



End of Term Report  
September 2012 – August 2016

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Cover Image: *Knox Park Playground - Murwillumbah, 2016.*





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## Council Statements and Values

### Vision Statement

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

### Mission Statement

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

### Value Statement

## What we value

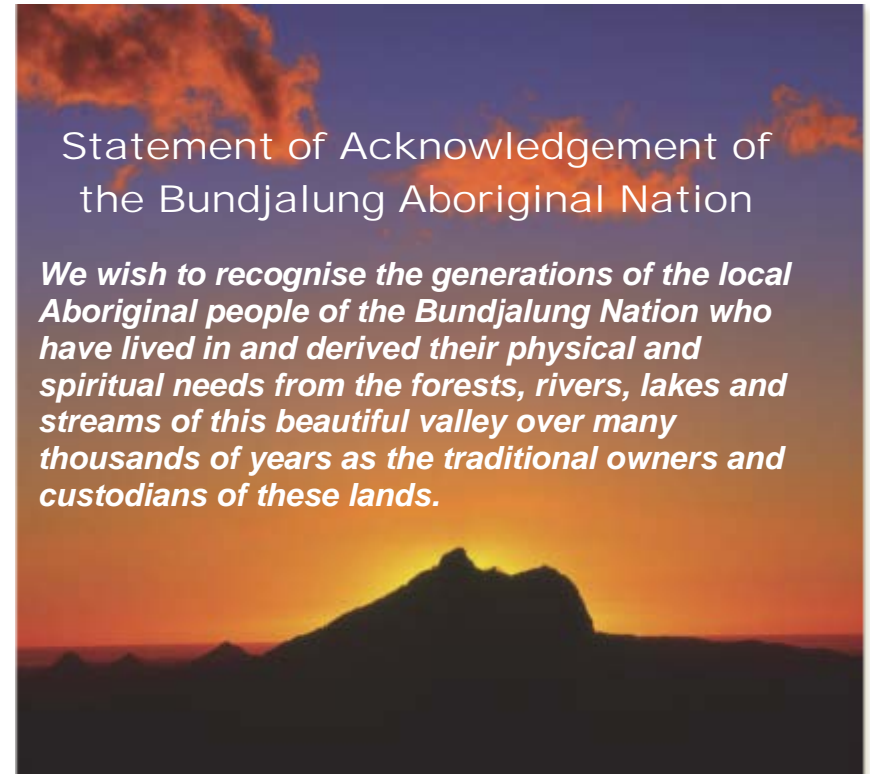
Living and loving the Tweed.

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

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

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

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



## The Elected Councillors (2012 to 2016)



**Left to right:** Councillor Carolyn Byrne, Councillor Gary Bagnall , Councillor Barry Longland, Councillor Phil Youngblutt, Councillor Warren Polglase, Councillor Michael Armstrong (resigned 1 July 2015), Councillor Katie Milne

YEAR	MAYOR	DEPUTY MAYOR
2012/2013	Councillor Barry Longland	Councillor Michael Armstrong
2013/2014	Councillor Barry Longland	Councillor Michael Armstrong
2014/2015	Councillor Gary Bagnall	Councillor Phil Youngblutt
2015/2016	Councillor Katie Milne	Councillor Gary Bagnall

**Note:** Councillor Michael Armstrong resigned as a Councillor from 1 July 2015

## Overview

### End-of-Term Report 2012/2016

To assess the accountability, implementation and effectiveness of Council's actions in achieving its long-term goals, each outgoing elected Council must prepare a report to the community, detailing achievements over its four-year term through the Community Strategic Plan.

The Integrated Planning and Reporting Framework introduced by the NSW Government and implemented by Council is designed to ensure local government operations and strategic planning are meeting the expectations of the community. This framework encourages councils to draw their various plans together, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.

This reporting framework requires Council to prepare:

- A 10-year Community Strategic Plan developed in consultation with the community, State Government agencies and other relevant stakeholders.
- A four-year Delivery Program that details all activities Council will commit to over the following four years to work towards its long-term objectives.
- An annual Operational Plan that specifies individual activities Council will be undertaking during the year, together with details of income and expenditure estimates for the year.
- A Resourcing Strategy comprising a 10-year Financial Plan, a 10-year Asset Management Strategy and a Four-year Workforce Management Plan.

This end-of-term report outlines the progress made towards achievement of the strategic vision during the term of office of the 2012 – 2016 elected Council and will also be included in Council's Statutory Annual Report for 2015/2016.

## Highlights and Achievements 2012/13

### Civic Leadership

#### **Improved map services**

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**

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

#### **DA determination time reduced by 34 per cent**

Tweed Shire Council reduced the average determination time for development applications by 34 per cent in 2012-2013, compared to the previous financial year. The average time was cut from 93 days in 2011-2012 to just 62 days in 2012-2013 - well below the state average of 68 days - even though Council had received an increased number of development applications and had fewer assessment staff, reduced from 25 to 19 officers.

#### **Community donations**

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.



## Supporting Community Life

### Affordable housing

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, Murwillumbah. 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 homes retained by an affordable housing provider, Horizon Housing Solutions, and rented at no more than 80 per cent of market rent.

### Clarrie Hall Dam

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

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

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

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.

### Youth strategy and action plan

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.

### More efficient toilets

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

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

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

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.

### 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 Service and NORTEC's Youth Pathways program.

### Kennedy Drive water main

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**

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**

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**

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 Wastewater 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, 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.

### **Home Power Savings**

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**

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**

A former transport hub in Murwillumbah was brought back to life by a \$158,000 project creating 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

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

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.

### Kingscliff parks

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.

## Strengthening the Economy

### **Rural Land 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.

### **Business breakfast**

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**

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

### **Business forum**

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**

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**

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.

### Film productions

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.

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, Live 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.

## Caring for the Environment

### **River Health Grants**

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**

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**

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**

Soil organic carbon levels on 30 Tweed farms were evaluated as part of a three-year project aimed at building soil carbon with funding from the Australian Government's Carbon Farming Initiative project. The assessment of 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 trials. The program recycled local resources such as municipal green waste, dairy manure, forestry and road side wood chips to improve agricultural soil structure and fertility, reduce soil acidity and lessen the impacts of pests and disease.

### **Cockatoo workshops**

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**

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

### **Bitou bush**

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**

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.

### **National Tree Day**

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.

### **Koala Connections**

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.



## Images 2012/13



*Clarrie Hall Dam Spillway Upgrade*



*Faulks Park in Kingscliff (construction started).*



*Youth Strategy School Forum 2012*



*Murwillumbah Community Centre*



*Filming of US Television Series - Camp*

## Highlights and Achievements 2013/14

### Civic Leadership

#### **New Council website**

In October 2013, Council introduced its new, customer-focused website. With more than 30,000 visits per month, Council's website plays a major role in providing customer services and information to the community. The new site includes new features and functions, accessibility enhancements and improved layout and searching. Council's top 200 online enquiries are all accessible within one click of the mouse, making it much easier for customers to find what they want, when they need it. Visit the site at [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au).

#### **New websites for Council facilities**

Shortly following the successful launch of Council's new corporate website, the Tweed's premier community and cultural facilities also went live with new and independent websites. Council owned facilities Tweed Regional Gallery, Tweed Regional Museum and the Tweed Regional Aquatic Centres are significant attractions for both locals and visitors to the Tweed, so development of the new sites was led by a strong customer focus aimed at enhancing the overall visitor experience, before, during and after a visit to the facilities.

#### **Tweed Shire Council smartphone app**

Tweed Shire Council's smartphone app was relaunched this year and made available to download free from the Apple App Store and Google Play. The app was redesigned to improve usability and functionality for smartphones and tablets. Features include: access to road closure information, development application searches, property enquiries, Council meeting and Councillor information, emergency contacts and searching for a library book.

#### **Tweed LEP**

A principal planning document for Tweed Shire, the Tweed Local Environmental Plan 2014 (LEP), was published and made law by the NSW Government in April 2014. The LEP guides all other strategic planning decisions and documents for this local government area, by outlining permissible land uses and helping to define development standards for all Tweed Shire land outside the Tweed City Centre, which has its own LEP. The adopted plan had undergone significant changes from the version submitted to the State Government by Council in 2012, but is expected to eliminate much of the uncertainty created by having a draft LEP for so long.

#### **Community donations**

Tweed community organisations received a total of \$25,750 through Council's Donations Policy in 2013-2014. The recipients included groups and organisations providing care for children and the elderly, supporting those with an illness or disability and fostering cultural, community and creative pursuits.

## **Festival and events funding**

Council distributed \$63,900 in funding towards festivals and events to be held in the region in the 2013-2014 financial year. Nineteen organisations received a share of the funds to assist with the costs associated with staging the events, under Council's Festivals and Events Policy. Council also allocated \$18,500 in multi-year funding in 2012-2013 for 2013-2014 and 2014-2015.

## Supporting Community Life

### **Kirkwood Road extension**

A \$17 million extension of Kirkwood Road, including a new access to the Pacific Highway, was officially opened in January 2014. The extension provides motorists with an alternative access to the Tweed Heads South business district and has relieved congestion at the southern Pacific Highway interchange on Minjungbal Drive. Council funded two-thirds of the project cost, with the remainder met by NSW Roads and Maritime Services.

### **Margaret Olley Art Centre opening**

The much anticipated launch of the Margaret Olley Art Centre (MOAC) at the Tweed Regional Gallery saw the construction of a \$4 million extension of the Tweed Regional Gallery and the re-creation of three of the rooms in Margaret's famous Sydney home.

The MOAC was officially opened by the outgoing Governor-General, Quentin Bryce as her last official duty in the role outside of Canberra, in March 2014.

In 2011, the Margaret Olley Art Trust announced the late Australian artist had bequeathed \$1 million to establish a re-creation of her studio and elements of her home and wanted it built in the Tweed, where she spent time as a child.

### **Tweed Regional Museum expansion**

A multi-million dollar project to restore and expand the Tweed Regional Museum in Murwillumbah entered its final stages when the keys to the building were handed over to Council in June 2014. With the building phase complete, Museum staff, volunteers and specialist museum contractors commenced the particularly intense process of identifying and preparing hundreds of collection items for display.

### **Clarrie Hall Dam spillway upgrade**

A \$7.3 million major upgrade to Clarrie Hall Dam, unveiled in May 2014, increased the dam's spillway capacity to meet new standards established by the NSW Dam Safety Committee. The project involved widening and extending the existing spillway and raising the dam's wave wall to help provide greater control of extreme flood levels in the dam. A number of innovations in design and construction resulted in the upgrade to Clarrie Hall Dam being delivered on schedule and \$300,000 under budget.

New signage at the site further recognised the significance of the local area for Indigenous culture through the telling of traditional Dreamtime stories relevant to the Tweed. The signs were developed in close consultation with the Aboriginal community and were welcomed by the Aboriginal Advisory Committee

### **Seniors Information Hub @ Banora Point Community Centre**

A new extension was added to the Banora Point Community Centre to house a Seniors Information Hub, which was officially opened in October 2013. The hub is a place where seniors can come together to meet and find out about services, community groups, social education and leisure activities available locally and further afield. The facility was funded by the Commonwealth Government, Home and Community Care Program (HACC) and is run through Tweed Shire Council's Community and Cultural Services unit.

### **Integrated Water Cycle Management Strategy**

In line with best-practice, a major independent review of Council's Integrated Water Cycle Management (IWCM) Strategy was undertaken to ensure it remains relevant to current and emerging issues and community desires for future water cycle management. Community consultation was front-and-centre during the process. The review involved a program of public exhibitions, surveys, interviews, workshops and ongoing liaison with state government agencies.

### **Target 180 achieved**

As an integral component of its Demand Management Strategy, Council continued to encourage households to reduce water consumption through its Target 180 program. This was reached in 2013 with residential water use down to 179 litres per person per day.

Given this success, Council is now challenging residents to reduce water consumption to 170 litres per person per day by the end of 2016.

### **Integrated Waste Management Strategy**

In 2013 the 2007 waste strategy was revised to allow for the inclusion of best practice principles relating to resource recovery and organics collection. The 2013 version of the Integrated Waste Strategy went on public exhibition in November 2013 and was adopted in July 2014 without amendment. The strategy includes significant initiative to deal with household organics collection and processing as well as waste diversion from the landfill.

### **Knox Park Masterplan**

Local youth and skating enthusiasts were invited to contribute to plans to create a dedicated public youth space as part of the Stage 1 redevelopment of Murwillumbah's Knox Park.

Council sought ideas for the facility from skaters, BMX riders and scooter riders when it hosted a feedback event at the Knox Park skate park in August 2013. The feedback was used to inform development of the draft Knox Park Masterplan, which went on public exhibition from October 2013 to January 2014.

Stage 1 of the project will include replacement of the existing dated skate park and play equipment with a 'best practice' plaza-style skate/scooter precinct and adventure playground, with cutting-edge design features to encourage participation by a range of young people and families. This Project has been nominated for an award at the IPWEA Engineering Excellence Awards 2016.

### Youth Strategy adopted

After an extensive period of community consultation, the Tweed Youth Strategy and Action Plan were adopted by Council at its November 2013 meeting. The strategy will guide Council policy and activities involving youth, to help make the Tweed a great place to be a young person.

Council and project consultants, Cred Community Planning, worked closely together during a lengthy and diverse engagement campaign to identify the things that were important to young people in the Tweed and what they would like to see changed. Forums with several schools, video vox pops by a young film crew, online forums and surveys and a competition for photos and videos were among the activities conducted in 2012 and 2013.

### Faulks Park upgrade

A \$240,000 upgrade and expansion of the playground and other facilities at Kingscliff's Faulks Park were officially opened in December 2013, in time for the holiday season at the seaside town. Several features of the design were a response to the community input which helped shape Council's recently adopted Tweed Youth Strategy and Action Plan, outlining what young people would like to see in their area.

### Arkininstall Park

Council delivered the first section of a \$7.75 million Stage 1 upgrade of Arkininstall Park in April 2014, when it officially opened a \$200,000 playground and public recreation area. This was followed by an official handover of new \$740,000 netball clubrooms to Tweed netball association representatives in May 2014. Work continues on other sections of the Stage 1 upgrade, including a regional high performance tennis facility and additional netball courts.

## Strengthening the Economy

### Economic development strategy

The Tweed Shire Economic Development Strategy was jointly produced by Council and Destination Tweed to identify practical actions to enhance the Tweed Shire economy, providing greater investment certainty, supporting existing businesses, increasing local jobs and promoting business sustainability. Development of the strategy was the result of a collaborative effort by Council, Destination Tweed, local businesses, industry sectors, environmental representatives and community groups. The economic development strategy will be a road map for Destination Tweed and Council to work in partnership with industry to deliver a sustainable economic future for the Tweed.

### **New business gateway on Council's website**

A new Business Gateway page was added to Council's website to provide a conduit to all of Council's business-related services. The Gateway at [www.tweed.nsw.gov.au/business](http://www.tweed.nsw.gov.au/business) provides links to a wide range of information and assistance for small business including information on business start-up incentives, a small business grants finder, planning and development advice as well as links to the Tweed's Business Chambers.

## Caring for the Environment

### **Renewable Energy Think Tank**

In August 2013, several of the region's leading authorities on renewable energy gathered to attend Tweed Shire Council's second annual think tank, to build upon the success of 2012's inaugural event. Discussion topics included the promotion of energy efficiency, better use of bioenergy sources in the Tweed Valley and the trial of community-scale solar energy storage and investment. An action plan was developed and a progress report published in April 2014. Both documents are available on the Council website.

### **Living for the Future Home Expo**

In November 2014, Council convened the inaugural Home Expo and Community Summit. More than 600 people turned out to learn and share their thoughts about smart housing design, renovations and sustainable living. Panels of local experts including architects, designers and sustainability leaders highlighted opportunities to improve sustainability in the Tweed. More than 30 local stallholders were on hand to provide advice on the best products and services to support smart, sustainable living.

### **Tweed River Festival**

The Tweed River Festival is run annually by Council as a way to encourage residents and visitors to be more aware about the importance of local waterways to our lives and lifestyle. In 2013, the week-long event featured a full program of interactive workshops, educational walks and artistic displays, culminating with the main festival day on Saturday 9 November. About 2000 people attended the main festival day, hosted at Budd Park in Murwillumbah, enjoying free entertainment, a variety of food stalls and the Lights on the River Lantern Parade at dusk.

### **National Biodiversity Month tree planting**

A Council-led initiative to celebrate National Diversity Month in September 2013 saw close to 3000 native trees planted in the Pottsville Wetland. The Pottsville Wetland is a great example of biodiversity, with over 281 native plant and 148 native fauna species found at this site.

### **Workshops to improve soil and pasture health**

Two workshops to build local farmers' capacity in soil health and pasture management were held in 2013 by Tweed Shire Council's Sustainable Agriculture Program, in collaboration with Tweed Landcare. The workshops explored the science, development and management of cover crop and pasture ecosystems and the use of paddock plants to identify underlying soil, water and pest management issues and strategies for improving ecosystem health.

### **10,000 more trees for koalas**

The Tweed Byron Koala Connections project celebrated a significant milestone towards recovery of the local koala population when the 10,000th tree was planted in November 2013. Koala Connections is working towards conserving the coastal populations of koalas in Tweed and Byron by restoring habitat, including linkages between the coast and ranges.

Supported by funding from the Australian Government, the Tweed and Byron shire councils are working with landholders to plant 60,000 trees in areas that will provide the greatest benefit for koalas and a range of other significant species.

### **Platypus project**

Council launched its 'Platypus Project' in November 2013, collecting platypus sightings to better understand where the mammal lives and whether populations are increasing or decreasing.

The aim of the project was to protect platypus habitat and reduce threats to Tweed platypus populations and to help Council work with the community to protect and repair water catchments and special habitats. Members of the community were invited to report platypus sightings directly to Council or via the Australian Platypus Sighting smartphone app. A series of video interviews with local landholders actively protecting platypus habitat on their properties was also made available via Council's website and YouTube channel to increase community awareness and education.

### **Sustainable Agriculture Strategy**

Council staged a series of community workshops in February 2014 to further develop its draft Tweed Sustainable Agriculture Strategy, working directly with local producers to better understand the issues they face and to identify solutions.

