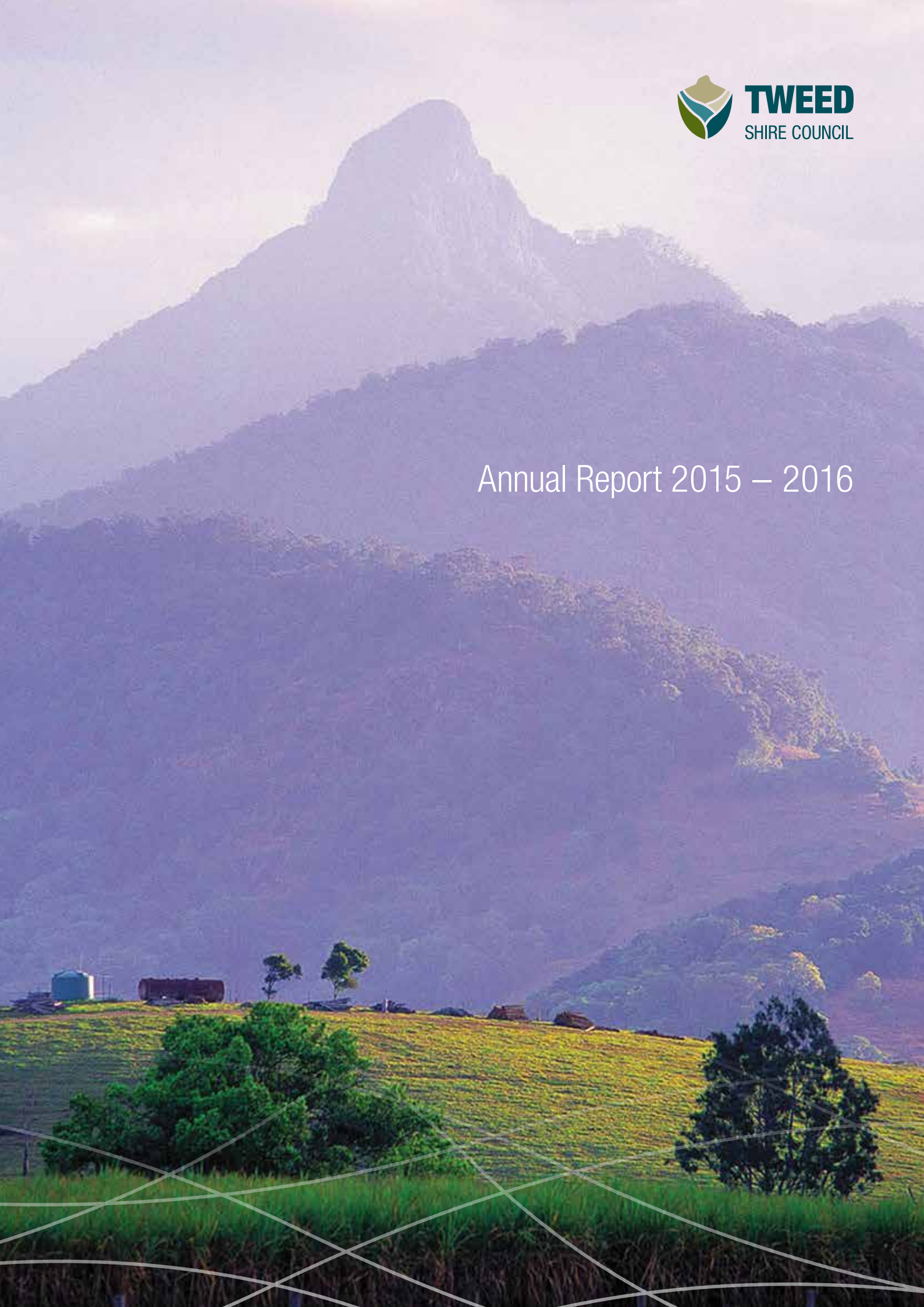


# Annual Report 2015 – 2016





## Contact Tweed Shire Council

Post PO Box 816, Murwillumbah NSW 2484

Email [tsc@tweed.nsw.gov.au](mailto:tsc@tweed.nsw.gov.au)

Phone (02) 6670 2400 or 1300 292 872

Website [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au)

Our offices Tumbulgum Road, Murwillumbah

Cnr Brett and Wharf Street, Tweed Heads

Office hours 8.30am - 4.15pm weekdays

Closed public holidays

Hard copies of this report can be viewed at Council's offices at Murwillumbah and Tweed Heads.  
A digital copy is available online at [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au)



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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.

## Values Statement

### What we value

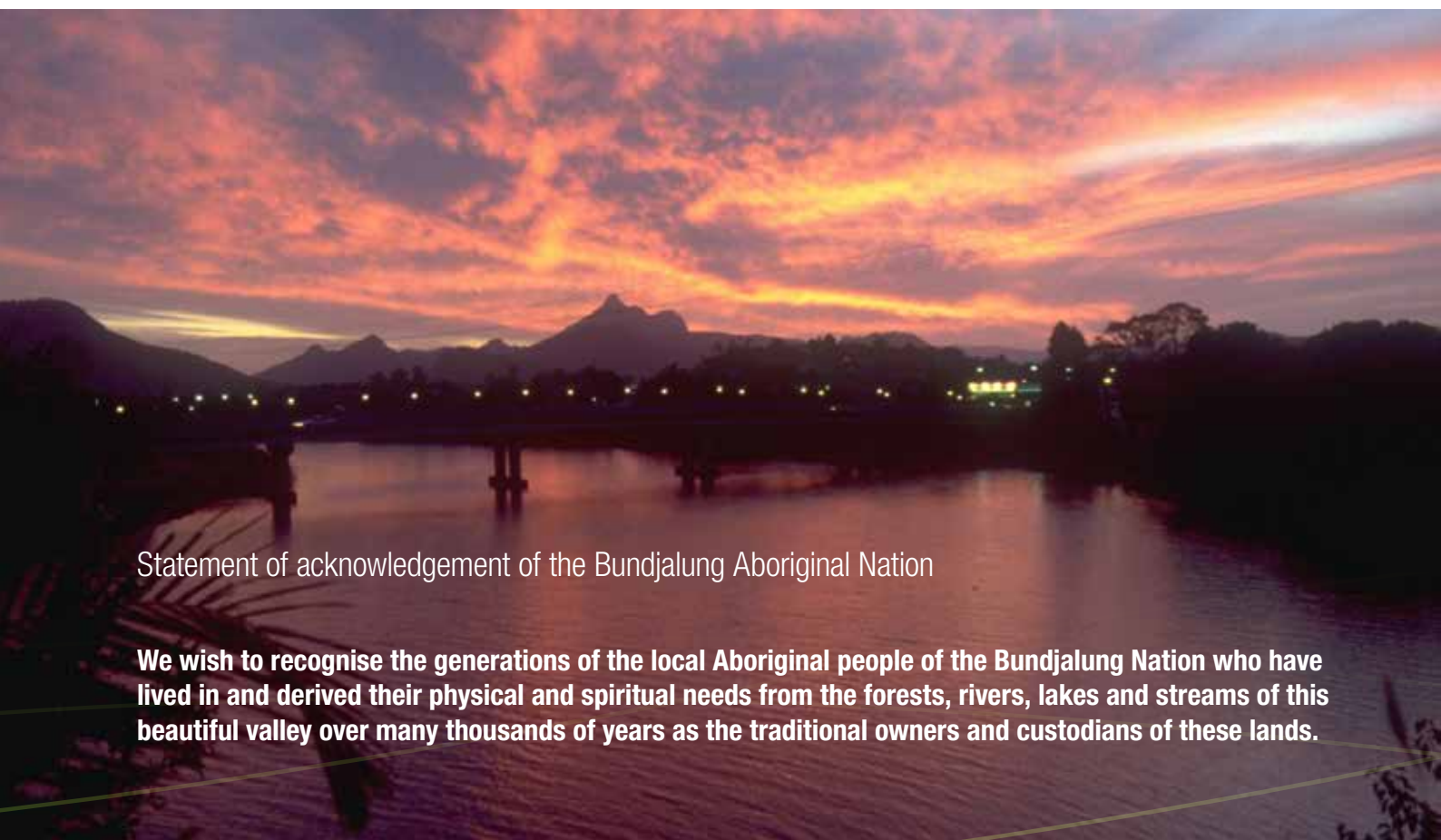
Living and loving the Tweed.

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.



Statement of acknowledgement of the Bundjalung Aboriginal Nation

**We wish to recognise the generations of the local Aboriginal people of the Bundjalung Nation who have lived in and derived their physical and spiritual needs from the forests, rivers, lakes and streams of this beautiful valley over many thousands of years as the traditional owners and custodians of these lands.**

# Welcome

## Tweed Shire Council's Annual Report for 2015–2016

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

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

This report provides an overview of Council's progress towards the goals set out in our ten year Community Strategic Plan and the specific activities outlined in the Delivery Program 2013–2017 and Operational Plan 2015–2016. For further details, see the section on Integrated Planning and Reporting.

Section 8 of the NSW *Local Government Act, 1993*, requires that all Councils operate in accordance with the following charter:

- To provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
- To exercise community leadership;
- To exercise its functions with due regard for the cultural and linguistic diversity of its community;
- To promote and to provide and plan for the needs of children;
- To properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible;
- To have regard to the long term and cumulative effects of its decisions;
- To bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible;

- To facilitate the involvement of Councillors, members of the public, users of facilities and services and Council staff in the development, improvement and coordination of local government;
- To raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
- To keep the local community and the State Government (and through it, the wider community); informed about its activities;
- To ensure that, in the exercise of regulatory functions, they act consistently and without bias, particularly where an activity of the council is affected; and
- To be a responsible employer.
- Council is committed to the delivery of this charter and to transparent reporting and accountability to the community.

