.36 million litres of water each year. That equates to the combined annual water use of about 26 households.

Exercise equipment

- 2.3.6.6

New exercise stations were installed along a 900-metre stretch of Kingscliff parkland between Jack Bayliss Park North and Jack Bayliss Park South.

The \$75,000 project cost includes three exercise stations, seating and additional trees.

Blue Jay Circuit drainage

- 2.3.5.3.1

A \$4 million project tripled the capacity of storm water drainage beneath Blue Jay Circuit and Quail Place in west Kingscliff, to improve drainage and facilitate housing development in the area.

The project used innovative new techniques to connect the massive sections of pipe, which are 2.25m in diameter.

Tyalgum water treatment plant

- 2.3.2.7.4

A \$1.65 million Tyalgum Water Treatment Plant upgrade was launched as part of Local Government Week, replacing a 50-year-old plant with state-of-the-art technology to ensure Tyalgum residents had a high quality water supply all year round.



Students participating in the schools' forum to help create the Tweed Youth Strategy and Action Plan.



A new skate park is part of Stage 1 to upgrade Murwillumbah's Knox Park.

Achievements

Supporting Community Life

Kennedy Drive water main

- 2.3.2.7.6

Work began to construct a larger water main along Kennedy Drive, to bolster water supplies in Tweed Heads and surrounding areas.

The \$2 million project is constructing a new 450mm diameter water main along the eastern section of Kennedy Drive, to balance water levels between Razorback Reservoir at Tweed Heads and Walmsley Reservoir at Bilambil Heights, and will be large enough to accommodate future in-fill and high-rise development in the Tweed Heads area.

Drought policy

- 2.3.2.4.3

Council adopted a policy to buffer the community against drought conditions.

The Drought Water Restrictions Policy includes water restrictions that would be implemented during drought conditions, to reduce unnecessary water use, minimise impacts on the community, and protect the

operations of business and commercial premises.

Youth precinct

- 2.1.3.2.1

A dedicated youth space will be created at Murwillumbah's Knox Park, including a 'best practice' plaza-style skate/scooter precinct and adventure playground with cutting-edge design features, after Council secured a \$500,000 grant from the Regional Development Australia Fund.

Council will match the funding dollar for dollar for the \$1 million project, to create a precinct for young people and their families.

Burringbar-Mooball Sewerage

- 2.3.3.7.4

A \$9 million Burringbar-Mooball Sewerage Scheme connected more than 180 properties to a reticulated sewerage service.

It replaced septic systems to bring a number of benefits, including improved environmental quality of aquifers and surface waters, reduced odours and a reduction in potential health risks.



Banora Point Water Treatment Plant

- 2.3.3.7.2

River health will be enhanced and the Tweed's expanding population supported by a new \$35 million Banora Point Wastewater Treatment Plant, which was officially opened to service the steadily growing areas of Tweed Heads, Banora Point, Terranora and Bilambil Heights.

The facility has the capacity to meet forecast population growth, using new ultraviolet treatment processes and improved filtration to process wastewater from up to 27,000 homes.

It will also significantly improve the quality of the treated effluent which is discharged to the Terranora Inlet after the wastewater has been treated, reducing concentrations of phosphorus by 90 per cent and nitrogen levels by 40 per cent.



Kingscliff parks

- 2.3.6.8.4

Planning got underway to rejuvenate two parks in Kingscliff, Faulks Park and Ed Parker Rotary Park, in the latest stage of open space upgrades along the Tweed Shire coastline.

Works at Faulks Park will include replacing and relocating an ageing and partially decommissioned toilet block, replacing play equipment and shelters and constructing a path linking all park facilities and a coastal cycleway.

The Ed Parker Rotary Park upgrade includes stabilising the creek bank, building a raised viewing platform and constructing a raised walkway to create access to a beach area and prevent people walking up the bank face.

Achievements

Supporting Community Life

Home Power Savings

- 1.1.2.1; 1.1.2.3

Council partnered with the State Government's \$63 million Home Power Savings Program to help low-income households reduce their electricity and water consumption.

Meet your meter

- 2.3.2.1.3

In a further bid to encourage water conservation, Council staged a 'Meet your Meter' campaign and competition, to educate residents about their water meters and challenge them to curb their consumption to a target of 180 litres or less per person per day.

Wharf Park upgrade

- 2.3.6.7.1

A former transport hub in Murwillumbah was brought back to life by a \$158,000 project created Wharf Park. New toilet facilities, timber and concrete seating, picnic tables and landscaping were established at the site, which was the wharf district at the turn of the century.

Accessible arts

- 2.1.1.8

An Accessible Arts Creating Connections Community Forum was held by Council and Creating Connections - Accessible Arts North Coast to celebrate recent artistic activities for people with disabilities and to identify future opportunities. Discussions included a need for a permanent accessible arts space in the Tweed, to include visual arts workshop facilities, performance and dance space, and a gallery space.

Regional sports facility

- 2.3.6.3

Work began on the \$7.75 million first stage to upgrade the Arkinstall Park regional sporting facility at South Tweed Heads.

Stage one includes constructing a regional high performance tennis facility, building new and upgraded netball facilities and improving access and passive recreation with a new playground and picnic facilities.

A feasibility and concept study was launched for Stage 2, which includes an indoor sports facility and outdoor stadium.



TOP: The official opening of Wharf Park in Murwillumbah.

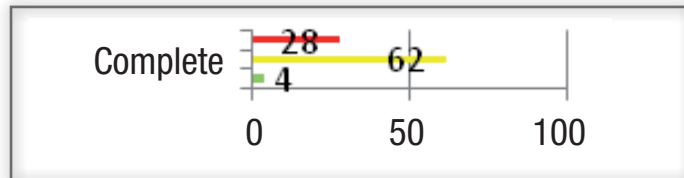
ABOVE: Many Tweed households have taken advantage of the Home Power Savings Program.

Achievements overview

Supporting Community Life

Objective 2.1

Foster, strong, cohesive, cooperative, healthy and safe communities.

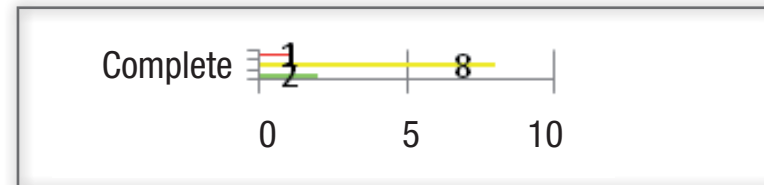


Projects completed

- 2.1.1.8 - foster community involvement in arts and cultural programs
An Accessible Arts Creating Connections Community Forum was held by Council and Creating Connections - Accessible Arts North Coast to celebrate recent artistic activities for people with disability and to identify future opportunities. Discussions included a need for a permanent accessible arts space in the Tweed, to include visual arts workshop facilities, performance and dance space, and a gallery space.
- 2.1.1.3.3; 2.1.1.3.4 - develop and adopt a youth strategy
Young Tweed residents, their parents, carers and the organisations who support them were consulted to help create a Tweed Youth Strategy and Action Plan. The four-year youth strategy will serve as a road map for Council's facilities and services for people aged 12 to 24 and is scheduled to be adopted in 2013/14.
- 2.1.3.2.1 - enhance existing infrastructure for youth recreation
A dedicated youth space will be created at Murwillumbah's Knox Park - including a 'best practice' plaza-style skate/scooter precinct and adventure playground with cutting-edge design features - after Council secured a \$500,000 grant from the Regional Development Australia Fund. Council will match the funding dollar for dollar for the \$1 million project, to create a precinct for young people and their families
- 2.1.3.9.8 - developed an online resource of all Council events spaces, parks and other recreation
- 2.1.4.8.1 - Set up a Memorandum of Understanding with the State Emergency Service

Objective 2.2

Improve opportunities for housing choice.



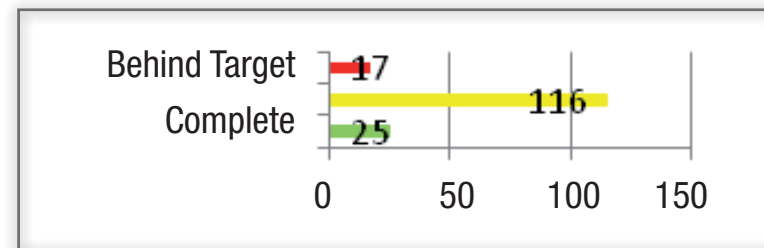
Projects completed

- 2.2.1.1.1 - Tweed Development Control Plan 2008 - section 1A reviewed
- 2.2.2.1.1 - undertake a housing choice and affordable study

Council secured \$8 million in funding from the Australian Government's Building Better Regional Cities Program for infrastructure projects that support an increase in the number of affordable homes or dwellings for sale and rent.

Objective 2.3

Provide well serviced neighbourhoods.



Projects completed

- 2.3.2.1.3 - develop and promote permanent water saving measures
To further encourage water conservation, Council staged a 'Meet your Meter' campaign and competition, to educate residents about their water meters and challenge them to curb their consumption to a target of 180 litres or less per person per day
- 2.3.2.1.8 - collaborately work with other major water users (top 100)

Achievements overview

Supporting Community Life

Council launched the Tweed's Top 100 program to help Tweed Shire's top 100 water users cut their consumption. Businesses and other non-residential water users such as schools, clubs, caravan parks, industry, manufacturing and hotels/motels could qualify for grants of up to \$1000 to install water saving devices. It continued the highly successful Tweed Top 20 program which assisted 20 of the top users to substantially reduce their water use.

- 2.3.2.1.10 - develop and implement Residential Retrofits and Rebates Program

More than 1600 Tweed households used a Council rebate to install more water efficient toilets. Nearly 49 million litres of water will be saved each year through the rebate, which offered up to \$200 per toilet suite to replace single-flush and older dual flush toilets with an efficient dual-flush alternative. A rebate to help Tweed households install more efficient showers and tapware was extended by Council until mid 2014. Nearly 600 households had taken advantage of the water saving refund since it was launched in 2011.

- 2.3.2.1.11 - review and update water billing information

New-look water bills were issued by Council to make it easier for householders and businesses to understand how much water they are using, what it is costing them and steps to avoid wasting water and money.

- 2.3.2.4.1 - Water Quality Study undertaken for Clarrie Hall Dam, with recommendations now being considered
- 2.3.2.4.3 - develop an implementation plan for Drought Management Strategy.

Council adopted a policy to buffer the community against drought conditions. The Drought Water Restrictions Policy includes water restrictions that would be implemented during drought conditions, to reduce unnecessary water use, minimise impacts on the community, and protect the operations of business and commercial premises.

- 2.3.2.7.1 - annual water renewal program
- 2.3.2.7.3 - Clarrie Hall Dam spillway

Work began to widen and extend the Clarrie Hall Dam spillway, increasing its capacity to ensure the dam can safely pass extreme flood events in accordance with the new NSW Dam Safety Committee standards.