## Images 2013/14



*Inaugural Home Expo*



*Volunteers celebrate the 10,000<sup>th</sup> tree for Koala Connections.*

Hot Topics	Latest News
Household Clean Up Dates	Independent review recommends Council take action 15/10/2013
General Manager Recruitment	DRAWING AUSTRALIA 15/10/2013
Wharf Street Mains Upgrade	CHILDREN CELEBRATE THEIR FAMILY AND FRIENDS 15/10/2013
Living for the Future Expo and Community Summit	Council assists the Tweed's hard-working volunteers to help others 9/10/2013
Access and Inclusion Awards	see the Newsroom for all of our latest news
Knox Park Upgrade	
Arkinhall Park Upgrade	

Council launched a new website.

**TARGET**  
**180**  
180 LITRES PER PERSON PER DAY BY 2013

*Tweed community achieves Target 180 in water consumption.*



## Highlights and Achievements 2014/15

### Civic Leadership

#### **Kingscliff Foreshore Masterplan**

The Kingscliff Foreshore Masterplan aims to enhance and strengthen Kingscliff's foreshore and includes the construction of a seawall to protect the beach and nearby facilities, an upgrade of Kingscliff Beach Holiday Park and the creation of Kingscliff Central Park. In December 2014 beach access was restored opposite the central area of the Kingscliff CBD, with the completion of new \$16,000 beach access stairs, located on the beachside of the Cudgen Headland Surf Life Saving Club.

During 2014/15, detailed concept designs for rock and concrete sea walls commenced and sand nourishment started for approximately 20,000 cubic metres of Kingscliff Beach. In June 2015 a rejuvenated Kingscliff North Holiday Park (KNHP) reopened after being closed since October 2014. KNHP, located on Marine Parade in Kingscliff, underwent a \$2.8 million revitalisation that included installing six beachfront cabins, two additional 'Safari' tents, five ensuite units for tourist sites, accessible facilities, sheltered barbecue areas, powered tent sites and a new manager's office and residence. The improved holiday park also includes a new accessible cabin, new water, sewer and electrical services, boom gate access control, new roads, internal pathways and UV-stabilised artificial turf on tent sites. The number of park sites has been reduced from 57 to 46, to allow for more site space for visitors.

#### **Development Assessment and Planning**

Tweed Shire Council supplied 100% of section 149 certificates on time. Section 149 certificates provide information on planning controls and any development restrictions which may apply to a particular parcel of land within the Council area. They are usually required upon the sale or purchase of a property. The average time to determine a development application was 61 days, 9% less than the target of 67 days.

#### **Heritage Development Control Plan**

The Heritage Development Control Plan has already seen a number of fact sheets and website content being developed and uploaded to assist heritage owners in understanding their requirements. Drafts of this work has shown promising signs that the information will be readily accessible and understandable to the community, ultimately improving heritage conservation.

#### **Rural Villages Strategy**

The Rural Villages Strategy was prepared by Council to capture community visions for the future of the rural settlements in the Tweed hinterland, including considering the environment before development, how the villages could build on existing assets and promoting small business. Extensive community consultation was carried out through drop-in sessions in eight villages in the Tweed.

The community provided excellent feedback and this participation had a significant influence on the process and content of the Strategy's review. This process brought members of the villages together and also provided a platform for networking.

### **Conserving Aboriginal cultural history**

Tweed Shire Council completed mapping, fact sheets and thematic history for the Aboriginal Cultural Heritage Management Plan, ready for Council endorsement for public exhibition. In 2013 Council worked closely with Aboriginal community representatives and conservation consultants to produce the Plan, which aims to conserve cultural evidence from some selected sites that support the fact that Aboriginal people were living in the Tweed at least 10,000 years ago.

### **Community donations**

Tweed community organisations received a total of \$26,522 through Council's Donations Policy in 2014-2015. The recipients included groups and organisations providing care for infants and young children, provision of information to Aboriginal families, supporting those with a life limiting illness and fostering community pursuits such as community gardens.

### **Tweed Regional Museum expansion**

Tweed Regional Museum expansion was completed in August 2014 with official opening on 20 August 2014.

## Supporting Community Life

### **Tweed Heads Library**

In 2015, Council commissioned architectural plans for the expansion of the Tweed Heads Library, which will double the size of what is one of the busiest libraries in the northern region. New submissions for funding from the NSW Government will now be made with the plans.

### **Tweed Regional Museum on eHive**

Tweed Regional Museum added more than 5,000 collection items to be published through eHive, an online collection management system for museums, galleries and heritage collections. This content provides wide accessibility and will underpin curriculum-based school education programs as well as online access to the collection as part of Museum displays via the Museum's website.

### **Water Supply Services**

Council continued to encourage households to reduce water consumption through its Target 180 program. Water use during 2014/15 was 0.5 per cent lower than the target of 180 litres per person per day, and water quality remained 100% up to standard.

### **Clarrie Hall Dam Spillway Upgrade**

Works were completed on the Clarrie Hall Dam to pass Probable Maximum Flood levels.

## Waste Management

Council received a \$2.1million grant to fund food and garden organic processing at Stotts Creek, which is now proceeding and expected to be operational in mid-2017. This will make way for the introduction of the green waste collection service, improving the amount of waste the community diverts from landfill per year and reducing the amount of landfill gas. The green waste collection service will mean that the green 'garden' bin becomes compulsory for all food and organic waste for Tweed households.

## Flooding

Tweed Shire Council was successful in attracting State funding for the Murwillumbah CBD flood study, which will describe and define existing flood behaviour and provide a basis for floodplain risk management activities in Murwillumbah's central business district. A brief has been completed in consultation with the Office of Environment and Heritage, and is now awaiting tender process.

## Cemetery

Tweed Shire Council once again set and maintained the high standards of cemeteries, which are situated in some of the Tweed's most beautiful locations and provide peaceful and respectful surrounds. Business plan recommendations were implemented and the cremator at the Tweed Valley Cemetery crematorium is now completed and operational.

## Transport Services

In 2014/2015, 8 per cent of sealed roads and 4 per cent of asphalt roads were resurfaced. Sixteen per cent of gravel roads were re-sheeted and 1 per cent of damaged and worn footpaths were replaced. All bridges in the Tweed were assessed to determine load weight limits. Stage 2 works for the \$9 million Kennedy Drive Upgrade were completed. These were carried out from Gray Street to the Pacific Motorway and aimed to increase road safety, reduce incidents of contact with overhead power lines, reduce the impact of high water levels during minor rainfall events and reduce road noise.

The project was jointly funded by Tweed Shire Council, the Australian Government and the NSW Government and has been delivered in stages to reduce the impact on residents and motorists in this highly constrained work environment.

## Arkinstall Park stage 2 plans completed

A concept plan for Stage 2 of the Arkinstall Park upgrade was completed and placed on public exhibition.

Proposed for Stage 2 works were an indoor sports court facility and a regional rectangular football stadium. Council engaged consultants to determine the financial viability of these facilities, how they are likely to be used, potential income and likely costs, which indoor facilities the community needs most and how the facilities should be managed.

## Water main works

Council completed a great number of water main replacements, constructions, designs, installations over 2014-2015. These included a construction on Barnby Street in Murwillumbah and design works for all water mains on Minjungbal Drive in Tweed Heads South, which called for Aboriginal Cultural Heritage investigations. Other water main works included an installation on Hartigan Hill in Murwillumbah, a flowmeter

and pit construction on the corner of Terranora and Bilambil Roads, a replacement at Hillcrest Avenue Reservoir site at Tweed Heads South, a replacement on Stanley Street and completed works on Mistral Road, South Murwillumbah.

### **Access and Inclusion Plan adopted**

Tweed Shire Council's Access and Inclusion Plan 2015 was adopted in August 2014.

Around 24 per cent of the total population of the Tweed live with disability and Council identified a need for a plan that would help make the community liveable for everyone. The Plan outlines a process for assessing and implementing changes that will make the Tweed a place that everyone can enjoy. An accessible community provides everyone with equal and dignified access to all aspects of community life. This includes the ability to engage in social, business, employment, educational and leisure activities.

### **Knox Park playground and recreation area**

Council finalised plans for a \$1.2 million youth precinct and adventure playground at Murwillumbah's Knox Park, and construction is now well under way. Members of the Lions Club of Murwillumbah, who contributed \$250,000 to the project, met with Council representatives in September 2014 to celebrate the club's contribution to the project, which was part of the first stage of a major upgrade of the central Murwillumbah park. Stage 1 will also include the provision of new shelters, barbecue facilities and pathways. The Lions Club provided the funds on behalf of a benefactor and former club member, the late Mr John Edward Navin, who bequeathed the money to the club with the request for it to be used to assist youth in Murwillumbah. This Project has been nominated for an award at the IPWEA Engineering Excellence Awards 2016.

## **Strengthening the Economy**

### **Festivals and Events**

Council contributed a total of \$64,000 to festivals and events to be held in the region in 2014/2015. Eighteen beneficiaries were presented with funding in accordance with Council's Festival and Events Policy in 2014 for festivals, shows, expos and carnivals.

Council also granted a film permit in 2015 for the filming of a wedding scene in the major movie, Pirates of the Caribbean, where a temporary set was developed at Hastings Point Headland.

## Caring for the Environment

### **Tweed Shire Council Sustainability Strategy**

Tweed Shire Council's Environmental Sustainability Prioritisation Strategy was adopted in April 2015. With 80% of Tweed's bushland in high conservation status, more than 50 distinct vegetation communities endangered or under threat and over 100 significant animal species, Council identified a role in protecting and enhancing environmental values for the future. The strategy focuses on finding the balance where environmental values are enhanced while supporting the economic and social needs of the region, so the Tweed can continue to thrive in both areas. Focus areas include how the environment can be considered before action is taken, environmental achievements to date, environmental actions over the next five years and how Council will keep track of performance.

### **Coastal management**

Council actively managed 145 hectares of public coastal dunes over the 2014/15 period and all year round maintains 37 kilometres of coastline from Durambah Beach at the Queensland / New South Wales border to Wooyung Beach in the south. Sand levels at Kingscliff Beach were substantially increased by a joint project by the NSW Department of Trade and Investment Crown Lands (T&I) and Council. T&I undertook sand dredging in the Terranora Inlet from 20 April 2015, to improve boating safety for recreational and commercial craft, and most of the dredged sand was made available to replenish Kingscliff Beach.

### **Saving electricity**

Tweed Shire Council saved over \$450,000 on electricity use over the past year across all facilities and streetlights in the region. Energy use has decreased by 18 per cent at Tweed Regional Aquatic Centres, 15 per cent at civic centres, 8 per cent at the Murwillumbah Depot, with a 13 per cent power use reduction at Tweed Regional Gallery. With an annual electricity bill of around \$4.5 million per year, saving electricity costs is a big focus for Council and replacing old pumps and air conditioning units with more energy-efficient alternatives, installing LED lighting and refining equipment settings to run facilities more efficiently is paying dividends. Council's water and wastewater treatment plants, water pump stations, pools, civic centres, works depot and art gallery have proactively improved energy consumption at the sites.

### **Building farmers natural resource management capacity**

The Sustainable Agriculture Program has assisted farmers adopt sustainable management practices on over 100 hectares of agricultural land. This involved workshops, field days and on-ground projects to provide information and demonstrate how to rebalance nutrient cycles and reduce reliance on external inputs, enhancing water management and promoting the benefits of biodiversity on farms.

### **Increasing soil carbon in Tweed valley farmland**

The project to trial and demonstrate methods to increase sequestration of soil carbon through the use of organic amendments such as compost and reduce nitrous oxide emissions using biochar was completed. The project increased appreciation of the benefits of soil organic

carbon for agricultural productivity, water and nutrient capture and recycling, and ecosystem health. Thirty farmers managing over 2400 hectares of farmland including sugar cane, banana, vegetable, perennial tree crops and livestock participated in the project.

### **River Health and Biodiversity Grants Program**

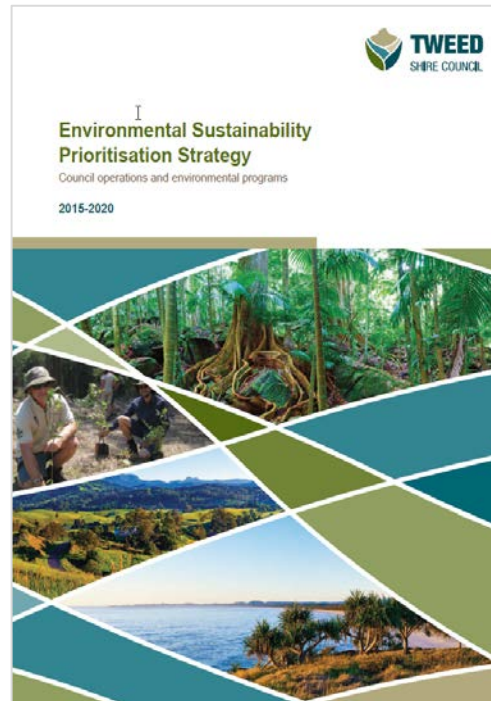
Council rehabilitated seven kilometres of waterways over 2014-2015. Council's River Health Grants, Biodiversity Grants Program and the Land for Wildlife scheme were a highlight for the year, with 95 landholders participating in a variety of ecological restoration, revegetation and riverbank rehabilitation projects during 2014. The Biodiversity Grants Program builds relationships with property owners and helps restore farm land by removing weeds such as the camphor laurel tree, which can damage farm pastures, compromise water quality and degrade native habitat.



## Images 2014/15



*Tweed Regional Museum officially opened.*



*Council's Environmental Sustainability Prioritisation Strategy was adopted in 2015.*



*Access and Inclusion Plan adopted in 2014.*

## Highlights and Achievements 2015/16

### Civic Leadership

#### **New Council values statement**

In June 2016, Council adopted a new organisational values statement. The values statement applies to all Council staff and will be progressively included in all organisational documents such as annual reports, Community Strategic Plans and the Delivery Plan and Operational Program, as well as being displayed in Council offices, on the website. It will also be used as a measure in staff performance reviews. Over a period of seven months, every staff member has had the opportunity to participate in the development of the values statement. The ideas in the values statement strongly reflect the passion our staff have for the Tweed and their commitment to doing their best for the community through the work they do as proud Council officers.

#### **Tweed the Future is Ours**

As an extension of the Fit for the Future process and estimated to take up to two years, Council will review the information on our built and social assets, look at the service levels we provide and connect with our communities so they can actively offer feedback on their expectations and aspirations for Council and its services.

A strong community engagement component of this project has already commenced and will ensure Council's connection to local communities remains a significant driver in our future planning and service delivery.

'Tweed the Future is Ours' has been developed for delivery over two phases. Phase One commenced in January 2015 and will validate and document Council's current state of play for assets including those we control, their condition and the cost of the current service levels, operations, maintenance, renewal and upgrade.

This work will inform Phase Two. This second phase will unpack the outputs and costs of each of Council's documented service outcomes in greater detail and drive the organisational cultural change program required to implement 'Tweed the Future is Ours'.

Through working with our communities, 'Tweed the Future is Ours' will enable the community to provide Council with clear direction on the services they want to see delivered in the future and identify their expectations as to the level of these services and the corresponding costs.

Through the adoption of an integrated approach to Council's planning, the timing for this process will ensure the outcomes from the community will inform the review of the Community Strategic Plan required as part of the Integrated Planning & Reporting (IP&R) Guidelines following the election of the new Council in September 2016, by 30 June 2017.

In reviewing our processes, Council will determine if we are operating the best we can in terms of assets, services and value for money with the adoption of a service efficiency improvement process in line with the Business Excellence Framework to be implemented after June 2016.



### **Community Engagement Network**

To have meaningful conversations right across the Shire, a Community Engagement Network has been established. It is made up of staff from right across the organisation. This includes field based staff, off site staff and office based staff. Staff that have joined the Community Engagement Network have been provided with professional accredited training and the opportunity to further enhance their skills set.

The Community Engagement Network will utilise a range of engagement tools and techniques to ensure as many members of our communities as possible have input. Some of the face to face engagement techniques will include Council's participation at a range of events and activities scattered throughout the Shire including sporting events, festivals, fairs and shopping centres.

### **LEDA Cobaki**

Significant improvement in the working relationship between LEDA and Council was greatly assisted by Independent Chair, Clare Brown. Major approvals milestones achieved through the Council and IPART approval for a Special Rate Levy to commence for Cobaki landowners (both current and future) in 2016/17 for the management of environmental protection lands, and the JRPP approval of a development application for the bulk earthworks for Precincts 6 to 12.

### **Scores on Doors**

Tweed café, restaurant and takeaway operators were quick to embrace a statewide initiative which rewards food premises with excellent hygiene and food safety standards. Council Environmental Health Officers are providing feedback and offering opportunities for follow-up inspections to help businesses improve their rating. This is all part of the program's proactive approach to work with the industry, to improve food safety standards and reduce the instance of foodborne illness in the retail food industry.

The rating system represents levels of compliance with the Food Standards Code, incorporating criteria such as food temperature control, food prepared in advance of service, food handler hygiene, cleaning and sanitisation and pest control. Participating businesses are given certificates to display at the front of their premises, to give customers insight to the standards of food safety being maintained behind the scenes. In March 2016 Council celebrated the 200th business to sign up to the initiative, with Tweed having approximately 250 eligible food premises.

### **New Tweed Heads office**

Council welcomed the first customers to the newly refurbished Tweed Heads Administration Building during April 2016, with many customers complementing the brighter and more attractive space. The Customer Service office has moved over from the Tweed Heads Civic Centre building to the refurbished building next door, which was the former Southern Cross University campus building.

Council purchased the three-storey building from SCU in December 2014 when they relocated to their new home at Gold Coast Campus site next to the Gold Coast Airport. The building has enabled the co-location of our existing Tweed Heads staff into one building, while maintaining Murwillumbah as our main office.

In turn - and as part of the bigger Tweed Heads Civic and Cultural Centre precinct - it has provided opportunity for growth and expansion of the Cultural Centre with significant improvements planned to the Tweed Heads Library and other community spaces.

