



Annual Report

2021–2022

Council statements and values

Vision statement

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

Mission statement

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

Value statement

What we value

Living and loving the Tweed.
We look after people and places,
explore all opportunities and are proud
of our passionate approach.
We care about each other, choose to be here,
and are in this together.
We have conversations where everyone
can contribute and we are willing to have a go.
We put back in to make a difference,
so that our Tweed community is even
better tomorrow than it is today.



Statement of acknowledgment of the Bundjalung Aboriginal Nation

We wish to recognise the generations of the local Aboriginal people of the Tweed 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 custodians of these lands.

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Welcome

Tweed Shire Council's Annual Report 1 July 2021 – 30 June 2022

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 during the period 1 July 2021 – 30 June 2022 towards the goals set out in the 10-year *Community Strategic Plan 2017-2027* "Living and Loving the Tweed" and the specific activities outlined in the *Delivery Program 2017-2022* and *Operational Plan 2021-2022*.

Principles for Local Government

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

Guiding principles for Tweed Shire Council

1. Exercise of functions generally

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

- (a) Councils should provide strong and effective representation, leadership, planning and decision-making.
- (b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- (c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- (e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- (f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- (g) Councils should work with others to secure appropriate services for local community needs.
- (h) Councils should act fairly, ethically and without bias in the interests of the local community.
- (i) Councils should be responsible employers and provide a consultative and supportive working environment for staff..

2. Decision-making

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

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

3. Community participation

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

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

While the *Annual Report 2021–2022* is the primary means of sharing Council’s performance during the past financial year, there are many other ways members of the community can find out about and contribute to the operation of Council.

Council’s website (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.

Your Say Tweed (yoursaytweed.com.au)

More than 6,543 people have registered on Council’s online community engagement network Your Say Tweed. This platform provides information about Council’s engagement activities and enables registered users to have their say about Council projects at a time and place that suits them.

Tweed Link

The Tweed Link is Council's weekly newspaper and has kept the community informed on Council news for more than 20 years and is published in the Tweed Valley Weekly and Gold Coast Bulletin every Thursday. To receive the Tweed Link directly into your email inbox every week visit tweed.nsw.gov.au/subscribe

Council newsletters

Tweed Shire Council delivers regular e-newsletters on a variety of topics including arts and culture, business and environment, sustainability and Tweed Regional Aquatic Centre, Tweed Regional Gallery and Tweed Regional Museum program updates straight to the inbox of subscribers. To subscribe to Council's newsletters tweed.nsw.gov.au/subscribe

Council meetings

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

Planning Committee meetings

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

Livestreaming and recording of meetings

All Council Meetings and Planning Committee Meetings are livestreamed and webcast recordings available online as soon as practical following the meeting (in line with NSW legislation) This increases the transparency of Council decision making and allows access for members of our community who are unable to attend in person.

Note: If you attend one of these meetings in the public gallery, you may appear in the broadcast recording.

Agendas

Meeting agendas are available on Council's website no later than 8 pm on the Tuesday of the week preceding the meeting (or Wednesday if a public holiday falls on the Monday). All minutes are available as soon as practical following the meeting.

Public Forum sessions

The community have the opportunity to informally address Councillors on items for Council consideration at Public Forum sessions held immediately prior to Council and Planning Committee meetings. A booking is required and can be made by contacting Council.



Mayor's introduction

This period has again proven to be challenging for our Shire. COVID 19 restrictions and new waves of the virus continued to impact our community hard.

In mid-2021 I joined State and Federal Government representatives to advocate for the interests of the Tweed as part of the bipartisan Cross Border Taskforce. Led by Cross-Border Commissioner, James McTavish, we set politics aside and issued public statements and lobbied behind the scenes towards better outcomes for residents of the border communities on issues including border passes, a border bubble, a regional roadmap to recovery, public health order breaches and vaccine mandates.

It was a relief for us all when the border finally reopened in January 2022, representing what we hope was the end of these incredibly tough restrictions that caused disruption and heartbreak for residents, families and small businesses in border communities.

The pandemic also delayed Council elections from 4 September to 4 December 2021. The election saw us welcome 3 new Councillors and I was honoured and humbled to be returned as a Councillor and subsequently re-elected as Mayor alongside Councillor Reece Byrnes who was re-elected as Deputy Mayor.

Little did we know at that time what an enormous challenge was ahead of us in 2022.

In February 2022, parts of our Shire were hit with a devastating and record-breaking flood. While we are used to flooding here in the Tweed, no-one expects or is mentally prepared for an event of this magnitude.

This event was more widespread than the previous record event in 2017, covering around 85 km² of the Shire. It inundated thousands of houses and businesses including some along the coast at Bogangar, Kingscliff, Tweed Heads South and Pottsville, among other locations and damaged more than 2,100 properties, rendering 500 uninhabitable, many of these in Chinderah and South Murwillumbah. Our hinterland villages also bore the brunt of this devastation with Crabbes Creek, Mooball, Burringbar, Stokers Siding, Uki and Byrrill Creek all heavily impacted.

Tumbulgum was one of the hardest hit localities in the Tweed, with the river peaking 800mm higher than 2017 at 4.8m. The Tweed River at Murwillumbah peaked at 6.5m – 200mm higher than 2017.

I was inspired by the tenacity, resourcefulness and compassion of our community who did extraordinary and courageous things to help each other. I am incredibly proud of the way our community came together to take action and want to thank all those who played a part in the flood response and recovery. I also want to acknowledge those people in our community that continue to make a difference in the lives of others as we recover.

At the height of the flood clean-up, more than 1,000 Army, Navy and Air Force personnel were deployed to support residents to remove flood debris, contaminated soils and fill, flood-damaged vehicles and opening up access and clearing roads. Their help was greatly appreciated.

Overall, an estimated 75,000 tonnes of mud debris and 26,000 tonnes of flood debris including household goods has been collected to date.

The financial cost is considerable, with damage to Council infrastructure estimated at \$100 million, including an estimated \$80 million damage to Council roads. This is almost 4 times that of the 2017 flood – with 10 significant landslips causing serious safety concerns and substantial and complex repairs causing ongoing disruption for residents. Another significant flood event in March and ongoing impacts of a La Nina weather system continue to challenge recovery efforts.

It is estimated that the February flood cost small to medium businesses in the Tweed over \$58 million in lost revenue, building repairs and equipment.

Ninety Council buildings were inundated and we saw damage to parks, playgrounds and other Council infrastructure.

Our natural environment suffered too – the Tweed River bank retreated more than 30 metres in some places.

I am grateful that the Tweed Mayoral Appeal raised over \$80,000 to support local recovery efforts including communication solutions for isolated communities, Murwillumbah Community Centre, The Family Centre, Northern Rivers Community Foundation and local SES units. Thank you to all who contributed.

Council has advocated strongly to all levels of government for additional support, not only for the economic and material cost of recovery but for the human cost as well. We

were already experiencing a severe housing crisis exacerbated by COVID-19 before the flood: that has now been worsened and housing remains our top concern as we move forward with the recovery.

We will continue to advocate strongly on behalf of the Tweed community as we rebuild in a smarter, more flood-resilient way.

We can't do much to control the weather but we can plan better to make sure we are ready for any future events given the anticipated impact of climate change. Despite delays due to COVID and 2 major flood events, our community was highly engaged in the drafting of the Community Strategic Plan in March 2022.

It was fantastic to see our community make a meaningful contribution to this important strategic plan and help set out the community's vision and goals for the Tweed's long-term future. To ensure that it truly reflected community aspirations, Council endorsed more than 100 changes to the draft document as a direct result of the submissions we received.

I am incredibly proud of our community and know that our attention will remain on the future and what steps can be taken to prevent such widespread devastation from happening again.

Councillor Chris Cherry
Mayor of Tweed



General Manager's report

It was an honour in this period to farewell our outgoing and welcome new Councillors. We

have a lot of hard work ahead of us, but I know we have elected representatives who are very committed to the people of the Tweed and are up to the challenge.

There is no denying that the past year has been an extremely difficult time for our organisation, local businesses and our community. We started this year again dominated by our COVID-19 response and the localised outbreak of Omicron in the Tweed which saw our business experience the most significant impact to our workforce since the onset of the pandemic in March 2020.

In February 2022, we were consumed by another devastating flood and subsequent secondary flood that devastated our workforce, community and broader Northern Rivers areas. Our response to this event was an improvement from the 2017 flood and demonstrated that we have learnt some valuable lessons but we recognise that there is more work to do.

The challenge ahead for our organisation is to balance the need to resource and commit to the significant flood response and ongoing recovery and preparedness efforts with the delivery of major planned projects. It is not, and will not, be easy but we have made meaningful progress in this period.

It was pleasing to see the results of our biennial Be Our Best Resident Survey in January 2022 that showed that 97% respondents rate their quality of life here in the Tweed as good, very good or excellent.

While 40 out of the 43 Council services rated achieved over 60% satisfaction, the overall condition of our local roads, road maintenance and the development assessment process were the 3 areas that showed the most opportunity for improvement. Our community was clear about their top 3 priorities for the future: maintaining and upgrading the local road network; access to/more affordable housing and managing population growth and overdevelopment.

In response, to address the urgent need to reduce development application (DA) times Council embarked on a DA Backlog Reduction Program. While the Tweed is not alone in being confronted by a high number of undetermined DAs, Council has identified, in consultation with the local development industry, a number of measures which we hope will deliver a more manageable, efficient workload over the next 6-12 months.

We're also working hard to build, upgrade and maintain a safe and connected local road network and we invest more than \$20 million each year to maintain 1,200 km of local and regional roads. However, the back-to-back La Nina weather systems and two significant flood events have had a significant impact on the condition of our roads.

The record-breaking February flood isolated 62 communities in the Tweed Shire and many were cut off as a result of

roads and bridges that washed away or significant landslips that require substantial, complex and costly repairs. It is estimated \$80 million damage was caused to Council roads and almost 2,500 flood-related road repairs which are expected to take at least 2 years to fully complete. The relentless rain we have endured in the months following the flood has exacerbated the problem and made permanent repairs difficult.

Also this period, preparatory works began to widen Tweed Coast Road to 4 lanes. This is the main arterial road servicing the Tweed Coast community which is forecast to grow significantly over the next 30 years with the release of urban land at Kings Forest and West Kingscliff.

To ensure that we plan for this population growth in a sustainable and well-managed way, we also began work on the preparation of a Growth Management and Housing Strategy. There will be many opportunities for the community to work with us in the development of this important work as we plan ahead so the Tweed is ready for the future.

It is also essential that we work together to prepare for, mitigate and build resilience to both natural disasters and the impacts of climate change. I am proud that in a period where our Shire was impacted by severe weather, Council has reduced greenhouse gas emissions and is adapting to the risks associated with climate change.

We have achieved an 8% reduction in grid electricity use at large Council facilities and have avoided 1000 tonnes of greenhouse gas emissions this year. We're 1 of only 11 councils in Australia who are compliant with all aspects of the standard Global

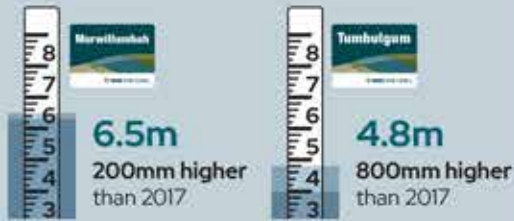
Covenant of Mayors. We also delivered a new, state-of-the-art Organics Processing Facility at the Tweed Recycling and Landfill Centre at Stotts Creek and it is now processing Tweed residents' food and garden organic waste into useful compost.

It is clear we have much to be proud of despite another challenging year. I would like to thank staff for working with such passion and commitment under very difficult conditions to deliver programs and services to the people of the Tweed Shire this year. I am optimistic for the future of our Shire and look forward to working closely with others to move forward with confidence.

Troy Green
General Manager

Flood 2022: Tweed key statistics

Tweed River



Approximately **85 km²** of the Shire flooded
Tweed River bank retreated more than
30 metres in some places

Clarrie Hall Dam

An estimated **4.5 times**
the volume of the dam or
67.5 gegalitres
went over the spillway in **2 days**

*Clarrie Hall Dams open, un-gated spillway is not built to mitigate against flooding.

Residential damage



More than **2,100**
homes damaged

500 homes
no longer habitable

An estimated **1,600 people**
required temporary accommodation



Council infrastructure

Total damage bill estimated at **\$100 million**

Buildings
90 buildings inundated

Roads
Estimated damage up to **\$80 million**
More than **2,900 jobs** which will take
over **2 years** to repair

Landslips
10 significant landslips
Estimated each will take at least
12 months to repair

Waste recovery



26,000 tonnes of flood waste
including household goods



More than **1,440 tonnes**
of asbestos

An estimated **75,000 tonnes** of mud debris collected to date

Business



More than **\$57 million** in damages
reported by **193 businesses**

Evacuation & recovery centres



3 evacuation
centres established
(Murwillumbah, Kingscliff
and Banora Point)



2 recovery
centres established
(Murwillumbah
and Kingscliff)

Community profiles

Our shire

A profile about our place, land use and infrastructure.

Our community

A snapshot of our people who live here.

Our economy

A snapshot of our business and industries that succeed in Tweed.

Our environment

A snapshot of our biodiversity and natural environment.

Our shire

The Tweed



- Located in NSW North Coast.
- Major population centres: Tweed Heads, Murwillumbah, Kingscliff.
- Gateway between Northern NSW and South East Queensland.
- Gold Coast Airport serves as the major international gateway.
- Access to services and employment opportunities not found in many other regional centres.
- Internationally significant environment



1,300km²



Council infrastructure in the Tweed

Sport, recreation, community and cultural assets



assets
6000
value
>\$250m

includes parks, sporting facilities, aquatic centres, cemeteries, office buildings, community centres, auditoriums, halls, leased and licensed buildings, art gallery, museum, library facilities, bushland, foreshores and waterways assets.