- 2.3.2.7.6 - Kennedy Drive East Boyd's Bay Bridge Trunk Main upgrade
Work began to construct a larger water main along Kennedy Drive, to bolster water supplies in Tweed Heads and surrounding areas. The \$2 million project is constructing a new 450mm diameter water main along the eastern section of Kennedy Drive, to balance water levels between Razorback Reservoir at Tweed Heads and Walmsley Reservoir at Bilambil Heights.

- 2.3.2.7.12 - Kenney Drive Bypass Trunk main actuated valve installation
- 2.3.2.7.13 - Walmsleys Reservoir to Piggabeen Road trunk main renewal
- 2.3.2.7.4 - Tyalgum Water Treatment Plant upgrade,

A \$1.65 million Tyalgum Water Treatment Plant upgrade was launched as part of Local Government Week, replacing a 50-year-old plant with state-of-the-art technology.

- 2.3.3.1.3 - install backup generator for Bilambil Heights sewer pump station
- 2.3.3.7.2 - Banora Point Waste Water Treatment Plant

River health will be enhanced and the Tweed's expanding population supported by a new \$35 million Banora Point Wastewater Treatment Plant, to service the steadily growing areas of Tweed Heads, Banora Point, Terranora and Bilambil Heights.

- 2.3.3.7.4 - Burringbar Mooball sewerage wastewater reticulation system
A \$9 million Burringbar-Mooball Sewerage Scheme connected more than 180 properties to a reticulated sewerage service. It replaced septic systems to bring a number of benefits, including improved environmental quality of aquifers and surface waters, reduced odours and a reduction in potential health risks

- 2.3.3.7.5 - Banora Point wastewater treatment plant upgrade
- 2.3.3.7.8 - Meridian Way Tweed Heads West syphon upgrage
- 2.3.3.7.9 - sewer rising mains North Arm Road Murwillumbah
- 2.3.5.3.1 - annual stormwater program

A \$4 million project tripled the capacity of storm water drainage beneath Blue Jay Circuit and Quail Place in west Kingscliff.

- 2.3.6.1.2; 2.3.6.1.8 - upgrade Murwillumbah regional museum

A \$2.6 million expansion of the Tweed River Regional Museum at Murwillumbah got underway, cataloguing the museum's entire collection and transporting the items to a specially constructed new storage facility.

- 2.3.6.1.7 - review Tweed River Art Gallery Business Plan
- 2.3.6.3 - redevelop Arkinstall Park to meet regional sporting needs

Work began on the \$7.75 million first stage to upgrade the Arkinstall Park regional sporting facility at South Tweed Heads. Stage one includes constructing a regional high performance tennis facility, upgraded netball facilities and improving access and passive recreation, with a new playground and picnic facilities.

Achievements overview

Supporting Community Life

A feasibility and concept study was launched for Stage 2, which includes an indoor sports facility and outdoor stadium.

- 2.3.6.6 - park improvement program

New exercise stations were installed along a 900-metre stretch of Kingscliff parkland between Jack Bayliss Park North and Jack Bayliss Park South.

- 2.3.6.7.1 - implement rationalisation works and programs for public toilets

A \$158,000 project to create Wharf Park brought a former transport hub in Murwillumbah back to life. New toilet facilities, timber and concrete seating, picnic tables and landscaping were established at the site, which was a wharf district at the turn of the century.

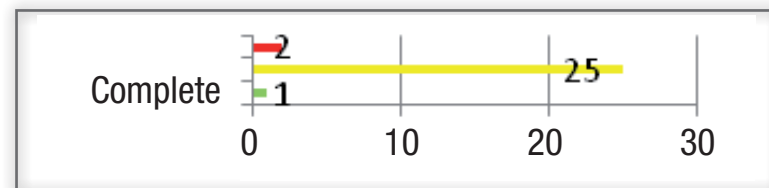
- 2.3.6.8.4 - remove Lions Park playground and construct new playground at Faulks Park

Planning got underway to rejuvenate Faulks Park and Ed Parker Rotary Park, both in Kingscliff, in the latest stage of open space upgrades along the Tweed Shire coastline.

- 2.3.6.9.2 - coordinate coaching and learn to swim programs in Council's three public aquatic facilities

Objective 2.4

An integrated transport system that services local and regional needs.

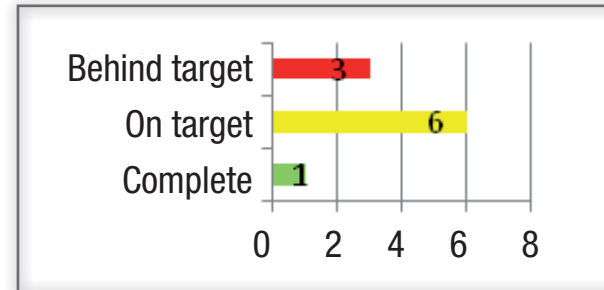


Projects completed

- 2.4.3.3.1; 2.4.3.3.2; 2.4.3.3.4 - annual roads program, annual road rehabilitation program and Regional Roads repair program completed.

Objective 2.5

Provide vibrant and accessible town, community and business centres.



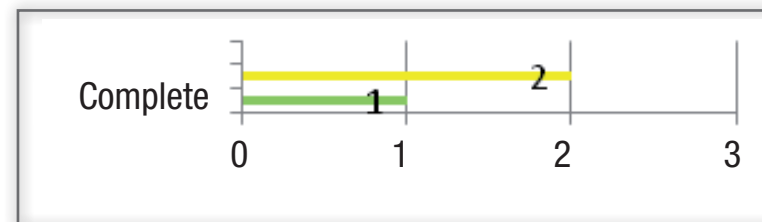
Projects completed

- 2.5.2.2.1 - construction of a family-friendly Murwillumbah Community Centre

A \$3.1 million Murwillumbah Community Centre was officially opened at Murwillumbah's Knox Park, providing public meeting spaces, an indoor/outdoor area for playgroups, offices for community services and a youth centre. It offers a one-stop shop for a wide range of community services, including the Northern Rivers Community Legal Service, The Family Centre Community Projects, the Northern Rivers YWCA, Ostara Employment Services, Epic Employment Services, Correctional Services and Salvation Army Welfare Services, St Joseph's Youth

Objective 2.6

Improve urban design.



Projects completed

- 2.6.1.1.1 - best practice urban settlement principles applied in all new urban and employment land release areas.



Film productions

- 3.1.5.1

A new \$22 million US television series was shot at Clarrie Hall Dam. The Crams Farm recreational area hosted filming for the series, entitled Camp, which is set on a family summer camp.

A crew of 70 people, plus actors and extras, were based in the area for five months and many locals were employed as production crew members and acting extras. A range of building supplies were also sourced locally to build cabins and other structures at the film site.

- 3.1.3.1

Council staged a special advance screening of the feature film MENTAL, which was filmed largely in the Tweed and featured several star actors including Anthony LaPaglia, Rebecca Gibney, Liev Schreiber and Deborah Mailman.

After providing assistance for the film's production, Council held the sold-out gala screening to further highlight the Tweed's popularity and potential as a major filming destination.

Achievements

Strengthening the Economy

Rural Land Strategy

- 3.2.1.2.1

A major community engagement campaign began to create a strategy for the future use of rural land in Tweed Shire. The Tweed Rural Land Strategy will provide a contemporary policy to guide the future use and development of rural land, to achieve an optimal balance of uses including farming, protection of the environment, tourism, rural industries and housing.

Business breakfast

- 3.1.5.1

A leading American expert on growing local prosperity was guest speaker at an inaugural Business Breakfast, held by Council to facilitate economic development and employment growth in Tweed Shire.

Economic Development Strategy

- 3.1.5.1

Council teamed with Destination Tweed to create an Economic Development Strategy, entitled 'Sustain Tweed'.

Business forum

- 3.1.5.1

Council hosted a Business Forum to give Tweed businesses exposure to the range of incentives and assistance available from local, state and federal governments. The Tweed Local Business

Forum brought together three dynamic, nationally-recognised speakers and helped business people network with government representatives and other local businesses.

Support for businesses

- 3.1.5.1

A range of initiatives to support, develop and cut red tape for local businesses and encourage economic development were introduced by Council including:

- enhancing the entry to the Murwillumbah business area
- discounted off-site parking contributions in a greater area of Fingal Head
- reduced road contributions for South Murwillumbah and adjoining industrial areas
- allowing developers to defer payments for contributions until after construction is completed

Council policies

- 3.1.5.1

Two policies to support Tweed businesses and encourage economic development were exhibited by Council. The Draft Business Investment Policy includes investment incentives for new, relocating or expanding businesses in Tweed Shire, while the amended Procurement Policy allows Council to give preference to local businesses when purchasing goods and services.



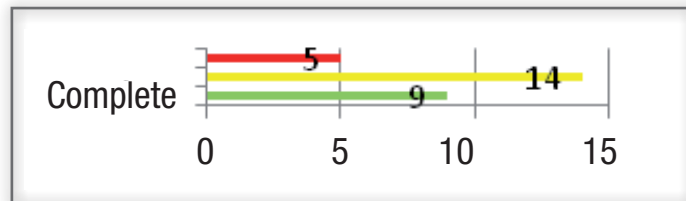
Nationally recognised economist and financial commentator Peter Switzer was among the guest speakers at the Business Forum staged by Council.

Achievements overview

Strengthening the Economy

Objective 3.1

Expand educational facilities to the Tweed



Projects completed

- 3.1.8.3.1 - Telecommunications Infrastructure Action Plan completed
- 3.1.3.1 - provide accessible visual arts programs

Council staged an advance screening of the feature film MENTAL, which was filmed largely in the Tweed and featured several star actors including Anthony LaPaglia, Rebecca Gibney, Liev Schreiber and Deborah Mailman. After providing assistance for the film's production, Council held the sold-out gala screening to further highlight the Tweed's popularity and potential as a major filming destination.

- 3.1.5.1 Employment generating projects
 - A leading US expert on growing local prosperity was guest speaker at an inaugural Business Breakfast, held by Council to facilitate economic development and employment growth in Tweed Shire.
 - Council teamed with Destination Tweed to create an Economic Development Strategy, entitled 'Sustain Tweed'.
 - A new \$22 million US television series was shot at Clarrie Hall Dam. The Crams Farm recreational area hosted filming for the series, entitled Camp, which is set on a family summer camp.