Council's designers, construction experts and asset managers reduced environmental impact where possible throughout the refurbishment, incorporating wall insulation, LED lights, solar film on the windows, smart switches and motion sensors and storing reusable material for other projects.

The refurbishment of the building's Harvard Room provides a suitable and accessible space for Council and Planning Committee meetings and will allow for more meetings to be held at the northern end of the Shire.

### **Kingscliff Locality Plan**

A new Kingscliff Matters shopfront was established in Marine Parade to engage on the most important strategic plan to guide the seaside town's future development.

Three key documents were on exhibition with the Context, Issues and Opportunities Report, the Enquiry by Design Workshop Report and Precinct Plans set to form the basis for the finalised Kingscliff Locality Plan.

Leading discussion points in the exhibited documents included:

- Reviewing building height in the town centre to retain and strengthen the existing built form character along Marine Parade, while allowing for additional growth and expansion of the town centre along Turnock Street
- Encouraging shop-top housing in the town centre
- Encourage greater pedestrian and cycling connections within the town centre and to surrounding residential areas
- A Business and Knowledge Precinct to encourage employment generation, possibly including a business park, creative industries hub, university or education precinct, and retail centre

Public engagement for the plan included daily information sessions to explain initiatives in the reports and to further involve community members in discussions about key points.

### **e-Planning**

Council has taken a major step in the field of e-Planning, ceasing the requirement for hard copy development and construction applications and accepting only electronic lodgements for most applications from 3 August 2015.

The initial introduction of electronic lodgements for Development Applications (DAs) in 2009 enabled these documents to be uploaded to the DA Tracker service on Council's website. The new electronic lodgement system applies to the following documents:

- Development Applications,
- Section 96 Applications,
- Construction Certificates,
- Combined Development Applications and Construction Certificates,
- Subdivisions,
- Part 5 Applications
  - Complying Development Certificates
  - Subdivision Construction Certificates
  - Works as Executed Plans (WAX)
  - Occupation Certificates
  - Section 138 Roads Act Driveway and Public Road Applications
  - Section 68 Sewer and Water Applications

The reduction of hard copies that are printed is also a great win for the environment, with less trees to be cut down, resulting in less CO2 emissions.

### **Community donations and sponsorship**

Tweed community organisations received a total of \$27,265 through Council’s Donations Policy and Sponsorship Policy in 2015-2016. The recipients included organisations providing support for the homeless or with an illness, community education and support for threatened or abandoned animals and fostering cultural pursuits such as through historical societies and theatre groups.

## Supporting Community Life

### **Chinderah Pontoon Jetty on the Tweed River**

The new pontoon, located near the southern end of Chinderah Bay Drive, will give boaters better access to Chinderah village, while providing fishers and other community members enhanced facilities on the foreshore. The pontoon is 30 metres long and three metres wide, and is connected to the shore by a 17.5 metre gangway. Installation of the new boating infrastructure was completed in May and included building a new pathway to the pontoon, as well as associated landscaping.

### **Les Burger Field drought proofed using recycled water**

Council has drought proofed Cabarita Beach’s Les Burger Field when it switched on a recycled water irrigation system to ensure a top playing surface year-round regardless of the weather.

Council met all the water quality controls put in place by the New South Wales Office of Water to ensure the recycled water was safe for use in a public space before starting the pumps for the first time as part of its 2015 Local Government Week celebrations.



The new irrigation system was built at a cost of \$300,000, with assistance from a NSW State Government Community Water Grant of \$50,000. The system will use up to 10 per cent of the effluent from Hastings Point Wastewater Treatment Plant, which would otherwise be discharged through a dune exfiltration system. The system switches on automatically at night between 10pm and 4am, but not after good rain or in windy conditions.

### Final link in cycleway chain from border to South Pottsville

Dedicated on-road cycleways now allow cyclists to ride in safety from the Queensland border to Pottsville South in both directions, following the completion of the last missing link in the Tweed Heads Central Business District.

Council celebrated the end of 10 years of work upgrading the Tweed Heads CBD by hosting a Bike Riders' Breakfast on Wharf Street with \$9 million invested in the project. The upgrade of Wharf Street, between Frances and Florence streets, was the last piece of work required to revive Tweed Heads CBD by creating 'people-friendly streetscapes'.

The CBD revitalisation project included:

- Upgrading Wharf Street, from the Queensland border to Florence Street
- Redeveloping Jack Evans Boat Harbour
- Upgrading stormwater drainage and rebuilding Bay Street
- Upgrading Wharf Street between Florence and Frances streets, and
- New street plantings.

### Berkley Lane, Pottsville

In October 2015, Berkley Lane in Pottsville which took 20 years of lobbying and a significant contribution of funds from both Council and the business community to build was officially opened. The laneway was upgraded from an unofficial gravel laneway to a two-way bitumen vehicle/pedestrian-friendly laneway complete with roadside plantings of native Tuckeroo trees.

Councillor Barry Longland recalled that the proposal to upgrade Berkley Lane was integral to the Pottsville Locality Plan in 2008 when he first was elected to Council. In constructing Berkley Lane, a large small-leaved fig tree had to be removed. To compensate for its loss, Council harvested cuttings and seeds for propagation and replanting in the village. Council also relocated a large native bee hive and gave slabs of timber from the tree to local wood turners.

## Knox Park

Residents were invited to a community picnic in October 2015 to celebrate the opening of the new adventure playground at Murwillumbah's Knox Park. The adventure playground has been extremely popular with children and families since its completion, realising the first step in creating a youth precinct at the central Murwillumbah park.

The precinct, stage one of a program to rejuvenate and restore the park as a recreational and social hub for the district, also includes construction of a new skate park. The skate park was opened in February 2016 and caters for all levels of ability and will be sure to produce some new local talent. The skate park is part of the first stage of a \$1.2 million upgrade to Knox Park, funded by a \$250,000 donation from the Lions Club of Murwillumbah, a \$500,000 Regional Development Australia grant from the Federal Government and \$500,000 from Council.

Stage 1 also includes new shelters, barbecue facilities and pathways.

## Wilson Park playground

Work was completed on the construction of a new playground and facilities at Wilson Park in East Banora. The upgrade includes play equipment, shelters, picnic facilities and landscaping.

A two-level play area will create a large space, provide views of the district and accommodate a new shelter and picnic setting. The new playground will cater for a wide age group of children, incorporating a climbing structure and platforms with interactive panels and slides, as well as an embankment slide and a set of double swings.

Much of the original park was removed to make way for the Sextons Hill bypass, part of the Pacific Highway realignment, completed in 2012. While a tennis court constructed by the community remained in place, the park's original small playground and a memorial honouring the park's namesake, Bill Wilson, was removed as part of the bypass construction. The site was reinstated as a land bridge over the realigned highway and handed over to Council in 2015.

Council consultation with the East Banora community in the meantime helped design the new community space and led to a decision to retain the tennis court. The original plaque commemorating the dedication of the park by the Wilson family was also reinstated.

## Events Strategy

Council has undertaken a review of the Events Strategy with the assistance of Luminairs consultancy. This review was initially prompted by concerns raised by some businesses in Kingscliff regarding the impacts of itinerant stall holders participating in markets such as the proposed Santa Fair and the monthly night markets on the Kingscliff Foreshore. Additionally, the increased interest in conducting large scale events such as triathlons in areas such as the Kingscliff foreshore have led to some concerns being raised regarding the potential impacts these events have on both local businesses and members of the community.

The review of the Events Strategy has involved a large number of Council officers from across the organisation and has also included the participation of Councillors in workshops.

## Markets Policy

Council has developed a Markets Policy that outlines Council's position in relation to conducting markets within the Tweed Shire. The Policy incorporates feedback from previous community engagement activities including consultation with members of Kingscliff and District Chamber of Commerce requesting markets have a more coordinated and strategic approach around:

- Locations
- Frequency
- Community and business markets
- Farmers markets
- Conditions of stallholders
- Governance
- Fees
- Support

## Community Sponsorship Policy

Council provides a range of support and resources both financial and in-kind, to a number of community organisations who deliver a variety of services and projects to residents of The Tweed Shire. This support and resources have traditionally been provided via both formal and informal mechanisms, there has been an annual grants program that was conducted under the Donations (Financial Assistance) Policy.

The Community Sponsorship Policy continues to offer assistance to local community organisations ensuring priority is given to the objectives identified by the community through the development of the Community Strategic Plan (2013-2023).

The Guiding Principles of this policy are:

- Transparency
- Access & Equity
- Fairness
- Capacity to deliver
- Partnerships and Collaboration
- Integrity
- Accountability

## Young Archie Competition

The Young Archie Competition was part of the *Archibald Prize 2015 Regional Tour*, which was featured at the Tweed Regional Gallery and Margaret Olley Art Centre during January and February 2016. The Young Archie Competition for the Northern Rivers was open to residents of the Tweed, Lismore, Ballina, Byron and Kyogle Shires and included two categories – the artists aged 13 to 15 and 16 to 18. It provided an opportunity for young artists to be involved in a prestigious prize and showcase the talent we have in our region.

### Murwillumbah CBD drainage upgrade

In November 2015, council workers laid the 196th and final pipe required to complete the Murwillumbah CBD Drainage Upgrade to 20 metres west of Queensland Road. Works which began in September 2015 were completed 2½ weeks ahead of the schedule to complete the upgrade to Brisbane Street. During the 10½ weeks of construction, the crew worked seven days a week on a six-on, one-off roster to complete the upgrade and deliver on Council's commitment to be out of the main street by Friday 4 December 2015. In that time, they delivered in excess of the project scope by:

- laying 196 (480 metres) drainage pipes – 22 pipes more than planned
- construction of 46 drainage pits -24 more than planned (after uncovering the true extent and condition of the existing network)
- laying 93 (510 metres) water reticulation pipes
- laying 87 (520 metres) optic fibre conduit lengths
- constructing 300 metres of kerb and gutter, and
- repairing 275 metres of footpath.

### Kingscliff foreshore redevelopment

In December 2015 Council welcomed \$9.81 million in National Stronger Regions funding for the Kingscliff foreshore upgrade enabling it to forge ahead with a project that has been 10 years in the making.

“The \$21.2 million Kingscliff Foreshore Project will establish essential protection for infrastructure along a section of the coastline, redevelop and modernise the Kingscliff Beach Holiday Park and create a central park to become a real social hub for the town.

Council liaised closely with the public, particularly during an engagement campaign in 2011, to identify community priorities for the foreshore redevelopment and help design the central park. Works will include construction of a permanent seawall to protect the Cudgen Headland Surf Life Saving Club, Kingscliff Beach Holiday Park and Kingscliff Beach Bowls Club from erosion caused by storm events and projected sea level rises.

It will feature best-practice design to protect the natural environment, while protecting the foreshore buildings and seamlessly linking the beach with Kingscliff Central Park and neighbouring businesses.

Tweed Coast Holiday Parks will contribute \$7.5 million towards the project, which includes modernising the Kingscliff Beach Holiday Park's facilities and range of services to better meet the changing demands of people holidaying in the town. The holiday park will be reduced in size to create space for a 10,000m<sup>2</sup> central park to include an open space to host events, children's play areas, barbecue facilities, shelters, toilets and changeroom facilities.

### Dunbible Creek Bridge

In January 2016 the new Dunbible Creek Bridge at South Murwillumbah was officially opened. The 47-metre bridge cost \$2.1 million to build, with the Federal Government contributing \$950,000 under its Bridge Renewal Program. The new concrete bridge has four-metre wide carriageways in both directions and a 2.7-metre wide pedestrian path and cycleway. It was built using sustainable construction methods and will last for at least 100 years. The construction crew received Council's 2015 Service and Productivity Excellence Award for Sustainability for the work they did in building the bridge. Their construction method saved Council \$200,000. They also retained the old timber bridge deck and used it as a work platform to drive the 16-tonne concrete piles, removing the need to work at ground level and significantly reducing the impact on the waterway below.

### Affordable housing

In February 2016 Council helped launch the first of 22 affordable rental houses to be built at Hundred Hills, Murwillumbah. The launch signalled the culmination of five years' work in delivering a share of the federal government's \$100 million Better Regional Cities Program to the Tweed.

Around January 2011, the then federal government identified the Tweed as an area where house prices were unaffordable, prompting Council to partner with the not-for-profit group Horizon Housing and apply for funds under the program to build affordable housing in the shire.

The partnership secured \$8.36 million in funds to build 52 homes at Hundred Hills; 30 to be sold and 22 to be retained by Horizon Housing for renting. By May 2014, all roads and stormwater, water and sewer connections, electricity and recreational spaces were in place.

The grant funds for the 52 lots enabled construction of the infrastructure for the whole development, fast-tracking the release of 178 lots, including the 52 earmarked for affordable housing. Of the 52 lots held by Horizon Housing, 25 of the 30 for sale have sold under a discounted mortgage scheme where Horizon Housing retains a 25 per cent interest in the property at no cost to the buyer until or unless the house is on-sold. Both buyers and renters must meet eligibility criteria to join the affordable housing scheme and should contact Horizon Housing direct for more information.

### Murwillumbah library and civic centre entrance

The new entrance to the Murwillumbah branch of the Richmond-Tweed Library and Murwillumbah Council offices was officially opened in June 2016. Members of St Joseph's Primary School's Garden Club released Crimson-spotted Rainbowfish into the revamped pond feature as part of the celebrations.

The precinct was upgraded to make the area safer, more attractive and functional. The upgrade addressed water damage to the building from the previous pond as well as community concerns about the safety of an open pond at the entrance to the library. An additional outdoor library space has also been created, with extra seating and landscaping. A fenced and shaded outdoor area, with access from inside the library, has been created on the northern side of the library building. It provides much needed additional space for library activities, seating and Wi-Fi access. The Cancer Institute of NSW provided \$25,000 for the shade sails over the outdoor area. A new chute has been installed for out-of-



hours returns of books and other borrowed library resources. The chute has been designed for better accessibility, particularly for people in wheelchairs.

### **Kennedy Drive**

In April 2016 The final \$3.6m stage of the Kennedy Drive upgrade in Tweed Heads West commenced. The works included:

- add an additional traffic lane on the southern side of Kennedy Drive to achieve four lanes (two in either direction) from Limosa Road to about 300 metres east of the bridge, tapering to two lanes (one in either direction) on the approach and exit from the two-laned bridge
- construct kerb and gutter
- reconstruct maximum-width driveways for vehicles to safely enter and exit 60km/h traffic lanes
- reconstruct footpaths
- upgrade stormwater drains and construct additional pits to let surface water get away quickly, and
- upgrade and add contingency to the water reticulation system, duplicating the main line with the installation of a 200mm main and a 150mm main on either side of Kennedy Drive, allowing the removal of cross service connections.

### **Healthy Ageing Project**

The Creating Liveable Communities project was funded by Local Government New South Wales to work with the local Aboriginal Community and organisations to identify Healthy Ageing needs. The aim of the initiative was to gather information from older Aboriginal people through an art and history project. The project explored age-friendly features, age-friendly barriers and suggestions for improvements within the Shire.

### **Homelessness Policy**

Council adopted a policy to prevent and reduce homelessness and ensure that homeless people are treated respectfully and appropriately. The policy covers education and advocacy, facilitation and coordination, compliance, land use planning, and research and monitoring.

### **2016 NSW Local Government Aboriginal Network Conference**

In 2014 Council was selected to host the 2016 NSW Local Government Aboriginal Network Conference in Tweed Heads with the Conference to occur in August 2016. The NSW Local Government Aboriginal Network has been operating since 1988 and has a membership base throughout Local Government areas in NSW.

### **Youth Council**

The commitment to establish a Youth Council was undertaken in the Youth Strategy and Action Plan (2013-2017) [Youth Strategy] under Strategic Outcome 1, Action 2: Establish a Youth Council to act as an advisory committee and respond to issues relevant to young people aged 12 to 24 years. The Youth Council is a civic leadership program which involves young people in local government decision making to build a resilient youth population and provide opportunities for young people to reach their full potential.

### **New Shire-Wide Cultural Plan**

In 2015 Council commenced the preparation of a Cultural Plan for the shire. The plan will guide Council's investment in cultural activity across the whole of the Tweed Shire, including programming for its cultural facilities and spaces, as well as support given to community initiated cultural activity. Cultural Plan processes completed to date include: cultural mapping, statistical analysis and a survey of community behaviour and values regarding culture and cultural activity in the shire.

## **Strengthening the Economy**

### **Economic Investment Indicators**

A new online resource informing businesses and the community about building and development activity in the Tweed was launched by Council in July 2015. *Economic Investment Indicators* is a web-based reporting system that includes graphs, photographs and information on categories including Overall Development and Construction Activity, Major Development Approvals and Major Business Centre Activity. In response to a request from the Tweed Chamber of Commerce and Industry, Council has produced this new web-based reporting system to inform businesses and ratepayers of the level of development and building activity in the Tweed.

### **Events Strategy**

Luminair Consulting (Luminair) was engaged in early 2015 to assist Council with the creation of a new multi-year Events Strategy, in accordance with Direction 37 of the Tweed Shire Economic Development Strategy. The Tweed Shire Events Strategy 2016-2020 (adopted at Council's meeting 18 February 2016) aims to provide a framework to assist the community and Council to develop and support festivals and events in the Tweed. The strategy supports existing events, encourages development and sets the framework for attracting desirable events for strategic benefit.

### **Markets Policy**

In conjunction with the Events Strategy, Council adopted a Markets Strategy for the first time to provide strategic guidance on the development of Markets and suitable precincts and application processes across the Tweed. The purpose of this policy is to establish Tweed Shire Council's position in relation to markets that are held on Council land or facilities or public space of which Council is the responsible trustee. It outlines Council's expectations in relation to markets to ensure they are well managed, are complementary to offerings of local businesses, are supportive of the local community and are connected to the character and identity of the specific location.

## Caring for the Environment

### **Tweed Sustainable Agriculture Strategy**

Tweed Shire Council developed a Tweed Sustainable Agriculture Strategy following several years of community consultation and issues analysis. The strategy, to be implemented over a five year period, aims to improve the management of natural resources on-farms for productivity and environmental benefits, ensure the right business and planning environment for agribusiness growth, promoting the local food economy and creating opportunities for young and aspiring farmers in sustainable agriculture.