Water assets



1

dam

3

water treatment plants

27

water pump stations

2

weirs

42

reservoirs

723km

water mains

Stormwater assets



390km

stormwater drainage pipes, channels and minor road culverts

17,650

stormwater pit structures

Wastewater assets



8

wastewater treatment plants

542km

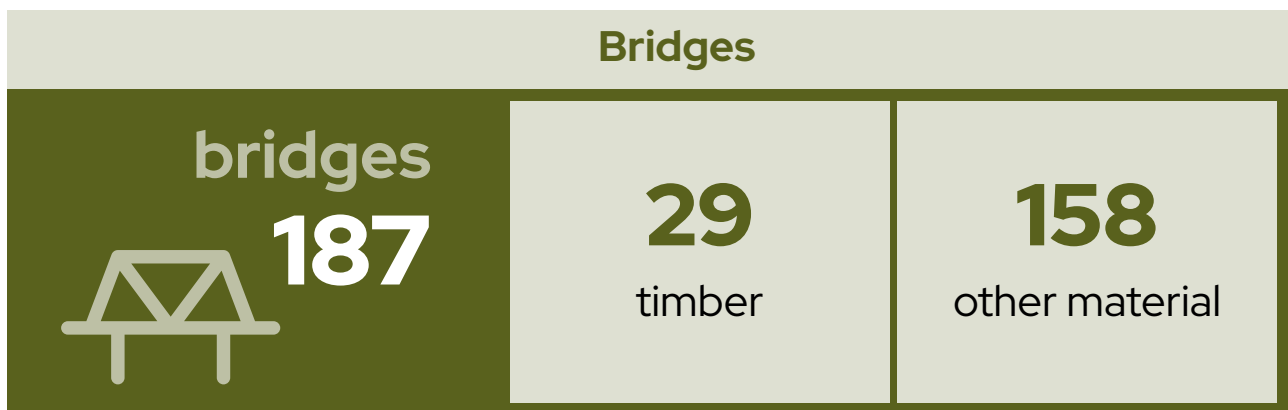
gravity sewer mains

187

sewerage pump stations

174km

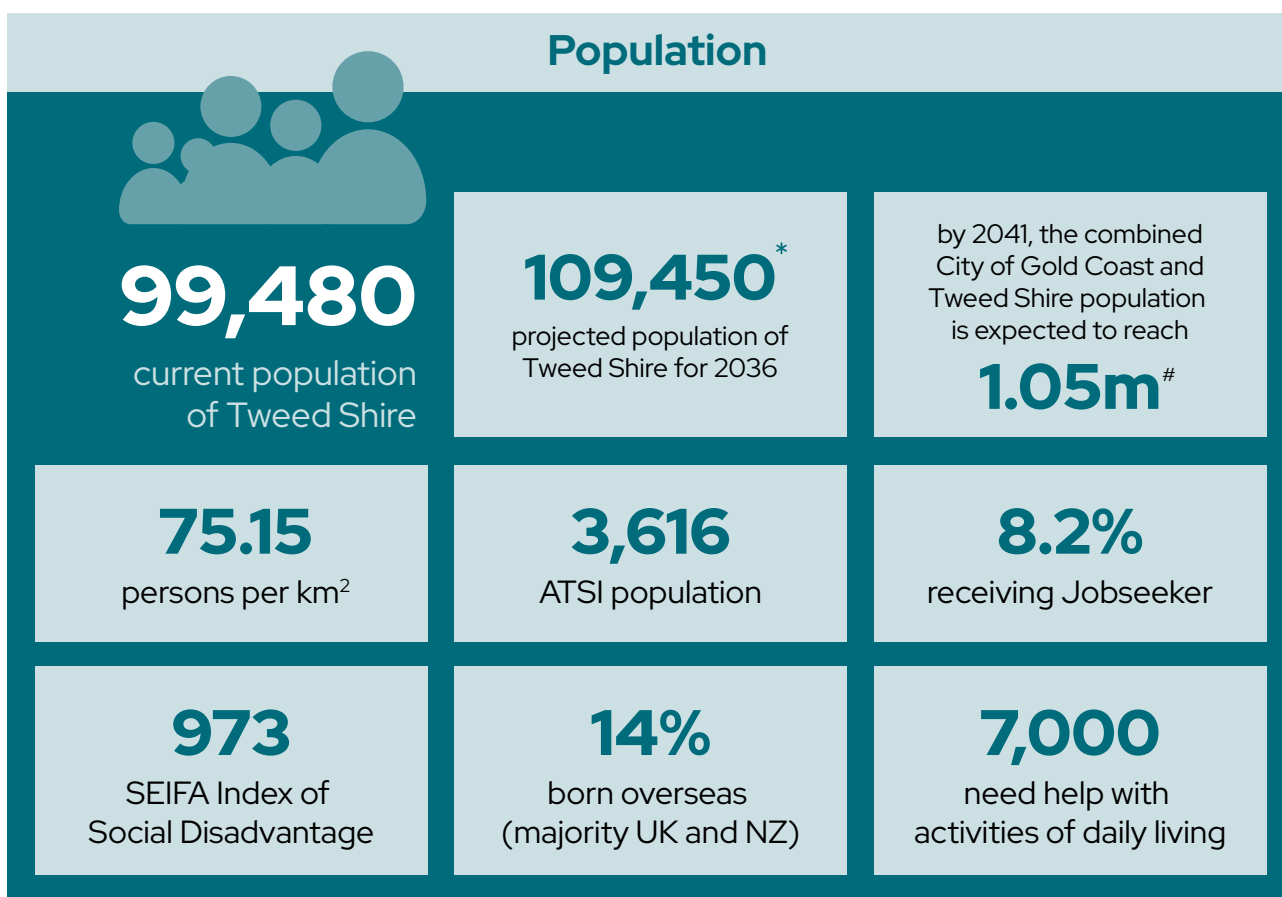
sewer rising mains





Our community

- The Tweed is one of the most desirable places to live in Australia and has the fastest growing population in the region.
- The Bundjalung people lived in the Tweed more than 40,000 years prior to the arrival of European cedar getters who established settlements here in the 1840s.
- Today, the Tweed is home to almost 100,000 residents, from all around the globe.
- We are seeing a widening of the gap between those with socio-economic advantage, and those who are disadvantaged or vulnerable.



* Source: Department of Planning, Industry and Environment Population Projections, 2019

Source: Queensland Government Statisticians Office, Population Projections Gold Coast LGA 2041, medium series, 2021

Lower proportion of children (<18) and higher proportion of persons aged >60 than Regional NSW average.

More residents work in health care and social assistance than any other industry.

Table 1: Population breakdown, children (0–14), working age (15–64) and retirees (65+) 2016 – 2036.

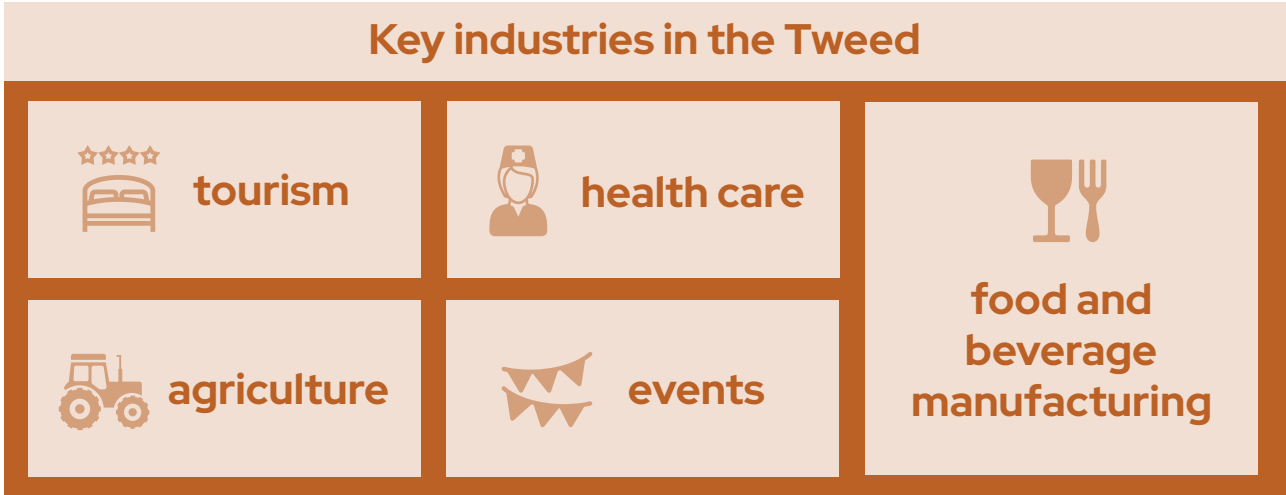
	Children (aged 0–14)	Working age (aged 15–64)	Retirees (aged 65+)
2016	16,200	54,750	22,900
2021	16,500	56,800	26,250
2026	16,050	57,150	30,300
2031	15,650	57,300	33,750
2036	15,650	57,250	36,600

Source: Department of Planning, Industry and Environment Population Projections, 2019



Our economy

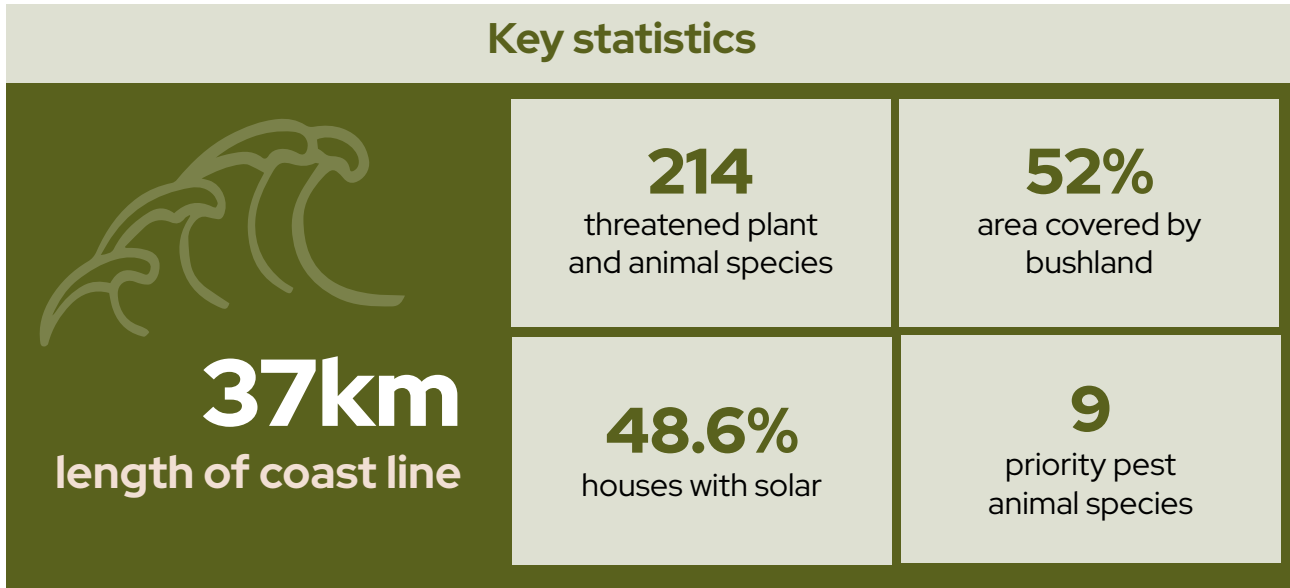
- The Tweed has a diverse economy with sustained growth.
- This growth has seen the emergence of innovative, sustainable and creative technologies.
- The clean, green natural beauty, relaxed lifestyle and environmental credentials of the Tweed make it an attractive destination for new businesses.
- The Tweed is strategically located to take advantage of South East Queensland markets as well as Brisbane's international airport and the Port of Brisbane.
- The new Tweed Valley Hospital in Kingscliff (due for completion in 2023) will assist the continued growth of the health care industry in the Tweed.





Our environment

- The Tweed features world-significant biodiversity, rivers, wetlands, forests, mountainous regions, pastoral and farm land.
- 37 km of coastline.
- 3 World Heritage listed national parks.
- Unique and complex landform dominated by the remnant of the Wollumbin/Mt Warning shield volcano that supports Australia's highest concentration of threatened plant species and fauna diversity.
- The entire catchment of the Tweed River and its tributaries is encompassed within the Tweed Shire local government boundary.



The elected Council

The Mayor and Councillors (December 2021 to September 2024)

The following Councillors were elected on 4 December 2021 to represent the Tweed until September 2024.



Mayor Chris Cherry



Deputy Mayor
Reece Byrnes



Cr Rhiannon
Brinsmead



Cr Meredith Dennis



Cr Nola Firth



Cr James Owen

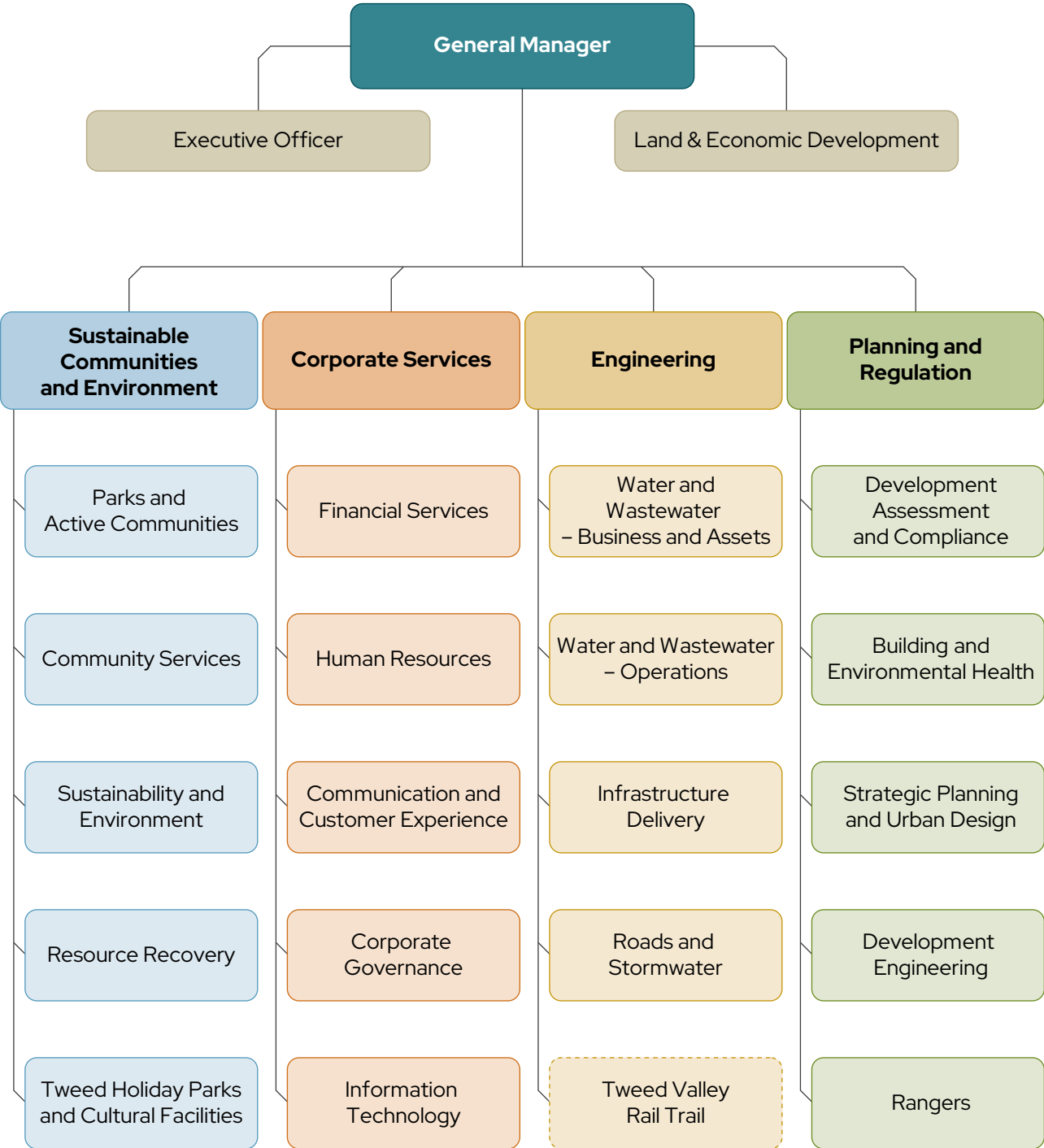


Cr Warren Polglase

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

Year	Mayor	Deputy Mayor
2016–17	Cr Katie Milne	Cr Chris Cherry
2017–18	Cr Katie Milne	Cr Reece Byrnes
2018–19	Cr Katie Milne	Cr Chris Cherry
2019–20	Cr Katie Milne	Cr Chris Cherry
2020–21	Cr Chris Cherry	Cr Reece Byrnes
2021–22	Cr Chris Cherry	Cr Reece Byrnes

Organisation structure



How to read the Annual Report

Following our progress

This Annual Report is divided into 3 sections:

Section 1: Reporting our progress

This section provides an outline of Council’s progress against the actions set out in the *Delivery Program 2017-2022*. Like the Delivery Program, it is structured around four principal streams, as identified in the *Community Strategic Plan 2017-2027*. Under each stream is a summary of the key achievements and strategic outcomes delivered in 2021-2022, relevant to that objective. Achievements are shown with the relevant item number from the Delivery Program.

More detail on updates against Key Performance Indicators and Significant Projects in this period is available in [Operational Plan Quarterly Review – June 2022](#).



Leaving a legacy: Looking out for future generations

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

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

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



Making decisions with you: We’re in this together

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

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

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



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

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

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

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



Behind the scenes: Providing support to make it happen

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

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

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

Section 2: Statutory reporting requirements

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

Section 3: Financial statements

This section includes general purpose financial statements for the financial year ending 30 June 2022, 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.



Community Engagement and Participation Plan

The Community Engagement and Participation Plan details how Council engages with the community and other relevant stakeholders to develop and complete the long-term strategic plan. It outlines how Council will regularly engage with the community to determine the community's needs and aspirations for the future of the Tweed.



Community Strategic Plan

The Community Strategic Plan is the overarching, visionary document in Council's Integrated Planning and Reporting Framework. It translates the community's key priorities and aspirations into long-term strategic goals that guide the future direction of Tweed Shire. Environmental protection and stronger communities were leading concerns identified during community engagement to create the plan.

Council has a custodial role in developing the Plan, while realising its long-term strategic goals is a shared responsibility between Council, the community and other government and non-government entities.



Delivery Program and Annual Operational Plans

The Delivery Program and annual operational plans detail Council's role in the delivery of projects and services for a 4 year period to realise long-term strategic goals. They detail the delivery of planned projects and services for each year, aligning each action to a budget and outlining any other resourcing issues. Each activity is also assigned to a Council officer who is responsible for its delivery.

Council's progress in delivering each planned project and service is monitored by budget reviews and a set of key performance indicators reported to the community every three months. An Annual Report is also prepared to provide a yearly report on Council's overall progress and a State of the Shire report at the conclusion of the four-year term.



Resourcing Strategy

The Resourcing Strategy outlines Council's capacity to manage assets and deliver services over the next 10 years. The Resourcing Strategy's key elements are a Long-Term Financial Plan, a Workforce Management Plan and Asset Management Plans. Council must effectively manage its finances, the sustainability of its workforce and the cost of providing and maintaining community assets and services.