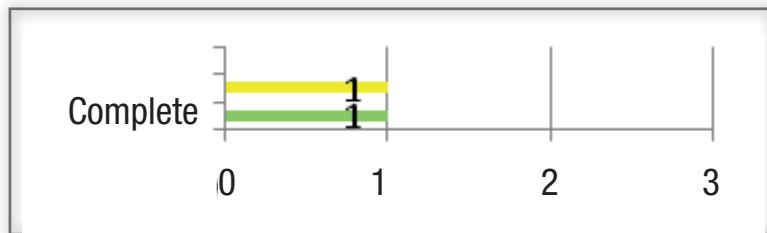
- Council hosted a half-day Business Forum to give Tweed businesses exposure to the range of incentives and assistance available from government. The Tweed Local Business Forum brought together three dynamic, nationally-recognised speakers and helped business people network with government representatives and other local businesses.
- A range of initiatives to support, develop and cut red tape for local businesses and encourage economic development were introduced by Council. They include enhancing the entry to the Murwillumbah business area a discounted rate for off-site parking contributions in a greater area of Fingal Head\ reduced road contributions for South Murwillumbah and adjoining industrial areas allowing developers to defer payments for contributions until after construction is completed.
- Two policies to support Tweed businesses and encourage economic development were exhibited by Council. The Draft Business Investment Policy includes investment incentives for new, relocating or expanding businesses within Tweed Shire, while an amendment to Council's Procurement Policy allows Council to give preference to local businesses when purchasing goods and services.

Achievements overview

Strengthening the Economy

Objective 3.2

Retain prime agricultural lands, farm viability, manage rural subdivision and associated landscape impacts.



Projects completed

- 3.2.1.2.1 - prepare and implement a Rural Lands Strategy
A major community engagement campaign began to create a strategy for the future use of rural land in Tweed Shire. The Tweed Rural Land Strategy will provide a contemporary policy to guide the future use and development of rural land, to achieve an optimal balance of uses including farming, protection of the environment, tourism, rural industries and housing.

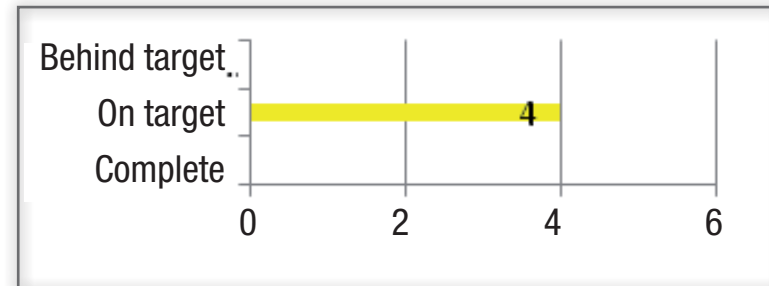
Objective 3.3

Maintain and enhance the Tweed lifestyle and environmental qualities as an attraction to business and tourism.



Objective 3.4

Provide land and infrastructure to underpin economic development and employment.





Council staged a workshop on the glossy Black-Cockatoo, one of the more threatened species of cockatoo.

Achievements

Caring for the Environment

River Health Grants

- 4.1.2.5

Forty private landowners were awarded River Health Grants totalling \$200,000 for nearly 7000 metres of native bush regeneration and weed control. Grants also contributed to 470 metres of erosion control earthworks and revegetation, and protection of 5750 metres of waterways protected by restricting cattle access through fencing, watering infrastructure and cattle yards.

Rous River vegetation

- 4.2.2.3

Native vegetation along the upper Rous River was enhanced through planting and weed removal on 30 hectares of Crown and private land, to reduce erosion and sedimentation and improve water quality.

The project, assisted by a \$25,000 grant from the NSW Environmental Trust, capitalises on ecological restoration work already done by several landholders who recognise the area's high ecological status.

The upper Rous River has very high biodiversity, including species listed under

the Threatened Species Conservation Act 1995 and the Environmental Protection and Biodiversity Conservation Act 1999.

Land for Wildlife

The Land for Wildlife scheme, launched in Victoria to help private landholders manage wildlife habitat on their property, was extended into the Tweed by Council.

It provides participating landholders with a comprehensive nature conservation resource kit, free advice on native plants and wildlife that occur on their properties, weed control techniques and invitations to workshops and field days.

Protecting Cudgen topsoil

- 4.5.1.2

Council worked with WetlandCare Australia and a Cudgen farmer on a revegetation and weed control project to prevent the loss of topsoil from the plateau to Cudgen Creek during heaving rain.

This project helped protect wetland and riparian environments in the Cudgen Lake catchment, while retaining valuable soil for the farming community on Cudgen Plateau.



Boosting soil carbon

- 4.5.1.2

Soil carbon levels on 30 Tweed farms was tested as the initial step of a three-year program for nutrient recycling.

The testing on sugar cane, banana, vegetable, orchards, dairy and beef farms provided valuable insight to the state of soil health in various locations and farming industries, while setting benchmarks to evaluate the success of the nutrient recycling trials.

The program is recycling local resources such as municipal green waste, dairy manure, forestry and road side wood chips to boost carbon levels, enhance soil structure and fertility, reduce soil acidity and lessen the effects of pests and disease.



Koala Connections

- 4.2.1.4
The Koala Connections program was launched to create better wildlife corridors for koalas and other endangered native species in the Tweed and Byron shires. The program is working with landholders to plant thousands of trees - a mixture of koala food trees and rainforest and riparian varieties - to create a complete north-south corridor along the coast and a series of east-west corridors to link with inland forests. A Koala Connections steering panel brings together authorities in many fields, including the National Park and Wildlife Service, Landcare, the Northern Rivers Catchment Management Authority, Friends of the Koala and the Ngulingah Local Aboriginal Land Council.

Achievements

Caring for the Environment

Cockatoo workshops

- 4.2.2.4
Council coordinated Tweed workshops for the fourth annual Glossy Black-Cockatoo birding day, to learn more about the distribution, habitat use and population numbers of the threatened bird species.

Invertebrate pest management

- 4.2.1.6.2
Council facilitated workshops to help control wild dogs and cane toads in the region.

Bitou bush

- 4.2.3.1.1
Council and Far North Coast Weeds, as partners in the Bitou Bush National Northern Containment Zone project, conducted an extensive on-ground bitou bush control program, followed up by an aerial survey to map the extent of the invasive shrub along the Tweed Coast.

Bitou bush, a highly invasive shrub from South Africa, was planted extensively to stabilise coastal dunes following sandmining and had been prevalent along 97 per cent of the Tweed coastline. That level is now less than 10 per cent, following long-term control, with native vegetation gradually replacing the weed.

Managing the coastline

- 4.1
Minor protective works and sand nourishment programs were undertaken to address coastal erosion at Fingal Head. In addition, Council started developing a revised Tweed Shire Coastal Hazards Assessment to define the extent of the Tweed's coastal hazards.

Protecting Cudgen topsoil

- 4.5.1.2
Council worked with WetlandCare Australia and a Cudgen farmer on a revegetation and weed control project to prevent the loss of topsoil from the plateau to Cudgen Creek during heavy rain. The project helped protect wetland and riparian environments in the Cudgen Lake catchment, while retaining valuable soil for the farming community on Cudgen Plateau.

National Tree Day

- 4.2.4.7
Ninety-five people participated in 2012 National Tree Day planting on the Tweed River.

Vegetation protection

Preparations began for a Vegetation Protection Development Control Plan.



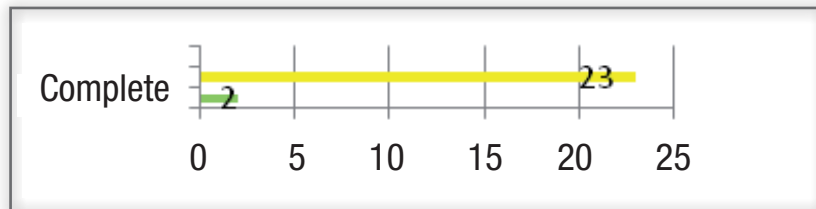
Participants in Council's Land for Wildlife program proudly display the sign for their gate.

Achievements overview

Caring for the Environment

Objective 4.1

Protect the environment and natural beauty of the Tweed.

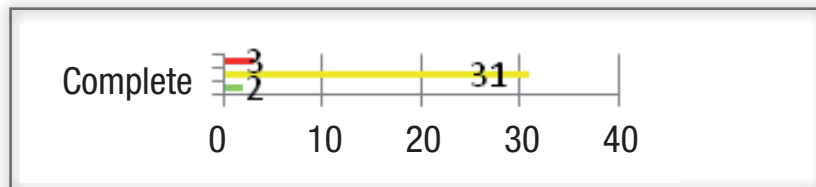


Projects completed

- 4.1.2.3.1 - funding for a Roadside Vegetation Management Plan is established and project has begun.
- 4.1.3.9.1 - Cudgen Creek and Kennedy Drive boat ramp upgrades complete

Objective 4.2

Conserve native flora and fauna and their habitats.



Projects completed

- 4.2.1.6.2 - pest vertebrate control
Council facilitated workshops to help control wild dogs and cane toads in the region.

- 4.2.1.4 - koala management

The Koala Connections program was launched to create better wildlife corridors for koalas and other endangered native species in the Tweed and Byron shires. The program works with landholders to plant thousands of trees - a mixture of koala food trees and rainforest and riparian varieties - to create a complete north-south corridor along the coast and a series of east-west corridors to link with inland forests. A Koala Connections steering panel brings together authorities in many fields, including the National Park and Wildlife Service, Landcare, the Northern Rivers Catchment Management Authority, Friends of the Koala and the Ngulingah Local Aboriginal Land Council.

- 4.2.2.3 - protect and enhance wildlife corridors and control environmental weeds

Native vegetation along the upper Rous River was enhanced through planting and weed removal on 30 hectares of Crown and private land, to reduce erosion and sedimentation and improve water quality. The Land for Wildlife scheme, launched in Victoria to help private landholders manage wildlife habitat on their property, was extended into the Tweed by Council. It provides participating landholders with a comprehensive nature conservation resource kit, free advice on native plants and wildlife that occur on their properties, weed control techniques and invitations to workshops and field days.

- 4.2.2.4 - recovery of threatened species

Council coordinated Tweed workshops for the fourth annual Glossy Black-Cockatoo birding day, to learn more about the distribution, habitat use and population numbers of the threatened bird species.

- 4.2.3.1.1 - ongoing liaison and support for Far North Coast Weeds

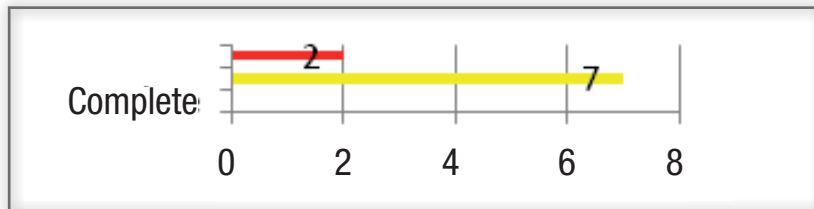
Council and Far North Coast Weeds, as partners in the Bitou Bush National Northern Containment Zone project, conducted an aerial survey to map the extent of the invasive shrub along the Tweed Coast. Bitou bush, a highly invasive shrub from South Africa, was planted extensively to stabilise coastal dunes following sandmining and had been prevalent along 97 per cent of the Tweed coastline. That level is now less than 10 per cent, with native vegetation gradually replacing the weed.