### **Helping graziers farm sustainably**

Fifteen commercial graziers who manage over 1000ha of Tweed farmland have been given the knowledge and skills to produce livestock sustainably through a project funded by the NSW Environmental Trust. Participants have undertaken assessments of their soils, pasture, waterways and biodiversity to better inform their farm management plans and more effectively protect and enhance these natural resources.

### **Demonstrating biological farming practices on the Cudgen Plateau**

Tweed Shire Council has assisted commercial sweet potato farmers to trial the use of biological farming practices aimed at improving soil and ecosystem health and reducing reliance on synthetic fertilisers and pesticides.

### **Cobaki Bridges**

During July 2015 Council opened new concrete twin bridges over Cobaki Creek to traffic, having built them to replace two culvert causeways at a cost of \$800,000. The bridges effectively provide an additional 3.1km of fish passage, previously restricted by the causeways.

Council used micropiling technology to avoid driving conventional concrete piles into the creek bed, reducing the risk of contamination and sediment spill into the water and effectively maximising the fish passage route under the bridge decks.

During construction, Council installed a creek bed erosion control structure within the creek to protect the aquatic habitat after receiving a grant of \$40,000 from the New South Wales Department of Primary Industries Recreational Fishing Trusts. The twin bridges reduce the risk of flooding and improve road safety for residents in this growing area of the shire.

### **Tweed Byron Koala Connections**

Council successfully completed delivery of the federally funded Tweed Byron Koala Connections project in June 2016. In partnership with Byron Shire Council, this project resulted in the planting of more than 73,000 trees in priority locations providing an additional 55 hectares of koala habitat. More than 110 landholders participated in the project and more than 800 people attended dedicated training or other events. Koalas have been recorded using new habitat at 4 sites in Tweed within 2 years of planting.

### **Tweed Coast Comprehensive Koala Plan of Management Implementation**

Council adopted the Tweed Coast Comprehensive Koala Plan of Management as a strategy of Council in February 2015. The adopted plan includes a five year works program incorporating the 45 actions identified in the plan. Very significant progress has been made toward the implementation of the works program in its first year. This has been assisted to date by the concurrent delivery of the Tweed Byron Koala Connections.

This includes key outcomes such as the planting of 12 hectares of new habitat comprising 20,573 trees, establishment of the first 'koala road' resulting in an increased proportion of drivers travelling at or below the speed limit and winning the 2015 Local Government NSW Excellence in the Environment Policies, Planning and Decision Making Award.

### **Sustainable Tweed River management**

In March 2016, Council secured funding from the NSW Government to ensure ongoing sustainable management of the Tweed River for the next 10 years. The grant comes from the NSW Estuary Management Program, which is administered by the NSW Office of Environment and Heritage through the Planning portfolio. The funds, which will be matched dollar-for-dollar by Tweed Shire Council will protect this beautiful but fragile estuary and address the issues we now face especially with sea level rise, river bank erosion, amenity issues and development pressures," Councillor Milne said. The first stage of the project will set out the project scope and methodology, after which consultants will be appointed to undertake investigations and prepare the plan.

### **Condong riverbank erosion protection**

Approximately 150 metres of riverbank adjacent to the Condong boat ramp will be strengthened by works using a combination of geotextile bags and a rock wall to stop ongoing erosion. The design and materials chosen for the works will encourage mangrove establishment on some parts of the riverbank, while providing improved amenity for boat users and other visitors to the parkland.

The site is a popular location for boat launching and paddling on the river, including the local dragon boat club, and every effort will be made to minimise interruptions to public access during the project.

Erosion stabilisation works are needed to protect the riverbank and the parkland behind it. This work is funded by Transport for NSW under NSW Boating Now, a NSW Government funding program provided to support delivery of the 192 priority regional projects identified in 11 Regional Boating Plans. The proposed method of riverbank stabilisation, using a synthetic 'geotextile' wall will be better for access and boat management than a traditional rock wall. Not only are the materials safer, this 30-metre section of the bank will be recessed in an attempt to provide more space for beaching vessels.

If it is effective in this location, we'll be looking to use this technique for erosion protection at other sites.

### **Cudgen plateau**

Farmers and Council are working together to expand soil conservation projects on the Cudgen plateau.

The two-year project, funded by the NSW Environmental Trust and coordinated by Council, will expand soil conservation activities to restore 3.5 hectares of riparian land along 1.5 kilometres of Cudgen plateau waterways.

Five landholders will work with Council to minimise the loss of valuable topsoil from farms, improve aquatic and terrestrial biodiversity and connectivity and improve water quality of the local stream and the estuary it feeds into, Cudgen Creek. The loss of topsoil remains the most significant environmental issue affecting the sustainability of the plateau's farming activities, polluting local waterways, degrading riparian habitat and reducing productivity.

The project will revegetate and maintain more than one hectare of riparian land, planting 8000 native trees and other plants. Weed control will also be undertaken throughout the project area to assist native regeneration and remnant vegetation. Stream bank stabilisation and improved drainage design and management would be undertaken where required, to further reduce sediments and contaminants entering the waterway.

Council has gained support from North Coast Local Land Services, Tweed Landcare Incorporated, WetlandCare Australia, landholders and bush regenerators to help implement the project and share information.

### **Rous River**

Tweed Shire Council will work with participating private landowners to improve the health of the Rous River between Chillingham and Murwillumbah over the next three years, thanks to \$100,000 in funding through the NSW Environmental Trust.

The NSW Environmental Trust grant was announced in May 2016. The grant will be matched by funds from Tweed Shire Council.

Bank erosion and environmental weeds are having a big impact on the river but also threaten the values of adjacent land.

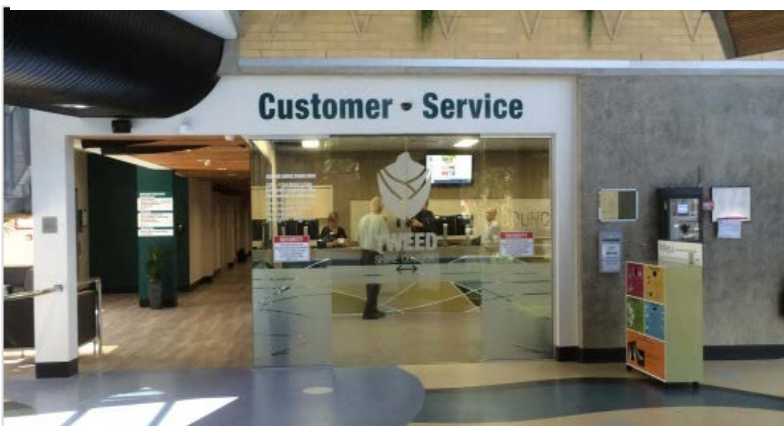
In recognition of Council's work with private landowners through its River Health Grants program, the NSW Environmental Trust has offered Council \$100,000 to work with landowners to protect, restore and connect native riparian vegetation along the Rous River.

Participating landowners will be eligible to receive assistance for stock fencing and watering infrastructure, weed control, bush regeneration, revegetation and bank erosion. Landowners will also receive management advice and restoration plans for their river bank based on current condition and use. River Health Grants have supported around 160 landowners to improve over 65 kilometres of waterways in the Tweed Shire over the last 10 years. Council will match the Environmental Trust grant with \$100,000 through this program to maximise the benefits this project will bring to the Rous River. Council will also investigate establishing a canoe trail along the Rous River to promote the recreational use of the Rous River.

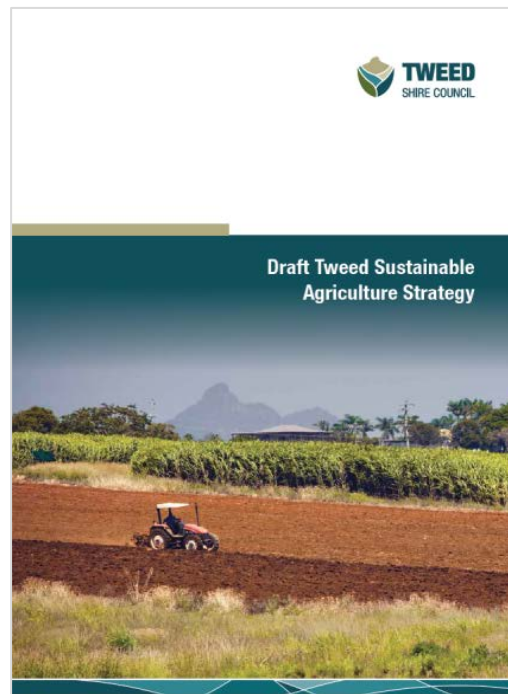
## Images 2015/16



*Council established a Community Engagement Network.*



*Council opened the new Tweed Heads Administration Office (former Southern Cross University Building).*



*Council developed a Tweed Sustainable Agriculture Strategy*



*New Organisational Values Statement*



*Youth Council held its first meeting.*

## Awards won by Council 2012-2016

### 2012/2013

#### **Local Government Excellence in the Environment Award - Sustainable Procurement in Practice - Best Project 2012**

Presented by the Local Government and Shires Association in December 2012.

#### **Australian Institute of Landscape Architects (AILA) National Landscape Architecture Award for Design**

Presented to Jack Evans Boat Harbour at Tweed Heads in September 2012. AILA is the peak national organisation for Australia's landscape architects.

#### **Local Government Landcare Partnership Award**

Presented by Landcare in September 2012. The Tweed Byron Bush Futures Project undertook bushland restoration works on more than 225 hectares of urban bushland at more than 50 sites, to address threats to bushland integrity in the Tweed and Byron shires.

#### **Queensland and Northern NSW Lions Medical Research Foundation, Professor Ian Frazer Humanitarian Award**

Presented on 21 June 2013 to Fiona Holland in recognition of dedicated commitment to humanitarian service for the community.

### 2013/2014

#### **Local Government Arts and Culture Awards - Places for Arts and Culture: Improved cultural facilities**

Presented by Local Government NSW in May 2014 for Tweed Regional Museum's success in bringing together three historical societies to form Tweed Regional Museum, the creation and upgrading of facilities to house the collection and new processes to improve the care and display of collection items.

#### **IMAGinE Award - Collection Management Award**

Presented by Museums & Galleries of NSW in November 2013 for the Tweed Regional Museum - Murwillumbah project to catalogue its entire collection, before putting the items in storage in preparation for an extension to the historic Murwillumbah museum.

#### **2013 Public Domain Awards - Precincts Award and Best Overall Project**

Presented jointly to Tweed Shire Council and ASPECT Studios for Jack Evans Boat Harbour at Tweed Heads.

#### **NSW Business Chamber Awards - Excellence in Workplace Health & Safety regional award**

Presented by NSW Business Chamber in June 2014 for a restructure of Council's workplace safety strategy and procedures which has achieved a 40 per cent reduction in compensable injuries since 2009, and a 45 per cent reduction in the amount of worker time lost to injuries.

#### **NSW Local Government Arts and Culture Awards - Leading Arts and Culture: Enduring Staff Contribution to Arts and Culture**

Presented to Tweed Regional Gallery Director Susi Muddiman in May for establishing the Gallery as a regional destination.

#### **2014 NSW Local Government Management Excellence Awards**

Awarded Highly Commended for Excellence in Environmental Leadership and Sustainability. Supporting private land conservation in the Tweed.

#### **2014 RH Dougherty Awards for Communication - Excellence in Communication**

A High Commendation was awarded by Local Government NSW for the official opening event for the Margaret Olley Art Centre.

### **2014/2015**

#### **Local Government Excellence in the Environment Awards**

A High Commendation was awarded by Local Government NSW in December 2014 for Council's efforts in sustainable procurement.

#### **Green Globe Awards - Natural Environment Sustainability**

Presented jointly to Tweed Shire Council and Byron Shire Council for Koala Connections program in November 2014.

#### **RH Dougherty Awards for Communication - Reporting to Your Community**

Presented by Local Government NSW in August 2014 for online communications, community engagement tools and development of an innovative internal Corporate Knowledge Base.

#### **2014 IMAGinE Award for excellence and innovation**

Presented by Museums & Galleries of NSW for Margaret Olley Art Centre.

#### **2014 Young Achiever of the Year - Local Government Aboriginal Network Conference**

Presented to Tweed Shire Council Trainee Case Manager Paris Robinson.

#### **Murwillumbah and District Garden Competition**

Large commercial gardens category - First prize presented to Murwillumbah Lawn Cemetery and second to Tweed Heads Lawn Cemetery - October 2014.

#### **Museum & Galleries National Award (MAGNA)**

In May 2015 Tweed Regional Gallery & Margaret Olley Art Centre was presented with an award in the Permanent Exhibition or Gallery Fitout category for the development of the Margaret Olley Art Centre (MOAC).

#### **NSW Local Government Excellence Awards**

In April 2015 Council received a 'Highly Commended' in the category of Excellence in Environmental Leadership and Sustainability for delivering the River Health Grant, Biodiversity Grant and Land for Wildlife Programs.



### **United Nations Association of Australia 2015 World Environment Day Awards**

Council was announced a finalist in the 'Best Specific Environmental Initiative' category for Tweed Byron Koala Connections.

### **2015 LGMA Management Challenge - Third Place NSW**

## **2015/2016**

### **Parks and Leisure Awards for Excellence**

The Knox Park playground in Murwillumbah took out a Regional Award for Excellence in the 'Playspace: Minor (less than \$500,000)' category at the Parks & Leisure Australia Awards for Excellence, competing against other projects from across NSW and the ACT.

### **2016 Australian Coastal Awards**

The Kingscliff Matters Shopfront took out the Australian Coastal Award for Community Engagement for engagement on the Kingscliff Foreshore Revitalisation, the draft Kingscliff Locality Plan and the Kingscliff-Dreamtime Beach Coastal Zone Management Plan.

### **2016 Gold Coast/Northern Rivers Regional Architecture Awards**

Bud Brannigan Architects received a regional commendation for the Margaret Olley Art Centre at the Tweed Regional Gallery in Murwillumbah.

### **NSW Local Government Excellence Awards**

The Murwillumbah CBD Drainage Project was Highly Commended in the Special Projects category to recognise contributions, achievements and implementations being carried out to improve NSW local government.

### **Northern Rivers 2015 Regional Business Awards**

Tweed Shire Council won the Excellence in Sustainability Award in September 2015 for its successful efforts to make business operations more sustainable.

### **Local Government NSW Excellence in the Environment Awards**

Council was announced the 2014/2015 divisional and overall winner of the Natural Environment Policies, Planning and Decision Making Award at the Local Government NSW (LGNSW) Excellence in the Environment Awards.

### **NSW Business Chamber Awards 2015**

Council won the NSW Business Chamber's 2015 Excellence in Sustainability Award in November 2015 for its successful efforts in saving energy.

### **2015 Banksia Sustainability Awards**

Tweed Shire Council was named a finalist for its Tweed Byron Koala Connections project, recognised for leadership, innovation and environmental outcomes in the awards' 'Natural Capital' category.

## Murwillumbah and District Garden Club 38th Annual Garden Competition

Tweed Valley Cemetery came first in and Murwillumbah Lawn Cemetery won second prize, both in the Large Commercial category.

## Monitoring

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

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

The monitoring reporting methodology follows the structure of Council's Strategic Plan which is segmented into four central themes:

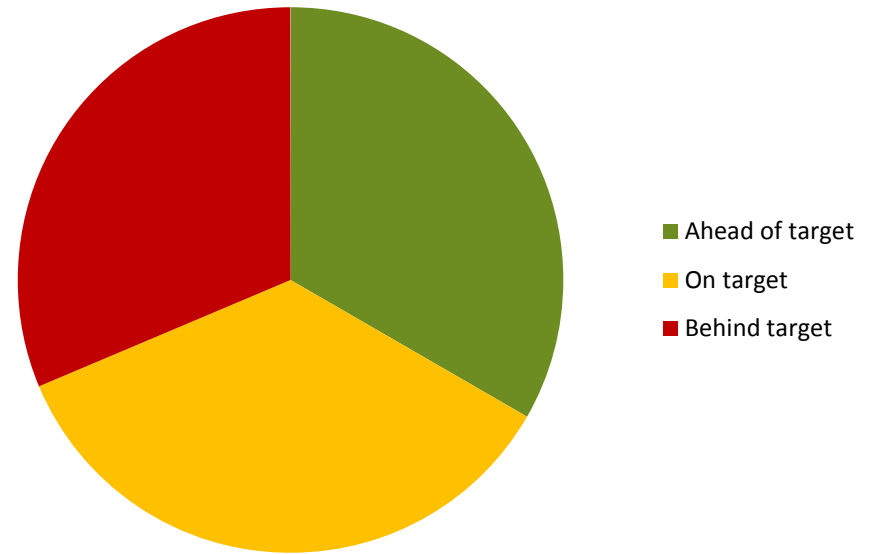
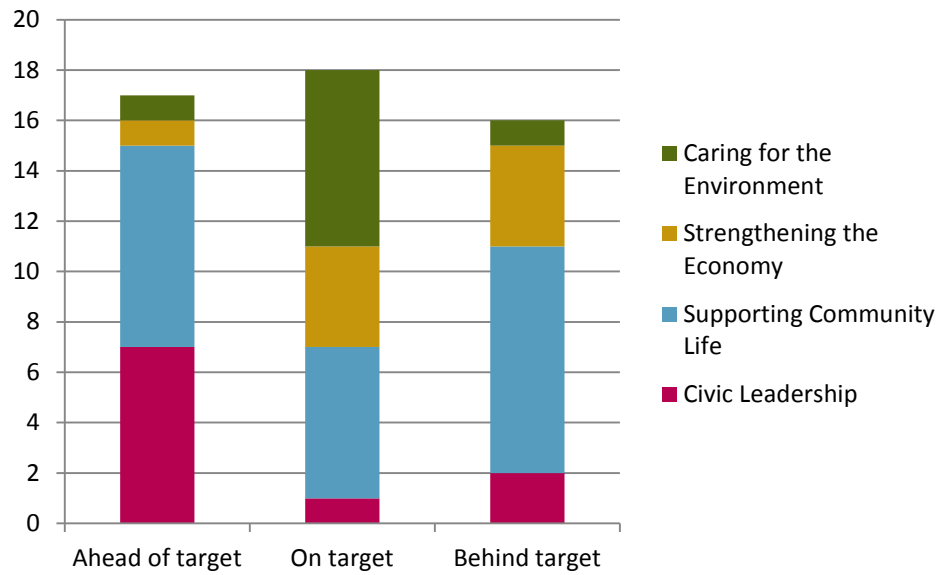
1. Civic Leadership
2. Supporting Community Life
3. Strengthening the Economy and
4. Caring for the Environment.