While the Annual Report 2015–2016 is the primary means of sharing Council's performance in the last financial year, there are many other ways members of the community can find out about and contribute to the running of Council.

### Council's corporate website

([tweed.nsw.gov.au](http://tweed.nsw.gov.au)) provides 24/7 access to detailed information on Council's operations, meeting agendas and minutes, and strategic plans, documents, policies and guidelines.

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

**Your Say Tweed** ([yoursaytweed.com.au](http://yoursaytweed.com.au)) is Council's online hub for community engagement, where the community can learn about and provide feedback on a range of current Council projects and initiatives.

**Tweed Link** is a weekly gazetted newspaper produced in-house by Council to provide the community with the latest Council-related news and information. It is delivered free to more than 40,000 households in the Tweed and is published to Council's website each Tuesday. It is also available by email subscription. All of Council's statutory advertising is published in the Tweed Link.

**Council meetings** are generally held in the Council Chambers at the Murwillumbah Civic and Cultural Centre at Tumbulgum Road, Murwillumbah on the third Thursday of each month. Occasionally, there may be changes to the date or venue of a Council meeting and this will be communicated through the Tweed Link.

**Planning Committee meetings** are generally held in the Council Chambers at the Murwillumbah Civic and Cultural Centre at Tumbulgum Road, Murwillumbah on the first Thursday of each month. These meetings deal exclusively with matters pertaining to land use planning.

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

# Mayor's introduction



**I have loved representing the Tweed Shire community as your Councillor and Mayor. It has been an incredible and humbling honour that I still find hard to believe even now.**

This is a critical time for our community for action on issues such as climate change and the decisions we make now will affect our social, economic and environmental future.

We must all play our part to our utmost ability, and more.

We are blessed with an internationally significant natural environment in the Tweed, and this shapes so much of our community character and the lifestyles we enjoy; from the spectacular coast and important farming and natural areas, through to the communities in our towns and small villages.

You only have to look around to realise why it is such a privilege to live in the Tweed. Every day I'm struck by just how lucky we are to live in this place, but also, just how vulnerable our environment remains.

Our greatest risk for our beautiful biodiversity and the safety and stability of our future is the moment we begin to take our environment for granted.

The dire situation of our coastal koala population and the dozens of other threatened species demonstrates the extreme fragility of our land and fellow species. We have taken our environment for granted in the past, and still have a long way to go to learn how to properly care for it.

I acknowledge the endless work our Aboriginal community puts in to protect this Country and teach us better ways. One of the highlights of my time on Council was attending the National Aboriginal Network Conference held here recently in Tweed Heads where Aboriginal leaders from all around the Country came together to share stories of their great work.

I also acknowledge the important work of all involved with Council's Tweed-Byron Koala Connections project, which is a large scale, threatened species recovery initiative. This award-winning project has helped our chances of saving our koalas and many other species of endangered fauna and flora through tree planting, weed control, community engagement, pest management, fire management and planning.

The Koala Connections project is a step in the right direction; however, you only need to see all the threatened flora and fauna species depicted along Murwillumbah's stunning mural walk to realise how much more work is still to be done.

Amongst many initiatives in 2015–16, another highlight was the opening of the new youth precinct, adventure playground and Peace Walk at Knox Park at Murwillumbah. The project shows what can be achieved when everyone works together; community and youth groups, local businesses as well as Council.

The past year has also seen progress with our Economic Development Strategy and major road and bridge works throughout the shire. I offer thanks to the community for your patience at places like Kennedy Drive and the Kingscliff Bridge.

Minimising future traffic impacts and guiding sustainable future planning will be a big focus for Council going forward especially with major developments underway at places like Terranora and Fraser Drive.

I thank the Deputy Mayor, Cr Bagnall, my fellow Councillors and Council staff for their work this past year.

During my time as Mayor, I have really enjoyed meeting so many of our lovely community members and appreciated the very warm hospitality that has been extended to me.

I hope the community's vision for the Tweed will help guide the projects, activities and services that will help us become a truly sustainable region – a place where people enjoy this special place whilst respecting the responsibility that comes with such a remarkable natural environment.

**Councillor Katie Milne**  
Mayor, Tweed Shire Council

# General Manager's report



**'Living and loving the Tweed' is one of Tweed Shire Council's key organisational values and is a statement that reflects much of our focus and achievement in 2015–16.**

Council has introduced a revised set of organisational values that have an important role in shaping the working culture for our staff and our commitment to the Tweed community.

The values are about taking pride in where we live and how we work, and having open conversations about the sort of Tweed we all want for the future.

As a flow-on from the values work, 'Living and loving the Tweed' will be the theme of Council's new Community Strategic Plan, which is currently being developed.

Over the past year, the NSW Government's 'Fit for the Future' process and resulting 'Tweed the Future is Ours' project, presented Council with an opportunity to look at the 52 services we deliver and how we deliver them.

The information gathered from those projects in 2015–16, and further input from the community and incoming Councillors, will form the basis of the Community Strategic Plan, which will guide much of our work over the next four years. Please don't miss your chance to have a say on this plan in the coming months.

In 2015–2016, Council achieved many noteworthy successes in a year of activity, innovation and creative thinking by Councillors and staff alike.

The Kingscliff Matters project saw a genuine shift in our approach to community engagement. Driven by our new Community Engagement Network, the pop-up shopfront operated in Marine Parade for nine weeks from February to April, with more than 2000 people taking the opportunity to find out more about the Kingscliff Foreshore Revitalisation, the draft Kingscliff Locality Plan, and the Kingscliff- Dreamtime Beach Coastal Zone Management Plan.

The project won the Australian Coastal Award for Community Engagement at the 2016 Australian Coastal Awards.

There was no shortage of big picture planning projects in 2015–16; from the Kingscliff work to affordable housing initiatives at Hundred Hills and new developments for Terranora (Area E – Altitude Aspire) and Casuarina (Sea Side City) and the \$30-million redevelopment of Tweed City Shopping Centre.

As well as planning for the future, we've also been building for the present. Much of our construction work has involved practical upgrades to roads and bridges that will make a genuine difference to the everyday lives of people in our community. Examples include the \$9-million Kennedy Drive upgrade, the Murwillumbah Main Street drainage work, the Kingscliff and Fingal bridges, the Tom Beatson lookout and the award-winning Knox Park precinct in Murwillumbah.

It's never been easier to do business with Council whether it's online or face-to-face. In 2015–16 we introduced e-newsletters and electronic lodgement in our development process while our walk-up customers now have easy access to services and assistance at the new Tweed Heads Civic Centre.

There was also cultural kudos in the past year with the Tweed Regional Gallery and Margaret Olley Art Centre welcoming their 300,000th visitor and again being voted amongst the best of the best in the world in the Trip Advisor Travelers' Choice Awards.

Council continues to be recognised for our great work across all of our program areas and I encourage you to read the Awards and Achievements pages for further detail. With a new group of Councillors and a new Community Strategic Plan, the year ahead will be an exciting time for the Tweed. Thank you sincerely to all our staff and Councillors for their efforts to make the Tweed community even better tomorrow than it is today.

**Troy Green**

General Manager, Tweed Shire Council



# Profile of the Tweed

## Key facts and figures

### Location

Nestled in the eroded caldera of the largest shield volcano in the southern hemisphere, the Tweed is the largest local government area on the north coast of New South Wales, covering an area of just over 1309 km<sup>2</sup>.

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





## Population

The Tweed Shire population for 2015 is estimated at 92,460 and is forecast to grow to 125,953 by 2036.

In line with this population growth, the number of dwellings in the Tweed is forecast to grow from 40,452 in 2011 to 56,907 in 2036, with the average household size rising from 2.38 to 2.42 by 2036.

Between 2011 and 2036, the age structure forecasts for Tweed Shire indicate a 50% increase in population under working age, a 44% increase in population of retirement age, and a 36% increase in population of working age.

### Population

2015 • 92,460

2036 • 125,953



### Housing

2011 • 40,452

2036 • 56,907



### Age demographic

#### Under working age

+50% by 2036



#### Working age

+36% by 2036



#### Retirement age

+44% by 2036



## Economy

Tweed Shire's Gross Regional Product is estimated at \$2.89 billion, which represents 0.6% of the state's GSP (Gross State Product).

The Tweed has a diverse industry base including agriculture, tourism related industries such as accommodation, cafes/restaurants and retail along with a burgeoning food processing industry.

In the year ending June 2014, there were 28,289 local jobs and 6585 local businesses in the Tweed Shire.

The key industry sectors in terms of jobs and value are health care and social assistance, retail trade, accommodation and food services, education and training, and construction.