Annual Report

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

Awards and recognition

NSW Team of the Year – EHA Excellence Awards



Council's Environmental Health Unit won the NSW Team of the Year at the 2022 Environmental Health Australia (EHA) Excellence Awards for their work canvassing everything from post flood clean-up and mould removal to tackling the reduction of mosquito-borne diseases and COVID-19. This award recognises a team identified as having excelled in their daily roles and significant projects in all facets of environment health.

LGEA Employer of Choice 2021



Presented by Professionals Australia (Local Government Engineers' Association). The award highlights good employment practices within NSW local government, particularly those that help build engineering capacity within the industry by attracting and retaining engineers and other technical professionals within councils.

Water Industry Operators Association Awards Team of the Year



Council's Water & Wastewater Reticulation Supervisor Team won the Water Industry Operators Association's Team of the Year. The team included Chris O'Dwyer, John Anderson, Anthony Pearce, Jeff Holt, Dale Hickey, Gary Cain and Peter Bruggy.

National Award for Planning Excellence, Planning Institute of Australia



The Rural Land Strategy, adopted in May 2020, won the 2021 Hard Won Victory award which recognises projects that have applied innovative solutions and use of planning tools and techniques to address challenges, resulting in significant community benefits.



Achievements in

Leaving a legacy: Looking out for future generations

The below information provides updates on the significant projects identified in the Delivery Program and Operational Plan for this period.

Natural Resource Management

International recognition for Tweed River management

Council was recognised as one of 3 top leaders in global river management at the prestigious 21st Thies International *Riverprize* for its work on the Tweed River. Council was shortlisted as one of 3 finalists in the prize. First place was awarded to the Africa Sand Dam Foundation for its work on the Thwake River in south-eastern Kenya. The other finalist was Friends of the Chicago River for their work on the Chicago River in the United States.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1287739-international-recognition-for-tweed-river-management

New interactive tool showcases the Tweed's waterway health

Council released its annual report card on water quality in the Tweed and residents were invited to view the results via a new online interactive tool. As well as providing a summary of water quality from the creeks and rivers across the Tweed, the online platform allows the audience to view the report, images, videos and graphs in a strikingly laid out and interactive medium.

For more information visit

tweed.nsw.gov.au/rivers-creeks



Council's Waterways Program Leader Tom Alletson said being recognised as a finalist in the International Riverprize was an endorsement of the Tweed River Management Program at this highest level.

Land management, hazard reduction and the Tweed Coast Koala Fire Management Plan

Thanks to funding from NSW Office of Local Government under the 'Bushfire Resilience and Recovery Program', the Tweed Shire Asset Protection Zone Audit was completed and the results will inform a prioritised plan of the works that are required. Community education was highlighted as an important requirement throughout all sites and Council will cooperate with NSW Rural Fire Service and the Far North Coast Bush Fire Management Committee to explore further. Work is also underway to prepare and implement a strategic fire management plan for the bushland reserves at Koala Beach and an operational fire management plan that outlines all hazard reduction actions, priorities, timing and resources across the site.

For more information visit tweed.nsw.gov.au/development-business/land-use-planning-controls/land-constraints/bushfire-prone-land

Community engagement activities promoting the values of Council's bushland reserves

More than 150 people attended a highly successful tree planting event at Koala Beach in conjunction with Friends of Cudgen Nature Reserve. The event included a bird walk and information displays by Friends of the Koala, Pottsville Men's Shed and Team Koala.

For more information visit tweed.nsw.gov.au/environment/native-plants-wildlife/private-land-conservation/koala-beach-estate

Tweed Coastline Management Program

Thanks to funding through the NSW Coastal Program, Council completed a Scoping Study and Cliff Hazard Study. Council has now applied for NSW Government grant funding to prepare the Tweed Coast and Estuaries Coastal Management Program and is expected to be notified of the outcome in September 2022.

For more information visit tweed.nsw.gov.au/environment/coast-waterways/coastline-management

Renewable Energy Action Plan

To improve energy efficiency, over 2000 lights at 15 Council facilities have now been upgraded to LED. Preparations are underway for solar installations at a range of Council facilities including Banora Point, Tweed Regional Art Gallery, Tweed Regional Museum, and Uki Water Treatment Plant. Works at these locations are expected to be complete by December 2022. Solar installations in Murwillumbah have been deferred until 2025/2026 or until after upgrade works are completed.

For more information visit

tweed.nsw.gov.au/environment/climate-sustainability/sustainable-operations

World Environment Day

Council's stall at the World Environment Day event in Knox Park Murwillumbah provided expertise and assistance to visitors about energy efficiency and renewable energy options for local residents to assist in reducing the Tweed's key source of greenhouse gas emissions: use of grid electricity.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1347784-grab-your-freebies-at-world-environment-day-festival

Assisting landholders to vegetate agricultural drains and waterways

With support from Council's Sustainable Agriculture Small Grants Program, a riparian revegetation project was conducted in this period on farmland at Duranbah. One landholder was also supported to exclude cattle from a wetland area and commence revegetation works. The grant provided funding for permanent fencing and provision of suitable native plant species from Council nurseries.

For more information visit tweed.nsw.gov.au/environment/agriculture-farming



The rooftop solar array at Tweed Regional Aquatic Centre - Murwillumbah is one example of Council's push to reduce emissions which has received global recognition. Tweed is one of just 11 councils in Australia to achieve full compliance in the Global Covenant of Mayors for Climate and Energy program (GCoM) for its work in 2021.



The 2021 Tweed Sustainability Award winners impressed judges with their commitment to the environment.

2021 Tweed Sustainability Awards

Held every 2 years, winners of the 2021 Tweed Sustainability Awards were presented with their trophies during a COVID-safe awards ceremony on Friday 12 November. Twelve nominations were received this year and the winners for each category were:

Regenerative Agriculture: Woodland Valley Farm

Wildlife & Habitat Conservation: (2 winners) Tweed Landcare Inc and Green Heroes

Tourism and Hospitality: Mavis's Kitchen

Education: Lindisfarne Anglican Grammar School

Community Group: Agape Outreach Inc

Business: Southern Cross Credit Union

Adult: Ari Ehrlich, Caldera Environment Centre

People's Choice: Lindisfarne Anglican Grammar School.

Over 500 People's Choice votes were received from the community in support of the nominations.

For more information visit

tweed.nsw.gov.au/community/events-venues/council-run-awards-events/tweed-sustainability-awards

Tweed Climate Change Action Plan

A Climate Risk Assessment is underway with over 130 climate risks described and ranked based on a review of the effectiveness of Council controls and prioritisation of residual risks.

For more information visit

tweed.nsw.gov.au/environment/climate-sustainability/climate-change

Education and engagement workshop and field day series

On 30 May 2022 Council hosted a workshop in Cudgen summarising the outcomes of the National Landcare Program-funded Soil Improvement Project - Growing sustainable farms from the ground up. The workshop was attended by 38 people. A project report and video are now available on Council's website.

Another event, attended by 35 people, was held at Bray Creek on 6 June 2022. This event reviewed the outcomes of a Tweed Landcare and Council collaborative project to trial the Soilkee renovator as a method for establishing multi-species pastures on beef farms. The project investigated the potential to generate carbon credits using a soil carbon methodology whilst filling the winter feed gap in grazing systems.

A one-day workshop was also held with 10 graziers as part of the Future Drought Fund project - Building drought resilient beef and dairy farms in the Tweed. Participants were given advice on whole farm planning principles and a pasture assessment technique in preparation for development of their Drought Preparedness Plans.

A field day to promote the benefits of biodiversity on cattle grazing properties was also held in this period. Participants experienced the benefits firsthand and walked away with an improved understanding of where to go for technical and financial support to enhance biodiversity on farms. The event was attended by 35 people and was the seventh field day delivered through the NSW Environmental Trust-funded, Small Farms Big Changes project.

For more information visit

tweed.nsw.gov.au/environment/agriculture-farming/agriculture-projects



Attendees at a previous Sustainable Agriculture field day run by Council. The workshop provided Tweed farmers and landholders with information and support about pasture and weed management.

Asset Protection

Implementation of the Tweed Valley Floodplain Risk Management Plan

The following projects are complete: Preserve South Murwillumbah - Condong Flow Path; Locality Specific Flood Studies (Murwillumbah CBD, South Murwillumbah); Tumbulgum Gauge Implementation (completed, winning a floodplain risk management award); Community flood markers.

Projects currently underway include: Voluntary House Purchase Scheme; Update and Expand Tweed Valley Flood Study; Murwillumbah CBD Levee Spillway Upgrade Design; Provide Personal Flood Information to Community.

For more information visit

tweed.nsw.gov.au/property-rates/floods-stormwater/flood-risk-management

Implementation of the Coastal Creeks Floodplain Risk Management Plan

The Gauge Network was enhanced. Projects currently underway include: Flash Flood Alert Service for Burringbar-Mooball-Crabbes Creek (launch October 2022); Voluntary House Purchase Scheme.

For more information visit tweed.nsw.gov.au/property-rates/floods-stormwater/flood-risk-management

Implement Murwillumbah Flood Study outcomes

Murwillumbah CBD Levee Spillway project continues to progress. Detailed design to be completed in 2022.

For more information visit

tweed.nsw.gov.au/property-rates/floods-stormwater/flood-studies-projects

Interest sought in expansion of Murwillumbah Industrial Land Swap

Flood-prone businesses keen to move to higher ground through an innovative Land Swap arrangement were urged to register their interest with Council. The Land Swap was originally initiated by Council in the aftermath of the flood of March 2017 and is now fully subscribed with 8 businesses set to move to the new site once completed. The February 2022 flood illustrated the need to create additional employment land out of the flood zone. An extension of the land swap initiative will require suitable land to be identified and financial support from NSW Government.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1326656-businesses-to-register-interest-in-moving-to-flood-free-zone

Council advocates for Tweed community post-flood

Council strongly advocated to all levels of government for additional support in the wake of the devastating flood of February 2022 which left a damage bill of an estimated \$100 million on Council infrastructure. Council's wish list included funding for a review of the Murwillumbah CBD Levee and Drainage Study and the recommendations which come from that which are likely to include improved flood pumping systems along with support for greater community and business preparedness. It also included repair and improvement of the Murwillumbah CBD flood levee and a review of impacts of M1 on flooding. Council also advocated for assistance with the significant cost to repair buildings and infrastructure.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1330065-housing-roads-flood-resilience-and-mitigation-top-wish-list



Tweed Mayor Chris Cherry turning the first sod with Alder Constructions GM Dean Cheffers (right) and Williams Group Australia GM Lyndon Poirrier (left) at the new flood-free industrial land swap area in South Murwillumbah.

Utility Services

Stotts Creek Resource Recovery Centre Masterplan works progress

Tenders for the masterplan works for entry road upgrades and the new Tweed JUNKtion Tip Shop car park closed on 29 June 2022. Designs for the weighbridge, office upgrade and amenities are complete and tenders for construction works closed 29 June 2022. A contract for the design of the transfer station has been awarded and the works are underway with design to be completed in 2022.

For more information visit

tweed.nsw.gov.au/property-rates/waste-recycling/tip-resource-recovery



Soilco Operations Manager Mark Emery and Acting Project and Operations Officer Wes Knight inspect the new facility at Stotts Creek.

Tweed Organics Processing Facility opened

Tweed residents' food and garden organic waste is now being processed at a new, state-of-the-art facility at the Tweed Recycling and Landfill Centre at Stotts Creek. The \$7 million Tweed Organics Processing Facility turns organic material, collected in green kerbside bins from across the Tweed, into useful compost.

For more information, visit

yoursaytweed.com.au/tweed-organics-processing-facility

Wastewater Treatment Plant upgrades

As part of the Hastings Point Wastewater Treatment Plant performance upgrade, Council completed a review of the dune effluent disposal system and has commenced refurbishment works. To upgrade capacity at the Murwillumbah Waste Water Treatment Plant, Council has also engaged the Office of Environment and Heritage to undertake the further modelling to consider extreme dry and extreme wet scenarios and an average condition as determined from historical data.

For more information visit

tweed.nsw.gov.au/property-rates/water-wastewater/wastewater-and-treatment/wastewater-treatment-plants

Bray Park Water Treatment Plant – Investigation of Waste Streams Discharge Options

All physical construction works have been completed at Bray Park Water Treatment Plant. Waste sludge from Bray Park will be transferred to Hastings Waste Water Treatment Plant drying beds when capacity becomes available. This was delayed due to ongoing wet weather conditions which impacted drying bed capacity at Hastings Waste Water Treatment Plant.

For more information visit

tweed.nsw.gov.au/property-rates/water-wastewater/water-supply-assets/water-treatment-plants

National award for Reticulation team

Boasting an accumulated 225 years of experience with an average of 32 years' service each, Council's Water Reticulation team was awarded Team of the Year by the Water Industry Operators Association of Australia (WIOA). Respected across the industry for their deep knowledge and experience, the team is responsible for the delivery of operations and maintenance of the Tweed's water and wastewater networks through their 50 field staff, who serve more than 80,000 customers.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1300987-win-for-the-ages-reticulation-team-takes-out-national-award



Managing Community Growth

Implementation of Rural Villages actions

Council has provided support to the Burringbar community with the development of their community village plan. The Tweed's Rail Trail project is a major initiative that has the potential to fundamentally revitalise the rural villages through significant economic leveraging of tourists and day trippers. This project is currently under construction and scheduled to be completed for an opening in in early 2023.

For more information visit

tweed.nsw.gov.au/development-business/land-use-planning-controls/strategic-land-use-planning/planning-future-land-use

Tweed Growth Management and Housing Strategy

A tender was awarded to PSA Consulting to prepare a Growth Management and Housing Strategy for the Tweed.

For more information visit

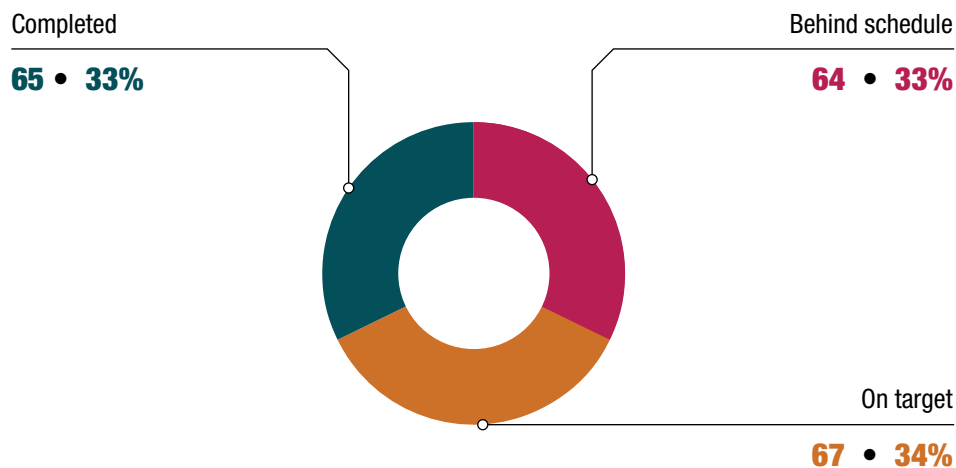
yoursaytweed.com.au/growth-management-and-housing-strategy

Progress report for 2019–2020: Leaving a legacy

Performance against the Leaving a legacy objectives, identified in the 2017–2021 Delivery Program

Summary of principal stream goals

Strategic priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Biodiversity Management	1	9%	5	45%	5	45%
Bushland Management	1	14%	4	57%	2	29%
Coastal Management	2	22%	4	44%	3	33%
Environmental Sustainability	1	11%	6	67%	2	22%
Sustainable Agriculture	1	13%	6	75%	1	13%
Waterways (Catchment) Management	2	29%	2	29%	3	43%
Floodplain Management	1	14%	2	29%	4	57%
Stormwater Drainage	14	54%	6	23%	6	23%
Rubbish and Recycling Services	1	8%	6	50%	5	42%
Sewerage Services	14	37%	7	18%	17	45%
Tweed Laboratory	0	0%	2	100%	0	0%
Water Supply	17	43%	11	28%	12	30%
Strategic Land-use Planning	10	50%	6	30%	4	20%
Total	65	33%	67	34%	64	33%





Achievements in

Making decisions with you: We're in this together

The below information provides updates on the significant projects identified in the Delivery Program and Operational Plan for this period.

Engagement

Animal Pound and Rehoming Centre

Good progress continues to be made to provide a new pound and rehoming centre at South Murwillumbah. Civil design is complete, subdivision construction is in progress and a new pad has been cleared and formed for the new Pound and Rehoming Centre site. Designers and consultants have been engaged to complete preliminary designs and DA documentation. Construction is estimated to be completed by late 2023.