The below data summarises Council's achievements in meeting identified performance targets.

### Strategic Plan report as at 30 June 2016

Strategic Priority	Ahead of Schedule		On target or variation explained		Behind schedule or action required	
	No.	%	No.	%	No.	%
Civic Leadership	7	70%	1	10%	2	20%
Supporting Community Life	8	35%	6	26%	9	39%
Strengthening the Economy	1	11%	4	45%	4	44%
Caring for the Environment	1	11%	7	78%	1	11%
<b>Total</b>	<b>17</b>	<b>33%</b>	<b>18</b>	<b>36%</b>	<b>16</b>	<b>31%</b>


**Note:** where results for performance measures are unavailable, they have been excluded from the calculations.




Detailed Quarterly Performance Reports on the Delivery Program and the Operational Plan as well as Annual Reports for the full term for which this report relates to are available on Councils web site [www.tweed.nsw.gov.au/managementplan](http://www.tweed.nsw.gov.au/managementplan)











## Strategic Indicators

### Image Index

 = Ahead of schedule








 = On target or variation explained

 = Behind schedule/Action required

Civic Leadership						
Description	Measure	Target	Result		Comment	
Efficient development application processing times	Days	<68	66		The determination times for all DAs and Section 96 applications were tracking respectively at an average of 66 days and 61 days at the end of June 2016. Whilst the overall times are below or close to the State averages, a combination of increased application activity, the commencement of new electronic processes, staff movements and the increased demands for LEDA's Cobaki and Kings Forests approvals processes have all contributed to an increase in processing times as compared against the 2014/15 performance. Despite these constraints, staff are maintaining a high quality of assessment of some very complex applications.	
Building and infrastructure renewal ratio	%	100%	39.6			
Unrestricted current ratio	#	>2:1	2.59			
Unrestricted cash amount	\$	>8m	11m			
Debt Service Ratio	%	<=15	13		2014/15 result. The 2015/16 result is not yet available.	
Unpaid rates, annual charges, interest and other outstanding charges	%	<5	5.05			
Net operating results before capital grants and contributions	\$	>0	-2.8m			
Attendance at Council meetings by Councillors	%	80	91		Attendance at Council Meetings has been affected by approved leave of absence granted during the course of the year.	
Overall community satisfaction with Council's service delivery	%	70	75		Limited complaints have been received with reference to the service delivery provided by council.	
Lost time injury rate	%	<4.24	15		Reported target is incorrect and unachievable. Target as a rolling annualised figure should be < 20. Council's performance is therefore ahead of target.	

## Supporting Community Life

Description	Measure	Target	Result	Comment
Community satisfaction with Council's services and facilities	%	>50	75	↑ This has only been tested by the Community Engagement Network communicating and receiving feedback from the community.
Public Transport Usage (trips per capita)	#	>5	8.26	↑
Reported instances of graffiti	%	>10% reduction	50	↓ Rate per 100,000 = 55.5. (Source: NSW Recorded Crime Statistics, NSW Bureau of Crime Statistics and Research). This is a reduction from 2014/15 (59, 64.7) but an increase on 2013/14 (36, 39.5). Two year average = 47.5
Crime Rate: Number of recorded criminal incidents	#	Decrease	1	↑ One Major Offence exceeds the NSW Rate and that is for Motor Vehicle Theft at 1.1. There were three areas that exceeded the NSW Rates in 2014/15.
Housing affordability: sale price	\$	Steady	440,000	↓ There is an increasing housing affordability problem in Tweed Shire which continues to be a significant challenge and should be a political priority.
Housing affordability: percentage change in sale price	%	Steady	6.8	
Housing affordability: weekly rent	\$	Steady	412	↓ There is an increasing rental affordability problem in Tweed Shire which continues to be a significant challenge and should be a political priority.
Housing affordability: percentage change in weekly rent	%	Steady	3.1	
Utilisation of community centres (annual number of clients)	#	Increase	87,496	↑ Increased utilisation from 2014/15 (79,826) of 7,670 occasions of service - all three centres have had an increase in use of more than 2,000.
Utilisation of Council's sporting facilities	%	100	100	↔ All sports fields utilised
Number of impounded animals rehomed	%	>75	79.6	↑ Animals released back to owner, sold or released to organisations for rehoming.
Length of roads resealed per annum	km	107	63.4	↔ Result is commensurate with funding allocated.
Length of roads rehabilitated per annum	km	16	9.3	↓ Urban stabilisation contract let June 2016 for an additional 2km
Length of bikeways per 1,000 population	km	1	1.4	↑
Area of parks and sports fields per 1,000 population	Ha	1.7	1.19	↔ Sports field strategy identified a shortfall in sports fields in Tweed area. All new developments over past 10 years have supplied required amount of sports fields.
Household (kerbside) recycling rates	%	50	42.7	↔ Made up of 27.1% household recycling and 15.6% household green waste.
Total waste diverted from landfill	Tonnes	>34,000	29,588	↓ This will not increase prior to the introduction of alternatives for waste diversion. The Organics service to be introduced in 2017/18 is expected to increase this by 5000 tonne.
Average residential water consumption per person	KL	180 per person per day	181	↔

Description	Measure	Target	Result	Comment
Drinking water quality: compliance with microbiological requirements	%	100	100	
Water Quality Complaints per 1,000 properties	#	3	4.38	 75% of complaints were for dirty water. Causes include breaks and maintenance on water mains, water carrier extractions and dirty water from pipes in dead ends.
Compliance with EPA discharge licence for waste water treatment plants	%	100	77.2	 Kingscliff, Tyalgum and Uki wastewater treatments plants were 100% compliant. Banora Point wastewater treatment plant had multiple sample failures primarily due to thermo-tolerant coliforms in the effluent holding lagoon. Consultations are underway to resolve this issue.
Wastewater odour complaints per 1,000 properties	#	1	1.42	 Odour complaints were high due to 13 manholes requiring resealing mainly in the Tweed, Banora and Murwillumbah areas. 11 complaints were received during the Hastings Point Creek St pump station upgrade.
Wastewater overflows per 1,000 properties	#	1.6	2.28	 Overflows have increased along with chokes and blockages. Almost 50% of chokes were caused by tree root infiltration.
Amount of renewable energy produced from landfill gas	mWh	2.1 m <sup>3</sup>	NA	 The reduction in landfill gas produced as well as the quality of gas has led to the gas generation equipment being withdrawn from site. Landfill gas is still flared to reduce greenhouse gas emissions.
Total greenhouse gas emissions from Council operations	Tonnes	Decrease	19,918	 A 2% reduction in energy use compared to last year translates to a reduction of 400 tonnes of CO <sub>2</sub> -e.

## Strengthening the Economy

Description	Measure	Target	Result	Comment
Tweed Economic Output	Dollar	Above CPI	4,799,800	↔ Result for 2014/15 (Economy ID / Access Economics)
Labour force	#	Above State Av.	38,950	↓ Increased by 3%. State increase is 7.6%
Labour force participation rate	%	Above State Av.	42.1	↓ State participation rate is 64.8%
Unemployment rate	%	Below State Av.	8.4	↓ State unemployment rate is 5.7%
Increase in registered businesses	%	Increase	-0.2	↓
Average number of employees per registered business	#	Increase	5.9	↑ Has increased from 4 to 5.9
Value of employment generating developments approved	\$	Increase	\$12.23m	↔ There were no major new developments in 2015/16, but a good change and embellishment of existing premises in the main commercial centres. There is no previous figure to compare this result against.
Value of all private sector development applications approved	\$	Increase	\$253.95m	↔ The predominant contributor to this income was new residential subdivisions, new dwellings, and alterations and additions, which was very strong in 2015/16. There is no previous figure to compare this result against.
Discount provided to employment generating developments	\$	Increase	NA	↔ There was no information available for this period. To coincide with the adoption of the updated Business Incentives Policy, a new mechanism for measurement will be available for 2016/17.

**Note:** These indicators are influenced by many factors that are beyond Council's control. See also separate information on Economic Indicators commencing on Page 60

## Caring for the Environment

Description	Measure	Target	Result	Comment	
Ecological health of five major waterways: <ul style="list-style-type: none"> <li>• Mooball Creek</li> <li>• Cudgera Creek</li> <li>• Cudgen Creek</li> <li>• Tweed River estuary</li> <li>• Tweed river catchment</li> </ul>	#	Good	NA	↔ Not Measured	
Stream bank condition improved through Council assisted management	km	5 km per year	4	↔	
Total mWh of electricity consumption by Tweed Council facilities	%	5% reduction	2	↔	Energy efficiency measures at Council facilities have reduced overall usage despite the addition of the new Tweed Heads Administrative Centre.
Recycled water use	%	10	9.9	↔	
Council controlled bushland under active management (total)	Ha	300	213	↓	
Proportion of Council controlled bushland under active management (% of total)	%	10	10	↔	
Private bushland biodiversity values improved through council assistance (total)	Ha	100	121	↑	Includes 87 Ha through Land for Wildlife and 34 ha through Biodiversity Grants
Regionally and State significant agricultural land: Total area under best management practice	Ha	8,000	NA	↔	Indicator was not measured



## Financial Indicators

**Note:** 2015/16 Financial Indicators are not available until the audit has been completed and presented to Council (November 2016).

### Indicator: **Short Term Liquidity**

Council's ability to pay liabilities (accounts payable, employee payments, debt repayments etc) when they fall due.

#### Measured by: Unrestricted Current Ratio

The unrestricted current ratio = Council current assets divided by current liabilities. This ratio excludes all restrictions from both the asset and liability amounts. As a result it is a measure of General Fund only.

The target for this indicator is > 2:1

Prior Year Results - Consolidated		
2012/13	2013/14	2014/15
3.51	3.26	3.59

#### Measured by: Unrestricted Cash amount

The amount of unrestricted cash needed to meet the day-to day operations of Councils including the financing of hard core debtors and to provide a buffer against unforeseen and unbudgeted expenditures.

The targets for this indicator are:

General	Water	Sewer	Consolidated
>\$4m	>\$2m	>\$2m	>\$8m

Prior Year Results - Consolidated		
2012/13	2013/14	2014/15
3.483	5.570	5.185

### Indicator: **Debt Levels**

Council's level of revenue required for the repayment of debt.

Measured by: Debt Service Cover Ratio

The percentage of revenue from continuing operations (excluding capital grants/contributions) needed to meet debt obligations for the next 12 months. The targets for this indicator are:

General	Water	Sewer	Consolidated
<=15%	<=10%	<=25%	<=25%

Prior Year Results - Consolidated		
2012/13	2013/14	2014/15
2.07	1.93	2.94

Measured by: Intergenerational Equity:

To distribute the capital cost of new long-term facilities over the period which the facilities benefits will be enjoyed, it is usual for Council to finance these works from borrowings. This ensures that both current and future ratepayers share the cost of the facility equally.

Loan Balances Outstanding			
Fund	2012/13	2013/14	2014/15
General	83,298	83,176	85,604
Water	67,057	65,989	64,803
Sewer	38,756	36,333	33,886
<b>Total</b>	<b>189,111</b>	<b>185,498</b>	<b>184,293</b>

**Indicator: Unpaid Rates and Annual Charges**

Council's ability to collect rates and annual charges. Indicates the conversion of receivables into cash for operations.

Measured by: Rates and Annual Charges Outstanding %

Rates and Annual Charges outstanding divided by Rates and Annual Charges collectible. Financial Goal:

The targets for this indicator are:

General	Water	Sewer	Consolidated
<5%	<5%	<5%	<5%



Prior Year Results - Consolidated		
2012/13	2013/14	2014/15
7.04	5.76	5.05

**Indicator: Long Term Sustainability**

Council ability to continue to provide infrastructure and services at current levels.

Measured by: Income Statement

The net result of income over expenditure. i.e. Is the level of income sufficient to cover operating expenditures and asset consumption for the year.

The target for this indicator is surplus operating results before capital grants and contributions.

Prior Year Results - Consolidated			
	2012/13	2013/14	2014/15
A	12,132	24,194	42,686
B	25,214	45,629	45,482
C	(13,082)	(21,435)	(2,796)

A = Operating Result from continuing operations.

B = Grants/Contributions received for capital purposes (these are predominantly s94/s64 Developer contributions included in the Income Statement) which are used to fund capital projects.

C = Net operating result before capital grants/contributions.

## Economic Indicators

Following is a summary of changes in key economic indicators relating to the Tweed Shire over the last five years.

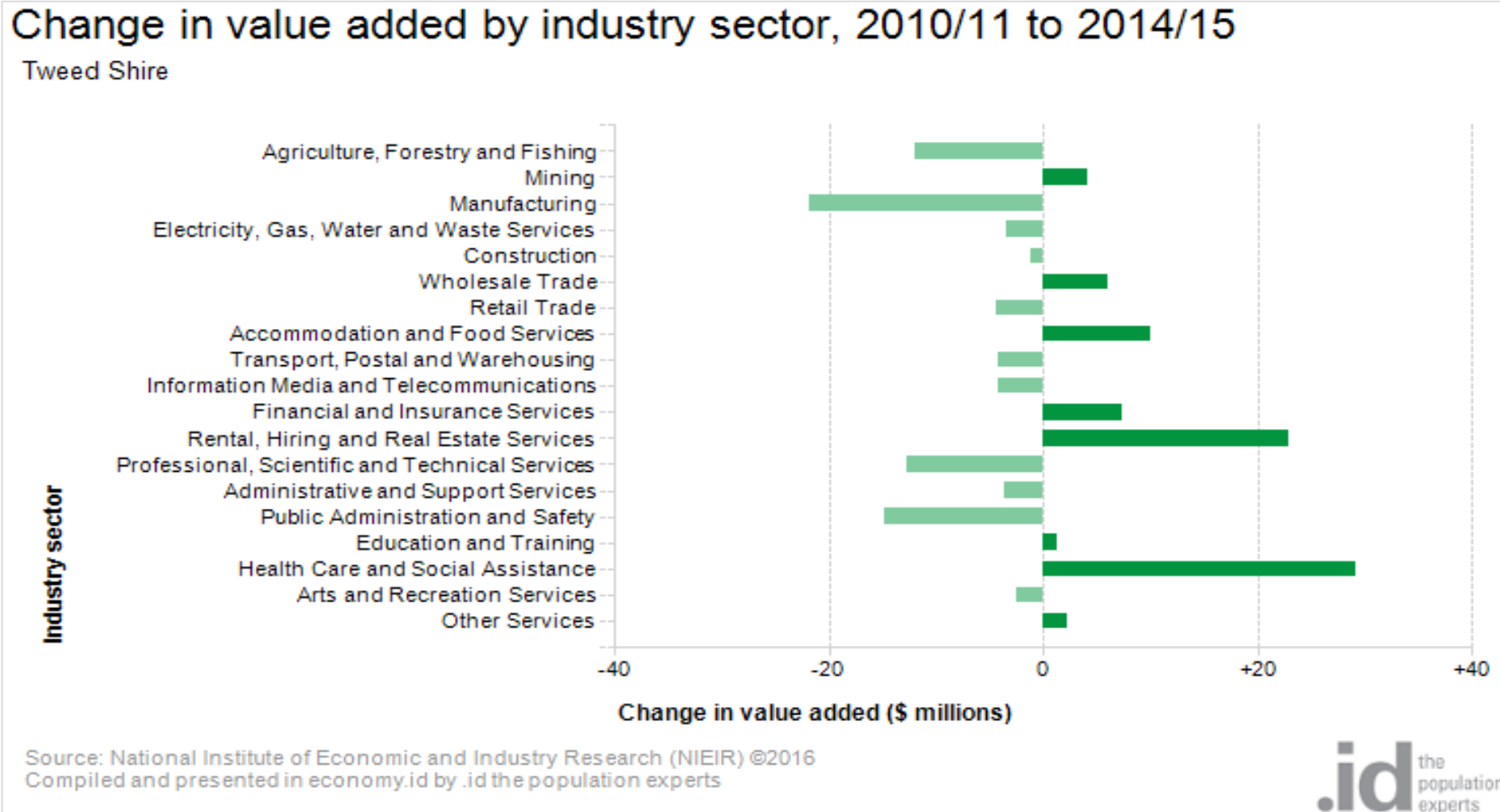
Indicators	2014/15	2010/11	Change 2011-2015
Gross Regional Product (\$m)	2,885	2,916	-1%
Tweed Shire's GRP is lower than five years ago, having fallen post GFC. However, in the last two years it has rebounded slightly. The size of the economy in 2014/15 represented 26.7% of the broader Northern Rivers economy.			
Employment (total)	28,289	29,764	-5%
Tweed Shire's employment levels have also fallen in the last five years, with almost 1,500 less people employed than in 2010/11. In 2014/15 the economy represented 27.8% of all employment in the broader Northern Rivers region.			
Worker Productivity (\$ per worker)	80,900	76,964	+1%
Worker productivity in Tweed Shire has actually risen over the five years to 2014/15. This means there is more value added being generated per worker, even though there are less workers than before. Value added equals industry sales minus the cost of inputs.			
Unemployment Rate (Dec Qtr)	8.4%	5.4%	+3%
The unemployment rate in Tweed Shire has risen during this period due to the fall in employment levels. It was equal to the broader Northern Rivers unemployment rate which has also risen.			
Registered Businesses	6,585	6,982	-6%
The estimated number of registered businesses in Tweed Shire fell by almost 400 during the period. The largest drop in business numbers were in the Construction and Agriculture industries.			
Employees per registered business	4	4	0%
This is a theoretical indication of the number of employees per business. As is shown, due to a fall in employment and business numbers the estimated figure has not changed during the period.			