### Economy

GRP

**\$2.89 billion**

or 0.6% (GSP)

**28,289**

local jobs

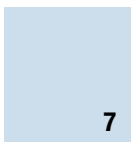
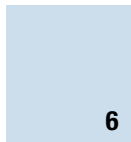
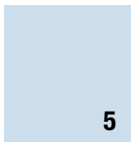
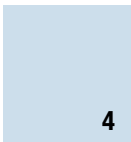
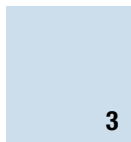
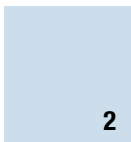
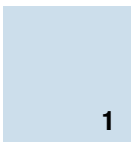
(year ending June 2014)

**6585**

local businesses

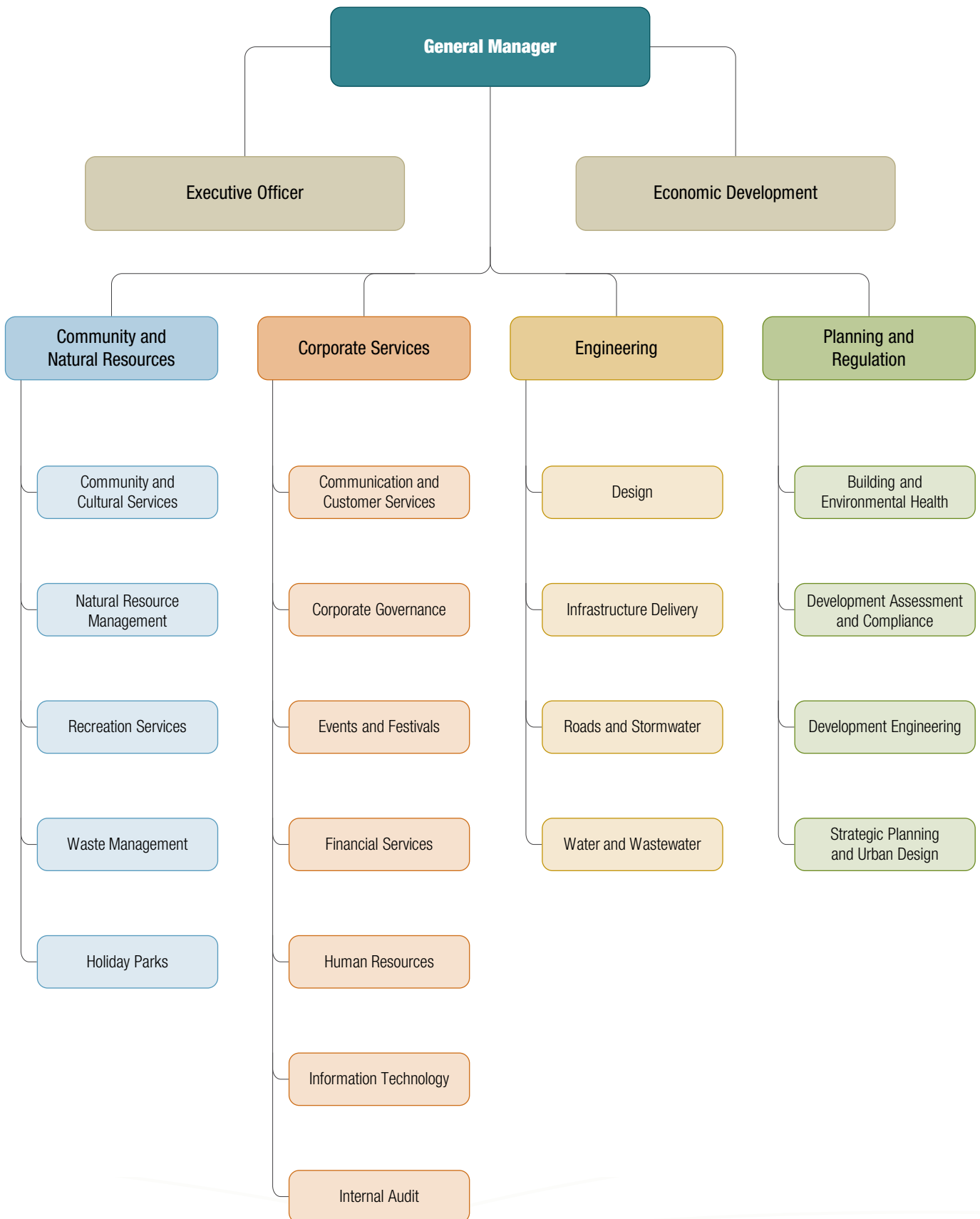
(year ending June 2014)

# The elected Council



- 1 Councillor Carolyn Byrne
- 2 Councillor Gary Bagnall (**Mayor:** 1 July 2015 – 17 September 2015. **Deputy Mayor:** 17 September 2015 – 30 June 2016)
- 3 Councillor Barry Longland
- 4 Councillor Phil Youngblutt (**Deputy Mayor:** 1 July 2015 – 17 September 2015)
- 5 Councillor Warren Polglase
- 6 Councillor Michael Armstrong (**Resigned:** 1 July 2015)
- 7 Councillor Katie Milne (**Mayor:** 17 September 2015 – 30 June 2016)

# Council organisational structure





# How to read the Annual Report

## Following our progress

This Annual Report is divided into three sections:

### Section 1: Reporting our progress

This section provides an outline of Council's progress against the actions set out in the Delivery Program 2013–2017. Like the Delivery Program, it is structured around four themes, as identified in the Community Strategic Plan 2013–2023. Under each theme is a summary of the key achievements and strategic outcomes delivered in 2015–2016, relevant to that objective. Achievements are shown with the relevant item number from the Delivery Program.



#### Civic Leadership

To set the overall direction and long-term goals for the Tweed in accordance with community aspirations.



#### Supporting Community Life

To create a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life.



#### Strengthening the Economy

To strengthen and diversify the region's economic base in a way that complements the environmental and social values of the Tweed.



#### Caring for the Environment

For Council and the community to value, respect and actively participate in the care and management of the Tweed's natural environment for current and future generations.

### Section 2: Statutory reporting requirements

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

### Section 3: Financial statements

This section includes general purpose financial statements for the financial year ending 30 June 2016, including an Income Statement, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows.



# Section 1: Reporting on our progress

## Integrated planning and reporting

### A framework for strategic and sustainable local government

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

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

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

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

### Community Strategic Plan

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

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

### Resourcing Strategy

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

### Delivery Program

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

### Operational Plan

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

### Annual Report

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

### End of Term Report

In addition to the regular progress reporting by Council, the outgoing elected body must prepare a final end of term report detailing achievements in implementing the strategic direction of the Community Strategic Plan 2013/2023, over the term of the Council. This report is to be prepared and presented to the community in the year in which an ordinary election of councillors is to be held in accordance with section 428(2) of the *Local Government Act 1993* and will inform the new Council on the progress to date of the achievements from the Community Strategic Plan.

The outgoing Council adopted its End of Term Report on 18 August, 2016. A copy of the report is attached to this Annual Report.

## Awards and recognition

### Parks & 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.





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6		7

- 1 Knox Park, Murwillumbah took out a Regional Award for Excellence in the Parks & Leisure Australia Awards
- 2 The Kingscliff Matters Shopfront took out the Australian Coastal Award for Community Engagement
- 3 Tweed Shire Council was a finalist for its Tweed-Byron Koala Connections project in the 2015 Banksia Sustainability Awards
- 4 Tweed Regional Gallery & Margaret Olley Art Centre
- 5 Murwillumbah CBD Drainage Project was Highly Commended in the Special Projects category of the NSW Local Government Excellence Awards
- 6 Tweed Valley Cemetery came first in the Large Commercial category of Murwillumbah and District Garden Club's 38th Annual Garden Competition
- 7 Tracey Stinson, Director, Community and Natural Resources receiving the NSW Business Chamber's 2015 Excellence in Sustainability Award



## Achievements in 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.



## LEDA Cobaki

Significant improvement in working relationship between LEDA and Council, 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

There are approximately 250 eligible food premises in the Tweed.

## 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 the 3 August.

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 CO<sup>2</sup> emissions



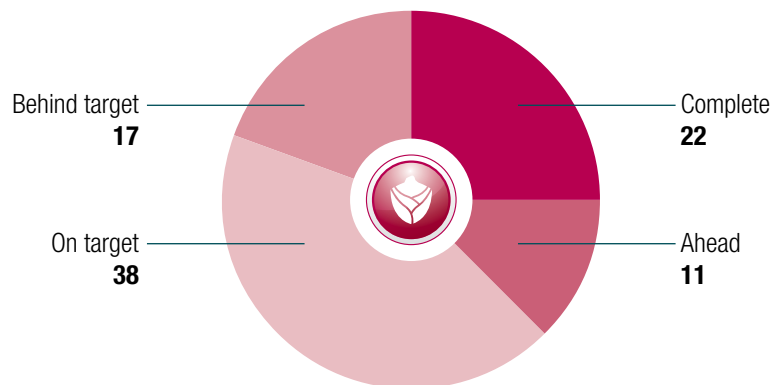


## Progress report for 2015–2016: Civic Leadership

### Performance against the objectives, identified in the 2013–2017 Delivery Program

Objective	Budget (\$'000)		Actual (\$'000)	
	Expenditure	Income	Expenditure	Income
1.1 Ensure actions taken and decisions reached are based on principles of sustainability.	0	0	0	0
1.2 Improve decision making by engaging stakeholders and taking community input into account.	0	657	0	464
1.3 Deliver the objectives of this plan.	73,962	12,774	70,738	8,478
1.4 Strengthen coordination among Commonwealth and State governments, their agencies and other service providers and statutory authorities to avoid duplication, synchronise service delivery and seek economies of scale.	0	0	0	0
1.5 Manage and plan for a balance between population growth, urban development and environmental protection and the retention of economically viable agricultural land.	1,401	6,442	1,041	5,780
<b>Totals</b>	<b>75,363</b>	<b>19,873</b>	<b>71,779</b>	<b>14,722</b>

### 2015–16 Operational Plan: overall performance



### 2013/2023 Community Strategic Plan, community indicators

Indicator	Target	2015/16 Actual
Efficient development application processing times	<68 days	66 days
Building and infrastructure renewal ratio	100%	39.6%
Unrestricted current ratio	>2	3.75
Unrestricted cash amount	>\$8 million	\$9.6 million
Debt service ratio	<=15%	13%
Unpaid rates, annual charges, interest and other outstanding charges	<=5%	4.58%
Net operating result before capital grants and contributions	>\$0	\$8.159 million
Attendance at Council meeting by Councillors	80%	91%
Lost-time injury rate	<4.24%	15%*

\* This reported target is incorrect and unachievable. The target as a rolling annualised figure should be < 20%.