Achievements overview

Caring for the Environment

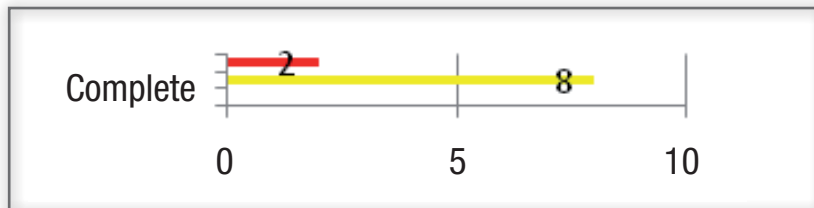
Objective 4.3

Maintain and enhance Tweed Shire's waterways and catchments.



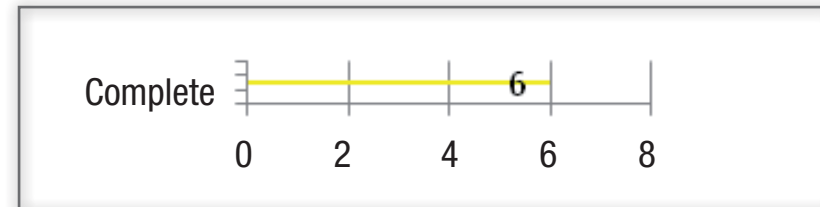
Objective 4.4

Manage the Tweed coastline to ensure a balance between utilisation and conservation.



Objective 4.5

Improve the environmental capacity of Tweed agricultural lands.



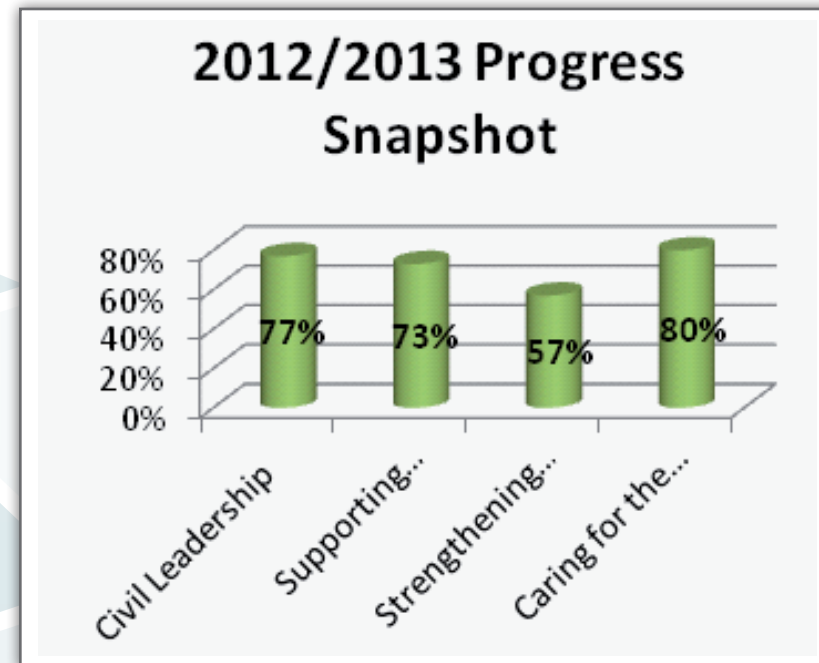
Projects completed

- 4.5.1.2 - grant-funded soil health, productivity and landscape rehabilitation projects:
 - Soil carbon levels on 30 Tweed farms were tested as the initial step in a three-year program for nutrient recycling.
 - Testing on sugar cane, banana, vegetable, orchards, dairy and beef farms provided valuable insight to the state of soil health in various locations and farming industries, while setting benchmarks to evaluate the success of the nutrient recycling trials.
 - Participating landholders recycle local resources such as municipal green waste, dairy manure, forestry and road side wood chips to boost carbon levels, enhance soil structure and fertility, reduce soil acidity and lessen the effects of pests and disease.
- 4.5.1.2 - grant-funded soil health, productivity and landscape rehabilitation projects.
 - Council worked with WetlandCare Australia and a Cudgen farmer on a revegetation and weed control project to prevent the loss of topsoil from the plateau to Cudgen Creek during heavy rain. This project helped protect wetland and riparian environments in the Cudgen Lake catchment, while retaining valuable soil for the farming community on Cudgen Plateau.

Achievements overview

Overall success

Council's overall progress in delivering projects and services for two years of the 2011/2015 Delivery Program



2011/2021 Community Strategic Plan community indicators

Civic Leadership

Indicator	2011/2012	2012/2013	
Overall community satisfaction with Council's service delivery	1.8	1.02	Overall community satisfaction with Council service delivery has been calculated on the number of formal complaints received over a financial year, per 10,000 of population. Tweed Shire's population as at 30 June 2012 is estimated at 85,105.
Estimated population growth	1.7%	1.7%	The 25-year estimated population growth target is 1.4%, (Tweed Urban and Employment Land Release Strategy, page 24). The estimated population growth for 2006 to 2011 was 1.7% (Catalogue 3218.0 Regional Growth Australia released 30 March 2012, Australia Bureau of Statistics).

2011/2021 Community Strategic Plan community indicators

Supporting Community Life

Indicator	2011/2012	2012/2013	
Increase community satisfaction with Council services and facilities	3.23%	4%	The total number of appreciations received from the community, divided by the total number of complaints over the same period.
Life expectancy for females born in 2010	84.1	84.1	National statistic
Life expectancy for males born in 2010 (national figure)	79.6	79.6	National statistic
Age diversity: proportion of Tweed residents aged over 65	23%	23%	NSW average is 14.7%.
Age diversity: proportion of Tweed residents aged under 25	28%	28%	NSW average is 32.2%
Unemployment rate	5.8%	5.7%	Unemployed persons are defined as all persons aged 15 years or over who were: <ul style="list-style-type: none"> not employed during the reference week had either actively looked for full-time or part-time work at any time in the four weeks leading up to the end of the reference week were available for work in the reference week or were waiting to start a new job within four weeks from the end of the reference week could have started in the reference week if a job had been available then Source: 'http://economy.id.com.au/'
Average weekly earnings	\$1047	\$1047	Australian Bureau of Statistics 2011 Census demographic statistics
Housing affordability: weekly rent	-1.4%	-4.3%	Annual percentage change
Housing affordability: sale price	-6.9%	-4.3%	Housing NSW Rent and Sales Report March 2013
Public transport usage	10	10	Number of trips per person per annum based on 2011/2012 Surfside Buslines passenger trips, divided by the estimated population of Tweed Shire.
Level of graffiti vandalism to Council assets	36	38	Number of incidents reported
Best practice compliance for water and wastewater	100%	100%	NSW Office of Water, Best Practice Management of Water Supply and Sewerage Guidelines.
Level of volunteering	7100	14,938	110.2% increase in volunteering was due to referrals to find volunteering places for unemployed people.

2011/2021 Community Strategic Plan community indicators

Strengthening the Economy

Indicator	2011/2012	2012/2013	
Gross local product	\$2525 million	\$2684 million	The Headline Gross Regional Product is the sum of Industry Gross Product and Ownership of Dwellings. The Industry Gross Product is the sum of the industry value-add for each industry in the area. Value-add is the value of sales generated by each industry, less the cost of inputs. Ownership of Dwellings includes the value of all rents collected in the area (based on ABS State Accounts and apportioned over regions by the distribution of rents preset at the past Census), plus a value for 'imputed rent' based on owner-occupiers. Rent estimates are based on the location of the dwellings, not the landlord, and uses Real Estate Institute data to estimate dwelling value. Source: ' http://economy.id.com.au/ '
Worker productivity	\$69,695	\$70,954	Headline Gross Regional Product divided by the number of employed people. Source: ' http://economy.id.com.au/ '.
Building approvals	\$115,620,000	\$133,364,000	Total value of approved buildings, including all approved residential buildings valued at \$10,000 or more and all approved non-residential buildings valued at \$50,000 or more. The value of building work excludes the value of land and landscaping but includes site preparation costs. Residential approvals includes alterations and additions to existing dwellings, as well as new buildings. Source: ' http://economy.id.com.au/ '
Labour force	38,550	37,827	The total number of people who are willing and able to work. It includes everyone who is working or actively looking for work. Source: ' http://economy.id.com.au/ '
Qualifications (vocational and tertiary)	22,782	28,082	The number of people with a qualification above a high school certificate, counted in the 2011 Census, including a bachelor degree, higher degree, advanced diploma, diploma or vocational qualifications. Source: ' http://economy.id.com.au/ '
Unemployment rate	5.8%	5.7%	Unemployed persons are defined as all persons aged 15 years or over who were: <ul style="list-style-type: none"> not employed during the reference week had either actively looked for full-time or part-time work at any time in the four weeks leading up to the end of the reference week, were available for work in the reference week or were waiting to start a new job within four weeks from the end of the reference week, could have started in the reference week if a job had been available then. Source: ' http://economy.id.com.au/ '

2011/2021 Community Strategic Plan community indicators

Strengthening the Economy

Indicator	2011/2012	2012/2013	
Employment containment (Tweed workers working within Tweed Shire)	80%	79.8%	The proportion of employed Tweed residents who work within Tweed Shire.
Number of registered businesses	6880	6880	The number of businesses listed on the Australian Business Register and actively registered for GST. Source: 'http://economy.id.com.au/'
Number of employees per registered business	6	5.6	The number of employed persons divided by the number of registered businesses. Source: 'http://economy.id.com.au/'

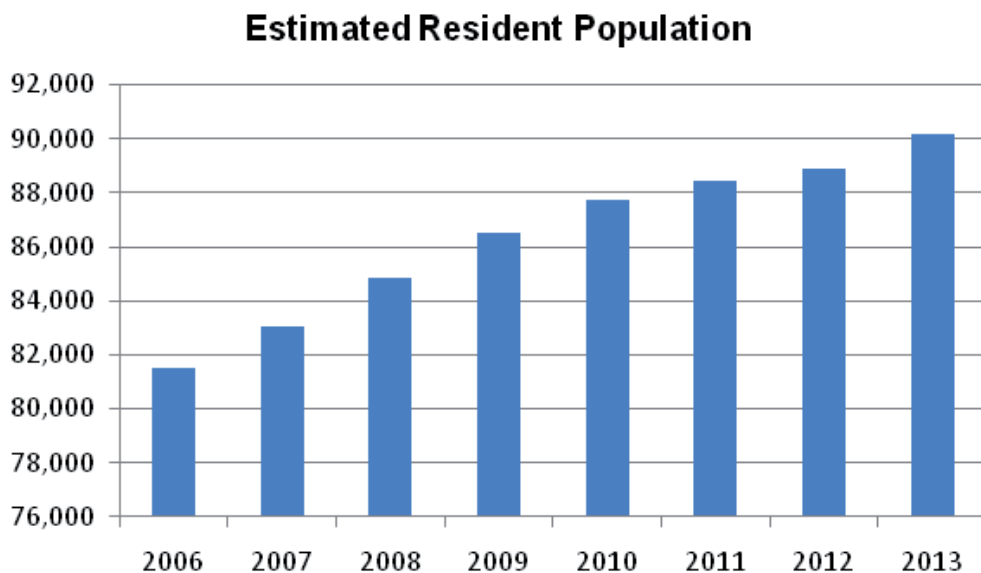
Caring for the Environment

Indicator	2011/2012	2012/2013	
Health of bushland	10,000	10,000	Number of hours that professional bush regenerators are contracted to work on restoring public bushland
Waste diverted from landfill	33,950	20,804	Tonnes of waste diverted from Stotts Creek Landfill, including green waste and recyclables.
Water quality monitoring programs	6	6	Total number of water quality monitoring programs undertaken by Council in Tweed waterways.
Energy consumption	18,982	18,982	Total megawatt hours of electricity consumed by Tweed Shire Council facilities (compiled by Planet Footprint)
Water consumption	8834	9317	Total megalitres of water extracted from the Tweed River and Oxley River for Tweed Shire water supply
Renewable energy generated	3973	2074.2	Megawatt hours of renewable energy generated at Stotts Creek Resource Recovery Centre methane extraction plant
Area of bushland under active management	132	132	Area of public bushland for which a site management plan has been developed.
Number of threatened species	214	214	Number of species in the State and Federal threatened species list.