Indicators	2014/15	2010/11	Change 2011-2015
Building Approvals Value (\$'000)	228,877	115,620	+98%
The value of buildings approved in 2014/15 was substantially higher than 2010/11, almost double the value. This increase was largely due to a greater number and value of residential developments approved. Building approvals can fluctuate considerably from year to year but recent levels are approaching those seen prior to the GFC.			
Indicators	2011	2006	Change 2006-2011
Employment self-containment	56.6%	60.8%	-4%
Tweed Shire employs a relatively smaller proportion of local residents than other areas. This proportion has also decreased with only just over a half of local residents employed within its boundaries in 2011. This is not entirely unusual given its proximity to the QLD border.			
Qualifications (Vocational and Tertiary)	57.0%	52.4%	-5%
The proportion of the workforce in Tweed Shire with some form of post high school qualification increased in the last census period. However, it is still marginally lower than the proportion for the broader Northern Rivers region.			

Source: Tweed Shire economic profile at [economy.id](http://economy.id). Data from NIEIR, 2016; Department of Employment Small Area Labour Markets, 2016, prepared by .id, the population experts

## Tweed Shire Time Series Analysis

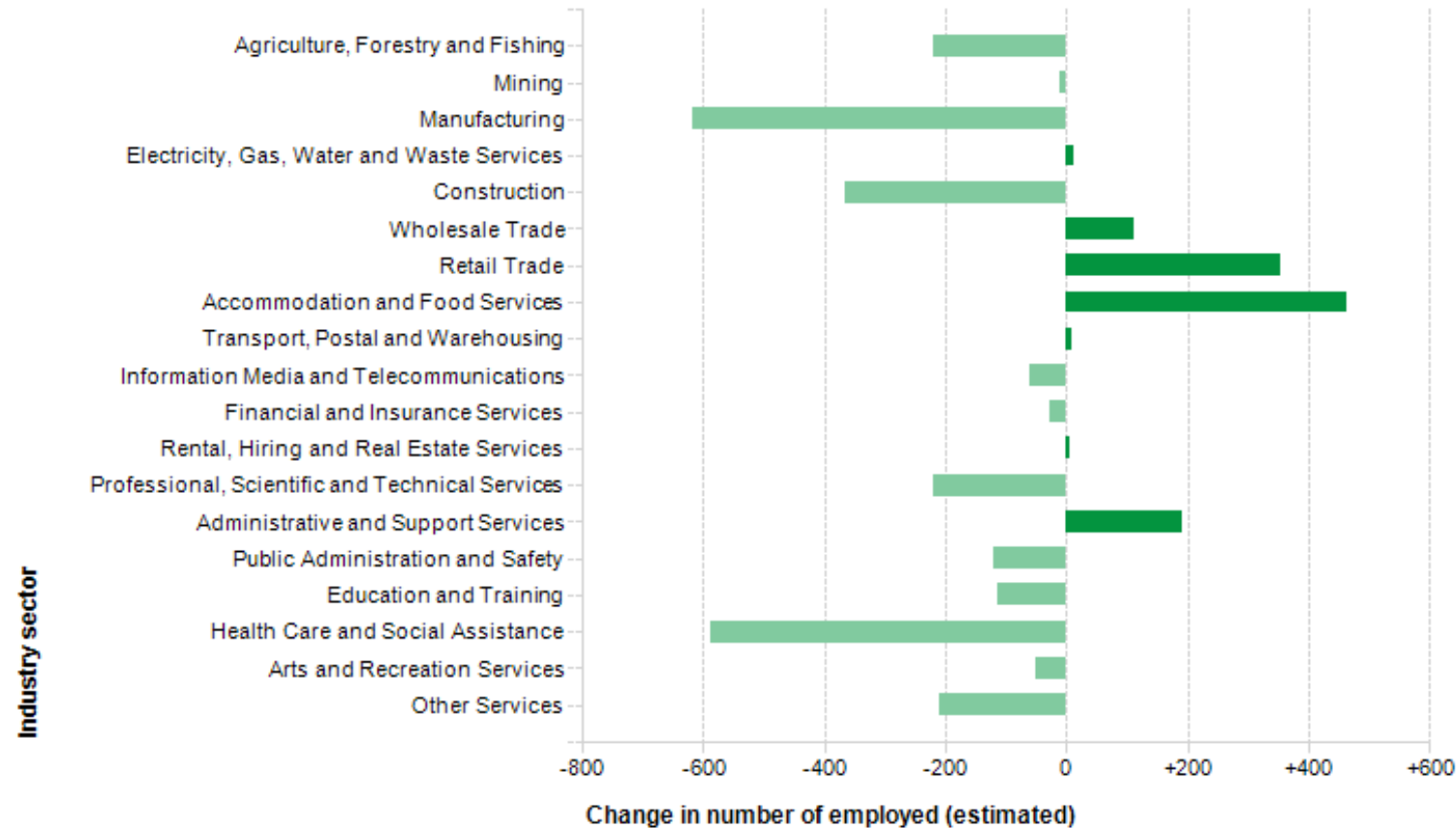
The following charts and information are what could be added to give a greater explanation of change in the local economy over time.



The largest change in value add during the five years 2010/11 to 2014/15 was in the Health Care and Social Assistance Sector which grew by \$38.3 million. This represented a 12% increase over the period. The largest fall was in manufacturing which decreased by \$20.5 million.

## Change in employment (total) by industry, 2010/11 to 2014/15

Tweed Shire

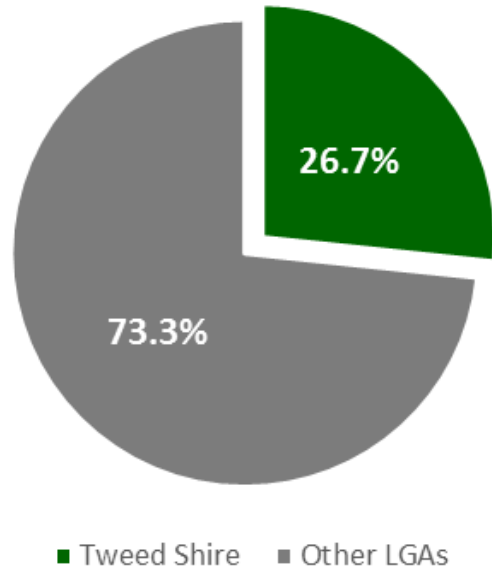


The largest change in employment over the five years 2010/11 to 2014/15 was also in the Health Care and Social Assistance Sector but this was a decrease of 588 jobs. This would suggest the sector become much more productive during that time. The largest increase was in Accommodation and Food Services which grew by 463 jobs, or 17%.

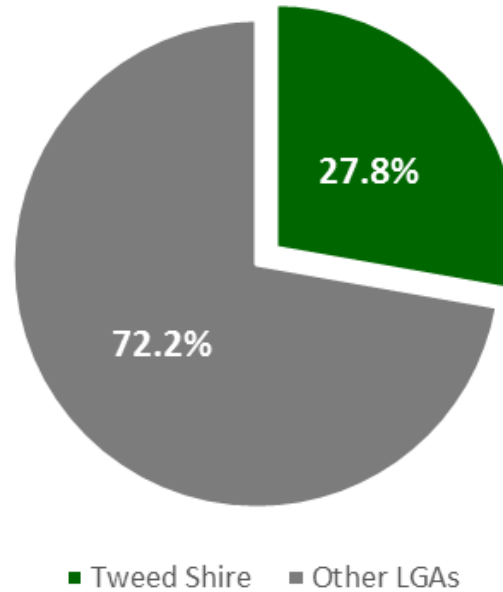
Source: National Institute of Economic and Industry Research (NIEIR) ©2016  
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% Share of Northern Rivers GRP - 2014/15



% Share of Northern Rivers Employment - 2014/15



The Tweed Shire represents just over a quarter of the Northern Rivers region's output and employment. Its share of employment has increased slightly over the period 2010/11 to 2014/15 from 26.9% to 27.8%. In contrast, its share of GRP has fallen from 27.6% to 26.7%.

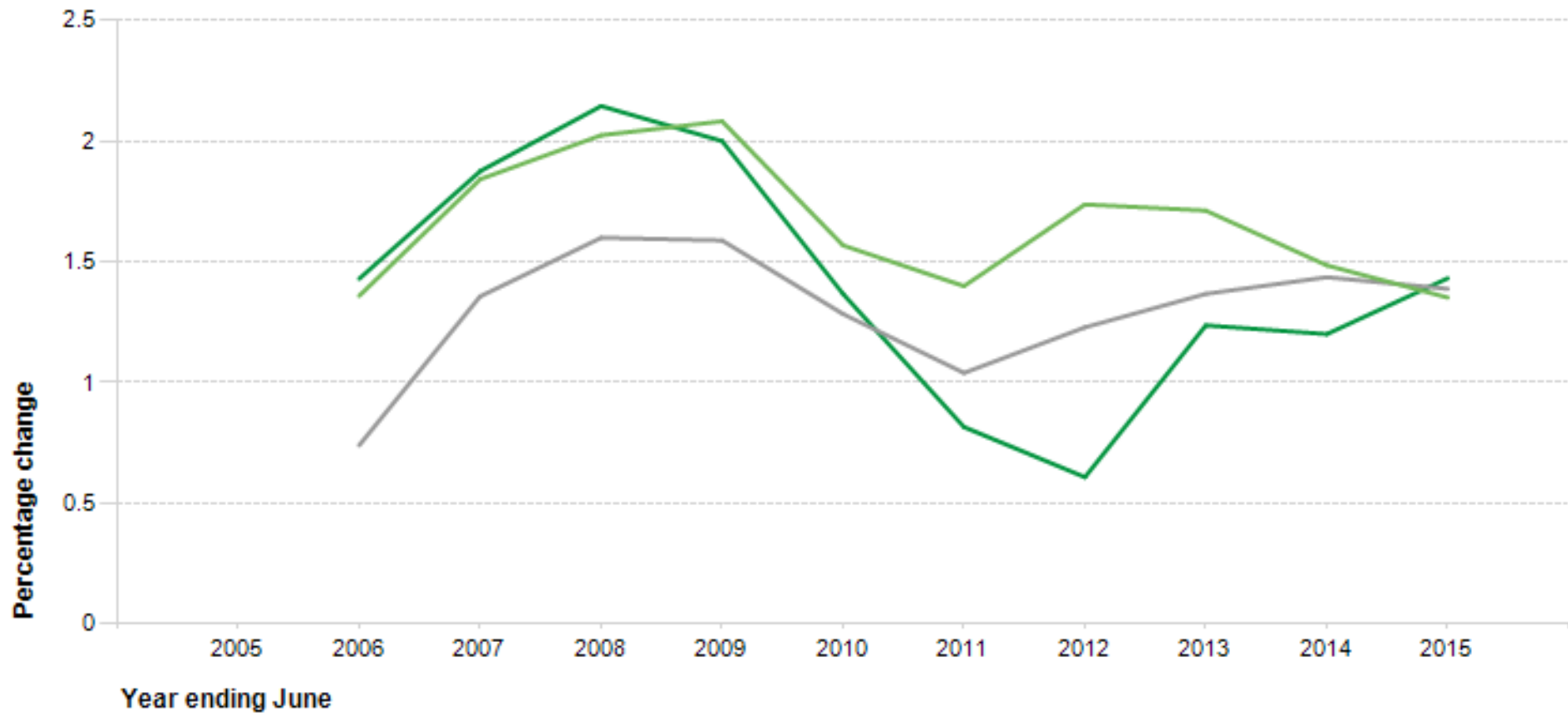
Indicators	Growth 2005 - 2010	Growth 2010 - 2015
Population	1.8% p.a.	1.1% p.a.
Employment	1.7% p.a.	-0.4% p.a.

Tweed Shire's population growth has outpaced its employment growth in the last ten years, especially during the period 2010 – 2015.



## Estimated Resident Population (ERP)

— Tweed Shire — New South Wales — Australia

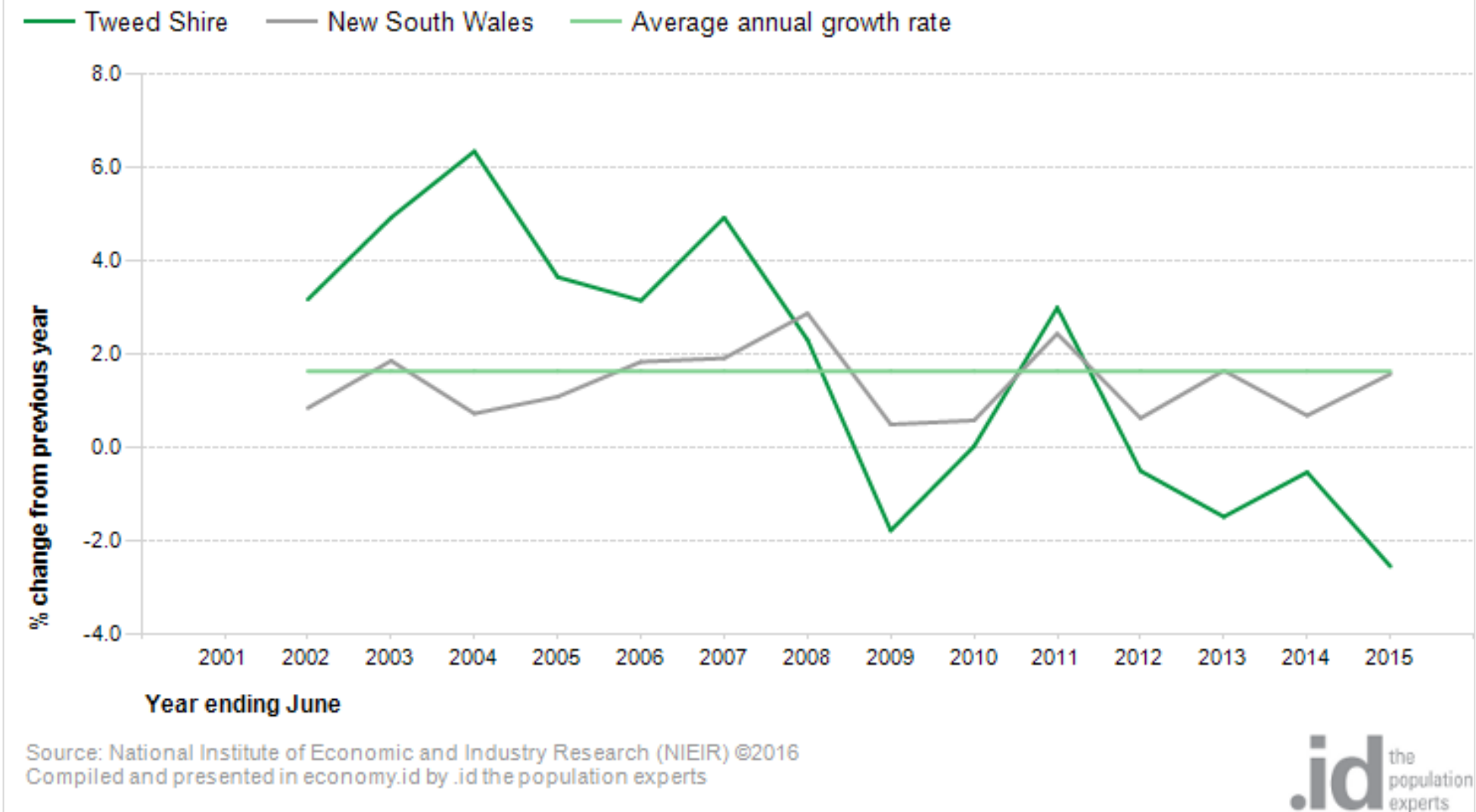


Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in economy.id by .id, the population experts

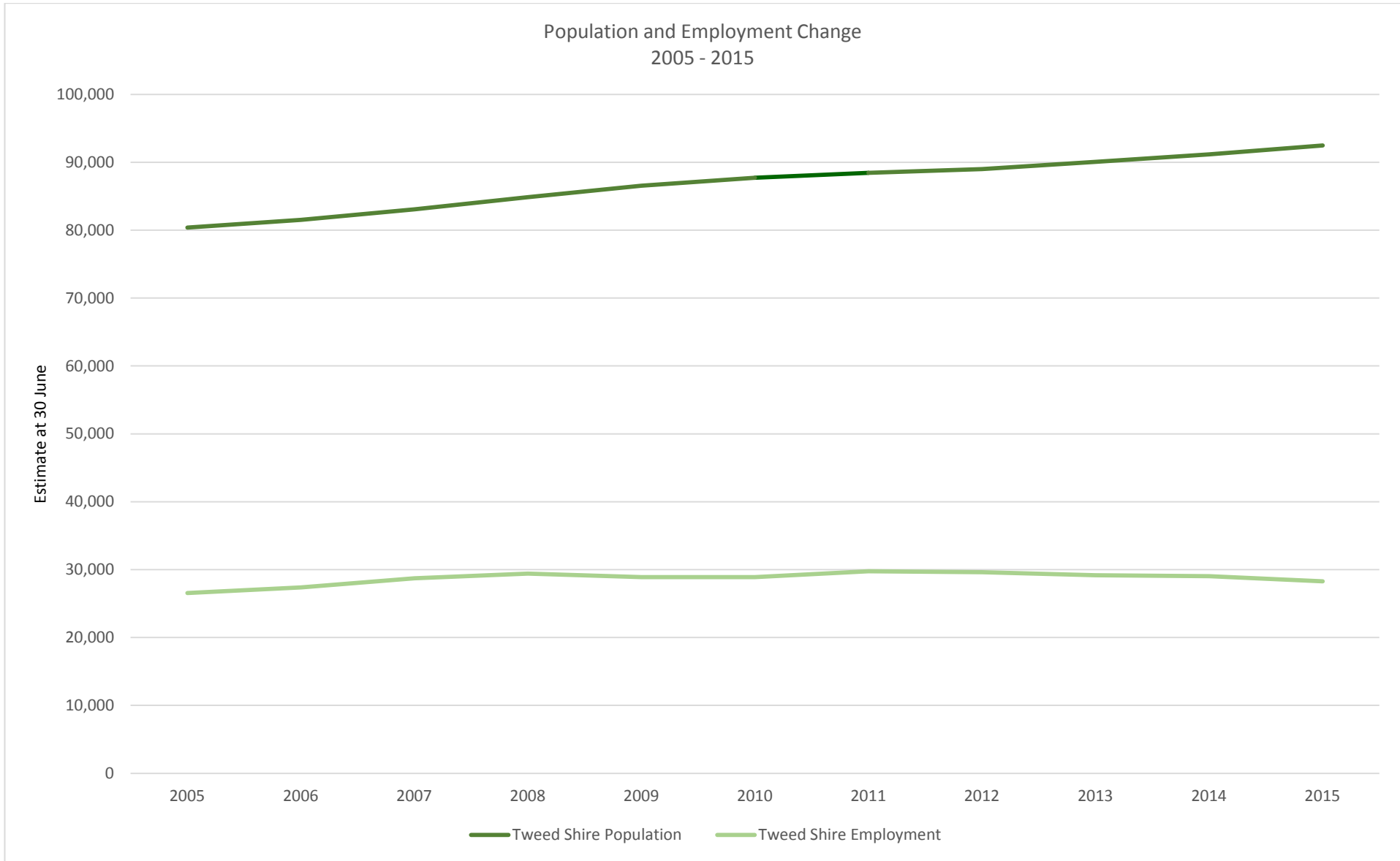
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The average annual growth for population has risen in the last three years after a period of decline.