Be Our Best Resident Survey



A survey was conducted December 2021 and results were received in January 2022. Summary of key findings below:

- 88% of residents are at least somewhat satisfied with Council's performance over the last 12 months (2019 survey = 87%)
- 97% of residents rate their quality of life as good, very good or excellent (2019 survey = 97%)
- Priority issues over the next 10 years: Maintaining and upgrading the local road network; Access to/more affordable housing; Managing population growth and overdevelopment (2019 = road maintenance; Managing population growth and overdevelopment; Access to more/affordable housing)
- Programs and services to focus on: Road maintenance; Affordability and availability of housing and land; Programs and services for youth.
- Opportunities: The local road network; Long term planning; DA process; Housing; Community consultation & involvement in decision making

NSW Local Government elections postponed

In response to the NSW COVID-19 outbreak NSW Local Government elections were postponed and took place on Saturday 4 December. This was the second time the election was delayed, with the 4-year term originally set to expire in September 2020.

For more information visit elections.nsw.gov.au

New mayoral team elected to lead the Tweed

Councillor Chris Cherry was elected Mayor of Tweed Shire until September 2023. This is Cr Cherry's second term as Mayor, after holding the position from September 2020 until the election in December 2021. She was first elected to Tweed Shire Council in September 2016 as an independent and previously served as Deputy Mayor in 2016/17, 2018/19 and in 2019/20. The returning Deputy Mayor is Councillor Reece Byrnes, who will be in the position until December 2022. Councillor Byrnes, a Labor representative who became the youngest Councillor elected to Council in 2016 when aged 28, previously served as Deputy Mayor in 2017/18 and again in 2020/21.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1309755-new-mayoral-team-elected-to-lead-the-tweed



Mayor of Tweed Chris Cherry urged people to support the Together Tweed Mayoral Flood Appeal 2022 to help raise funds to assist flood-affected communities.

Mayor launched Flood Appeal

Council launched the *Together Tweed Mayoral Flood Appeal 2022* in March 2022. The Appeal sought to raise much-needed funds to offer affected Tweed communities immediate help, support recovery efforts and resilience to future flood events and contribute to addressing significant long-term issues such as housing. Council resolved in March to distribute up to \$20,000 to the Murwillumbah Community Centre for the purchase of a new bus, and up to \$20,000 towards vital communications equipment for isolated communities in the Tweed.

Council also resolved that the balance of funds raised would be distributed equally between The Family Centre, the Northern Rivers Community Foundation (NRCF) and local units of the NSW State Emergency Service (SES).

For more information visit

tweed.nsw.gov.au/mayoral-flood-appeal



Council's new website picked up a Gold PlainLanguagePro accreditation.

New Council website

Council launched an improved website featuring a new search tool, easy to read content and the site being mobile-friendly so it looks great on all devices. The fresh new look is already proving popular with residents, visitors and businesses and has officially been recognised with a Gold PlainLanguagePro accreditation.

To see the new website visit tweed.nsw.gov.au

Residents provide feedback at Tweed hearing of Flood Inquiry

Residents from across the Tweed packed out Tumbulgum Community Hall in April to share their views and experiences following the devastating February and March 2022 floods. Led by Professor Mary O’Kane and Michael Fuller APM, the independent 2022 NSW Flood Inquiry aimed to provide an opportunity for Tweed residents to share their feedback in person.

For more information visit nsw.gov.au/nsw-government/projects-and-initiatives/floodinquiry

Businesses invited to join Why Leave Town program

As businesses struggled to get back on their feet in the wake of the devastating flood, Council got behind the expansion of the innovative, Why Leave Town pilot gift card program, designed to keep money in the local community by encouraging people to shop locally.

For more information visit whyleavetown.com

Open letter to the community

Councillors issued an open letter to all members of the Tweed community in the aftermath of the devastating floods. The letter thanked the community for supporting one another, NSW SES volunteers for working tirelessly on the ground, and the Australian Defence Force for their help.

For more information visit tweed.nsw.gov.au/community/emergency-planning-recovery/recovery-dashboard/open-letter-from-your-council



An aerial shot of the Tweed River at Chinderah during the February-March 2022 flood.

Community vision steered Council plan for next decade

Council adopted a 10-year Community Strategic Plan for the Tweed which took effect from 1 July 2022. The plan guides all other Council strategies and plans and sets out the community's vision and goals for the Tweed's long-term future. The plan is the culmination of extensive community engagement over many months and reflects what the community said is important to them. More than 60 local people including representatives from resident and ratepayer groups, business chambers, industry associations and environmental groups joined in a series of Community Conversations to provide feedback on the draft Community Strategic Plan. Council endorsed more than 100 changes to the draft document as a direct result of the submissions we received from the community.

For more information visit

tweed.nsw.gov.au/planning-reporting-to-community

Community members sought to join Advisory Committees

Expressions of interest were sought from residents interested in joining one of 6 advisory committees which provide advice and recommendations to Council. Suitably experienced community members are called for and appointed every 4 years, for the term of Council. Due to the delayed local government elections in 2021, this term has been reduced to 2 years and 8 months. Committees include: Aboriginal Advisory Committee; Audit, Risk and Improvement Committee; Equal Access Advisory Committee; Floodplain Management Advisory Committee; Tweed Coast Koala Advisory Committee; Tweed Coast Waterways Advisory Committee; Tweed Regional Gallery Advisory Committee and the Tweed Regional Museum Advisory Committee.

For more information visit

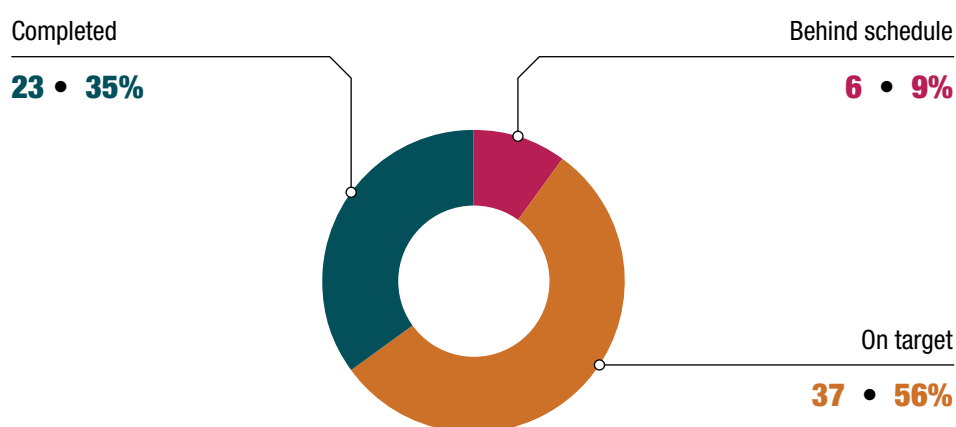
tweed.nsw.gov.au/council/councillors-meetings/council-committees

Progress report for 2020–2021: Making decisions with you

Performance against the Making decisions with you objectives, identified in the 2017–2022 Delivery Program

Summary of Principal Stream Goals

Strategic Priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Building Certification	3	33%	3	33%	3	33%
Development Assessment	1	20%	3	60%	1	20%
Development Engineering & Assessment	2	67%	1	33%	0	0%
Animal Management	0	0%	5	100%	0	0%
Communications	8	40%	11	55%	1	5%
Contact Centre	9	60%	5	33%	1	7%
Councillor & Civic Business	0	0%	4	100%	0	0%
Financial Services	0	0%	5	100%	0	0%
Total	23	35%	37	56%	6	9%





Achievements in

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

The below information provides updates on the significant projects identified in the Delivery Program and Operational Plan for this period.

People



Kyle Sculley, member of Tweed Equal Access Advisory Committee, sitting in an all-terrain wheelchair with Jayden, Cudgen Headland Lifeguard, pushing his chair along a beach mat, which runs down to the shore of Kingscliff Beach.

Implementation of Tweed Access and Inclusion Plan 2018-2021 (Disability Inclusion Action Plan)

As part of the Website Improvement Project, the Centre for Accessibility conducted an audit to ensure compliance with Web Content Accessibility Guidelines, and customer user testing with the Equal Access Advisory Committee to ensure information accessibility and functionality for people using assistive technology or with limited computer skills.

Selected Council employees were trained in Easy English and Easy Read formats to improve the way Council communicates with people with visual and cognitive disability.

In celebration of International Day of People with Disability on 3 December 2021, Council created 3 videos to promote the stories, experiences and hopes of members of Council's Equal Access Advisory Committee (EAAC). The videos focused on the significance of International Day, and what accessibility and social inclusion means to members.

For more information visit

tweed.nsw.gov.au/community/community-support/people-communities/people-with-disability

Anzac Day

After several years of disruptions to Anzac Day services as a result of the COVID-19 pandemic, the Tweed commemorated the day with services across the Shire on Monday 25 April. Services were held in Burringbar, Cudgen, Kingscliff, Murwillumbah, Pottsville, Tumbulgum, Tweed Heads, Tyalgum and Uki. Ahead of Anzac Day, the Rotary Club of Murwillumbah AM lined both sides of the main bridge into the town with hand-made crochet and knitted poppies to remember those who served in our armed forces, both human (red-coloured poppies) and animal (purple-coloured poppies). In Tweed Heads, the border marker at Boundary Street was illuminated with Anzac Day images from Friday 22 April to Monday 25 April.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1330589-tweed-ready-to-commemorate-anzac-day-2022

Live and Local Tweed micro festival and online workshops

Council presented Live and Local Tweed in partnership with the Live Music Office and APRA AMCOS, supported by Music NSW. To increase music performance opportunities and support audience and sector development, Live and Local Tweed hosted a free micro festival to connect musicians with venues, activate new spaces for performance and showcase local musicians. Venues included Sunnyside Shopping Centre, Keith Murwillumbah, Tweed Regional Museum, Tweed River House, Wollumbin Dreaming, Pulp Fiction and Johnny Franco's. Artists included Blakboi, Phil & Tiley, Jamie Ashforth, Melissa Black, Murray Kyle, JB & the mms quartet, Jerome Williams and One Of Us Is Lying. Live and Local also hosted a virtual workshop *Building Your Brand and Pitching to Press* to help local musicians gain greater exposure and a better understanding of the music industry.

For more information visit

yoursaytweed.com.au/live-and-local-tweed



Live and Local Tweed - was launched to help promote live music on the Tweed after COVID-19 restrictions eased.



Tweed Shire Australia Day Award winners, including recipients of Honourable Mention awards.

Australia Day Awards and citizenship ceremony

In the interests of public health, Australia Day celebrations on 26 January, which included the Tweed Australia Day Awards presentation and the citizenship ceremony, were held online to reduce the risk of COVID-19. The citizenship ceremony saw 35 residents from 18 countries across all of the world's continents pledge their allegiance to Australia. 2022 Australia Day Award winners:

- Tweed Shire Citizen of the Year - Amanda Philp
- Community Event of the Year - Murwillumbah Arts Trail
- Sport Achievement (Individual) - Savannah and Madison Fitzpatrick
- Volunteer Group of the Year - Tweed Broadwater Village Craft Group
- Volunteer of the Year (Individual) - Grant 'Jack' Frost
- Young Achiever of the Year - Sven Loemker

For more information visit tweed.nsw.gov.au/australia-day



The 2021 Tweed Local Achievement Awards winners were presented with their certificates at the opening ceremony of the 2021 Tweed Seniors Festival.

Seniors Festival – Local Achievement Awards

Service to the community was recognised at the opening ceremony of the Tweed Seniors festival with the presentation of the Local Achievement Awards. The recipients included:

- Glenda Ashby – service to Marine Rescue Point Danger
- Carole Cohan – service to Meals on Wheels, Tweed VIEW Club and Fun Activities for Banora Seniors (FABS)
- Marilyn Gilmore – service to numerous Tweed charities over more than 30 years
- Ruth Philip – service to South Tweed Over 50s group
- Irene Rainey – service to Tweed Valley Justice Association and work as a JP
- Annie Simonds – service to Friends of the Gallery and Friends of the Pound
- Alan Young – service to Twin Towns Radio Yacht Club
- Sue Breckenridge – service to Murwillumbah Farmers Market and small farmers (absent).

For more information visit tweed.nsw.gov.au/community/community-support/people-communities/older-people#seniors-festival

Recovery Centres opened in Murwillumbah and Chinderah

A Community Recovery Centre at the auditorium in the Murwillumbah Civic and Cultural Centre provided a one stop destination for Tweed residents and businesses impacted by the February 28 flood. Some of the services available at the centre included: Service NSW; Services Australia; Department of Communities and Justice - Housing; Department of Planning and Industry; Legal Aid; and Chaplaincy.

A Community Recovery Centre also opened at Chinderah to provide additional support to residents impacted by the recent flooding. Located at the Seventh Day Adventist Church at Phillip St, Chinderah, the centre was set up with the support of Resilience NSW and Council to provide additional face-to-face support for the many frail and elderly residents of the area, particularly those who reside in residential caravan parks along the riverfront at Chinderah and which were inundated by floodwaters.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1321210-recovery-centre-to-open-in-murwillumbah

Places

Creatives benefit after Tweed re-joins Arts Northern Rivers

The Tweed's active community of artists and creatives are set to benefit following Council re-joining the region's peak arts body, Arts Northern Rivers (ANR) a 4-year agreement. Tweed will join Byron Shire, Lismore City, Richmond Valley, Kyogle and Clarence Valley councils and contribute \$25,000 annually to ANR for the next 4 years.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1297434-creatives-to-benefit-after-tweed-rejoins-arts-northern-rivers



The border marker at Tweed Heads featured Christmas images nightly and changed in time to celebrate New Year's Eve.

Christmas spirit

Christmas spirit spread through the Tweed with lights and street decorations installed across the Shire. In Tweed Heads, street banners and decorations were installed on light poles from Florence Street to Wharf Street and at night, the border marker will feature Christmas images which will be changed in time for New Year's Eve. Decorations were also installed in Alma and Main streets in Murwillumbah and the light globes were changed on the Murwillumbah Bridge to festive season colours. Cudgen Public School, Kingscliff Public School and St Anthony's Primary School created Christmas banners which were installed on picnic shelters in Rowan Robinson Park. At night, lighting illuminated the park and the Norfolk pine trees. Council would like to thank local businesses, Wilsons Displays and Elford's Electrical, for their assistance with installing the decorations and banners, Kingscliff Rotary for their work with the schools and Kingscliff & District Chamber of Commerce.

For more information visit

tweed.nsw.gov.au/council/news-updates/latest-news/media-releases/1304288-its-beginning-to-look-a-lot-like-christmas

Creating a greener, welcoming and more vibrant public space in Murwillumbah

Sewer works were scheduled to coincide with the Wollumbin Street beautification project to minimise disruption to residents and motorists. The sewer works and beautification works to create a greener, welcoming and more vibrant public space were completed on-schedule. The works to install the new sewer rising main between Commercial Road and Nullum Street aimed to ensure Murwillumbah has the capacity to manage increased flow levels to cater for the growing population.

For more information visit

yoursaytweed.com.au/wollumbinstreet

Moving around

Improving communications about our roads

Council launched a new campaign aimed at providing easier access to information on the Tweed’s road network, including roadworks and alerts during severe weather events. The new campaign has been created in direct response to this community feedback and includes a new roads webpage aimed at providing a one-stop shop to road information in the Tweed.

For more information visit tweed.nsw.gov.au/roads



Tweed Coast Road upgrade key to new housing and jobs

Preparatory works to widen Tweed Coast Road to 4 lanes began with projects to install underground infrastructure now underway. Tweed Coast Road is the main arterial road servicing the Tweed Coast community which is forecast to grow significantly over the next 30 years with the release of urban land at Kings Forest and West Kingscliff. The 4-laning of the 6.1 km section of road is estimated to cost \$55 million and will be undertaken in 6 sections. Funding will be sourced from developer contributions, works in kind by developers, and government grants.

For more information visit yoursaytweed.com.au/tweed-coast-road



Council urges motorists to slow down and drive to the conditions as several major projects continue along Tweed Coast Road.