State of the Environment summary

This summary highlights the current state or pressures on environmental health in Tweed Shire.

Estimated resident population



Population increases and economic growth leads to increased demand for electricity and other energy sources and, therefore, more greenhouse gas emissions.

Vehicle ownership

Indicator:	2006	2011	2013
Residents / Licenses / Vehicles			
Shire population	82,955	88,437	88,437*
Vehicle registrations	53,594	61,464	63,995
Registrations per shire resident	0.65	0.70	0.72
Licensed drivers and riders	53,342	59,276	61,039
Licenses per resident	0.64	0.67	0.69
Vehicles per license	1	1.04	1.05
*Estimate based on 2012 figures			

Sources: Population data Australian Bureau of Statistics Census Data, Registrations and Licenses NSW RMS

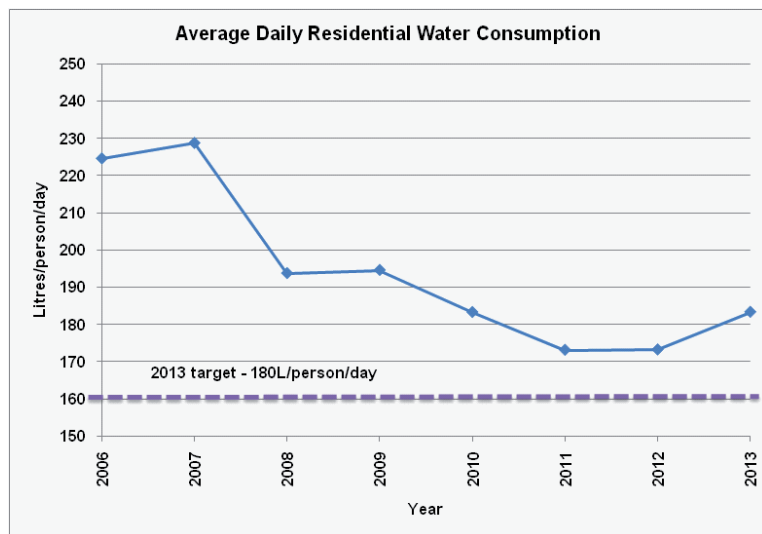
A dependence on vehicle-based transport causes many adverse pressures on the natural environment including:

- significant sources of vehicle-related greenhouse gas emissions
- stormwater discharges and associated pollution of local waterways from roads
- increases in wildlife injuries and road kills
- increased potential for weed dispersal and habitat modification along roadsides
- reduced size, function and connectivity of natural ecosystems

Council's investment in walking, cycling and public transport infrastructure will be important tools in managing road congestion in urban centres.

State of the Environment summary

Residential water consumption



In 2012/13, Tweed Shire residents used an average of 183.3 litres per person per day, just over Council's current target of 180 litres per person per day by the end of 2013.

The trend in lower residential water use is a good sign of a growing awareness in the community about using water efficiently and sustainably.

Future demand management programs, such as the development and promotion of a water efficient garden policy, should contribute to further reductions in residential water use in future. In future, Council will be focusing on:

- reducing the amount of unaccounted for water
- rainwater tank policy for non-residential water users
- development of irrigation guidelines
- permanent water saving measures
- investigation of rebates for rainwater tanks

Building approvals

Tweed Shire	Number			Annual change		
	Houses	Other	Total	Houses	Other	Total
Year (ending June 30)						
2012-13	236	32	268	+77	-53	+24
2011-12	159	85	244	-82	+45	-37
2010-11	241	40	281	-85	-59	-144
2009-10	326	99	425	+78	+26	+104
2008-09	248	73	321	-152	-271	-423
2007-08	400	344	744	-1	+41	+40
2006-07	401	303	704			

Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented in profile.id by .id the population experts

Residential building activity depends on many factors that vary with the state of the economy including interest rates, availability of mortgage funds, government spending and business investment. The number of building approvals can fluctuate substantially from year to year simply as a result of the short-term nature of many construction projects, the cyclical nature of the building industry or in response to large financial changes or shocks, such as the Global Financial Crisis of 2008/09.

Some of the environmental pressures associated with the built environment include:

- increase in the shire's urban footprint and an associated reduction in the size, function and connectivity of natural ecosystems
- demands on the water supply catchment
- waste management
- end-point greenhouse gas emissions (e.g. transport and electricity)
- diffuse source waterways pollution (e.g. stormwater)
- point source waterways pollution (e.g. waste water)

Council's land use planning formulates strategies to conserve and restore the Tweed's environmental qualities, facilitate the orderly and economic development of land and enhance the population's wellbeing.

State of the Environment summary

Waterway health



Maps of the 29 sites within the main arm of the Tweed and Rous River and the Cobaki and Terranora Broadwater systems. Source: Tweed River Estuary Monitoring Program (2007 - 2011)

Analysis of data from 29 sites within the main arm of the Tweed and Rous River and the Cobaki and Terranora Broadwater systems found that at times and in various locations, the Tweed Estuary exhibits signs of poor water quality and ecological health, including:

- high nutrients
- phytoplankton blooms
- poor water clarity
- low levels of dissolved oxygen

Some periods of poor compliance relate to natural phenomena, for example floods, where even pristine waterways would 'fail' some targets for ambient

water quality. However, water quality in the mid to upper Tweed Estuary and within the Cobaki and Terranora Broadwaters and their tributaries did not comply with ANZECC guidelines for the maintenance of aquatic ecosystems for a significant amount of the time during sampling.

The extent to which water quality targets have been exceeded in the Tweed reflects a genuine problem.

The ability of the estuary to support a diverse and abundant array of aquatic life is restricted to the lower reaches where water quality and habitat is better than the middle to upper reaches of the estuary and broadwaters.

The broadwaters and mid reaches of the river provide some of the river's most extensive and valuable mangrove wetlands. This habitat is in good condition and therefore offsets, to some degree, the detrimental impact of poor water quality on overall ecosystem health.

However, in parts of the upper estuary, both riparian habitat condition and water quality are poor.

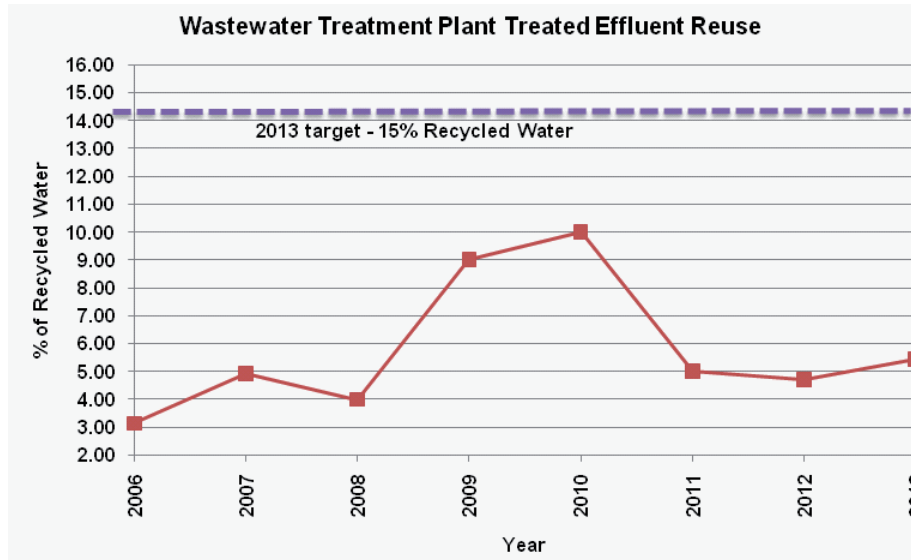
Council response

In response, Council has put in place a range of programs including:

- restricting cattle access to waterways and decreasing direct fouling of streams with manure
- revegetating riparian areas to reduce creek bank erosion, filter contaminants from runoff, shade waterways and increase extent and connectivity of riparian habitat
- urban stormwater quality improvement in existing urban areas
- decrease loss of top soil and fertiliser by improving agricultural practice
- Decrease the release of Acid Sulfate Soil runoff by modifying flood plain drainage
- minimise soil erosion and sediment pollution of waterways during sub-division and dwelling construction phase by ensuring strict compliance with regulations
- reducing nutrient concentrations in effluent released from Councils waste water treatment plants and reusing as much treated effluent as possible

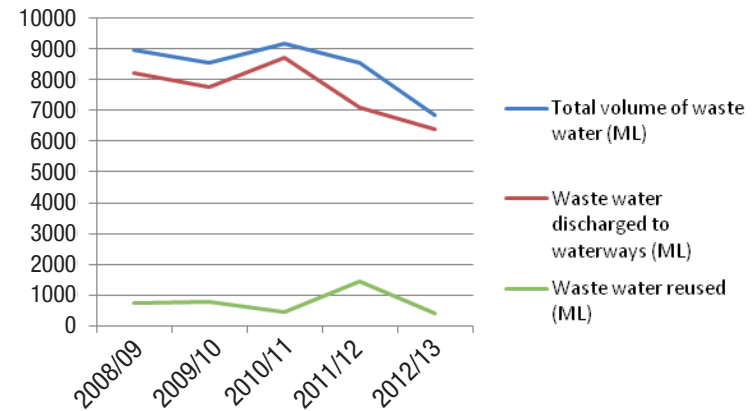
State of the Environment summary

Wastewater management



In 2012/13, 5.4 per cent of wastewater was recycled. There has been a significant reduction in effluent reuse since 2010 due to a lower than expected use of recycled water by the co-generation plant at Condong Sugar Mill.