## Annual change in local jobs



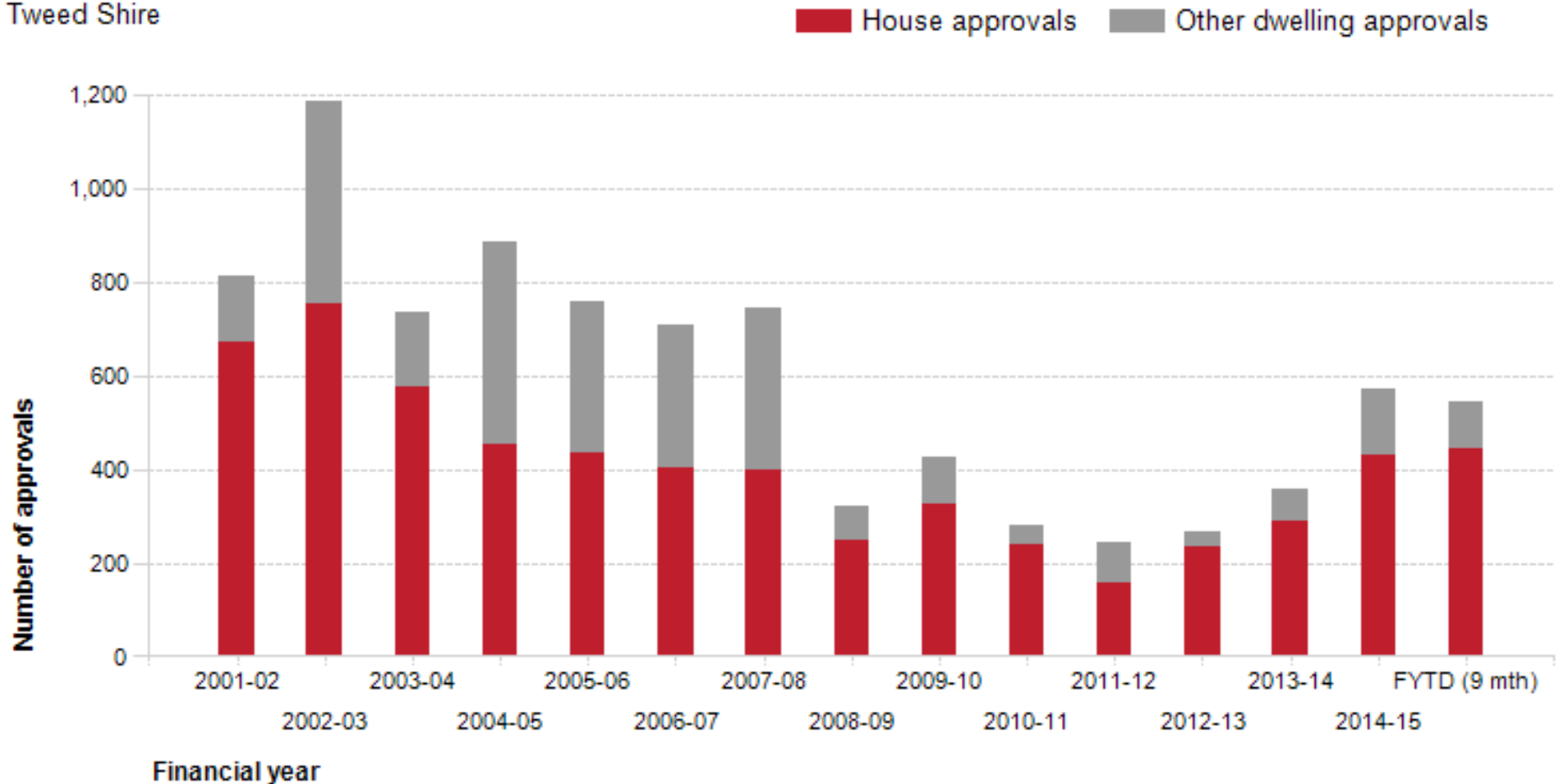
Employment growth rates have declined considerably since the early 2000s.



The population in 2015 was estimated at 92,460, an increase of 4,738 residents since 2010. Employment fell by 607 to be 28,289 jobs in 2014/15.

# Residential building approvals

Tweed Shire

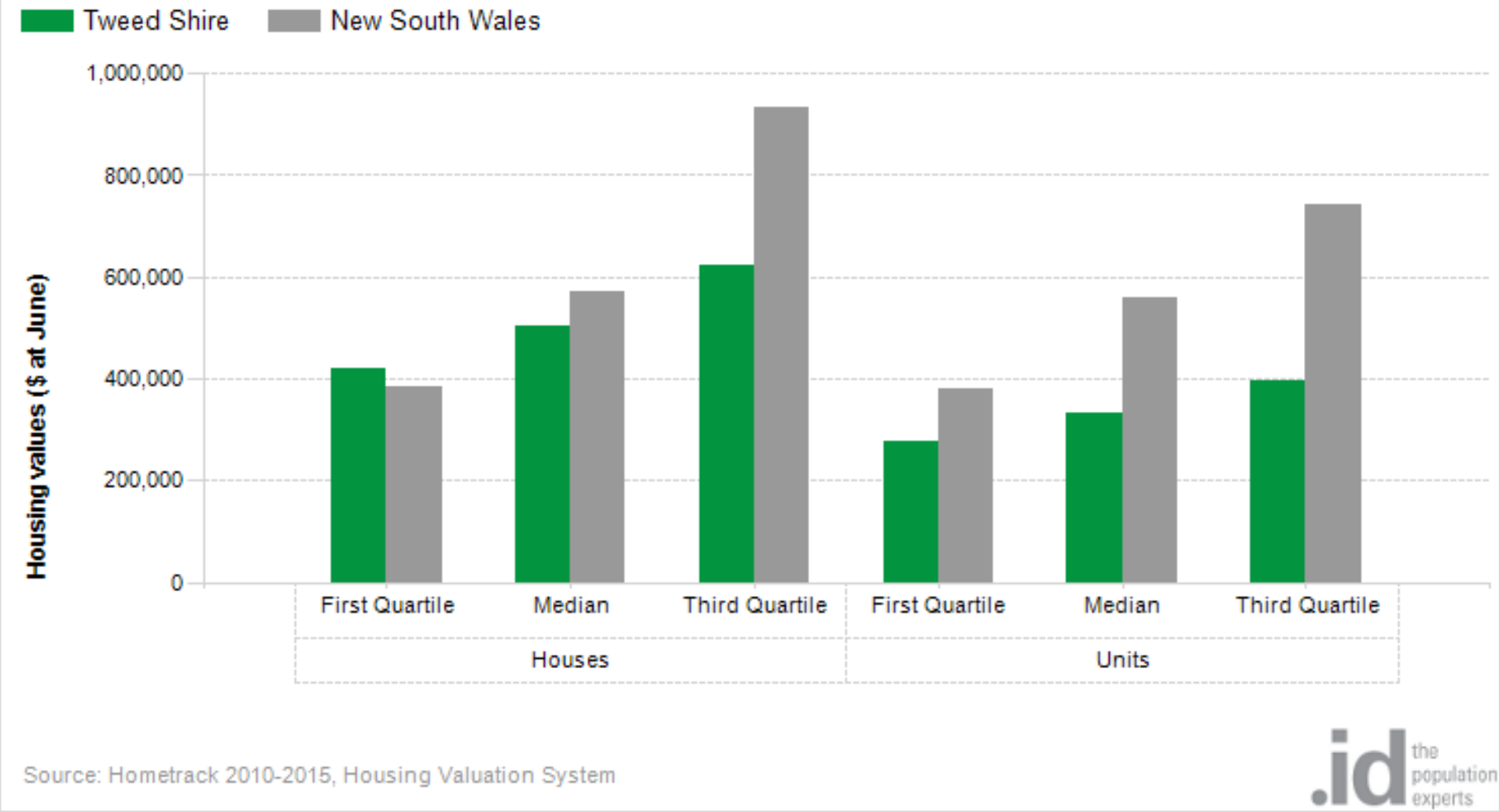


Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by .id, the population experts.

**.id** the population experts

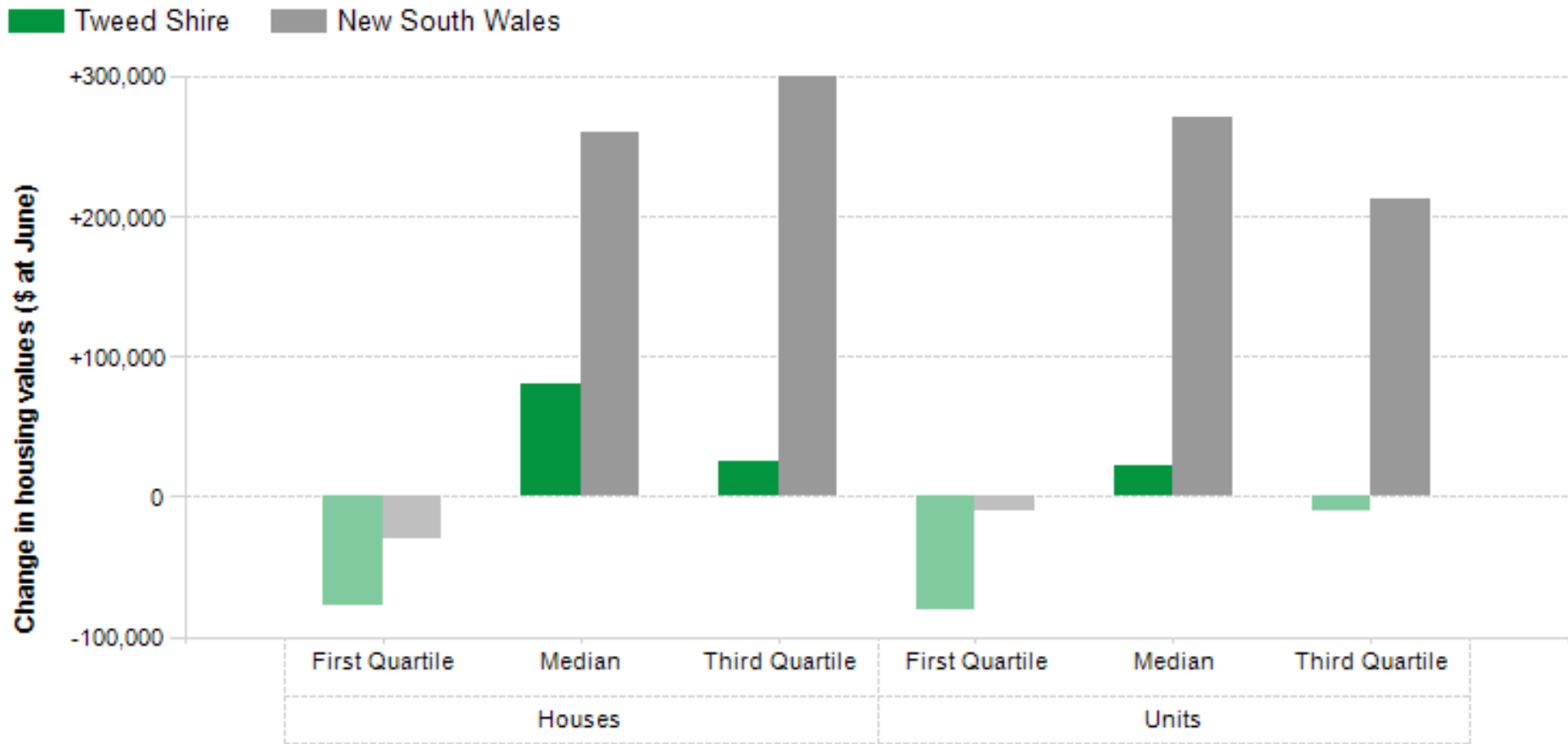
The amount of dwelling approvals in recent years is higher than five years previous, but well below levels seen in the early 2000s. The type of residential buildings approved has also changed with 75% of dwelling units approved in 2014/15 being houses, compared to 51% in 2004/05.

# Housing values, 2015



Tweed Shire's housing stock is generally cheaper than the NSW average, except for houses in the lower price market.

# Change in housing values, 2010 to 2015



Source: Hometrack 2010-2015, Housing Valuation System



When looking at change over the last five years, price growth has been well below the NSW average. House and unit values at the lower end of the market have fallen substantially.

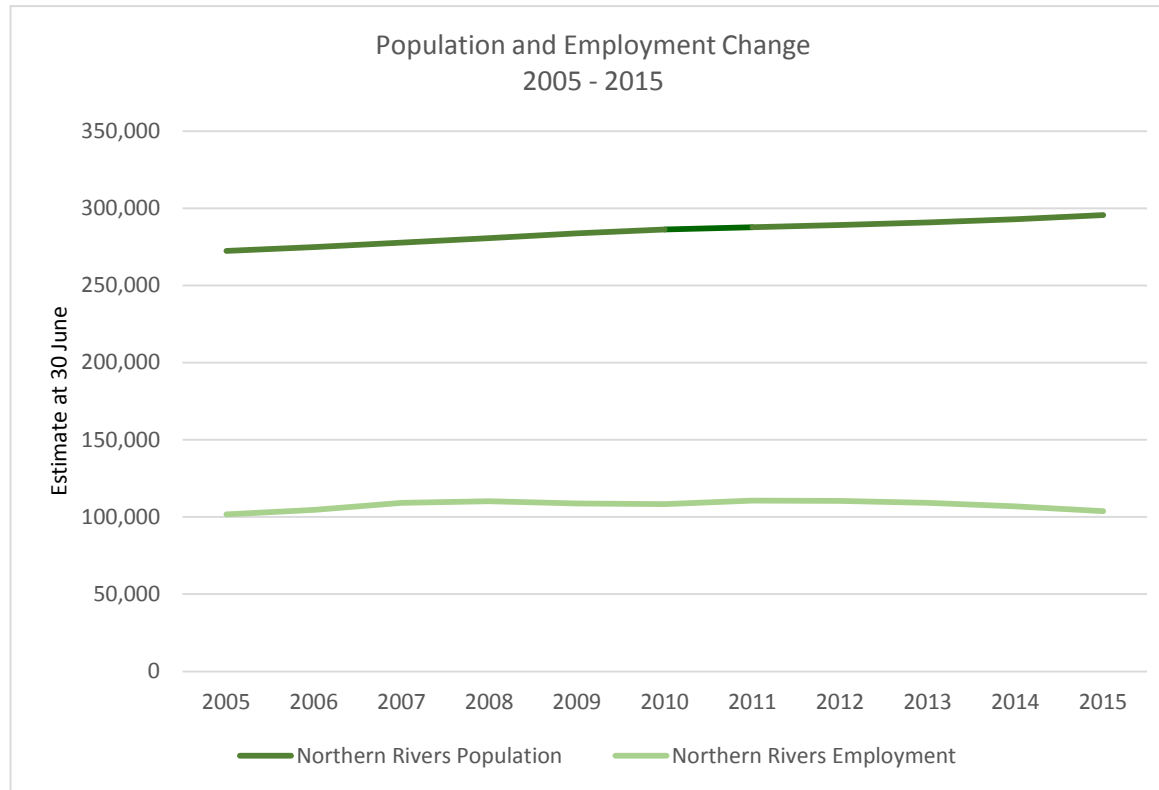


## Northern Rivers Summary

The following charts and information are what could be included if information on the Northern Rivers region is needed. It includes similar information to that presented on pages 20 and 21 of the End of Term report. Data in tables represents aggregated information for the following LGAs: Byron, Ballina, Clarence Valley, Kyogle, Lismore, Tweed and Richmond Valley.