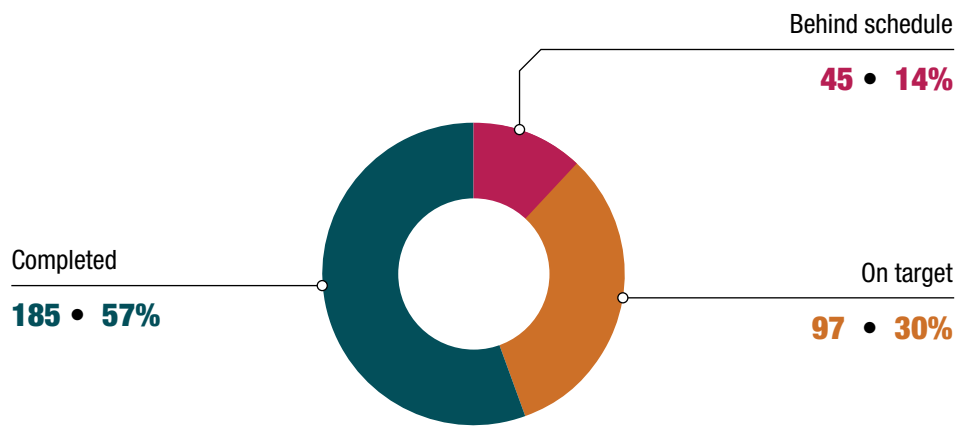
Progress report for 2021–2022: People, places and moving around

Performance against the People, places and moving around objectives, identified in the 2017–2021 Delivery Program

Summary of principal stream goals

Strategic Priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Cemeteries	1	17%	3	50%	2	33%
Community and Cultural Development	5	42%	4	33%	3	25%
Community Services	2	33%	3	50%	1	17%
Compliance Services	1	25%	3	75%	0	0%
Economic Development	4	36%	6	55%	1	9%
Environmental Health	4	31%	8	62%	1	8%
Events	1	33%	1	33%	1	33%
Life Guard Services	3	43%	4	57%	0	0%
Local Emergency Management	0	0%	3	60%	2	40%
Pest Management	3	60%	1	20%	1	20%
Public Toilets	2	33%	2	33%	2	33%
Tourism	1	25%	0	0%	3	75%
Aquatic Centres	0	0%	2	40%	3	60%
Art Gallery	6	60%	4	40%	0	0%
Auditoria	1	20%	1	20%	3	60%
Holiday Parks	2	33%	2	33%	2	33%
Libraries	4	36%	5	45%	2	18%
Museum	3	30%	3	30%	4	40%
Parks & Gardens	1	20%	4	80%	0	0%
Saleyards	0	0%	2	40%	3	60%
Sporting Fields	1	17%	4	67%	1	17%
Airfield	1	17%	5	83%	0	0%
Construction Services	0	0%	0	0%	1	100%

Strategic Priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Design Services	0	0%	1	50%	1	50%
Roads, traffic, footpaths & cycleways	139	80%	26	15%	8	5%
Total	185	57%	97	30%	45	14%





Achievements in Behind the scenes

The below information provides updates on the significant projects identified in the Delivery Program and Operational Plan for this period.

Managing unreasonable conduct

Completed a project to manage how Council responds to unreasonable conduct and this now a business-as-usual activity. The related Policy and procedures were reviewed and updated and internal procedures to guide staff on responding to and managing unreasonable conduct were updated. All relevant Council employee groups received training and post-incident support was strengthened through Council's EAP provider with this service now available 24/7. A chaplain was also established for on-site support.

For more information visit

tweed.nsw.gov.au/council/policies-plans-reports/policies/managing-unreasonable-conduct

Workplace Mental Health

Programs include RUOK day initiatives, 10,000 Steps wellbeing program and targeted programs following COVID-19 impacts and February and March flood events including an increase in availability of on-site Chaplain, EAP services, proactive personal wellbeing calls made to all impacted staff, crisis-specific resources made available to staff and councillors.

For more information visit

tweed.nsw.gov.au/council/jobs-careers/staff-benefits

Workforce Management Plan

Most efforts in this regard over last 12 months were directed to the management of COVID-19 related staffing matters, including re-working work from home protocol to include blended work mobile. Also established Indigenous Planning Traineeship, provided support for veterans employment and continued Great Managers Leadership Program.

To view the Workforce Management Plan visit

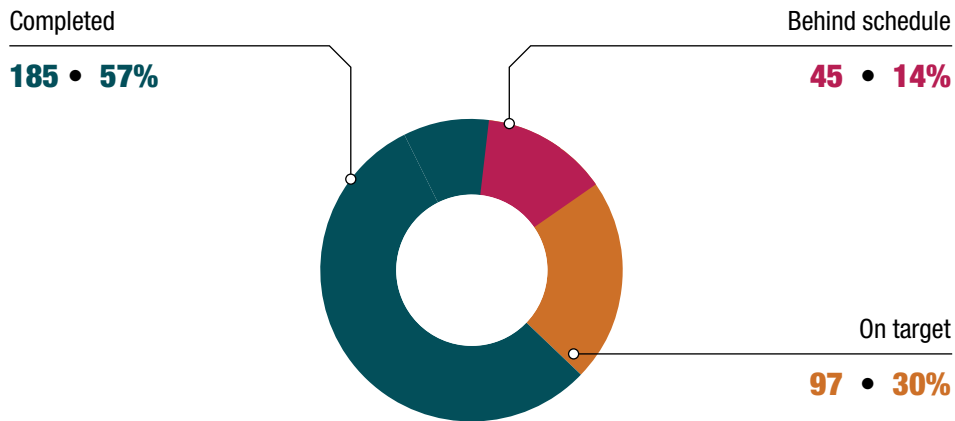
tweed.nsw.gov.au/council/policies-plans-reports/annual-financial-reports

Progress report for 2019–2020: Behind the scenes

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

Summary of principal stream goals

Strategic Priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Governance	3	33%	5	56%	1	11%
Internal Audit	3	60%	0	0%	2	40%
Legal Services	1	33%	2	67%	0	0%
Fleet Management	0	0%	4	100%	0	0%
Human Resources & Work Health and Safety	2	29%	4	57%	1	14%
Information Technology	4	80%	1	20%	0	0%
Procurement	0	0%	2	100%	0	0%
Total	13	37%	10	51%	4	11%



Environmental Sustainability Performance Report

1 July 2021 – 30 June 2022

Improving the environmental outcomes of Council's operations

GREENHOUSE GAS EMISSIONS

21,765

tCO₂e

TARGETING

ZERO EMISSIONS FROM COUNCIL'S OPERATIONS BY 2030

1,200

ANNUAL CHANGE

↑

1,336

tCO₂e

7%

Increase

Emissions from transport fuel nearly doubled compared to last year due to extensive vehicle and equipment fuel use in flood recovery. Emissions from electricity use in streetlights halved compared to last year due to the replacement of 6,400 streetlights with LED lightbulbs. Council purchased renewable energy credits equivalent to approximately 1,500 tonnes of greenhouse gas emissions in order to meet it's 25% reduction in emissions from electricity goal.

COUNCIL'S EMISSIONS ARE EQUIVALENT TO 1,200 AVERAGE HOUSEHOLDS' ANNUAL CARBON FOOTPRINT

GREENHOUSE GAS EMISSIONS SOURCES

<p>PETROL</p> <p style="font-size: 1.5em;">796</p> <p style="font-size: 0.8em;">tCO₂e</p>		<p>DIESEL</p> <p style="font-size: 1.5em;">5,284</p> <p style="font-size: 0.8em;">tCO₂e</p>	
ANNUAL CHANGE	↑	ANNUAL CHANGE	↑
	48%		200%
	Increase		Increase
<p>ELECTRICITY IN STREETLIGHTS</p> <p style="font-size: 1.5em;">1,050</p> <p style="font-size: 0.8em;">tCO₂e</p>		<p>ELECTRICITY IN FACILITIES</p> <p style="font-size: 1.5em;">13,067</p> <p style="font-size: 0.8em;">tCO₂e</p>	
ANNUAL CHANGE	↓	ANNUAL CHANGE	↓
	54%		10%
	Decrease		Decrease
		<p>WASTEWATER TREATMENT PLANT FUGITIVE EMISSIONS</p> <p style="font-size: 1.5em;">1,568</p> <p style="font-size: 0.8em;">tCO₂e</p>	
		ANNUAL CHANGE	↓
			5%
			Decrease

ELECTRICITY

Several of Council's solar installations underwent repairs, improving this year's rate of solar generation, exports to the grid, and proportion of self-generation.

<p>GRID ELECTRICITY CONSUMED</p> <p style="font-size: 1.5em;">20,041,987</p> <p style="font-size: 0.8em;">kWh</p>	<p>SOLAR GENERATION</p> <p style="font-size: 1.5em;">952,672</p> <p style="font-size: 0.8em;">kWh</p>
ANNUAL CHANGE	↓
	7%
	Decrease
ANNUAL CHANGE	↑
	36%
	Increase

<p>SURPLUS SOLAR TO THE GRID FROM COUNCIL SITES</p> <p style="font-size: 1.5em;">237,527</p> <p style="font-size: 0.8em;">kWh</p>	<p>PROPORTION OF SELF-GENERATED RENEWABLE ENERGY</p>
ANNUAL CHANGE	↑
	80%
	Increase
ANNUAL CHANGE	↑
	44%
	Increase

TARGETING 25% LESS EMISSIONS FROM ELECTRICITY THAN 2016/2017 BY 2022 AND 50% BY 2025

REDUCTION IN ELECTRICITY-RELATED CARBON EMISSIONS

(since 2016/2017)

2021/2022	↓	25%
		Decrease
2020/2021	↓	17%
		Decrease
2019/2020	↓	9%
		Decrease
2018/2019	↓	6%
		Decrease

OFFICE WASTE

MURWILLUMBAH ADMIN OFFICE

An office audit was not completed again this year due to large numbers of staff working from home in response to COVID-19.

2018/2019

4,433 kg ↓ **52%** Recycled

2016/2017

5,308 kg ↓ **96%** Recycled

2014/2015

5,958 kg **7%** Recycled



PRINTED PAPER

TOTAL PHOTOCOPIER PRINTS



2021/2022

1,252,649 ↓ **28%** Decrease

2020/2021

1,741,673 ↓ **17%** Decrease

2019/2020

2,086,481 ↓ **15%** Decrease

2018/2019

2,455,680 ↑ **16%** Increase

WATER USE

PUBLIC PARKS



60,604 ML

ANNUAL CHANGE ↓

24% Decrease

COUNCIL FACILITIES

89,635 ML

ANNUAL CHANGE ↓

2% Decrease

Wetter conditions reduced watering demand.

FLEET VEHICLES KILOMETRES TRAVELLED

Council leases 40 hybrid vehicles as part of its passenger fleet of 101 vehicles. Trucks and diesel vehicles have travelled more kilometres compared to last year due to extensive vehicle use in flood recovery.

PASSENGER/
COMMERCIAL
DIESEL



3,411,286 KM

ANNUAL CHANGE ↑

13% Increase

PASSENGER/
COMMERCIAL
ULP



2,107,473 KM

ANNUAL CHANGE ↓

19% Decrease

TRUCKS
HEAVY/MEDIUM



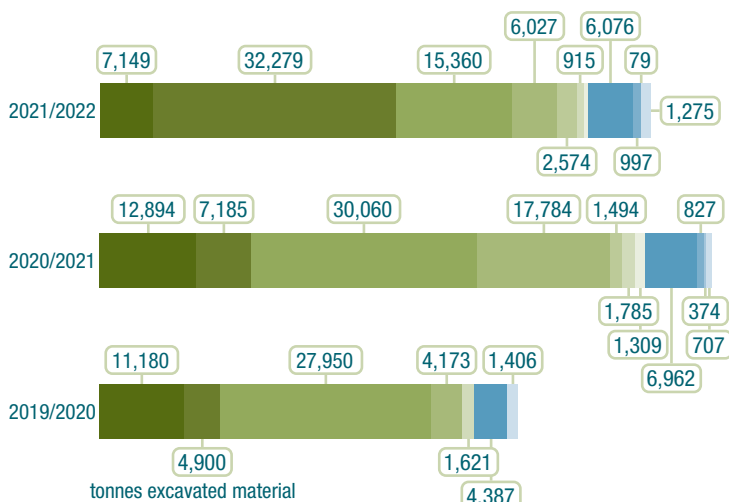
1,359,871 KM

ANNUAL CHANGE ↓

15% Decrease

CONSTRUCTION AND ROAD MATERIAL WASTE

Council collected more virgin material in the flood recovery, and disposed more of that material to private sites compared to last year. Less roads and recycled asphalt materials were collected due to the shift in priorities to flood recovery. An additional 45,190m³ of flood recovery material is currently being stored for reuse.



90% of material excavated from infrastructure worksites was repurposed, particularly roads material which is re-used in the rebuilding of sealed roads and regrading of gravel roads. Every tonne reused avoids a tonne of virgin material being excavated.

REUSED AND REPURPOSED

- Virgin material for Council projects
- Virgin material for private sites
- Public roads material
- Recycled asphalt pavement
- Depot materials
- Concrete
- Greenwaste
- Contaminated soils
- Litter/street sweepings
- Asbestos
- Acid sulphate soils

	Total collected	Total repurposed	% repurposed
2021/2022	71,738	64,586	90%
2020/2021	81,381	72,511	89%
2019/2020	55,627	49,824	90%

Note: Data reported in the 2020/2021 report has been updated with more accurate figures.

Section 2: Statutory reporting

Written-off rates and charges

During the reporting period Council wrote-off \$3,400,071.45 in the following rates and charges:

Rate classification	Items written-off	Total (\$)
Pensioner Rates	Farmland	32,334.20
	Residential	1,712,924.77
Water & Sewerage rates	Pensioner Water Rates	668,858.96
	Pensioner Sewerage Charges	646,410.34
Pensioner Waste Charges	Service Charges	339,543.18
Total Written Off		3,400,071.45

Overseas travel

Council's General Manager travelled to America to carry out Executive Leadership training at the Harvard Business School during the 2021/22 financial year.

Councillor fees and expenses

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

Details	Amount (\$)
Councillor and Mayoral fees	222,295
Mayoral vehicle	12,147
Councillor Policy provisions and expenses	22,980
Administration support & meals	10,617
Insurance	72,800
Reportable Items:	
• Provision of dedicated office equipment	0
• Telephone and internet	1,428
• Intrastate training, conferences & meetings	3,035
• Interstate visits representing Council.	5,644
• Overseas visits representing Council.	0
• Training of councillors, Induction and provision of skill development	27,834
• Spouse, partner or other person expenses	0
• Child care expenses	0
Total expenses	378,780

Councillor Induction and ongoing Professional Development

Induction training, conferences, seminars and ongoing professional development attended during 2021-2022:

Description	Attendees										
	Allsop	Cooper	Milne	Brinsmead	Byrnes	Cherry	Dennis	Firth	Owen	Polglase	
Welcome and team building											Tweed Shire Council
Council meetings											Tweed Shire Council
Individual Councillor sessions with General Manager and Executive Leadership Team											Tweed Shire Council
Planning (Part 1) – Dr Danny Wiggins											Tweed Shire Council
Corporate Context – Corporate Services											Tweed Shire Council
Councillor role and responsibilities											Tweed Shire Council
Conservation Zones and Compliance											Tweed Shire Council
Sustainable Communities & Environment, Engineering											Tweed Shire Council
Office of General Manager, Reflection and Professional Development											Tweed Shire Council
Corporate Services											Tweed Shire Council
Planning & Regulations (Part 2)											Tweed Shire Council
ICAC Training											Tweed Shire Council
Tweed Coast Koala Research Hub - Pottsville											Tweed Shire Council
Tweed Regional Gallery Tour											Tweed Shire Council

Attendees

Description	Allsop	Cooper	Milne	Brinsmead	Byrnes	Cherry	Dennis	Firth	Owen	Polglase	
Shire Bus Tour											Tweed Shire Council
Public Land Management Roles and Responsibilities											Tweed Shire Council
Intrastate											
29th NSW Coastal Conference											Kingscliff
IgnsW Special Conference											Sydney
Interstate											
National General Assembly											Canberra, ACT
Online											
Circular Economy Forum											Online
LGNSW Annual Conference											
National Congress of Women											Online
Floodplain Management Conference											Online
National General Assembly											Online

Attended/completed

Unable to attend due to the flood

Not a Councillor at this time



Details of contracts awarded by Council

Council awarded sixty four (64) contracts exceeding \$150,000 during 2021/2022 totalling \$161,700,804.