## Achievements in 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 today as part of its 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 on Friday, 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
- 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 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 began in April 2016 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.

## Young Archie Competition

The Young Archie Competition was part of the Archibald Prize 2015 Regional Tour, which was featured at the Tweed Regional Gallery & 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 to 20 metres west of Queensland Road 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 change room 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 Programme.

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 wifi 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.

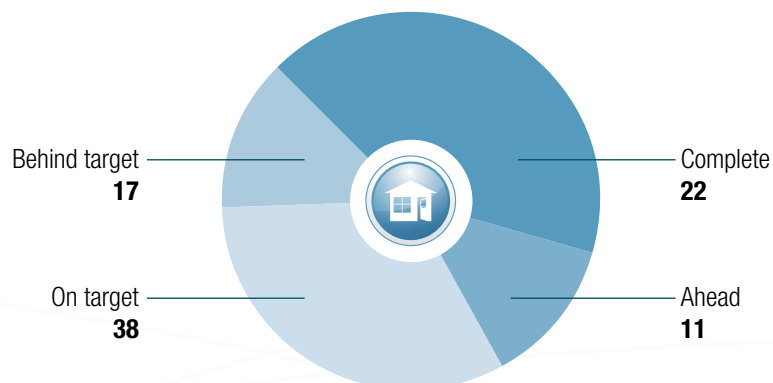


## Progress report for 2015–2016: Supporting Community Life

Performance against the objectives, identified in the 2013–2017 Delivery Program

Objective	Budget (\$'000)		Actual (\$'000)	
	Expenditure	Income	Expenditure	Income
2.1 Foster strong, cohesive, cooperative, healthy and safe communities.	6,830	17,382	4,080	13,185
2.2 Improve opportunities for housing choice.	0	0	0	0
2.3 Provide well serviced neighbourhoods.	86,722	105,145	96,184	106,248
2.4 An integrated transport system that meets local and regional needs.	22,185	40,853	15,110	45,017
2.5 Provide vibrant and accessible town, community and business centres.	0	0	0	0
2.6 Improve urban design.	0	0	0	0
<b>Totals</b>	<b>115,737</b>	<b>163,380</b>	<b>115,374</b>	<b>164,450</b>

## 2015–16 Operational Plan: overall performance



## 2013/2023 Community Strategic Plan, community indicators

Objective	Target	2015/16 Actual
Community satisfaction with Council's services and facilities	>50%	75%
Public transport usage (Surfside Buslines including school services)	>5 trips per capita	8.26 trips per capita
Reported instances of graffiti	>10% reduction	15% reduction
Crime rate: Number of recorded major criminal incidents	Decrease	1 (decreased from 3 in 2014/15)
Housing affordability: sale price	\$410,000	\$440,000
Housing affordability: percentage change in sale price	3%	6.8%
Housing affordability: weekly rent	\$400	\$412
Housing affordability: percentage change in weekly rent	5%	3.1%
Utilisation of community centres (key programs)	>75,060	87,496
Utilisation of Council's sporting facilities	100%	100%
Number of impounded animals re-homed	>75%	79.6%
Length of roads resealed per annum	107km	63.4km
Length of roads rehabilitated per annum	16km	9.3km
Length of bikeways per 1,000 population	1km	1.4km
Areas of parks and sports fields per 1,000 population	1.7ha	1.19ha
Household (kerbside) recycling rates	50%	42.7%
Total waste diverted from landfill	>34,000 tonnes	29,588 tonnes
Average residential water consumption per person	180 L/p/d	181 L/p/d
Drinking water quality: compliance with microbiological requirements	100%	100%
Water Quality Complaints per 1000 properties	3	4.38
Compliance with EPA discharge licence for waste water treatment plants	100%	77.2%
Odour complaints per 1000 properties	1	1.42
Overflows per 1000 properties	1.6	2.28
Total greenhouse gas emission for Council operations	Decrease	Decreased by 2%







## Achievements in 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.

It draws from statistical trends of approved and constructed developments and their relative value, and how much they impact the local economy, business, industry and property markets.

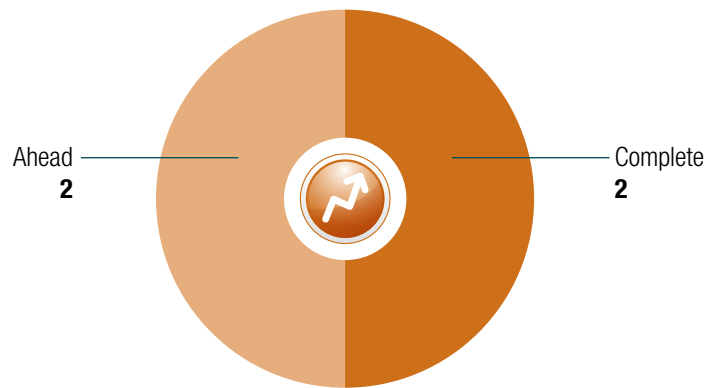


## Progress report for 2015–2016: Strengthening the Economy

### Performance against the objectives, identified in the 2013–2017 Delivery Program

Objective	Budget (\$'000)		Actual (\$'000)	
	Expenditure	Income	Expenditure	Income
3.1 Expand employment, tourism and education opportunities	1,352	3,240	60	1,708
3.2 Retain prime agricultural land, farm viability, manage rural subdivision and associated landscape impacts	0	0	0	0
3.3 Maintain and enhance the Tweed lifestyle and environmental qualities as an attraction to business and tourism	0	0	0	0
3.4 Provide land and infrastructure to underpin economic development and employment	7,552	7,603	86	123
<b>Totals</b>	<b>8,904</b>	<b>10,843</b>	<b>146</b>	<b>1,831</b>

## 2015–16 Operational Plan: overall performance



Objective	Target	2015/16 Actual
Tweed economic output	–	4,799,800
Labour force	–	38,950
Unemployment rate	–	8.4%
Labour force participation	–	42.1%
Increase in registered businesses	Increase	Decrease 0.2%
Average number of employees per registered business	Increase	Increase from 4.3 to 5.9







## Achievements in 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 micro-piling 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.





## Koala habitat

Koalas have been observed in a number of new trees in the revegetated areas at three sites along the Tweed Coast as part of the Koala Connections program, a joint initiative of the Tweed and Byron shire councils



The project team was delighted to observe koalas using two sites in Pottsville Wetland and to also receive a photo of a koala in a planted tree from a nearby landholder involved in the program.

These sites were planted by the local community and bush regeneration contractors to increase koala habitat at a number of Pottsville sites. A committed group of volunteers supported through the Koala Connections project regularly meet to continue to plant koala food trees at the Pottsville Wetland.

3500 trees have been planted at sites in the Pottsville Wetland through the Koala Connections project, supported by the Australian Government, and the Pottsville Wetland Environmental Trust project supported by the NSW Government.

The Tweed Byron Koala Connections project is part of a larger program that has resulted in the planting of more than 64,000 trees throughout the Tweed and Byron coastal areas.

More than 100 landholders have contributed areas on their properties and considerable time and effort to assist with the project.

## 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 more safe, this 30-metre section of the bank will be recessed in an attempt to provide more space for beaching vessels.