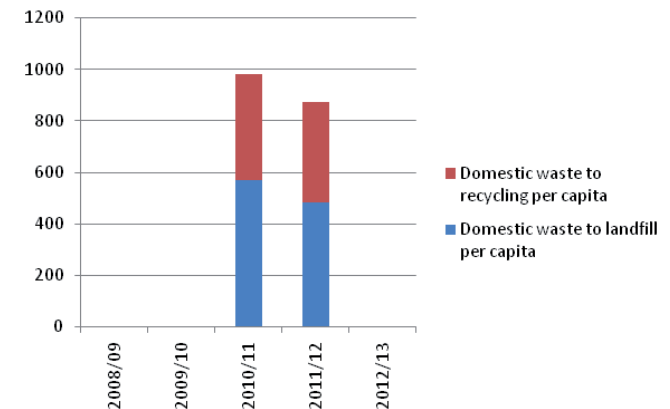
Council has a number of recycled water projects at various stages of development and it is expected this figure will increase again as new reuse projects, such as Les Burger Field, come on line. New opportunities for effluent reuse are being investigated on an ongoing basis, in accordance with stringent NSW State Government guidelines.



On-Site Sewage Management Systems

On-Site Sewage Management Systems (OSSMS)	No. of new OSSMS built	Total No. of OSSMS (approx)	No. of approvals to operate issued	No. of site inspections carried out	No. of improvement notices issued
2008/09	136	6808	550	589	400
2009/10	60	6850	542	650	440
2010/11	85	6905	415	520	385
2011/12	86	7021	275	480	176
2012/13	87	7023	430	670	400

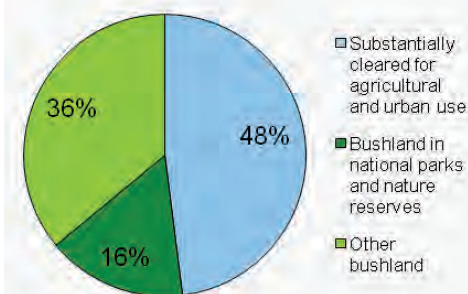
Waste per Capita



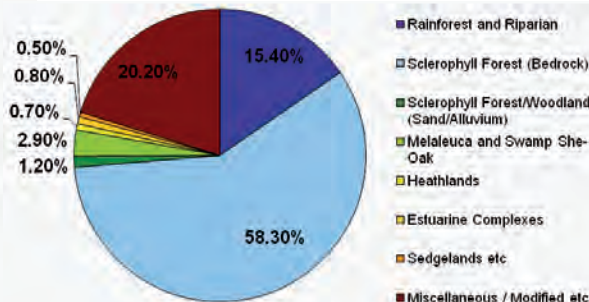
State of the Environment summary

Bushland

Bushland cover in Tweed Shire



Bushland communities in Tweed Shire



Tweed's habitat area is in fair condition, mainly confined to national parks. Habitat on private land has poorer habitat connectivity. Tweed Shire Council has a number of local plans and projects which manage biodiversity, including the Tweed Vegetation Management Strategy, Koala Plan of Management, River Health Grants, Roadside Vegetation Management Plan and recovery of threatened species in priority implementation areas.

Climate Change Pressure Indicators

Indicator: Residential Energy Consumption	1983/84	1993/94	2003/04	2011/12
Annual per capita energy use (Gigajoules)	17.7*	19.3*	20.9*	30.3

*Per capita use in Australia. Source: ABS 2004

Energy use data collected for the 2011/12 Northern Rivers Regional State of the Environment Report shows Tweed Shire residents consumed energy consistent with the regional average. Council assists residents to improve their energy efficiency and reduce energy use through:

- information and guidance to enable detailed site analysis when new houses are designed and submitted to Council for development assessment
- energy awareness workshops and events with schools, industry experts and the community as a whole
- promotion of state and federal government energy efficiency schemes for homes and businesses.

Acid Sulfate Soils

Indicator: Acid Sulfate Soils

Cudgen Creek	799 Ha
• Dulguigan	681 Ha
• McLeods Creek – Main Trust Canal	2137 Ha

Acid sulfate soil run-off is a key pressure on waterway health. The University of NSW - in conjunction with the NSW Canegrowers Association, NSW Sugar Mill Cooperative and Council - is working with landholders in the Blacks Drain, Christies Creek and Reserve Creek catchments to mitigate acid sulfate soil impacts, following on from the success of a previous Australian Research Council research project. A long-term monitoring program (pre and post remediation) will quantify the benefit of on-ground remediation works.

Council has actively remediated more than 4300 hectares of acid sulfate soils and 120 hectares of associated wetlands. Seventy-two drains totaling a length of 82km have also been remediated.

Direct Emissions from Fuel and Electricity Use (t CO ₂ -e)	2010/2011	2011/2012	2012/2013
Tweed Shire Council	19583	23610	24355

Source: Planet Footprint

Council use of electricity has been steadily increasing since 2010 but fuel consumption has decreased by 8 per cent. Council asset managers are using energy demand analysis and energy audits to find ways of improving energy efficiency and reducing power use across Council facilities.

June 2006 Ministerial Approved Rate Variation: Year 7 Report

Outcomes and expenditure report for year seven of a seven-year variation to general income to fund the projects and activities identified in the Seven Year Infrastructure and Services Plan.

- total funds available from year seven of the variation were \$31,432,297
- total expenditure on year seven projects was \$16,096,035
- surplus funds to carry forward total \$15,336,262

Projects		Projects	
Community and Natural Resources	\$3,398,666	Engineering and Operations	\$6,753,715
Administrative assistant (Community)	\$57,144	Surf Life Saving Patrols	\$3,574
Community Centre Murwillumbah	\$1,307,841	Surf Life Saving Strategy 2020	\$474
Youth Activities Program	\$856	Park asset maintenance	\$114,608
Improved Services for Shire Youth	\$106,060	Parks Asset Renewal	\$57,764
Aboriginal Community Development	\$10,706	Lot 500 bushland	\$143,907
Coastline Management Plan Implementation	\$291,826	Jack Evans Boatharbour	\$2,221
Waterways Asset Replacement	\$11,372	Stormwater drainage rehabilitation	\$194,060
Murwillumbah Auditorium refurbishment	\$433	Gravel Resheeting of Unsealed Roads	\$368,086
Community Buildings Maintenance	\$83,035	Sealed road resurfacing	\$505,002
Vegetation Management Strategy	\$291,774	Sealed road rehabilitation	\$470,799
Duranbah Beach Plan of Management	\$42,516	Kerb & gutter rehabilitation	\$37,241
TRRM Murwillumbah	\$936,492	Footpaths rehabilitation	\$129,729
Tweed Coast Estuaries Management Plan 04	\$167,297	Sportsgrounds capital works (local)	\$127,693
Pottsville Wetlands	\$31,022	West Kingscliff Drain - Gales/Bowling Club	\$3,353,326
Koala Connections	\$60,292	Sport Development Officer	\$453

June 2006 Ministerial Approved Rate Variation: Year 7 Report

Projects		Projects	
Sportsfield capital works Jim Devine Clubhouse	\$266,433	Planning and Regulation Services	\$681,221
Hastings Point Park Upgrade	\$266,232	Rural Lands Strategy	\$23,010
Newell Park	\$43,127	Environmental Health Compliance - Caravan	\$74,619
St Joseph's Amenity Construction	\$238,024	Emergency Management Plan Implementation	\$19,722
Faulks Park	\$26,962	Building Compliance Officer	\$83,691
Merve Edwards Field Shelters & Fencing	\$13,754	H&B Surveyor	\$120,930
Budd Park Stage 2	\$30,301	Environmental Health Compliance - Food Inspections	\$113,565
Fingal Road	\$287,218	Urban Design Planner	\$114,459
Coastline cycleway	\$72,727	Administrative assistant (Building)	\$54,047
		Extension Officers - Urban Design	\$77,178
General Manager	\$303,273		
Economic Development - Internal	\$20,000	Technology and Corporate Services	\$49,505
Tourism & Economic Development - Contract	\$207,024	Internal audit/Systems accounting	\$49,505
Closed Circuit Television	\$25,815		
Corporate Planning Unit	\$41,629	Total projects	\$11,186,380
Saleyards upgrade	\$55	Loan repayments	\$4,416,380
World Heritage Rainforest Centre	\$8,750	Recurring costs	\$493,275
		Grand total	\$16,096,035

Summary of Legal Proceedings

Legal costs for the 2012/2013 financial year totalled \$400,853.

Description of Matter	Costs	Comments
Class 4 Appeal – DA08/0966, Upper Crystal Creek Road Crystal Creek.	\$988	Original matter in favour of Council. Supreme Court appeal dismissed. Security cost of \$7,106.53 received. Full cost recovery ongoing.
Voluntary planning agreement - Altitude Aspire (Area E).	\$17,423	Matter of voluntary planning agreement - Altitude Aspire (Area E). Review of agreement ongoing.
Class 1 Appeal - DA10/0860 & DA10/0801, 73 Sandy Lane, Cobaki Lakes	\$64,947	Hearing held March 2013 and mediation in April 2013. Matters ongoing.
Administrative Decisions Tribunal hearing - Leda Developments.	\$5,534	Administrative Decisions Tribunal decision on papers. Matter ongoing.
Proposed Class 4 Appeal, Unauthorised building work, 4 Wharf Street, Tweed Heads.	\$954	Matter ongoing.
Advice: Hacienda and Homestead Caravan Parks, Chinderah Bay Road.	\$5,100	Advice received and notification sent to caravan park owners. Council considering position on further action.
Class 1 Appeal - dissatisfied with the determination of a consent authority - Kingscliff Police Station	\$25,015	Matter finalised. Council ordered to pay agreed costs of \$15,000.
Advice: Re dwelling entitlements, undersize lots and operation of clause 57 of Tweed Local Environmental Plan 2000.	\$12,042	Matter finalised.
Class 1 Appeal - refusal of Optus Tower, 37 Boxhill Road, Limpinwood.	\$1,052	Matter finalised.
General advice.	\$5,884	Completed.
Advice: Re unauthorised earthworks.	\$113,295	Completed.
Class 1 Appeal - DA10/0516, Jabiru Drive, Cobaki Lakes.	\$806	Matter discontinued August 2012.
Class 4 Action - removal of building works and unauthorised use of property Cudgen Road, Cudgen.	\$9,166	Matter finalised. Costs of \$100,000 awarded to Council.
Appeal; Re dangerous dog declaration.	\$1,320	Matter finalised. Costs of \$330 awarded to Council.