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2022052	Australian Marine & Civil Pty Ltd	Design and Construction of Scenic Drive Land Slips and Embankment Restoration Works	2,519,987
RFO2022004	The Trustee for The Greenwood Trust	Construction of Goorimahbah Precinct - Stage 1	942,637
RFO2019098	Energy Aware	Banora Pt Wastewater Treatment Plant Solar PV	827,640
RFO2021124	Civilcs Pty Ltd	Water Supply - Renewal - DN150 & DN100 Golden Links Drive & Side Streets Muwillumbah	714,086
RFO2021121	Desire Contractors Pty Ltd	Anchorage Island Canal Estate Harbour Boardwalk Repairs	400,000
RFO2021133	PSA Consulting (Australia) Pty Ltd	Growth Management and Housing Strategy	312,059
RFO2022021	Nviroscope Pty Ltd	Byrill Creek Road Landslip	152,548
RFO2021065-1	Commercialsapes Pty Ltd	Chillingham Tennis Court Landscape Works	179,380
RFO2022033	GRI Road Services Pty Ltd	Blackspot Guardrail Program Tweed Valley Way (Zara and Limpinwood)	237,038
RFO2022034	Boral Construction Materials Group Ltd	Asphalt Resurfacing Tweed Valley Way (Melaleuca Station)	436,775
RFO2021125	Veolia Environmental Services (Australia) Pty Ltd	DN63 Water Main Replacement Racecourse Road Tyngah	343,998
RFO2022036	Datacom Systems (Nsw) Pty Ltd	IT Equipment Lease - 330 notebooks 330 docks 660 monitors	833,829
RFO2021078	Pan Civil Pty Ltd	REPA Flood Damage Works	365,200

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2022006	AI Highways Pty Ltd	Blackspot Guardrail Program Tweed Valley Way (Burringbar)	204,842
RFO2022009	Ontime Guardrail	Blackspot Guardrail Program Tweed Valley Way (Stokers)	303,837
RFO2022003	Roadwork Industries Pty Ltd	2021 - 2022 Asphalt Rejuvenation Program	423,273
RFO2021123	Wagners CFT Manufacturing Pty Ltd	Design & Supply Casuarina Footbridge	481,668
RFO2021108	Complete Urban Pty Ltd	Lead Design Consultant; New Transfer Station at Tweed Recycling & Landfill Centre (TRLIC)	379,381
RFO2022030	Restorx Newcastle Pty Ltd	Flood response - Dehumidifier hire and asset protection	165,000
RFO2021131	Envirostruct Services Pty Ltd	Anchorage Island Canal Estate Revetment Renewal	1,648,680
RFO2021138	Desire Contractors Pty Ltd	Barry Sheppard Oval Amenities Building (by Negotiation)	717,909
RFO2021143	Geovert Ground Engineering	Supply and Install Micro Piles for Purlos Bridge, Ophir Glen Road, Burringbar	232,722
RFO2021090	Advanced Concrete Engineering Pty Ltd	North Tumbulgum Reservoir Access Structure	197,986
RFO2021130	Rod Smith Constructions Pty Ltd	Wollumbin Street Footpath Installation	261,968
RFO2021029	Ontime Guardrail	Blackspot Guardrail Program Tweed Valley Way (Crabbes Creek)	170,060
RFO2021104	Desire Contractors Pty Ltd	Bilambil West Sports Field LED Lighting Upgrade	189,193
RFO2021116	Alder Constructions Pty Ltd	Design and Construct - Industry Central Land Swap Subdivision Works (by negotiation)	3,186,683

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2021106	Hunter H2O Holdings Pty Limited	Supply of Consultancy Services; Surveillance and Annual Inspections for Tweed Shire Council and Rous County Council Dams	280,582
RFO2021095	Willplay Pty Ltd	Goorimahbah Place of Stories Main Play Element	312,032
RFO2021064	Veolia Environmental Services (Australia) Pty Ltd	Rehabilitation of Gravity Sewerage Reticulation Mains	1,530,777
RFO2021117	BKA Architecture Pty Ltd	Animal Rehoming Facility - By Negotiation	331,556
RFO2021087	Boral Construction Materials Group Ltd	2021-2022 Annual Asphalt Contract	1,913,213
RFO2021068	GHD Pty Ltd	Clarrie Hall Dam - Safety Review including Consequence Category and Risk Rating Assessments	259,270
RFO2021081	Austek Asphalt Services	Asphalt Program (Grant Funded)	1,152,648
RFO2021072	Utilstra	Supply and Installation of DN375 Sewer Rising Main for SRM-4023 Duplication - Kings Forest Regional Stage 1	1,390,795
RFO2021059	McDonalds Road Construction Pty Ltd	Walter Peate Car Parking and Entry Works	358,900
RFO2021084	Roman Contractors Pty Ltd	Refurbishment of Coastal Access Tracks	249,000
RFO2021089	Austek Asphalt Production	Knox Park Carpark Pavement Rehabilitation	301,396
RFO2021058	Greg Clark Building Pty Ltd	Removal, Disposal and Replacement of Roof Structure and Various Minor Works for Grandstands (x2) at the Stan Sercombe Oval Murwillumbah	329,087
RFO2021057	Crosana Pty Ltd	Design and Construct Retaining Wall at Byangum Road	254,902

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2021045	Peddle Thorp and Harvey Pty Ltd T/A Peddle Thorp	Murwillumbah Works Depot - Design Services for the Development Application Design and Lodgement including D&C Tender Package.	474,210
RFO2020148	B & N Unit Trust	Supply of Sands and Soil Products for use in Tweed Shire Council Projects	323,510
RFO2020145	Veolia Environmental Services (Australia) Pty Ltd	Supply and Install 340m of DN355 HDPE Sewer Rising Main Gollan Drive	428,681
RFO2021075	Surf Life Saving Services Pty Ltd Trading as Australian Lifeguard Service	Provision of Life Saving Services	4,467,638
RFO2021024	SEE Civil Pty Ltd	Quarry Rd. Industrial Development - Subdivison Works. Creation of 11 Lots including earthworks/ services/landcaping.	4,495,913
RFO2021037	Australian Marine & Civil Pty Ltd	River Revetment Works Tweed Valley Way- Tumbulgum and Murwillumbah Sites	511,420
RFO2020035	Hazell Bros (Qld) Pty Ltd	Design and Construction of the Northern Rivers Rail Trail - Murwillumbah to Crabbes Creek Section	11,769,491
RFO2021039	Desire Contractors Pty Ltd	Water Pump Station Building for Link to South East Queensland	232,724
RFO2022066	North Coast Asset Management	Supply IT System Development, Integration and Reporting Services	198,000
RFO2022046	Boral Construction Materials Group Ltd	2021-2022 Local Roads 'Fit for Future' Asphalt Contract	3,601,037
RFO2022027	Restorx Newcastle Pty Ltd DBD Constructions	Panel of Providers - Flood Damage Condition Assessments and First Response Actions; Parks and Active Communities	1,000,000

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2022026	Fogarty Joshua, All Action Earthmoving Allcott Hire Pty Ltd Andrew Johnston Haulage Pty Ltd ARG Civil & Mining Services Pty Ltd Arrow Concrete Cutting Pty Ltd Border Rockwalls & Excavation CM Contracting (Aust) Pty Ltd The Trustee for The Dwyer Family Trust East Coast Asphalt & Concrete Edging Pty Ltd Ellis Stabilising Pty Ltd Emerich Earth & Civil Pty Ltd Floating Excavators A Glaser & J.V Ousby JD & LF Reeve Booth Lincoln Peter Leader Earthworks Pty Ltd Multitech Profiling Pty Ltd Rent A Fence Pty Ltd SEE Civil Pty Ltd, Skeen Constructions Pty Ltd TFH Hire Services Pty Ltd TotalDrain Cleaning Services Pty Ltd Utility Location Services Pty Ltd	Supply of Wet and Dry Hire Mobile Plant and Equipment – Flood Works	440,000
RFO2022009	Ontime Guardrail Pty Ltd	Blackspot Guardrail Program Tweed Valley Way (Stokers)	303,836
RFO2021150	Floating Excavators Aquatic Weed Harvester Pty Ltd Aquatic Weed Management Pty Ltd	Supply of Wet Hire Mobile Plant – Floating Excavator & Weed Harvester	341,000
RFO2021142	Tutt Bryant Hire Pty Ltd Coates Hire Operations Pty Ltd Murwillumbah Hire	Supply of Dry Hire Plant & Equipment	418,000

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2021140	VAC Group Operations Pty Ltd Patriot Tankers Pty Ltd Pipe Management Australia Pty Ltd, Pipe Vision Australia Pty Ltd Provac Australia Pty Ltd Solo Resource Recovery Total Drain Cleaning Services Pty Ltd Aussie Hydro-Vac Services Pty Ltd The Trustee For 1 Seymour Street Trust Downunder Locations (NSW) Pty Ltd Dynamic Hydro-Excavations Trustee For Loader Vac Solutions Trust	Supply of Wet Hire Mobile Plant – Services Location, Vacuum Truck & CCTV	1,540,000
RFO2021138	Desire Contractors Pty Ltd	Barry Sheppard Oval Amenities Building (by Negotiation)	717,909

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2021132	Brockbank's Bobcats & Excavations Pty Ltd Crabbes Creek Excavation CTM Earthworx D & KL Colleton East Coast Slope Mowers and Slashers Pty Ltd Trustee For Garbett's Excavations Trust, GC & SE King Gary & Tracey Marshall Mini Gv & Gf Farrell Harding's Earthmoving Hazell Bros Plant Hire (Qld) Pty Ltd Hudko Earthmoving JDM Civil Earthworks JT's Water & Truck Hire Pty Ltd Mcnamara & Tierney Pty. Ltd Macas Crane & Borer Hire Pty Ltd Murwillumbah Hire O'keefe Earthmoving & Transport Precision Vegetation Management Randa Slashing Pty Ltd Selk Industries Pty Ltd Sharp Mini Excavator Hire Stevo's Mini Excavator And Tipper Hire WD Surface Milling Pty Ltd	Supply of Wet Hire Mobile Plant – Excavator, Skid Steer and Tractor (Slasher & Flail)	4,180,000

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2021122	Biodiversity Australia Complete Weed Maintenance Conservation Connection Earthscapes Consulting Ecosure Pty Ltd Envirosphere Consulting Workways Australia Limited Forest Rehabilitation Ecology Pty Ltd Go Bush Regeneration Services [Lucas, Cameron-John] Landroc, Lauren Saunders Madhima Gulgan Community Association Inc. Regen Australia Scrubland Restorations Virida Sylvis Wanganui Green Bush Regeneration Wollumbin Environmental Services	Panel Ecological Restoration and Management Services	2,200,000

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2021119	J & LJ Wise Rowles and Co Pty Ltd Selk Industries Pty Ltd Stevo's Mini Excavator and Tipper Hire Tanner's Water Supplies Pty Ltd The Trustee for J S Stanborough Family Trust Tweed Coast Sand & Gravel A Arnold & G.R Arnold BJ Booth & N Bathie Brockbank's Bobcats & Excavations Pty Ltd Coastal Tipper Hire Pty Ltd Ctm Earthworx Currant Haulage Ernest Charles & Co Pty Ltd G.D Marshall & T Marshall Garbett's Excavations Hardings Earthmoving JT's Water & Tipper Hire Keith Dunn Earthmoving Kyogle Earthworx, Macas Crane & Borer Hire Pty Ltd MCC Haulage Pty Ltd O'keefe Earthmoving & Transport Precious Drop Water R L Brims Randa Slashing Pty Ltd	Supply of Wet Hire Mobile Plant - Trucks; Single Axle, Tandem, Truck & Dog, Water Cart, Low Loader	2,640,000
RFO2021086	Australian Coating Solutions Doolee Construction Pty Ltd Duraguard Pty Ltd Fortec Australia Pty Ltd ISC Services Mainmark Civil & Mining Services Pty Ltd Ray's Machinery Painting Pty Ltd	Panel of Providers - Protective Coatings for Water and Wastewater Metal and Concrete Structures and associated infrastructure	279,900

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2021077	Coates Hire Operations Pty Ltd Conplant Pty Ltd Earthmoving Pty Ltd Hamers Hoe Hire Harding's Earthmoving Hazell Bros Plant Hire (Qld) Pty Ltd Murwillumbah Hire Porter Hire Pty Ltd Sherrin Rentals Pty Ltd Tutt Bryant Hire Pty Ltd	Small Plant Hire - Graders Rollers and Backhoes	275,000
RFO2021046	Solo Resource Recovery	Waste Collection and Recyclables Processing Services	99,000,000
RFO2020138	Brims Concrete Pty Ltd Holcim Australia Pty Ltd Nucon Concrete	Supply of Ready Mixed Concrete	550,000
Total			161,700,804

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

Summary of legal proceedings

Net legal expenses for the 2021/2022 financial year totalled \$,1644,442

Planning and Environmental Law

Description	General instructions	2021/22 State of progress Costs (\$)
115 Murwillumbah Street, Murwillumbah Unauthorised earthworks and vegetation clearing.	Council at its meeting held on 4 April 2019, resolved that it serve on the owner penalty notices and three Development Control Orders and endorse taking the necessary legal action to enforce the requirements of the Orders if the Orders are not complied with.	(7,685)* In Progress Ongoing discussions with defendant. * Fee adjustment resulted in a credit balance for 2021/22.
DA13/0712.01 for an Amendment to Development Consent DA13/0712 for a Micro Herb Production Facility including Two Greenhouses, Two Pump Sheds, Potting Shed/Office, Water Tank, Driveway Access and Associated Earthworks at Lot 3 DP 1191598 No. 67 Howards Road, Burringbar.	Council at its meeting held 6 February 2020 resolved that Council defends the Class 1 Appeal to delete conditions 9.2, 9.3, 54 & 53 of modified consent DA13/0712.01 and engage any necessary experts and provide delegation under Section 377(1) of the Local Government Act 1993 to Council's General Manager and Mayor to undertake negotiations as necessary.	350 Complete Amended consent issued.

<p>Development Application S96/0066.22 for an Amendment to Development Consent S96/0066 for a 101 Lot Residential Subdivision and Open Space Comprising Stages 14, 16, 17 and 18 of Terranora Village Estate at Lot 469 DP 1144944 Henry Lawson Drive.</p>	<p>Council at its meeting held 21 November 2019 resolved that: Council, in relation to the Class 1 Appeal for the refused modification application S96/0066.22 for a 101 lot residential subdivision and open space comprising stages 14, 16, 17 and 18 of Terranora Village Estate at Lot 469 DP 1144944; Henry Lawson Drive Terranora determines to defend the Class 1 Appeal, engage any necessary experts and provide delegation under Section 377(1) of the Local Government Act 1993 to Council's General Manager and Mayor to undertake negotiations as necessary.</p>	<p>118,991 Complete Judgement delivered on 1 September 2021. Both proceedings dismissed and both modification applications determined by refusal.</p>
<p>Compliance Matter (Three Unauthorised Structures) at Lot 1 DP 392571 No. 120 Kennedy Drive, Tweed Heads West</p>	<p>Advice sought prior to report on the matter being presented at 1 October 2020 Council meeting</p>	<p>4,875 Complete Final orders in proceedings made by consent 24 March 2021. Action taken to comply on 16 September 2021.</p>
<p>Deemed refusal of Development Application DA20/0383 for a 17 lot subdivision at Lot 101 DP 1056576; Cudgen Road Cudgen</p>	<p>At Council meeting held 22 October 2020, Council resolved to defend the Class 1 Appeal with Council's General Manager and Mayor to undertake negotiations as necessary</p>	<p>186,126 Complete Matter heard 18-20 October 2021. Judgment received 18 November 2021. Appeal upheld.</p>
<p>Deemed refusal of Development Application DA20/0295 for a subdivision to create 17 residential lots including two lot boundary adjustment, vegetation removal, demolition of existing farm shed and construction of roads and infrastructure services at No. 27 and 59 Reserve Creek Road, Kielvale and Wulffs Lane, Kielvale</p>	<p>At Council meeting held 22 October 2020, Council resolved to defend the Class 1 Appeal with Council's General Manager and Mayor to undertake negotiations as necessary including at section 34 conciliation conferences, and to agree to resolve any issues in the proceedings or enter into section 34 agreements to resolve the proceedings</p>	<p>224,394 Complete Case management conference 7 March 2022. Return of notice of motion 9 March 2022. Council's conditions of consent provided to applicant 15 March 2022. Hearing on 17 March 2022. Judgment handed down 29 March 2022.</p>