## 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.

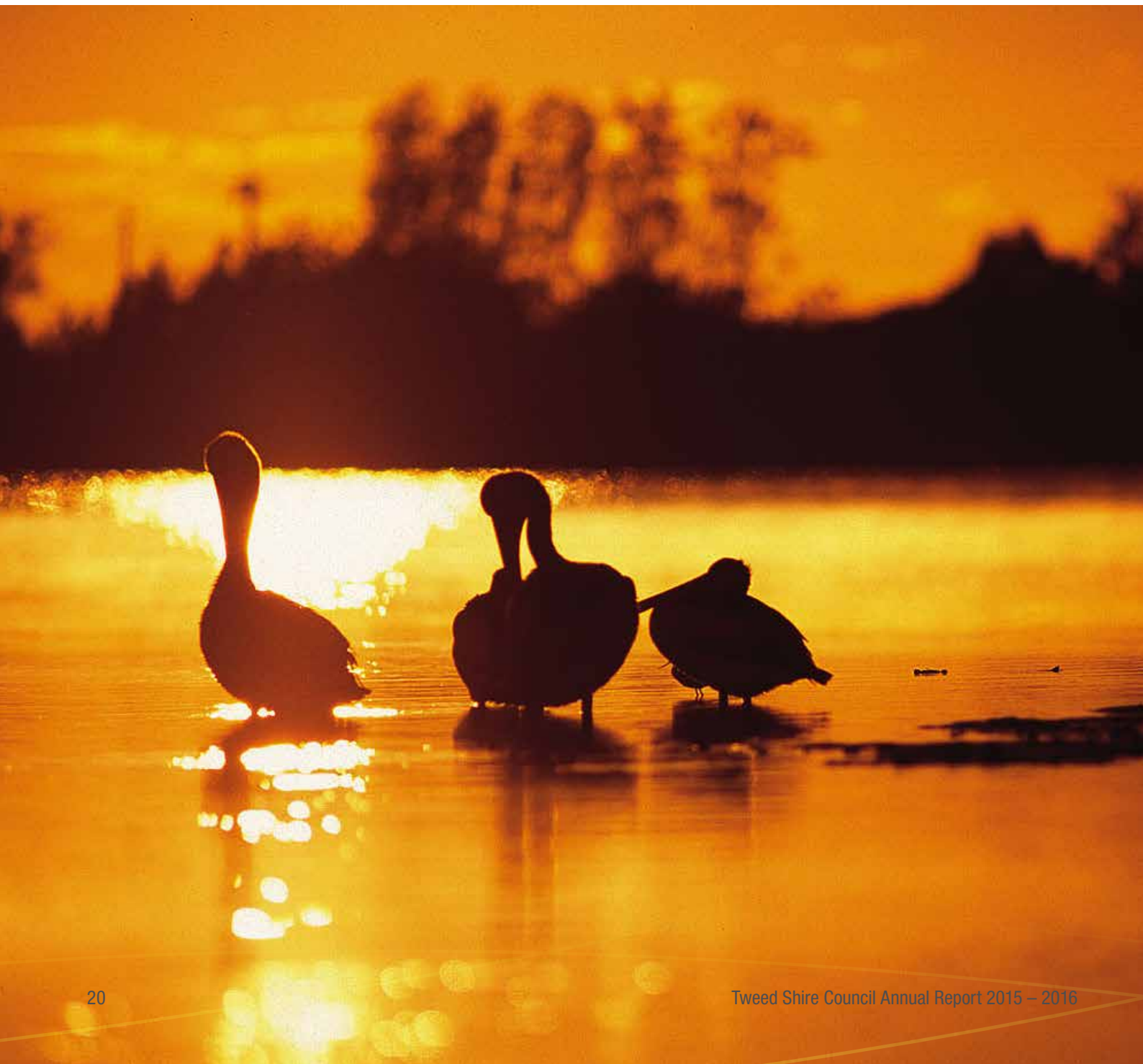
Bank erosion and environmental weeds are having a big impact on the river but also threaten the values of adjacent land.

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.





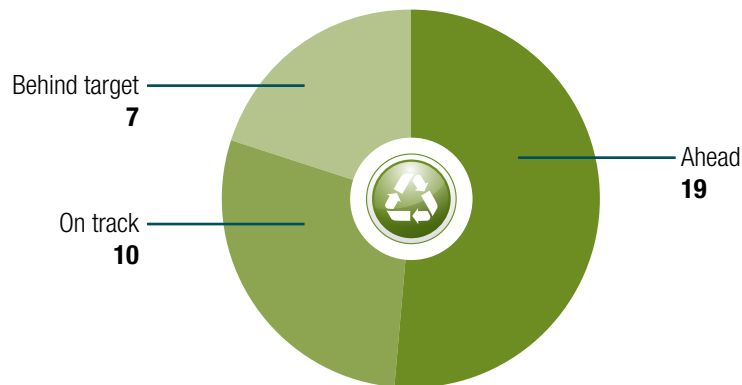


## Progress report for 2015–2016: Caring for the Environment

Performance against the objectives, identified in the 2013–2017 Delivery Program

Objective	Budget (\$'000)		Actual (\$'000)	
	Expenditure	Income	Expenditure	Income
4.1 Protect the environment and natural beauty of the Tweed	3,565	5,715	3,715	6,104
4.2 Conserve native flora and fauna and their habitats	1,219	3,087	580	2,497
4.3 Maintain and enhance Tweed Shire's waterways and its catchments	1,343	2,293	162	1,453
4.4 Manage the Tweed coastline to ensure a balance between utilisation and conservation	81	950	46	959
4.5 Improve the environmental capacity of the Tweed agricultural lands	75	145	92	79
<b>Totals</b>	<b>6,283</b>	<b>12,190</b>	<b>4,595</b>	<b>11,092</b>

### 2015–16 Operational Plan: overall performance



Objective	Target	2015/16 Actual
Stream bank condition improved through Council-assisted management (total)	5km annual	4km
Total megawatt hours of electricity consumption by Tweed Council facilities	5% reduction	2% reduction
Recycled water use	10%	9.9%
Council controlled bushland under active management (total)	300ha	213ha
Proportion of Council controlled bushland under active management (%of total)	10%	10%
Private bushland biodiversity values improved through Council assistance (total)	100ha	121ha
Regional and State significant agriculture land: Total area under best management practice	8,000ha	Not measured

## Section 2: Statutory reporting

### End of Term Report

In addition to the regular progress reporting by Council, the outgoing elected body must prepare a final end of term report detailing achievements in implementing the strategic direction of the Community Strategic Plan 2013/2023, over the term of the Council. This report is to be prepared and presented to the community in the year in which an ordinary election of councillors is to be held in accordance with section 428(2) of the *Local Government Act 1993* and will inform the new Council on the progress to date of the achievements from the Community Strategic Plan.

The outgoing Council adopted its End of Term Report on 18 August, 2016. A copy of the report (Appendix A) is attached to this Annual Report.

### State of the Environment Report

For the Annual Report due in the year in which an ordinary election is held, Council must include a State of the Environment Report that reports on environmental issues relevant to the objectives for the environment in the Community Strategic Plan.

Councils have been strongly encouraged to develop their State of the Environment report in partnership with other councils in their region and Catchment Management Authorities, as environmental monitoring and reporting is more useful when done at a regional and/or catchment scale. Accordingly, Tweed Shire Council has taken part in a project to develop a Regional State of the Environment Report.

A copy of the State of the Environment Report (Appendix B) is attached to this Annual Report.

### Summary of Legal proceedings

Net legal expenses for the 2015/2016 financial year totalled \$549,368.



## Planning and Environmental Law

Description	General instructions	2015/16 Costs (\$)	Comments
<b>Tweed River Hacienda Holiday Park</b>	Institute Land & Environment Court action against site owner for carrying out unauthorised site works.	1,135	<b>Completed</b> Matter heard on 1–2 July 2015, judgment in favour of Council, respondent to carry out works and pay 75% of Council's costs of the hearing. Agreed costs have been paid.
<b>Prospero/Colin Streets, Murwillumbah</b>	Institute Land & Environment Court Class 4 civil enforcement action against property owners for failing to comply with Orders issued under Section 124 of the <i>Local Government Act 1993</i> .	17,693	<b>Completed</b> Consent Orders for costs has been agreed by the two parties both now paid.
<b>137 Adcock's Road Stokers Siding</b>	Institute Land & Environment Court Class 4 action against property owner for construction of illegal earthworks.	1,089	<b>In progress</b> Owner contacted, Council agreement entered into to rectify illegal earthworks.
<b>DA14/0164 27-37 Bells Boulevard, Kingscliff</b>	Defend Land & Environment Court Class 1 appeal for dual use of existing tourist accommodation.	28,485	<b>Completed</b> Agreement settled between the parties, sealed copy filed with the Land & Environment Court on 13 May 2016.
<b>DA13/0401 Cylinders Drive Kingscliff</b>	Defend Land & Environment Court Class 1 appeal against the refusal of a Section 96 modification.	13,695	<b>Completed</b> Parties agreed to amend conditions of consent at a Section 34 conference.
<b>DA15/0201 40 Creek Street Hastings Point</b>	Defend Land & Environment Court Class 1 appeal against the deemed refusal of the development application of a 20 lot subdivision & associated works.	76,473	<b>In progress</b> Appeal listed for a hearing on 17, 18, 21, 22 & 23 November 2016.
<b>Soorley Street Tweed Heads South</b>	Institute Land & Environment Court Class 4 action against property owner to remedy and restrain further unauthorised works.	17,203	<b>In progress</b> Property Owner Solicitors have been advised that Class 4 proceedings will commence to remedy and restrain further unauthorised works.
<b>DA15/0422 Sea Breeze Estate</b>	Defend Land & Environment Court Class 1 appeal against the deemed refusal of a 65 lot subdivision.	108,903	<b>In progress</b> Appeal listed for a hearing on 15/17 August 2016.
<b>DA15/0742 – Point Break Circuit, Kingscliff</b>	Defend Land & Environment Court Class 1 appeal for refusal of conversion of a boathouse to a combined boathouse and dwelling.	80,872	<b>In progress</b> Appeal part heard, listed for a final day hearing on Tuesday 30 August in Sydney.
<b>Tanglewood Sewerage Treatment Plant</b>	Defend Land & Environment Court Class 2 appeal relating to a Section 68 application.	17,953	<b>Completed</b> Applicant on 16 March 2016 discontinued the proceedings.
<b>3222 Kyogle Road Mt Burrell</b>	Engage Solicitors to commence proceedings pertaining to unauthorised activities and seek legal advice regarding options for punitive action.	23,532	<b>In progress</b> Correspondence has occurred Council's Solicitors and the Lawyer for the property owner. Property inspection to occur to review compliance with lawyers detailed list of actions.
<b>51 Phillip Street Chinderah</b>	Provide options to remedy unauthorised camping.	2,532	<b>Completed</b> Camping now ceased. Matter now concluded.