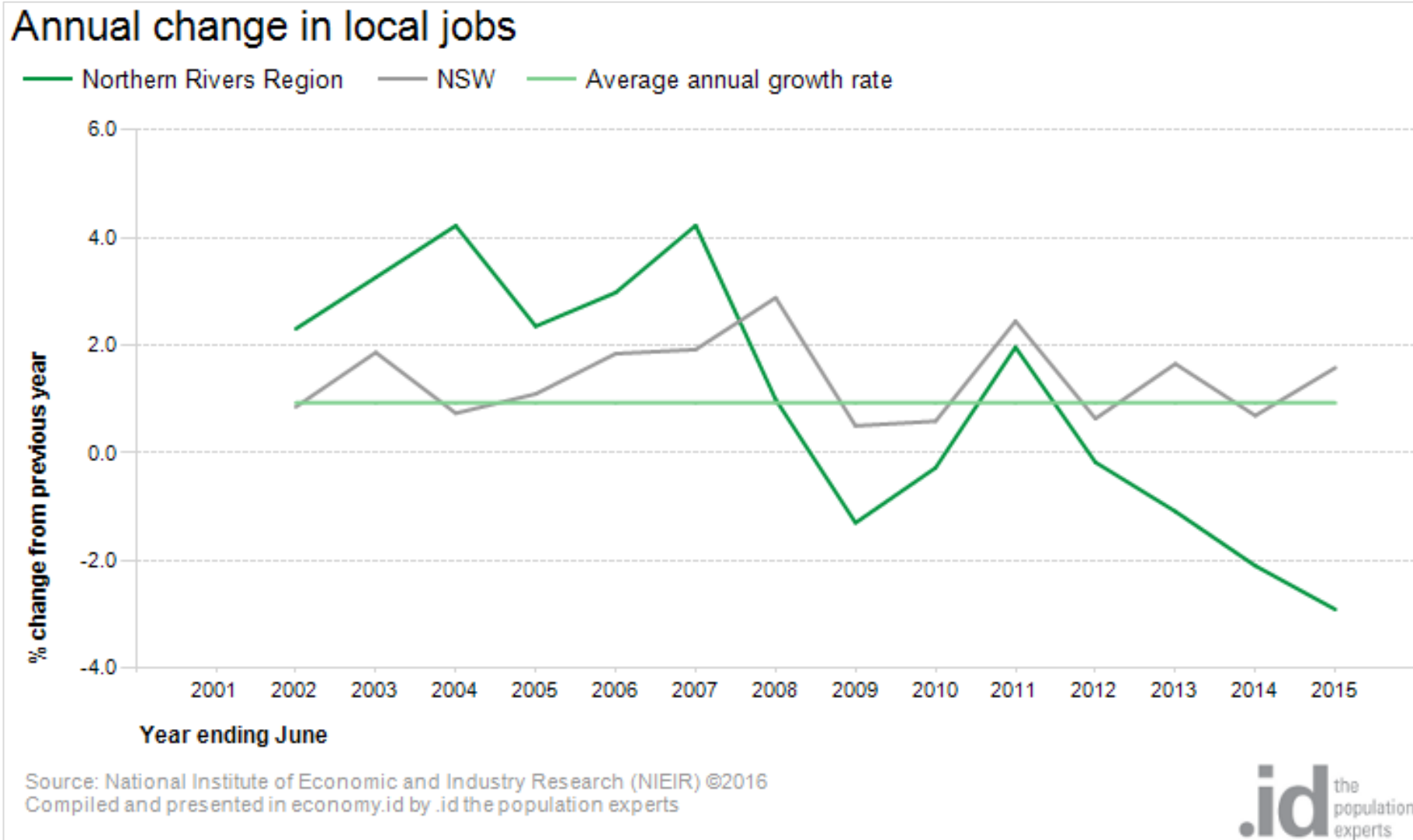
### Labour Force

Indicators	2005	2010	2015
Population	272,444	286,281	295,510
Employment	101,623	108,421	103,750



Source: ABS Estimated Resident Population, 2015; NIEIR, 2016, prepared by .id, the population experts

Population growth (0.9% p.a.) in the Northern Rivers region has been outpacing employment growth over the last ten years (0.2% p.a.). Total employment only increased by just over 2,000 during the period whereas population increased by over 23,000.

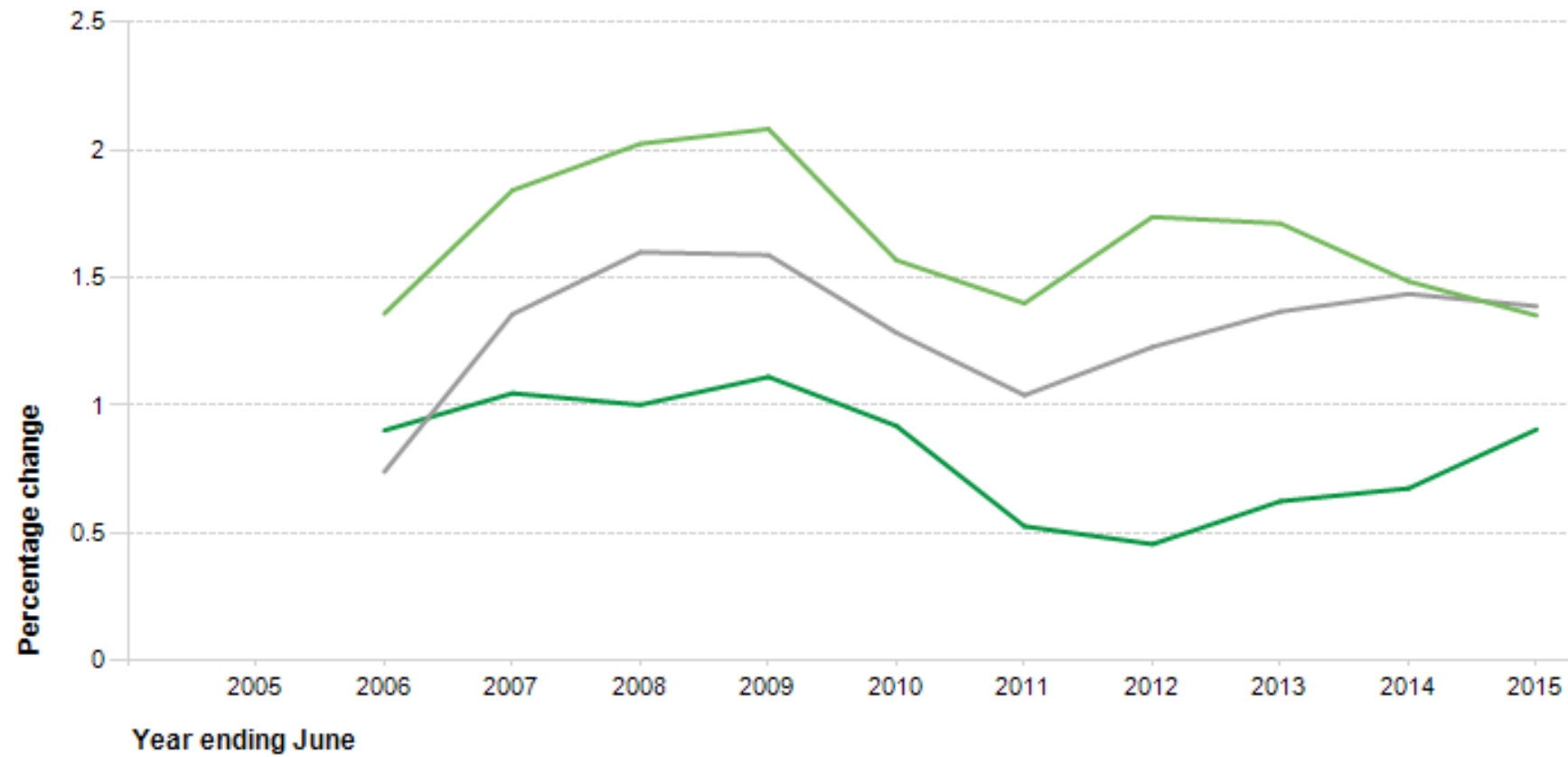


Average annual jobs growth has been below the NSW average since 2008.



# Estimated Resident Population (ERP)

— Northern Rivers Region — New South Wales — Australia



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in economy.id by .id, the population experts



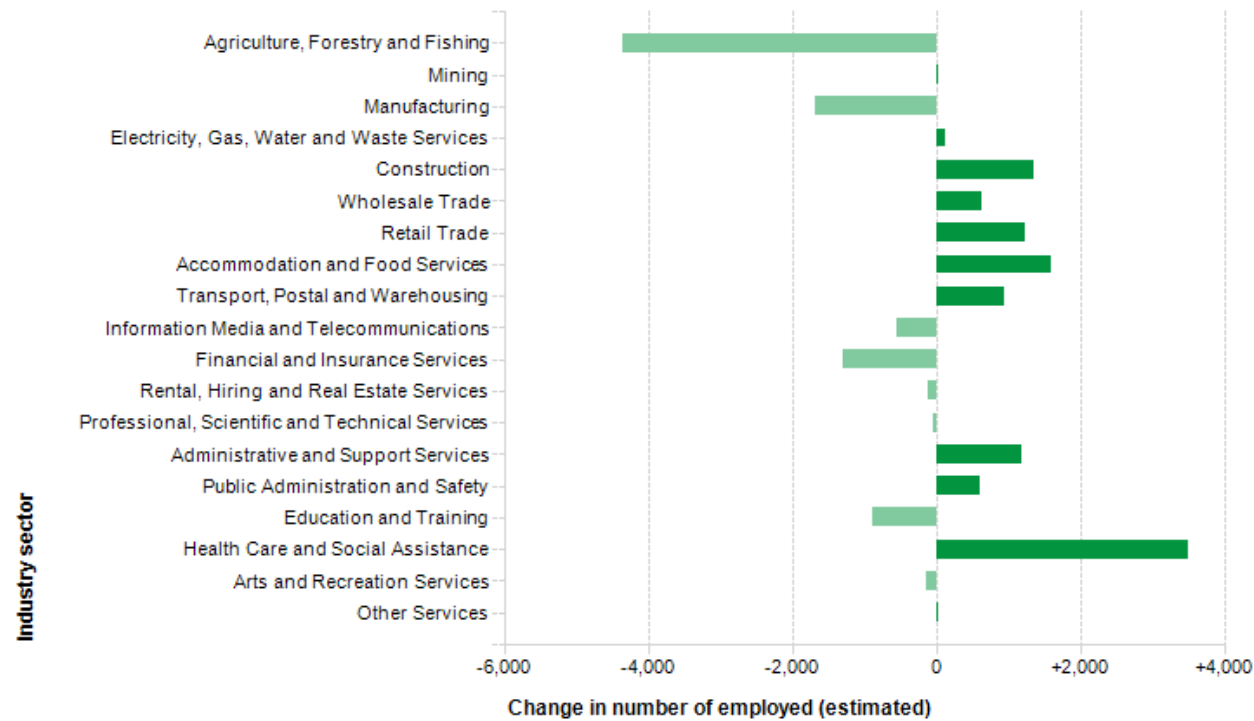
Population growth rates have also been consistently below the NSW and Australian averages.

## Industry Structure

Indicators	2005	2015
Top Four Industries by Employment	Retail Trade; Health Care and Social Assistance; Education and Training; Agriculture, Forestry and Fishing	Health Care and Social Assistance; Retail Trade; Accommodation and Food Services; Construction

### Change in employment (total) by industry, 2004/05 to 2014/15

Northern Rivers Region



Source: National Institute of Economic and Industry Research (NIEIR) ©2016  
Compiled and presented in economy.id by .id the population experts

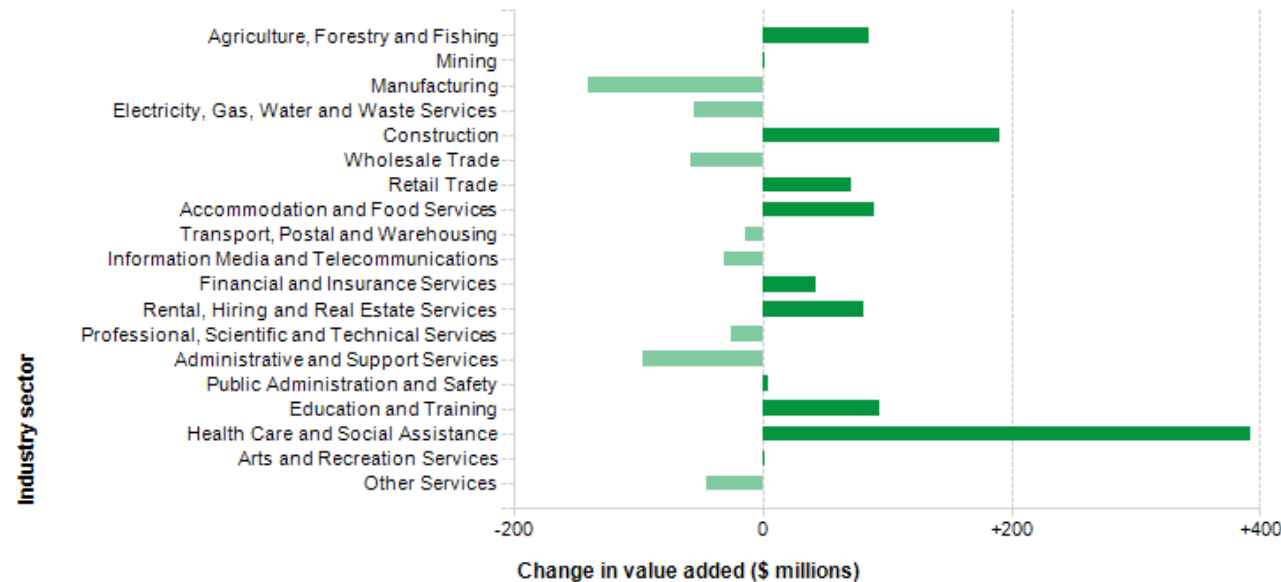
**.id**  
the population experts

The largest employing sector in the Northern Rivers region is Health Care and Social Assistance which has seen considerable growth over the last ten years, adding 3,510 jobs. The largest decline has been in Agriculture, Forestry and Fishing.

Indicators	2005	2015
Top Four Industries by Value Add	Health Care and Social Assistance; Construction; Retail Trade; Education and Training	Health Care and Social Assistance; Construction; Education and Training; Retail Trade

### Change in value added by industry sector, 2004/05 to 2014/15

Northern Rivers Region



Source: National Institute of Economic and Industry Research (NIEIR) ©2016  
Compiled and presented in economy.id by .id the population experts



Health Care and Social Assistance is also the sector with the highest value add in the Northern Rivers region and has grown by almost \$400m during the last ten years. Manufacturing has seen the largest decline.

### Housing and Construction

Median Price	2011	2015
Houses	\$426,082	\$428,828
Units	\$338,323	\$326,805

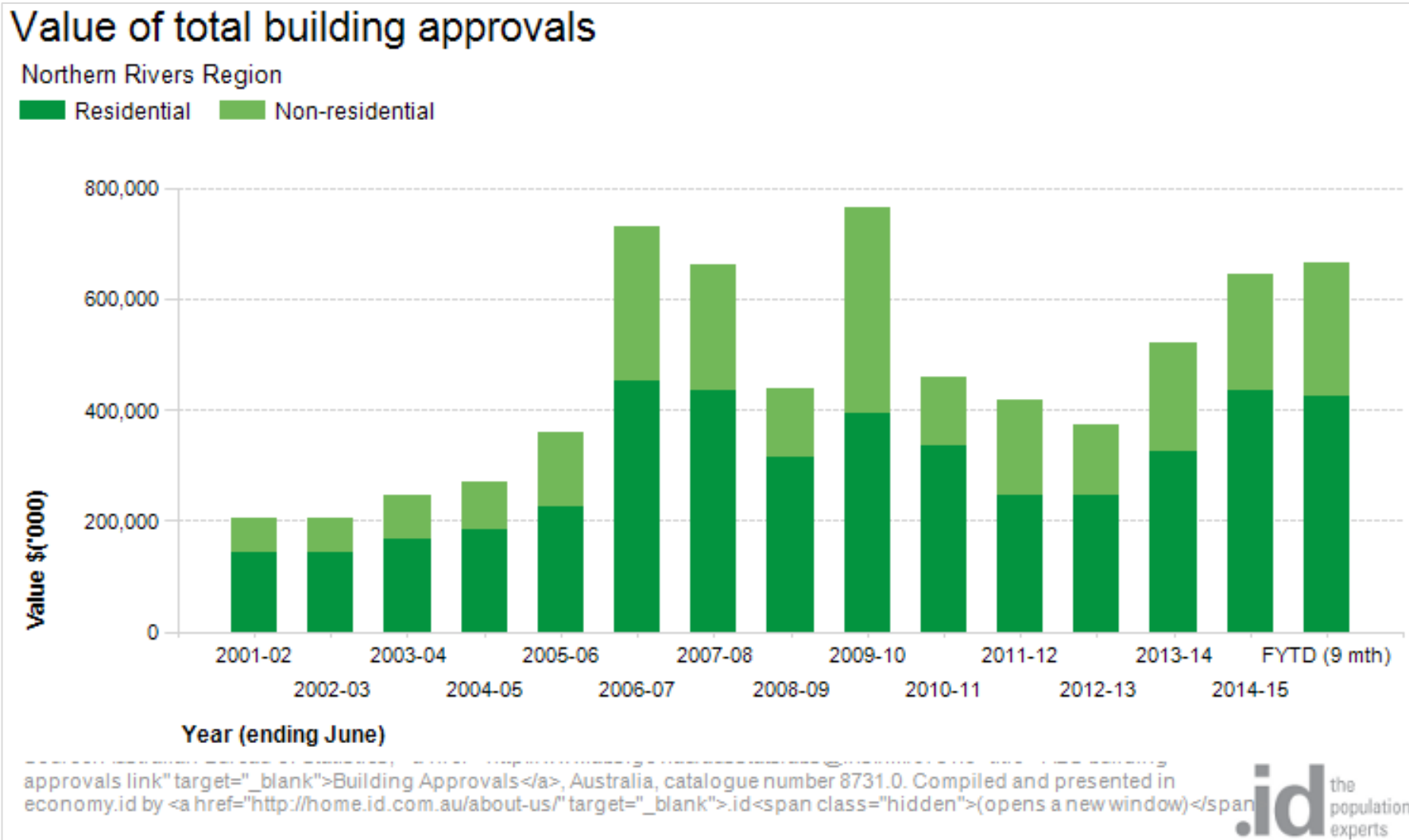
## Housing values, 2015



The housing stock in the Northern Rivers region is below the NSW average at all housing market levels.

Value	2011	2015
Residential Building ('000)	\$337,299	\$436,111
Non-Residential Building ('000)	\$122,544	\$209,602
Total Building ('000)	\$459,843	\$645,714

Source: ABS 8731.0 - Building Approvals, prepared by .id, the population experts.



The value of building approvals has increased considerably in the region in recent years. Residential building approvals value is up 29% on 2011 levels and non-residential approvals value is up 71%.



Customer Service | 1300 292 872 | (02) 6670 2400

[tsc@tweed.nsw.gov.au](mailto:tsc@tweed.nsw.gov.au)  
[www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au)  
Fax: (02) 6670 2429  
PO Box 816  
Murwillumbah NSW 2484