<p>Deemed refusal of Development Application DA20/0246 for a two lot subdivision, removal of existing bowling green and children’s outdoor play area, construction of two supermarkets, speciality shops, two service/delivery bays, construction of 309 car parking spaces on proposed Lot 1 and rationalising of the existing Club Banora car park on Lot 2, modifications to access arrangements to Leisure Drive, earthworks, tree removal and signage at ROAD 3035 & Lot 2 DP 1040576 Leisure Drive, Banora Point (2915).</p> <p>Deemed refusal of Development Application DA20/0232 for alterations and additions to Club Banora at Lot 2 DP 1040576; Leisure Drive Banora Point (2914).</p>	<p>At Council meeting held 5 November 2020, Council resolved that Council seek to negotiate consent orders for both DA20/0246 and DA20/0232.</p> <p>At Council meeting held 19 November 2020, Council resolved to amend the 5 November 2020 resolution that Council, in relation to the Class 1 Appeal, determines to negotiate consent orders, engage any necessary experts and provide delegation under Section 377(1) of the Local Government Act 1993 to both Council’s General Manager and Mayor to undertake negotiations as necessary.</p>	<p>155,608 Complete Appeal dismissed.</p>
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<p>Development Application DA19/0346 for alterations and additions to an existing water bottling facility at Lot 1 DP 883113 & Lot 2 DP 883113 No. 2574 Kyogle Road, Kunghur refused by Council at Planning Committee meeting held 1 July 2021.</p>	<p>At Planning Committee held 1 July 2021, Council resolved to: B. (i) Council allocates \$50,000 to resource an investigation into allegations that the existing water extraction and bottling activity is not operating in accordance with the relevant existing approvals, and (ii) If the investigation reveals that relevant approvals are being breached or have been breached then appropriate regulatory action is to be undertaken in accordance with advice from Council's solicitors.</p>	<p>11,834 Complete At meeting held 7 April 2022, Council resolved that: 1. A fine be issued to the owners of the Mount Warning Spring Water business for a breach of the development consent. 2. The General Manager advise the Natural Resource Access Regulator (NRAR) in writing that the extraction limit required by the development consent has been exceeded.</p>
<p>Development Application DA20/0530 for a five-lot subdivision and creation of a road reserve at Lot 832 DP 1144994 No. 2-4 Watego Drive, Pottsville refused by Council at Planning Committee meeting held 1 July 2021.</p>	<p>At Council Meeting held 4 November 2021, Council resolved to engage solicitors and relevant experts to conduct the appeal, attend any necessary section 34 conference and defend the refusal; and provides delegation under Section 377(1) of the Local Government Act 1993 to Council's General Manager to manage the litigation generally, undertake negotiations as necessary, and provide instructions to the solicitors.</p>	<p>83,090 Complete Conciliation occurred and terminated on 8 March 2022. Applicant discontinued proceedings on 10 March 2022 and objectors notified.</p>
<p>Tanglewood Estate Enforcement</p>	<p>Compliance Advice</p>	<p>4,561 Complete Advice has been actioned.</p>
<p>VPA Cudgen Casual Open Space</p>	<p>Planning Advice</p>	<p>4,119 Complete Advice received.</p>
<p>Proposed Concept DA for Rural Land Sharing Community</p>	<p>Planning Advice</p>	<p>56,285 Complete Advice received.</p>
<p>Lot 3 DP 1191598 67 Howards Road, Burringbar</p>	<p>Compliance Advice</p>	<p>9,856 In Progress A These proceedings are listed directions 23 August 2022.</p>

Compliance matter – 5 Prospero Street South Murwillumbah	Compliance Advice	11,931	In Progress Advice received. Compliance matter ongoing.
Compliance matter – 2956 Kyogle Rd, Kungur.	Compliance Advice	132,524	In Progress Matter listed for mediation on 31 August 2022.
Lawful Physical Commencement – DA08/0752 12 The Hermitage Tweed Heads South	Planning Advice	7,620	Complete Advice received.
Planning Proposal – PP20/0003 1 Wamsley Rd Bilambil Heights	Planning Advice	511	In Progress Advice received.
Multiple zonings Lot 1 DP1001025 337 Round Mountain Rd	Planning Advice	4,221	Complete Advice received.
Clause 4.6 variation for DA21/0404 67 Scenic Drive Bilambil Heights	Planning Advice	9,264	Complete Advice received.
Contributions Refund Policy	Planning Advice	1,804	Complete Advice received.
Tourist Accommodation / LEP	Planning Advice	21,790	Complete Advice received.
Effect of 88B Instrument – DA21/0525, 12 Sassafras St, Pottsville	Planning Advice	1,972	Complete Advice received.
Class 1 Appeal DA21/0038 Lot 12 DP 1003644 Terranora Road Banora Point	Represent Council in Class 1 Appeal	5,234	In Progress These proceedings are listed for a conciliation conference on 2 September 2022.
Compliance – 31 Black Wattle Cct, Casuarina	Compliance Advice	4,275	Complete Advice received.

Access and Proposed Filling – 21/1082482 Tweed Coast Redesign and Building Practitioners Act 2020 Advice	Planning Advice	2,500	Complete Advice received.
Class 1 Appeal DA21/0277 9 Murphys Rd, Kingscliff	Represent Council in Class 1 Appeal	53,019	Complete Appeal discontinued.
Class 1 Appeal DA21/0311 11 Murphys Rd, Kingscliff	Represent Council in Class 1 Appeal	14,327	Complete Appeal discontinued.
Section 94 Contributions	Advice for Lot 2 DP1077990	4,000	In Progress Advice received.
Class 1 Appeal DA07/0945.01 7 Elsie St Banora Point	Represent Council in Class 1 Appeal	16,973	Complete An Agreement reached between the parties. Judgment handed down 3 June 2022.
Class 1 Appeal DA21/0689 7-13 Pearl St Tweed Heads	Represent Council in Class 1 Appeal	62,268	In Progress S34 conciliation conference occurred on 12 April 2022. Hearing dates have been set for 6-9 September 2022.
Compliance – Illegal Signage 7 Boyd St Tweed Heads	Compliance Advice	3,858	Complete Advice received.
Compliance - Enforcement of title restriction North Hill Court, Tanglewood	Compliance Advice	5,249	Complete Advice received.
Interpretation SEPP E & C 2008 Farm Buildings	Compliance Advice	2,750	Complete Advice received.
Class 1 Appeal DA21/0198 93 Parkes Lane and 3-6 Trutes Terrace	Represent Council in Class 1 Appeal	65,360	In Progress Hearing is listed for 5-9 December 2022.

Fees for Compliance Cost Notice under EPA Regulation 2021	Compliance advice.	2,997	Complete Advice received.
Class 1 Appeal DA21/0967 Lot 1747 DP 1215252 Seabreeze Blvd Pottsville	Represent Council in Class 1 Appeal	38,035	In Progress Hearing is listed for 8-11 November 2022.
Class 1 Appeal DA21/0404 67 Scenic Drive Bilambil	Represent Council in Class 1 Appeal	32,288	In Progress Listed for directions hearing on 9 September 2022.
Compliance - 1289/2001DA 770 Casuarina Way Casuarina	Compliance advice.	2,118	Complete
DA21/0760 28-34 Riverview Street Murwillumbah	Planning advice.	1,500	Complete
Koala Tree Removal Voluntary Planning Agreement 53 Tweed Coast Rd, Bogangar	Planning advice.	784	In Progress VPA on exhibition.
Mooball Sunrise Voluntary Planning Agreement and Water Industry Infrastructure	Planning advice.	2,801	In Progress
Bellingdale Farm 47 Hindmarsh Rd, Nunderi	Planning advice.	3,501	In Progress Issued order.
Compliance - Moratorium for illegal dwellings	Compliance advice.	5,805	Complete
DA21/0599 Fraser Drive Subdivision	Subdivision Advice	975	In Progress
Sub Total		1,374,656	

Local government law (litigation and advice)

Description	General instructions	2020/21 Costs (\$)	State of progress
Access to Information GIPA 144	Represent Council at NCAT Hearing	16,287	Complete
Superannuation	Provide advice on superannuation matter.	2,683	Complete
General Matters – Governance	Provide general governance advice.	905	Complete
Electronic Signatures	Provide advice on development of an Electronic Signatures Protocol.	3,000	Complete
Delegations	Provide advice on local government delegations.	300	Complete
Sub Total		23,175	

Commercial/property law

Description	General instructions	2020/21 Costs (\$)	State of progress
Property Advice	Provide advice on property transfer (multiple properties)	13,257	In Progress
Costs Sharing Agreement	Provide advice on Costs Sharing Agreement	1,294	Complete
Roads Closure Advice	Provide advice on legality of road closure for Letitia Road, Fingal in accordance with Council resolution on 20 May 2021.	863	Complete
Roads Closure and Probity Advice	Provide advice on road closure and purchase of Old Lismore Rd, Byangum (adjacent to Lot 95 in DP755754 and Lot 1 in DP1249458) in relation to the shed encroachment onto Council road and Council road encroachment onto the applicant's land.	1,872	Complete
Property Purchase	Conveyancing expense related to voluntary house purchases	1,612	Complete
Property Purchase	Conveyancing expense related to voluntary house purchase	310	Complete

Easement Registration	Registration of easement.	630 Complete
Contract Advice – RFO2021046	Provide advice for waste collection tender.	3,214 Complete
Contract Advice – TCHP2018003 Caretaker Agreement for Tweed Holiday Parks Sites	Provide advice for management of contract.	83,849 Complete
Caretaker Agreement Review – Tweed Holiday Parks	Review Caretaker Agreement for Tweed Coast Holiday Parks.	17,562 Complete
Contract advice – RFO2019094	Provide advice for contract termination of Clarrie Hall Dam EIS Consultancy.	81,403 Complete
Lease Advice – Seaside Shelter	Provide advice for lease agreement.	9,660 In Progress
Licence Advice – Rail Trail	Provide advice for licence agreement.	5,358 In Progress
Sub Total		226,115

District/Local Court

Description	General instructions	2020/21 State of progress Costs (\$)
Unauthorised Building Works – 4 Anthony Ave, Banora Point	Represent Council in Local Court matter in accordance with Planning Committee resolution from meeting held 6 August 2020	20,496 Complete
Sub Total		20,496

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 2022.

Financial Assistance Contributions to the Community

Grants Provided by Council under Section 356 on the *Local Government Act 1993* (NSW) during the 2021/2022 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 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 2021/22 is summarised in the below table:

Assistance	Value (\$)
Financial assistance	94,346
Goods, Services and/or materials	194,719
Provision of labour and/or plant and equipment	3,950
Rates	26,470
Tweed Link Advertising	1,594
Room hire	45,103
Total	366,182

External bodies delegated functions by Council

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

External Body	Function
The Tweed Tourism Co.	Tourism and development in the Tweed
Rous County Council	Weed control
Landcare and Dunecare groups	Land care and weed control.
Lismore City Council - Richmond Tweed Regional Library	Library services

Companies of which Council participated or held a controlling interest

Council did not participate or hold a controlling interest in any corporation during the 2021/2022 financial year.

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

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

Organisation	Purpose of joint venture
Arts Northern Rivers	A contributing Council to a not for profit organisation partnered with State and Commonwealth Governments, Regional Arts NSW, Byron Shire Council, Clarence Valley Council, Kyogle Council, Lismore Council and Richmond Valley Council.
Northern Rivers Joint Organisation	Joint organisation comprised of member councils Tweed Shire, Ballina Shire, Byron Shire, Lismore City Council, Richmond Valley Council and Kyogle Council which is a body corporate proclaimed under the Local Government Act.
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.
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.

Organisation	Purpose of joint venture
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.
Currumbin Wildlife Hospital (entity name: National Trust of Australia (Queensland) Limited)	A memorandum of understanding between National Trust of Australia (Queensland) Limited and Tweed Shire Council in relation to the operation of the Tweed Coast Koala Research Hub at Lomandra Avenue, Pottsville.
Jiggarr Pty Ltd	A cost sharing agreement for the apportionment of expenditure between Jiggarr Pty Ltd and Tweed Shire Council associated with obtaining development approval for a 31 lot industrial subdivision at Quarry Road, Murwillumbah.
Wardrop Valley Pty Ltd and Tokara Pty Ltd	A cost sharing agreement for the apportionment of expenditure between Wardrop Valley Pty Ltd, Tokara Pty Ltd and Tweed Shire Council associated with a Planning Proposal over land at Wardrop Valley known as Potential Employment Lands Area 6 (PEL Area 6).

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 21 Peer Support Officers who have been trained across anti-discrimination, mental health first aid and/or family and domestic violence support 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 Peer Support 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.

A new EEO sub-committee was elected in 2020 and 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 2021-22:

- All new Council employees undertook online Code of Conduct and WHS Induction training before commencement.
- Workforce profile data was collected for each new employees.
- Post-commencement, all new employees participated in Council's "Reflect Respect" program and a tour of Council's Land | Life | Culture exhibition.
- Bannam cultural intelligence workshops continue to be provided to Council staff.
- Recruitment training continues to focus on understanding and avoiding biases.
- Council focused on reviewing accessibility of recruitment and selection processes and internal resources for staff.
- Ongoing provision of the chaplaincy program and employee assistance program to meet the physical, emotional and spiritual needs of Council employees.
- Council acknowledged and celebrated days of significance relating to EEO groups.
- Council created an Aboriginal and Torres Strait Islander Trainee Town Planner position.
- Council expanded leave provisions for Aboriginal and Torres Strait Islander employees.

Council recorded a 10.96% labour turnover rate for the 2021-22 financial year, a 4.72% increase on 2020-21. This is mainly attributed to Council's aging workforce and an increase in retirements.

From a diversity perspective Council's workforce currently consists of 34% females; 2.55% Aboriginal and Torres Strait Islander people; 3.62% people whose first language is not English; and 1.47% people with a disability - these figures have seen an increase over the last year.

Ongoing:

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

Staff numbers

The following figures are provided as at 25 May 2022

Item	Amount (\$)
Number of persons directly employed by the council on a permanent full-time basis	590
Number of persons directly employed by the council on a permanent part-time basis	102
Number of persons directly employed by the council on a on a casual basis	0
Number of persons directly employed by the council under a fixed-term contract (excluding Senior Staff)	50
Number of persons directly employed by the council who are "senior staff" for the purposes of the Local Government Act 1993	5
Total Number of persons directly employed by the council	747
Number of persons engaged by the council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person	106
Number of persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee	12

Senior staff remuneration

Tweed Shire Council employed a General Manager and four Senior Staff positions during the 2021-2022 financial year with a total remuneration of \$1,341,752.

General Manager

Item	Amount (\$)
Salary (includes payments for leave when taken)	347,888
Bonus, performance or other payments	0
Superannuation	23,483
Non-cash benefit - motor vehicle	0
FBT	0
Total package	371,371

Senior Staff

- Director Engineering
- Director Community and Natural Resources (to December 2021).
- Director Planning and Regulation.
- Director Corporate Services

Item	Amount (\$)
Salary (includes payments for leave when taken and on termination of employment)	889,452
Bonus, performance or other payments	0
Superannuation	80,929
Non-cash benefit - motor vehicle	0
FBT	0
Total package	970,381

Annual levy for stormwater management services

Council did not levy an annual stormwater management charge for the year ending 30 June, 2022.

Annual charge for coastal protection services

Council did not levy an annual coastal protection services charge for the year ending 30 June, 2022.

Environmental upgrade agreements

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

Special Rates

Koala Beach Special Rate

The amount collected from the residents of Koala Beach Estate annually from this special rate is for the intrinsic value of the koalas and their environmental habitat and is expended for regulatory, educational and some specialised maintenance functions.

Funds held, received and expended during 2021/22 from this special rate are summarised

Opening Balance	Rates received	Expenditure	Closing Balance
\$270,996	\$89,211	\$65,819	\$294,388

Special rate levy funding during 2021/22 was used to deliver priority actions including implementation of the habitat restoration plan, vertebrate pest monitoring and control, glossy black cockatoo monitoring, planigale monitoring a cane toad muster, education and promotion, signage installation and a contribution to the employment of a biodiversity planning officer to support and coordinate environmental management actions.