## Local Government Law (litigation and advice)

Description of matter	General instructions	2015/16 Costs (\$)	Comments
<b>Local Government Act/ Roads Act</b>	Provide appropriate advice in dealing with a resident, which impacts upon the maintenance of Council infrastructure.	1,673	<b>Completed</b> Advice provided in the appropriate manner to communicate with a resident.
<b>Local Government Act</b>	Provide advice on the validity of the Environmental Enforcement Levy.	2,494	<b>Completed</b> Advice provided on the appropriate approach to charge an Environmental Enforcement Levy.
<b>Local Government Act</b>	Provide advice on management of existing & future caravan parks development on flood prone land.	3,000	<b>Completed</b> Detailed advice provided in response to Council's request.
<b>Local Government Act</b>	Provide appropriate advice on a staffing matter.	10,849	<b>Completed</b> Advice provided in dealing with a staff matter.
<b>Council Policy – Mayor and Councillors Expenses</b>	Review policy and provide appropriate advice.	9,710	<b>Completed</b> Advice provided together with a workshop with Councillors.
<b>Local Government Act</b>	Provide appropriate advice on a contract matter.	3,088	<b>Completed</b> Advice provided in dealing with a contract matter.
<b>Local Government Act</b>	Provide appropriate advices clarifying the <i>Local Government Act 1993</i> .	10,892	<b>Completed</b> Appropriate advices provided.
<b>Extension of Waste Services Contract</b>	Provide detailed advice on the Waste Services Contract.	16,790	<b>Completed</b> Detailed advice received in dealing with extension of Waste Services Contract and subsequent preparation of new Waste Services Contract.
<b>Industrial Instrument Issue</b>	Provide advice on an industrial instrument issue matter.	10,000	<b>Completed</b> Advice provided.
<b>Vested Sick Leave</b>	Provide advice on vested sick leave proposal.	5,000	<b>Completed</b> Advice provided, report to Confidential Council at its meeting held on 21 July 2016.
<b>Review of release of documents</b>	Review of documents to be released.	2,841	<b>Completed</b> Advice provided.
<b>Local Government Act</b>	Provide appropriate advice and undertake investigation in dealing with a matter.	6,197	<b>Completed</b> Investigation undertaken and advice provided.

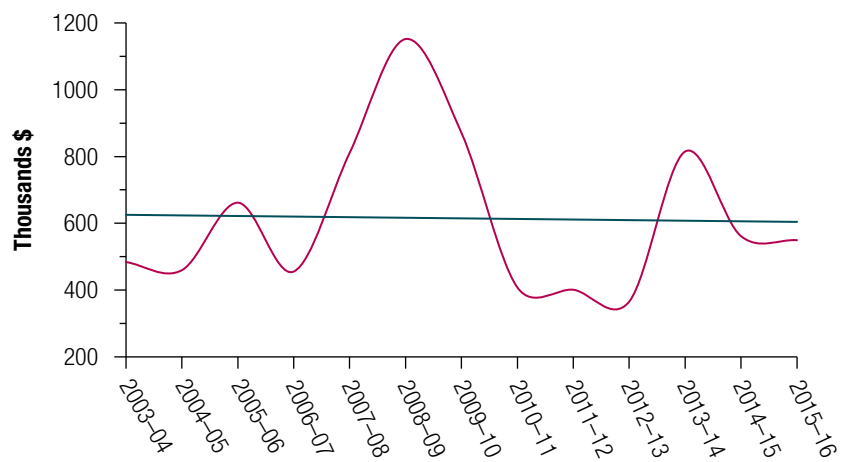




## District/Local Court

Description of matter	General instructions	2015/16 Costs (\$)	Comments
<b>Local Court Appeal</b>	Defend the appeal against the issue of Penalty Infringement Notices.	5,279	<b>Completed</b> Decision made upon receiving Solicitor advice to withdraw the Penalty Infringement Notices.
<b>Local Court Appeal</b>	Defend the appeal against breach of legislation to operate Homestead Caravan Park.	67,500	<b>Completed</b> Court dismissed Council's two appeals, costs awarded against Council.
<b>Local Court Appeal</b>	Defend appeal against the issue of a Penalty Infringement Notice.	500	<b>Completed</b> Decision made to withdraw a Penalty Infringement Notice.
<b>District/Local Court Appeals</b>	Defend appeal issues in District and Local Courts.	3,990	<b>Completed</b> Appeal dismissed. Applicant to pay Council's costs of \$2,000.

## Annual comparison of legal costs



## Councillor fees and expenses

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

Details	Amount (\$)
Councillor and Mayoral fees	150,370
Mayoral vehicle	16,684
Councillor Policy provisions and expenses	30,060
Administration support & meals	97,272
Insurance	57,752
<b>Reportable Items:</b>	
• Provision of dedicated office equipment	929
• Telephone and internet	13,911
• Intrastate training, conferences & meetings	13,208
• Interstate visits representing Council	7,810
• Overseas visits representing Council	0
• Spouse expenses	0
• Child care expenses	0
<b>Total expenses</b>	<b>387,996</b>

Conferences, seminars and training attended:

Conference	Location
<b>Intrastate</b>	
24th NSW Coastal Conference	Forster
NOROC, Banksia, Mayor's weekend	Sydney
Local Government NSW Annual Conference	Sydney
Local Govt Environment Awards	Sydney
Regional and Public Galleries of NSW Conference	Murwillumbah
Rail Trails for NSW Re-Launch Event	Sydney
Mayors' Mentor Visit	Sydney
<b>Interstate</b>	
10th Asia Pacific Cities Summit & Mayors Forum	Brisbane
Australian Coastal Councils Conference	Rockingham
National General Assembly of Local Government	Canberra



## Senior staff remuneration

Tweed Shire Council employed a General Manager and four Senior Staff positions to 30 June 2016 with a total remuneration of \$1,232,312.

### General Manager

Item	Amount (\$)
Salary	291,058
Bonus payments	0
Superannuation	19,679
Motor vehicle (non cash)	3,052
FBT	0
<b>Total package</b>	<b>313,789</b>

### Senior Staff

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

Item	Amount (\$)
Salary	833,514
Bonus payments	0
Superannuation	38,962
Motor vehicle (non cash)	25,285
FBT	20,762
<b>Total package</b>	<b>918,523</b>

## Details of contracts awarded by Council

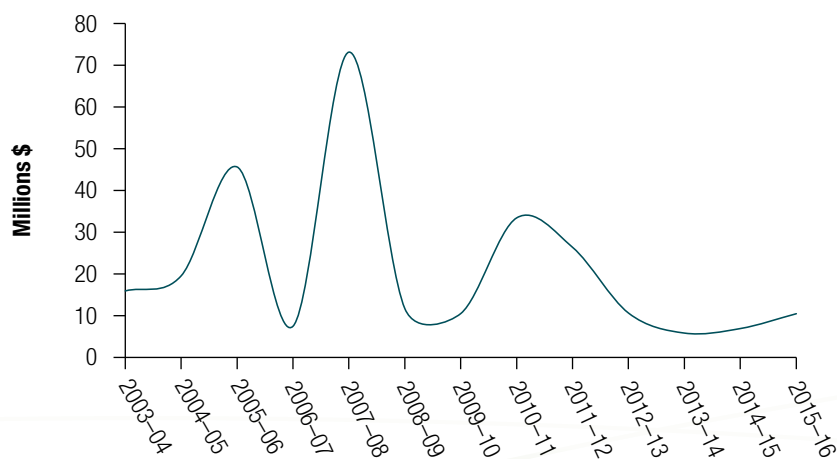
Council awarded nineteen (22) contracts exceeding \$150,000 during 2015/2016 totalling \$10,492,557.73.

Contract	Nature of contract	Supplier name	Date	Value (\$)
RFP2015-067	Chiller and Part System Replacement (x2) for Tweed Shire Council Buildings	Northernair Pty Ltd	17/07/2015	874,208.99
RFP2015-081	Supply of Five (5) Mobile Worksite Amenity Units	Traymark Industrial Caravans Pty Ltd	18/09/2015	176,302.50
RFP2015-110	Renovations to Fingal Head Surf Club Building	Michael McDonald	23/10/2015	226,751.85
RFP2015-093	Supply of Two (2) Motor Graders CCF Class 15	Hitachi Construction Machinery Australia	23/10/2015	718,300.00
RF02015-116	Banora Point Reservoir Rehabilitation	Engineering Applications Pty Ltd	14/12/2015	862,275.99
RF02015-143	Supply and Delivery of Road Pavement Material for Kyogle Road	Boral Resources (QLD) Pty Ltd	10/12/2015	192,192.00

Continued ...