Summary of Legal Proceedings

Description of Matter	Costs	Comments
Appeal; Re dangerous dog infringement notice.	\$289	Matter finalised.
Statement of Claim - DA04/1028- 207, Farrants Hill Road.	\$7,625	Matter finalised, costs of \$50,818 awarded to Council.
Appeal: Re infringement notice noncompliance with notice to register animal.	\$3,677	Matter finalised.
Appeal: Re Oakvale Capital	\$30,324	Matter ongoing.
Matter: Re Viavattene	\$31,676	Matter ongoing.
Advice: Re DA11/0055	\$648	Matter ongoing.
Class 1 Appeal Noble Lakes	\$51,325	Matter ongoing.
General advice administrative	\$2,610	Matter ongoing.
General advice	\$18,769	Engagement finalised.
Advice: Re development of Twin Towns	\$2,147	Matter finalised.
Advice: Re retaining wall at Boyle Avenue Banora Point	\$1,190	Matter finalised.
Appeal; Re Smith	\$8,285	Ongoing Matter



Councillor Fees and Expenses

Payments of Mayoral and Councillors expenses were in accordance with the Tweed Shire Council Policy: 'Councillors – Payment of Expenses and Provision of Facilities for Mayor and Councillors'.

Fees	Expense
Councillor and Mayoral fees	\$154,381
Mayoral vehicle	\$14,863
Councillor policy provisions and expenses	\$50,363
Administration support	\$74,092
Insurance	\$49,149
Reportable Items:	
• Provisions for dedicated office equipment.	\$5131
• Telephone and internet.	\$6589
Conferences and seminars attended.	
• Intrastate Training attended.	\$14,907
• Interstate visits representing Council.	\$0
• Overseas visits representing Council.	\$0
• Spouse expenses.	\$0
• Child care expenses.	\$0
Total expenses.	\$369,374

Conferences and seminars attended:

NSW conferences and seminars attended:	
Training - Financial issues in Local Government	Lismore
North Coast Energy Forum 2013	Lismore
National Koala Conference 2013	Port Macquarie
NSW Coastal Conference 2012	Kiama
Local Government NSW Leaders Forum - Future Direction of NSW Local Government	Sydney
Division of Local Government Mayors Meeting	Sydney
Councillor Workshop - Effective Chair in Local Government	Sydney
Australian Local Government Women's Association	Ettalong Beach
Interstate conferences and seminars attended:	
2013 National General Assembly of Local Government	Canberra
Sixth Making Cities Liveable Conference	Melbourne

Senior Staff Remuneration

Tweed Shire Council employed a General Manager and four Senior Staff positions to 30 June 2013.

General Manager

General Manager - David Keenan (1/7/12 - 22/3/13)	
Total package	\$208,890
• Salary	\$181,948
• Bonus payments	0
• Superannuation	\$12,298
• Motor vehicle (non cash)	\$8152
• FBT	\$6492

Acting General Manager – Troy Green (23/3/13 - 30/6/13)	
Total package	\$63,131
• Salary	\$55,261
• Bonus payments	0
• Superannuation	\$4117
• Motor vehicle (non cash)	\$2629
• FBT	\$1124

Senior Staff

- Director Engineering and Operations.
- Director Community and Natural Resources.
- Director Planning and Regulation.
- Director Technology and Corporate Services.

Total Senior Staff packages	
Total package	\$820,043
• Salary	\$690,181
• Bonus payments	\$0
• Superannuation	\$78,157
• Motor vehicle (non cash)	\$34,163
• FBT	\$17,542

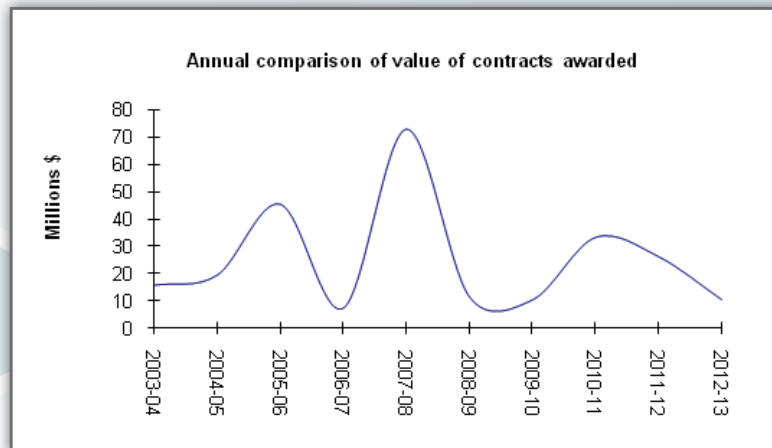
Details of Contracts Awarded by Council

Council awarded 18 contracts exceeding \$150,000 during 2012/2013, totalling \$10,641,336.

Contract	Nature of contract	Supplier Name	Date	Value
EC2012-115	Concrete cycleway and composite fibre boardwalk, Kennedy Drive	Scape Shapes Landscaping Pty Ltd, 21 Jay Gee Court, Nerang QLD 4211	18/7/2012	\$493,296.32
EC2012-112	Supply and commissioning of a human cremation furnace	Major Furnaces Australia Pty Ltd	21/8/2012	\$203,493.90
EC2012-211	Wharf Street pavement rehabilitation	Boral Resources (QLD) Pty Ltd, Lot 1 Bermuda Street, West Burleigh QLD 4219	5/10/2012	\$185,616.63
EC2012-231	Supply of one 27,500Kg GVM heavy commercial 8x4 truck chassis and build and supply of one (1) tilt tray slide back and crane unit	K & J Trucks Lot 1 Pacific Highway Boambee NSW 2450	1/12/2012	\$364,211.00
EC2012-238	Supply, delivery and installation of inductively coupled plasma - mass spectrophotometer instrument	Perkin Elmer Level 1 555 Gympie Road, Lawnton QLD 4501	31/1/2013	\$198,800.00
EC2012-250	Supply of one 4WD tractor and dual mower combination	Noel Graham Farm Machinery	30/1/2013	\$176,770.00
EC2011-211B	Design and construction of Jim Devine Clubhouse (1st Floor)	Haighs Constructions PO Box 78, Murwillumbah NSW, 2484	29/1/2013	\$249,735.45
EC2012-273	Proposed extension of Murwillumbah Museum	Ware Building Pty Ltd 20/60 Manning Street Tuncurry NSW 2484	19/2/2013	\$1,586,830.00
EC2012-251	Margaret Olley extension of Tweed Regional Art Gallery	Alder Constructions Pty Ltd PO Box 1136 , Paradise Point QLD 4216	14/2/2013	\$2,477,410.90
EC2013-013	Supply and construction of two dn200 ductile iron cement lined water mains at Murwillumbah	Jag Civil & Drainage Pty Ltd 14/30 Mudgeeraba Road, Mudgeeraba QLD 4213	22/3/2013	\$445,454.55
EC2013-057	Supply and laying of asphalt road resurfacings	Fulton Hogan Industries Pty Ltd PO Box 517 Burleigh Heads QLD 4220	28/3/2013	\$773,438.25
EC2013-016	Rehabilitation of sewer mains	Interflow Pty Ltd Unit 2, 8-10 Skyreach Street Caboolture QLD 4510	18/4/2013	\$446,581.29
EC2013-019	Supply of one 27,500kg GVM heavy commercial truck chassis and build and supply of one tilt-tray slide back and crane	Murwillumbah Truck Centre 250 Tweed Valley Way, Murwillumbah NSW 2484	16/5/2013	\$335,362.00

Details of Contracts Awarded by Council

Contract	Nature of contract	Supplier Name	Date	Value
EC2013-084	Concrete works at Fraser and Leisure Drive intersection	Skeen Constructions Pty Ltd Unit 17/25 Ourimbah Road, Tweed Heads NSW 2485	16/5/2013	\$173,207.27
EC2013-021	Supply of one 24,000kg GVM heavy commercial truck chasses and building and supply of one 10 cubic metre tipping body	Gold Coast Isuzu and Vince McNamara Engineering	16/5/2013	\$186,851.00
EC2013-077	Budd Park Murwillumbah landscape upgrade	Greenwood Landscape Management PO Box 833 Currumbin QLD 4223	16/5/2013	\$140,490.59
EC2013-064	Provision of surf life saving services 2013-2017	Australian Lifeguard Service 3 Narabang Way Belrose NSW 2085	16/5/2013	\$2,010,276.94
EC2013-034	Bray Park Water Treatment Plant - design, supply, installation, testing and commissioning of a potassium permanganate dosing system	Liquitek Pty Ltd Unit 1, 35 Foundry Road Seven Hills NSW 2147	17/5/2013	\$193,510.00



Summary of Works on Private Lands

Tweed Shire Council resolved to subsidise, under Section 67 of the Local Government Act 1993 (NSW), the River Health Grants program for the year ending 30 June 2013.

Council subsidised \$200,713 in materials and works to private landowners as part of the River Health Grants program for:

- Bush regeneration (revegetation and weed control): 6980m
- Erosion control (earthworks and revegetation): 470m
- Length of waterways protected by restricting cattle access (fencing and/or watering infrastructure and/or cattle yards): 5750m

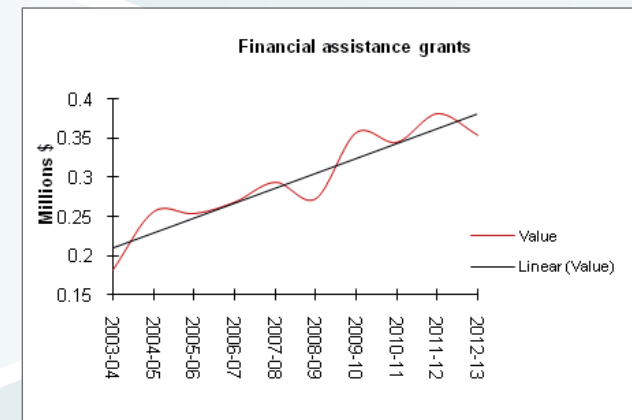
Private landowners at 40 locations received subsidies to undertake riparian rehabilitation works, to manage stream banks and protect the integrity of Tweed Shire's raw water supply.

A total of 13.2km of waterways in the Tweed is under river health grant management.

Financial assistance contributions to the community

Council resolved to contribute \$353,605 in financial assistance to the community, under section 356 of the Local Government Act 1993 (NSW).

Assistance	Value
Financial assistance	\$305,883
Goods and or materials	\$947
Provision of labour and or plant and equipment	\$13,959
Rates	\$20,513
Tweed Link advertising	\$6527
Room hire	\$5776
	\$353,605



External Bodies Delegated Functions by Tweed Shire Council

External Body	Function
Far North Coast County Council	Weed control.
Lismore City Council - Richmond Tweed Regional Library	Library services.
Destination Tweed	Tourism and economic development in the Tweed.
Land care and dune care groups	Land care and weed control.

Written-Off Rates and Charges Council

Tweed Shire Council has written-off rates and charges to the value of \$3,441,326 for the year ending 30 June 2013.

Rate Classification	Items Written Off	Total
Pensioner Rates	Farmland	\$31,190
	Residential	\$1,648,910
Water and Sewerage rates	Pensioner Water Rates	\$568,922
	Pensioner Sewerage Charges	\$650,683
	Burringbar	\$3048
Pensioner Waste Charges	Service	\$288,595
	Administration	\$84,990
	Landfill	\$55,264
Water usage	Water usage	\$109,725
Total		\$3,441,326

Overseas travel

Tweed Shire Council did not have any staff travel overseas to represent Council.