Contract	Nature of contract	Supplier name	Date	Value (\$)
RF02015-130	Supply of One (1) 22,000Kg Telescopic Pick and Carry Crane	Terex Australia Pty Ltd	21/01/2016	440,000.00
RF02015-162	Asphalt Resurfacing Program	East Coast Asphalt and Concrete Edging Pty Ltd	18/02/2016	1,106,420.78
RF02016-001	Oyster Point Road Banora Point East – Road Upgrade	East Coast Asphalt and Concrete Edging Pty Ltd	17/03/2016	156,625.90
RF02015-176	Riverbank Stabilisation at Clarrie Purnell Park, Condong	Marine Civil Contractors Pty Ltd	17/03/2016	212,521.90
RF02015-122	Supply and Application of Water Sealing Membrane on the Tweed Heads Civic Centre Roof	Duraguard Pty Ltd	17/03/2016	270,000.00
RF02016-042	Coronation Avenue Pottsville Asphalt Pavement Reconstruction Works	Fulton Hogan Industries Pty Ltd	21/04/2016	228,095.35
RF02016-018	2015/2016 Asphalt Rejuvenation Program	BMR Quarries Pty Ltd T/A Roadwork Industries	21/04/2016	196,712.10
RF02016-029	Supply, Construction, Testing and Commissioning of Sewer Pipeline and Associated Works adjacent to Glen Ayr Drive Banora Point (SEW55)	Civil Logic Pty Ltd	21/04/2016	168,570.20
RF02015-167	Supply of One (1) Truck Mounted Elevated Work Platform	Gold Coast Isuzu	21/04/2016	327,981.50
RF02016-014	Kennedy Drive Stage 3 Asphalt Reconstruction Works	East Coast Asphalt & Concrete Edging Pty Ltd	19/05/2016	703,514.35
RF02016-060	2015/2016 Road Pavement Stabilisation Program	Stabilised Pavements Australia Pty Ltd	19/05/2016	909,071.70
RF02016-061	2015/2016 Road Rehabilitation Program Asphalt Works	East Coast Asphalt and Concrete Edging Pty Ltd	19/05/2016	578,303.00
RF02016-044	Supply of Traffic Modelling Services, Review of Tweed Road Development Strategy	Bitzios Consulting Pty Ltd	16/06/2016	163,207.00
RF02016-075	Cudgen Creek Traffic Bridge Piling Works	Davbridge Properties Pty Ltd T/A Davbridge Constructions	16/06/2016	1,126,437.62
RF02016-079	Tweed River Estuary Management Plan 2018–2028 Preparation	Hydrosphere Consulting Pty Ltd	21/07/2016	165,629.00
RF02016-054	Supply of Two (2) Wheel Loaders Operating Capacity 4,000Kg > 5,000Kg CCF Class 4 Complete with Attachments	JCB Construction Equipment Australia	21/07/2016	689,436.00

### Annual comparison of value of contracts awarded



## Financial assistance contributions to the community

Grants Provided by Council under Section 356 on the *Local Government Act 1993* (NSW) during the 2015/2016 Year are shown below.

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

### Donations (financial assistance)

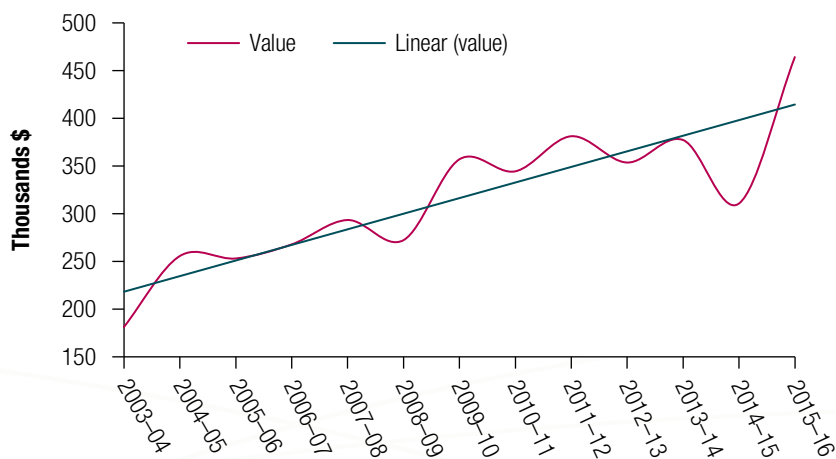
Tweed Shire Council recognises a need to assist community organisations and individuals that are interested in and working towards the enhancement and the wellbeing of its residents. Council advertises twice yearly in the Tweed Link inviting applications under its Donations (Financial Assistance) Policy.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

### Festivals and events policy

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

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

### Financial assistance grants



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

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

The total value of financial assistance provided during 2015/16 is summarised in the table below:

Assistance	Value (\$)
Financial assistance	396,393
Goods and or materials	1,208
Provision of labour and or plant and equipment	32,817
Rates	25,067
Tweed Link Advertising	2,762
Room hire	5,779
<b>Total package</b>	<b>464,026</b>



## Written-off rates and charges

Council during the reporting period resolved to write-off \$3,530,908.56 in rates and charges:

Rate classification	Items written off	Total (\$)
Pensioner Rates	Farmland	33,180.22
	Residential	1,623,818.39
Water & Sewerage rates	Pensioner Water Rates	693,636.63
	Pensioner Sewerage Charges	669,053.14
Pensioner Waste Charges	Service	351,699.48
	Administration	87,901.24
	Landfill	71,619.46
<b>Total Written Off</b>		<b>3,530,908.56</b>

## External bodies delegated functions by Council

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

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

## Overseas travel

There was no overseas travel undertaken by any councillors, council staff or other persons while representing the council during the 2015/2016 financial year.

## Companies of which Council held a controlling interest

Council did not hold a controlling interest in any private company during the 2015/2016 financial year.

## Annual levy for stormwater management services

Council did not introduce an annual stormwater management levy for the year ending 30 June, 2016.

## Annual charge for coastal protection services

Council did not introduce an annual levy for coastal protection services for the year ending 30 June, 2016.

## Summary of works on private land

Tweed Shire Council did not carry out any work on private land that was fully or partly subsidised by Council during the year ending 30 June 2016.

## Statement of partnerships, cooperative or other joint venture

Organisation	Purpose of joint venture
Arts Northern Rivers	A joint venture between Tweed Shire Council, Byron Bay Shire, Ballina Shire, Clarence Valley Council, Kyogle Shire and Lismore City Council. To facilitate and deliver regional cooperative ventures and cultural services.
Community Development and Support Expenditure (CDSE) scheme	A joint venture between the Tweed Clubs to facilitate the delivery of funds to cultural and social organisations for the benefit of the residents in the Tweed.
MyRoadInfo	The Northern Rivers Regional Organisation of Council which Tweed is member, has partnered with the Roads and Maritime Services to provide a website of road conditions.
North East Weight Load Group ('NEWLOG')	A joint venture with other North Coast Council's to control overloading of vehicles on local roads.
Northern Rivers Catchment Management Authority	Council works with the Northern Rivers Catchment Management Authority ('NRCMA') to implement natural resource management projects throughout the Shire. In certain cases Council contributes funding to the NRCMA which they allocate to on-ground component of riparian rehabilitation projects under their management. The NRCMA have funded planning components of projects subsequently delivered on-ground by Council.
State Cover	Self insurance pool covering workers compensation. The scheme established by the Local Government and Shire Association, consists of most Council's through the State of New South Wales.
Statewide Mutual	A self insurance pool covering public liability and professional indemnity insurance. The scheme established by the Local Government and Shire Association consists of most Council's throughout the state of New South Wales. Its purpose is to reduce insurance costs to members.
State Forests of NSW	A joint venture hardwood plantation with New South Wales State Forests.
Tweed Coolangatta Crime Prevention Action Team	A joint venture between Tweed Shire Council and Gold Coast City Council and other relevant State and Non-Government Organisations ('NGO') to advice on crime prevention matters.
World Environment Day	An agreement between Council and the Caldera Environment Centre. The annual festival highlights local environmental issues and promotes community involvement in addressing these issues.

## Equal Employment Opportunity

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

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

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

Council has 11 EEO Contact Officers who have been trained by the Anti-Discrimination Board of NSW to assist with ensuring that the workplace is free from all forms of discrimination, harassment and bullying by providing an accessible first point of contact for staff with concerns. The EEO Contact Officers are Council employees who volunteer their time to undertake this important role.

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

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

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

During 2015–16:

- All EEO Protocols were reviewed against Anti-Discrimination Board best practice and related legislation. Draft revisions are read for Management review.
- All new Council employees undertook online Code of Conduct and WHS Induction training before commencement.
- Post-commencement, all new employees participated in Council’s “Reflect Respect” program.

- EEO information, posters and materials promoting non-discriminatory behaviour in the workplace were displayed at all work sites.
- Two designated indigenous office-based traineeships continue.
- One designated disability office-based position continues.

Council recorded a 7.99% labour turnover rate for the 2015–16 financial year with females constituting 28.87%; Aboriginal and Torres Strait Islander people 2.79%; people whose first language is not English 2.65%; and people with a disability 1.12%.

## Companion Animals Act 1998 and regulations

### Statistics for 2015/16

Description	Dogs	Cats
Impounded	587	249
	81 sold	77 sold
Rehomed	332 released to owner	44 released to owner
	43 Friends of the Pound	42 Friends of the Pound
Put down	131	86

### Statement of activities

Tweed Shire Council submitted all pound data returns to the Office of Local Government by the required lodgement date.

Seventy Four (74) dog attacks were reported to the Office of Local Government for the year ending 30 June 2016.

A total of \$91,474 was generated from the management of companion animals. Income received was used only for purposes that relate to the management and control of companion animals in Council’s regulatory area. Including:

- Impounding Facility management and maintenance,
- The purchase and maintenance of resources (e.g. catch poles) used by Council’s Rangers,
- Contribution towards wages paid to employees at the Impounding Facility.

Council responded to 127 reports of dog attacks in the 2015/2016 financial year.

Council undertook companion animal education via:

- General public as part of Conversations with the general public as part of patrol duties and
- Educational information published in Councils weekly free newsletter, The Tweed Link, delivered to all residents in the Shire.

To promote and assist in the de-sexing of dogs and cats the following strategies were followed:

- All animals sold from the Tweed Council Pound were de-sexed before release and
- Animals released (back) to their owners from the Tweed Council Pound, the owners were given the opportunity to have the animal de-sexed at reduced rates.

To comply with the requirements under section 64 of the *Companion Animals Act 1998* and seek alternatives to euthanasia for unclaimed animals the following strategy has been applied:

*Animals that meet the criteria to be re-homed, after behavioural assessment and veterinarian checks, were offered for sale to the public or re-homed through animal welfare organisations such as Friends of the Pound.*



Tweed Shire has 14 off-leash exercise areas:

South Kingscliff Beach.	Corowa Park corner of Chinderah Road and Terrace Street, Chinderah
Boys Family Park, Tweed Heads West	Turnock Park Chinderah
Public park, Frangella Dr. Murwillumbah	Riverbank reserve Old Ferry Rd. Oxley Cove
Public park between 73-89 River Street Murwillumbah	Reserve corner of Naponyah Rd and Bilambil Rd Terranora
South Cabarita Beach	Unnamed reserve corner of Darlington Dr and Amaroos Dr Banora Point
South Pottsville Beach	Unnamed reserve at Bushland Dr. Banora Point
South Fingal/Kingscliff Beach	Ducat Park, Tweed Heads

## Privacy Management Plan statement

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

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

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

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

1 Collection of personal information is:

- Only collected for the lawful need to carry out Council's functions;

- Directly from an individual or their agent or indirectly from a third party when legislation requires;
- Made known to the individual providing their personal information; and
- Limited to only relevant information to avoid intrusion into a person's personal affairs.

2 Inquiry about personal information is permitted by:

- Anyone to find out if Council holds their personal information;
- Anyone to get a copy of their personal information held; and
- Anyone to amend their personal information to correct any errors.

3 Council will use personal information:

- Only when the personal information is accurate and correct;
- Only for the purpose the personal information was collected; or
- Only for another purpose if the individual for whom the information belongs consents to their personal information being used for another purpose.

4 Council will suppress personal information from public registers:

- On request of an individual in threat of their own or their family's personal safety.

5 Council will disclose personal information only:

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

## Public Interest Disclosures

### 1 Commentary on Public Interest Disclosure (PID) obligations

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

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

Tweed Shire Council on 19 February 2015 adopted its “Internal Reporting (Public Interest Disclosures) version 1.1” Policy which is accessible on its web page at [www.tweed.nsw.gov.au/Policies/](http://www.tweed.nsw.gov.au/Policies/).

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

When new staff are inducted into the organisation they are informed of this Policy and its location for future reference.

An article on Public Interest Disclosures was included in the staff newsletter for the information of both office and field based staff highlighting the ethical and accountable conduct required in the workplace.

### 2 Statistical information on PIDs

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

Note: The number of PIDs finalised only refers to PIDs that have been received since 1 January 2012.

Instead of including a table of statistical information, where relevant it would also be appropriate for public authorities to merely note in their annual reports that no public officials made a PID to their authority, no PIDs were received and no PIDs were finalised in the reporting period.

## Government Information (Public Access) Act 2009 (NSW)

### 1 Review of proactive release program – Clause 7(a)

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

Information released: Values Statements, Social Channel Information, Fit for the Future, Major Developments and Planning Agreements.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

## 2 Number of access applications received – Clause 7(b)

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

Total number of application received
10

## 3 Number of refused applications for Schedule 1 information – Clause 7(c)

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

	Wholly	Partly	Total
Number of Applications refused	0	0	0
<b>% of Total</b>	<b>0%</b>	<b>0%</b>	

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

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
Media	0	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0	0
Private sector business	1	0	0	0	0	0	0	0	1	8
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	2	0	0	0	0	0	0	2	17
Members of the public (other)	3	3	0	0	3	0	0	0	9	75
<b>Total</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	
<b>% of total</b>	<b>33</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>		

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



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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of total
Personal information applications*	0	1	0	0	1	0	0	0	2	17
Access applications (other than personal information applications)	4	3	0	0	2	0	0	0	9	75
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	8
<b>Total</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	
<b>% of total</b>	<b>33</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>		

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

**Table C: Invalid applications**

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



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

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

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

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

	Number of times consideration used*	% of total
Responsible and effective government	1	20
Law enforcement and security	0	0
Individual rights, judicial processes and natural justice	3	60
Business interests of agencies and other persons	1	20
Environment, culture, economy and general matters	0	0
Secrecy provisions	0	0
Exempt documents under interstate Freedom of Information legislation	0	0
<b>Total</b>	<b>5</b>	

**Table F: Timeliness**

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	9	100
Decided after 35 days (by agreement with applicant)	0	0
Not decided within time (deemed refusal)	0	0
<b>Total</b>	<b>9</b>	



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

	Decision varied	Decision upheld	Total	% of total
Internal review	0	0	0	0
Review by Information Commissioner*	0	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0	0
Review by NCAT	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>% of total</b>	<b>0</b>	<b>0</b>		

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

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

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

**Table I: Applications transferred to other agencies**

	Number of applications transferred	% of total
Agency Initiated Transfers	0	0
Applicant Initiated Transfers	0	0
<b>Total</b>	<b>0</b>	



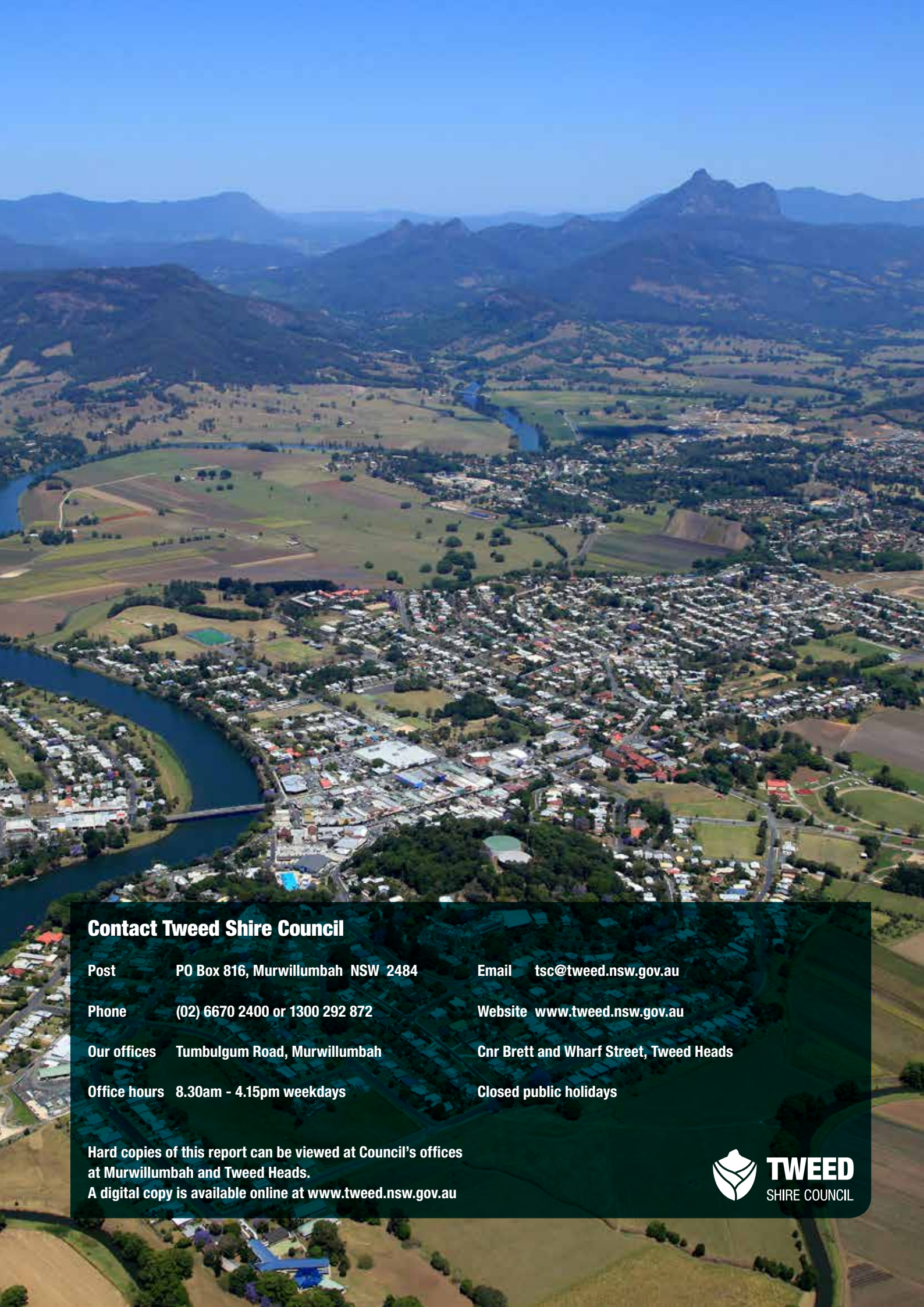


# Appendix A – End of Term Report

# Appendix B – State of the Environment Report

# Appendix C – Financial Statements





## Contact Tweed Shire Council

**Post** PO Box 816, Murwillumbah NSW 2484

**Email** [tsc@tweed.nsw.gov.au](mailto:tsc@tweed.nsw.gov.au)

**Phone** (02) 6670 2400 or 1300 292 872

**Website** [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au)

**Our offices** Tumbulgum Road, Murwillumbah

Cnr Brett and Wharf Street, Tweed Heads

**Office hours** 8.30am - 4.15pm weekdays

Closed public holidays

Hard copies of this report can be viewed at Council's offices at Murwillumbah and Tweed Heads.

A digital copy is available online at [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au)