Statement of Companies Which Council Held a Controlling Interest

Tweed Shire Council did not hold a controlling interest in a private company for the year ending 30 June 2013.

Annual Levy for Stormwater Management Services

Council did not introduce an annual levy for stormwater management for the year ending June 2012.

Annual Charge for Coastal Protection Services

Council did not introduce an annual charge for coastal protection services for the year ending June 2012.

Statement of Partnerships, Cooperative or Other Joint Venture

Organisation	Purpose
Statewide Mutual	A self insurance pool covering public liability and professional indemnity insurance. The scheme consists of most Councils throughout NSW and was established by the Local Government and Shire Association to reduce insurance costs to members.
State Cover	Self insurance pool covering workers compensation. The scheme, established by the Local Government and Shire Association, consists of most Councils throughout NSW.
State Forests of NSW	Joint venture forestry plantation located on a Byrill Creek property.
North East Weight Load Group (NEWLOG)	A joint venture with other North Coast councils 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 Tweed Shire. In certain cases, Council contributes funding to the NRCMA to be allocated to the on-ground component of riparian rehabilitation projects under the authority's management. The NRCMA has funded planning components of projects subsequently delivered on-ground by Council.
World Environment Day	A partnership between Council and the Caldera Environment Centre. The annual festival highlights local environmental issues and promotes community involvement in addressing these issues.
Community Development and Support Expenditure (CDSE) scheme	A partnership between the Tweed clubs to deliver funds to cultural and social organisations for the benefit of Tweed residents.
Tweed Coolangatta Crime Prevention Action Team	A partnership between Tweed Shire Council, Gold Coast City Council and other State and Non-Government Organisations (NGO) to advise on crime prevention.
Arts Northern Rivers	A partnership between Tweed Shire Council, Byron Shire, Ballina Shire, Clarence Valley Council, Kyogle Shire and Lismore City Council to deliver regional cooperative ventures and cultural services.
MyRoadInfo	Council is a member of the Northern Rivers Regional Organisation of Councils, which has partnered with the Roads and Maritime Services to provide a website of road conditions
Horizon Housing Solutions Ltd	An affordable housing project to provide infrastructure and 52 dwellings - including two, three and four-bedroom homes. Thirty dwellings will be sold through affordable housing initiatives

Equal Employment Opportunity

Council is committed to the principles of equal employment opportunity, by developing systems and processes that eliminates all forms of discrimination, harassment, bullying and vilification in the workplace.

Council is committed to providing a supporting and inclusive workplace that enables all workers to pursue careers, regardless of gender, race, disability or other factors.

Council's Equal Employment Opportunity Management Plan is implemented by an Equal Employment Opportunity Sub-Committee. In addition, nine elected staff work as Equal Employment Contact Officers to support the workplace to eradicate all forms of work place discrimination.

Council is addressing imbalances in a predominantly male workforce through the development of a Workforce

Diversity Strategy, in consultation with government groups, education institutions and internal policy arrangements.

The strategy will promote equal employment management for women, members of racial minorities and persons with disability.

Delivery Program Reference	Key Performance Measure	Target	Achieved 2011/12	Achieved 2012/13	Delivery Program Reference	Key Performance Measure	Target	Achieved 2011/12	Achieved 2012/13
1.3.1.30.4	Review position descriptions for all vacancies to remove artificial employment barriers before advertising: <ul style="list-style-type: none"> Job vacancies reviewed Percentage of position descriptions modified 	100%	100%	100%	1.3.1.32.4	Implement changes required under National Harmonisation Legislation and in accordance with statutory timeframes	100%	100%	Project completed
1.3.1.31.1	Review Sick Leave Protocol to achieve employment best practice and enhance risk management	100%	100%	Project completed	1.3.1.33.1	Develop and implement modular supervisor development program: <ul style="list-style-type: none"> Number of modules developed Percentage of existing supervisors 	6	5	6
1.3.1.31.2	Review recruitment protocols to remove artificial barriers to appointment	100%	100%	Project completed	1.3.1.33.6	Implement appropriate Equal Employment Opportunity training: <ul style="list-style-type: none"> Percentage of annual training plan packages developed Percentage of staff trained 	100%	100%	100%
1.3.1.31.3	Apply recruitment and selection protocols consistently to all vacancies: <ul style="list-style-type: none"> Number of complaints received Number of appeals upheld 	0	4	0	1.3.1.34.1	Review strategies to better attract and retain staff: <ul style="list-style-type: none"> Vacancy advertising strategy reviewed Modified exit interview process in place Performance recognition program modified 	100%	100%	100%
1.3.1.31.4	Apply equal employment opportunities and grievance protocols consistently: <ul style="list-style-type: none"> Number of issues referred to an external body for determination Number of issues upheld by external body 	0	0	0				25%	100%
		0	0	0				5%	

Companion Animals Act and Regulations

Statement of activities:

- Council submitted all pound data returns to the Division of Local Government by the required lodgement date.
- 93 dog attacks were reported to the Division of Local Government for the year ending 30 June 2013.
- A total of \$92,840 was generated from the management of companion animals. Income received was used only for the management and control of companion animals in Council's regulatory area. Including:
 - managing and maintaining the impounding facility
 - purchasing and maintaining resources used by Council's Rangers (eg catch poles)
 - contribution towards wages paid to employees at the impounding facility

Council undertook companion animal education programs at:

- education talks to the public during micro-chipping field days
- educational information published in Council's weekly free newspaper, The Tweed Link, delivered to all Tweed residents

To promote and assist in the desexing of dogs and cats:

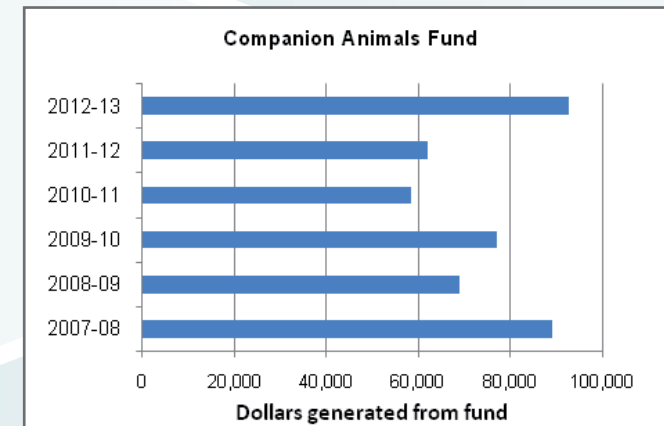
- all animals sold from the Tweed Shire Council Pound were desexed before release
- when animals are released back to their owners from the Council pound, the owners were given the opportunity to have the animal desexed at reduced rates
- Council conducted a de-sexing week with reduced fees for cat and dog de-sexing, in conjunction with the RSPCA and the Friends of the Pound volunteer organisation

To comply with requirements under section 64 of the Companion Animals Act and to seek alternatives to euthanasia for unclaimed animals:

- All animals that meet the criteria to be re-homed after behavioural assessment and veterinarian checks, were offered for sale to the public from the pound or re-homed through various animal welfare organisations, such as Friends of the Pound

Tweed Shire has 15 off-leash exercise areas:

South Kingscliff Beach.
Boyds Family Park, Tweed Heads West.
Public park, Frangella Drive, Murwillumbah.
Public park between 73-89 River Street, Murwillumbah.
South Cabarita Beach.
South Pottsville Beach.
South Fingal / Kingscliff Beach.
Corowa Park, corner of Chinderah Road and Terrance Street, Chinderah.
Turnock Park, Chinderah.
Riverbank reserve Old Ferry Road, Oxley Cove.
Reserve corner of Naponyah Road and Bilambil Road, Terranora.
Tree area at Arkinstall Park, Tweed Heads South.
Reserve corner of Darlington Drive and Amaroo Drive, Banora Point.
Reserve at Bushland Drive, Banora Point.
Ducat Park, Tweed Heads.



Privacy Management Plan statement

Council is committed to protecting the privacy of individuals and their personal information and has adopted a Privacy Management Plan version 1.3 in accordance with the Privacy and Personal Information Protection Act 1998 (NSW) and Health Records and Information Privacy Act 2002 (NSW).

The law requires Council to hold personal information in registers about Councillors and staff and personal information concerning ratepayers, residents and customers. Council may collect and hold personal health information of its employees.

Council is bound by legislation to protect personal information from misuse, unauthorised access and unlawful modification. Council's Privacy Contact Officer must ensure Council is compliant with privacy legislation.

The role of Council's Privacy Contact Officer is to ensure;

- Collection of personal information is;
 - only collected for the lawful need to carry out Council's functions,
 - directly from an individual or their agent or indirectly from a third party when legislation requires,
 - made known to the individual providing their personal information, and limited to only relevant information to avoid intrusion into a person's personal affairs.

- Inquiry about personal information is permitted by;
 - anyone to find out if Council holds their personal information,
 - anyone to get a copy of their personal information held and
 - anyone to amend their personal information to correct any errors.
- Council will use personal information;
 - only when the personal information is accurate and correct,
 - only for the purpose the personal information was collected or
 - only for another purpose if the individual for whom the information belongs consents to their personal information being used for another purpose.

Council will suppress personal information from public registers:

- on request of an individual in threat of their or their families personal safety.

Council will disclose personal information only;

- to the person to whom the information belongs or
- to another person only
 - to prevent or lessen a serious and imminent threat to life or health to the person to whom the information belongs,
 - when the personal information is held in a public register and the purpose for release is the same as the purpose of the register and
 - when the personal information is held in a non public register the information cannot generally be released unless strict legislative conditions are met.

Government Information (Public Access) Act 2009 NSW

1. Review of proactive release program - Clause 7(a)

Under Section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once a year.

During the financial year, Council reviewed its program for the proactive release of information, including the release of information in Council newsletters and its corporate website. It included a review of information currently on the website.

Council established a Customer Contact Centre to help the public obtain Council information. A Right to Information Officer also helps the public proactively obtain Council information.

Council will proactively release policy documents, general documents, guidelines, plans, reports and other documents upon adoption by Council.

2. Number of access applications received - Clause 7(b)

Council received seven formal access applications during the reporting period. Five formal applications were received in June 2013, with outcomes unknown at 30 June 2013.

3. Number of refused applications for Schedule 1 information - Clause 7(c)

Council did not refuse any formal access applications during the reporting period.

4. Statistical information about access applications - Clause 7(d) and Schedule 2

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 if information held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	2	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	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.

Government Information (Public Access) Act 2009 NSW

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 if information held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	2	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	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). The total number of decisions in Table B should be the same as Table A.

Table C: Invalid applications

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

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

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

	Number of times consideration used +
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

Government Information (Public Access) Act 2009 NSW

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

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	2
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	2

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

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	1	0	1
Total	2	0	2

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

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

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



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