Cobaki Lakes Special Rate

In accordance with the “Instrument Under Section 508(2)” issued by the Chairman of the Independent Pricing and Regulatory Tribunal on 25 May 2016 that requires Council to report particular information relating to the Cobaki Lakes Special Rate in its annual report for each year from 2016/17 to 2025/26, the following information is provided

Information Required	Comment
<p>The scope of the proposed improvements, maintenance and management activities for the environmental lands within the Cobaki Lakes Development agreed between Council and the Developer of the Cobaki Lakes Development</p>	<p>Prior to the issue of a Construction Certificate for Civil Work the proponent must reach an agreement with Council regarding a mechanism to fund in perpetuity the ongoing maintenance of the environmental protection land.</p> <p>The Proponent and the Council agreed that the mechanism to fund in perpetuity the ongoing maintenance of the Environmental Protection Land was the levy of a special rate</p> <p>As yet, there has been no subdivision certificates issued to allow for the registration of a new title for residential housing. Although subdivision approvals have been granted, the necessary bulk earthworks and civil works are yet to be undertaken by the Proponent.</p> <p>Once such works have been completed, a subdivision certificate can then be issued, which will allow new housing to commence.</p>
<p>The program of expenditure that was funded by the Special Variation</p>	<p>Council is to pay funds raised by the special rate to the Proponent if the Proponent (or a Related Entity) is the registered proprietor of some or all En Globo Land at any point during the year.</p> <p>As the Proponent was the registered proprietor of all En Globo Land during the year, the full amount levied was paid to the Proponent.</p>
<p>Any significant differences between the Proposed Program and the program of expenditure that was actually funded by the Special Variation and the reasons for those differences</p>	
<p>The outcomes achieved as a result of the Special variation</p>	<p>Nil to date. The proponent is fully responsible for the management of environmental lands until such time that a subdivision certificate is issued and new titles are registered and the associated environmental lands are dedicated to Council.</p>

Kings Forest Special Rate

In accordance with the “*Instrument Under Section 508(2)*” issued by the Chairman of the Independent Pricing and Regulatory Tribunal on 14 May 2021 that requires Council to report particular information relating to the Kings Forest Special Rate in its annual report for each year from 2021/22 to 2030/31, the following information is provided

Information Required	Comment
The program of expenditure that was funded by the Special Variation	<p>To fund the long term maintenance and management of environmental protection lands within the Kings Forest development, a special rate was approved by IPART to levy and raise an additional \$1,540,000 for the 2021/2022 rating year and indexed with annual rate pegging in subsequent years.</p> <p>The approved on-going special rate is to be levied solely on properties associated with the Kings Forest subdivision and all funds raised from the special rate levy will be allocated to the management of the environmental protection land.</p> <p>Council is to pay funds raised by the special rate to the Proponent if the Proponent (or a Related Entity) is the registered proprietor of some or all En Globo Land at any point during the year.</p> <p>As the Proponent was the registered proprietor of all En Globo Land during the year, the full amount levied was paid to the Proponent.</p>
Any significant differences between the Proposed Program and the program of expenditure that was actually funded by the Special Variation and the reasons for those differences	Nil
The outcomes achieved as a result of the Special variation	<p>Nil to date. The proponent is fully responsible for the management of environmental lands until such time that a subdivision certificate is issued and new titles are registered and the associated environmental lands are dedicated to Council.</p>

Council's revenues, expenses and operating balance against the projected revenues, expenses and operating balance as outlined in the Long Term Financial Plan.

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
	Actual '000	Projected '000	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	
Revenue	1,089	1,540	1,580	1,621	1,663	1,707	1,751	1,796	1,843	1,891	1,940
Expense	1,089	1,540	1,580	1,621	1,663	1,707	1,751	1,796	1,843	1,891	1,940

Information Required	Comment
Significant differences and reasons for those differences	Actual income and expenditure were both lower than projections for the 2021/22 year because: <ol style="list-style-type: none"> 1. A subsequent independent pricing estimate revealed that a lesser amount (\$1,158,966) was required for the long term maintenance and management of environmental protection lands within the Kings Forest development; and 2. The property owner successfully objected to the Valuer General's land valuation determinations after the rates in the dollar were set by resolution of Council, thus resulting in a lower level of rates collected.

Capital works

Council spent \$41.919 on capital items during the 2021/22 year.

The following table summarises the asset categories in which the expenditure occurred:

Asset Category	Amount (\$)
Plant & Equipment	3,364
Parks & Gardens	1,086
Operational Land	1,037
Landfills and Quarries	1,122

Buildings	5,730
Roads	13,789
Bridges	688
Footpaths	649
Carparks	510
Stormwater Drainage	230
Water Infrastructure	8,984
Sewer Infrastructure	3,918
Other	812
Total	41,919

Major individual items included:

Rail Trail Project development	\$2.892 million
Organics Processing Facility	\$2.710 million
Industrial Land subdivision Lundberg Dr\Quarry Rd	\$2.683 million
Sewer Rising Main Kings Forest	\$1.691 million
Tamarind Avenue	\$1.069 million
Bartletts Road upgrade	\$1.066 million

Companion Animals Act and Regulations

The following statement sets out Councils Rangers Section activities for the 2021/22 year in accordance with section 428 of the *Local Government Act 1993* and the NSW Governments 'Guideline on the Exercise of Functions under the Companion Animals Act'.

16.1.2

- (a) Lodgement of pound data collection returns with the Division

Dogs		Cats	
Impounded	170	Impounded	115
Returned to owner	97	Returned to owner	26
Rehomed	0	Rehomed	0

Other organisation	45	Other organisation	48
Euthanased	28	Euthanased	40

(b) Lodgement of data about dog attacks with the Office

For the 2021/22 year, Council received 124 dog attack reports that were investigated. This data has been provided to the Office of Local Government.

(c) Amount of funding spent on companion animal management and activities

Having regard to the administrative and operational needs that relate to animal management, it is estimated that these activities account for 70 percent of the Rangers Section resources annually. In this regard, the following is the estimated funding spent for the 2021/22 year:

Salaries	\$714,086
Pound expenses	\$73,148
Signage	\$8,500
Vehicles	\$76,196
Total	\$871,930

(d) Companion animal community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats

Education Initiatives

TAFE NSW

For the 2021/22 year, Council conducted (2) formal presentation to veterinary students enrolled at TAFE NSW. The presentation addressed the following:

- Role and responsibilities of the Rangers Section and Council
- Legislation – responsibilities of animal owners
- Examples – a range of examples of common issues Council respond to such as dog attacks
- Strategies to reduce the rate of dog attacks on Australia Post employees

Signs

Council installed a number of large signs at beach locations along the Tweed Coast to ensure dog owners were aware of the requirement to have their dog under effective control by lead at all times. The signs were designed to be significantly larger than the standard signs Council install in order to achieve maximum education and compliance.

Targeted patrols

Promote and assist the desexing of dogs and cats

Council has a long standing formal agreement with Friends of the Pound, a registered not for profit organisation that assists in the rehoming of cats and dogs that are impounded. As part of this agreement, Council continues to fund all expenses associated with the desexing of animals prior to them being rehomed.

- (e) Council's strategies for complying with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals

Council has a long standing agreement with Friends of the Pound, a registered not for profit organisation that assists in the rehoming of cats and dogs that are impounded. This relationship continues to be extremely beneficial and ensures animals that are impounded by Council (and not claimed within the statutory timeframes) are able to be rehomed, subject to passing a health and behavioural based assessment.

It should be noted that Council have continued to maintain an extremely low euthanasia rate (Council controlled) with 2021/22 being 6.3 percent and this is in large part to the strong relationship between Council and Friends of the Pound.

- (f) Off leash areas provided in the council area

Council provides (4) approved dog off-leash locations on Tweed beaches:

- South Fingal Head / Kingscliff Beach
- South Kingscliff Beach
- South Cabarita Beach
- South Pottsville Beach

Swimming Pools Act

The following swimming pool inspections were carried out during 2021-22:

Inspections of tourist and visitor accommodation	1
Inspections of premises with more than 2 dwellings	13
Inspections that resulted in issuance a certificate of compliance under section 22D of the Act	66
Inspections that resulted in issuance a certificate of non-compliance under clause 21 of the Regulation	106

Government Information (Public Access) Act 2009 NSW

1. Review of proactive release program – Clause 8A

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

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

2. Number of access applications received – Clause 8B

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

Total number of application received
41

3. Number of refused applications for Schedule 1 information – Clause 8C

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

	Wholly	Partly	Total
Number of Applications refused	0	0	0
% of Total	0%	0%	

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	5	1	0	0	0	0	0	0	6	15%
Not for profit organisations or community groups	1	2	0	0	0	0	0	0	3	7%
Members of the public (application by legal representative)	5	4	0	0	0	1	0	1	11	27%
Members of the public (other)	3	14	0	1	0	3	0	0	21	51%
Total	14	21	0	1	0	4	0	1	41	
% of Total	34%	51%	0%	2%	0%	10%	0%	2%		

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

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	14	21	0	1	0	4	0	1	41	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	3	0	0	0	6	0%
Total	14	21	0	1	0	4	0	1	41	
% of Total	34%	51%	0%	2%	0%	10%	0%	2%		

*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)	1	100%
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	1	100%
Invalid applications that subsequently became valid applications	1	100%

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%
Total	0	

*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	5%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	19	90%
Business interests of agencies and other persons	1	5%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	21	

Table F: Timeliness

	Number of applications	% of Total
	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	36	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	36	

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	2	0	2	29%
Review by Information Commissioner*	2	0	2	29%
Internal review following recommendation under section 93 of Act	2	0	2	29%
Review by NCAT	0	1	1	14%
Total	6	1	7	
% of Total	100%	0%		

*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	4	57%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	3	43%
Total	7	

Table I: Applications transferred to other agencies

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

Planning Agreements

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

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

Planning Agreement	Objectives	Status
<p>Altitude Aspire Planning Agreement Tweed Shire Council, Metricon QLD Pty Ltd</p>	<p>The objective of the Planning Agreement is to provide a mechanism by which monetary contributions and the dedication of land may be made by the developer towards the provision of public amenities, services and infrastructure, including:</p> <ul style="list-style-type: none"> • the construction of Broadwater Parkway and Mahers Lane; • flood mitigation works; • protection and restoration of environmental land; • the provision of structured public open space; • the dedication of land for the future route of the Broadwater Parkway, and • the dedication of land 	<p>Development commenced. Pro rata collection of contributions commensurate with planning agreement and development staging. Funds have been spent on a detailed concept design for Broadwater Parkway, and commencement of the planning approval and environmental assessments for the road corridor, and a portion of the road alignment.</p>
<p>Seaside City Planning Agreement Richtech Pty Ltd, Tweed Shire Council</p>	<p>The objectives of the Planning Agreement are:</p> <ul style="list-style-type: none"> • define a schedule of works that the developer agrees to provide; • define a schedule of dedication of land; • provide a mechanism by which monetary contributions can be made, and • provide a mechanism where Council reimburse the developer for certain works. 	<p>Development commenced. Pro rata collection of contributions commensurate with planning agreement and development staging.</p>
<p>Pottsville Employment Land Planning Agreement Lot 12 DP 1015369, 39 Kudgerie Avenue, Cudgera Creek</p>	<p>The objectives of the Planning Agreement are:</p> <ul style="list-style-type: none"> • dedicate land to council for environmental purposes; • dedicate land for the widening of Kudgerie avenue adjoining the property by five metres, and • limit the volume of waste water discharged from the site into Council's reticulated sewer system to not more than five litres per second. 	<p>Development not commenced. Pottsville Development Cooperation Of the \$120,000 Environmental Management Land dedication \$56,000 paid.</p>

Planning Agreement	Objectives	Status
<p>Mooball Planning Agreement Tweed Shire Council, Jefferson Land Pty Ltd at The Mooball Residential Trust, Raymond Anthony Pirlo and Margaret Pirlo</p>	<p>The objectives of the Planning Agreement are:</p> <ul style="list-style-type: none"> • ensure that adequate water and waste water infrastructure is provided to the development; • dedication of land; • requires covenants to be registered on the title to the land, and • requires design guidelines for the development of the land to be developed. 	<p>Residential development guidelines have been drafted and endorsed by Council. Aboriginal Cultural Heritage Assessment (test pits) has been completed. Further flood modelling and assessment required. Development not yet commenced.</p>
<p>River Retreat Caravan Park Planning Agreement Tweed Shire Council, Dennien Pty Ltd</p>	<p>The objectives of the Planning Agreement are to provide a mechanism by which:</p> <ul style="list-style-type: none"> • suitable monetary contributions may be made by the developer towards the provision of community infrastructure to meet the needs of residents within the locality; • the Developer must prepare a flood evacuation plan for the land to ensure the safety of occupants in the event of flooding, and • the type of camping ground development which can be accommodated on the land is restricted to a maximum of 10 sites for use by recreational camper vans and Camper Trailers only, for a maximum of 60 days by any one person. 	<p>Development has commenced. DA18/050 commenced 2020.</p>
<p>74–76 Pearl St, Kingscliff Planning Agreement Tweed Shire Council, Lathouras Corporation Pty Ltd, Brett Evans, Bralach Pty Ltd</p>	<p>The objectives of the Planning Agreement are to:</p> <ul style="list-style-type: none"> • provide a mechanism by which monetary contributions can be made towards offsets required for compensatory plantings, and • use the monetary contributions for the public purpose of improving littoral rainforest within the Tweed Shire. 	<p>DA17/0231 was granted consent for residential flat building, swimming pool, demolition of existing dwelling and tree removal. Payment made Development Commenced</p>

Planning Agreement	Objectives	Status
1 Ozone Street, Chinderah Planning Agreement	<p>The objectives of the Planning Agreement are to:</p> <ul style="list-style-type: none"> • facilitate the conservation and enhancement of the natural environment • specifically to allow for the provision of a monetary contribution to Council in the amount of \$262,500 (including GST) (Monetary Contribution) towards regeneration and ongoing maintenance of an area of 5.25 ha at Cudgen Nature Reserve 	<p>DA Reference No. DA10/0737.</p> <p>Payment made.</p> <p>No income has been received in the reporting period; however, bush regeneration works have been undertaken to a value of \$30,750.</p>
77 Mahers Lane, Terranora Planning Agreement	<p>The objectives of the Planning Agreement are to:</p> <ul style="list-style-type: none"> • secure the payment of monetary contributions towards the provision of infrastructure required for the development of the land and the surrounding area 	<p>DA Reference No. DA18/0784.</p> <p>Subdivision Certificate issued (SC20/0005).</p> <p>Planning agreement signed by all parties.</p> <p>VPA Contributions paid.</p>
3-6 Trutes Terrace, Terranora Planning Agreement	<p>The objectives of the Planning Agreement are to:</p> <ul style="list-style-type: none"> • secure the payment of monetary contributions towards the provision of infrastructure required for the development of the Land and the surrounding area and commits the landowner to connecting to town sewer when it becomes available in the area. 	<p>DA Reference No. DA13/0385</p> <p>Subdivision Certificate SC19/0039 finalised.</p> <p>VPA requirements undertaken and completed and contributions paid.</p>

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 tweed.nsw.gov.au/council-policies

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

Key staff have undertaken training associated with public interest disclosures.

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

2. Statistical information on PIDs

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
Number of public officials who made PIDs directly	2	Nil	Nil
Number of PIDs received	2	Nil	Nil
Of PIDs received, number primarily about:			
Corrupt conduct	1	Nil	Nil
Maladministration	Nil	Nil	Nil
Serious and substantial waste	Nil	Nil	Nil
Government information contravention	Nil	Nil	Nil
Local government pecuniary interest contravention	1	Nil	Nil
Number of PIDs finalised		2	

Carers Recognition Act

Services for carers

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

Consultation and liaison with carers

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

HR Policies to support carers

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

Disability Inclusion Action Plan

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

Council's second Access and Inclusion Plan 2018–2021 was adopted in November 2018, in accordance with the legislative requirements under the NSW Disability Inclusion Act 2014. In 2021, the Minister for Disability Services extended the current Plans for 12 months, allowing all Councils additional time to prepare and adopt their new Disability Inclusion Action Plans (DIAPs).

Council's capacity to deliver the current Plan and develop a new DIAP was significantly impacted by the flood event experienced in February and March 2022, where limited staff resources were diverted to respond to the immediate needs of our affected community and to support their recovery of this natural disaster. A revised project programming will see Council resume preparation of a new DIAP in August 2022 and work towards Council's adoption of the Plan by December 2022.

The Tweed Access and Inclusion Plan 2018–2022 includes actions and commitments for Council to deliver across 4 focus areas which are required by the Local Government NSW Disability Inclusion Action Planning Guidelines. These areas are

1. Developing positive community attitudes and behaviours
2. Creating liveable communities
3. Increasing access to meaningful employment
4. Improving access to mainstream services through improved systems and processes.

Despite the challenges the Tweed has faced over the past year with the flood event and the Coronavirus-19 pandemic, Council have made progress on the delivery of the current DIAP across various Council areas.

Focus Area 1. Positive community attitudes and behaviours

1.1 Community Education and information to promote access for inclusion

- Updated Council's Community Support webpage, including data and information and video content to promote access and inclusion matters, the Tweed Equal Access Advisory Committee and Tweed Disability Network as forums that community can participate in and advocate through. This includes brochures updated and published in electronic and hardcopies in August 2021, with information on weekly and monthly activities run by 99 groups and clubs, 5 all residents can participate in for their physical and mental health and to build important social ties and cohesion. These include 20 social and friendships groups, 41 creative arts and educational activities and groups, 28 sports, recreation and exercise-based groups, and 10 activities related to learning, and building computer and technological skills to stay connected.
For more information visit tweed.nsw.gov.au/community/community-support/people-communities/people-with-disability.
- Council's Equal Access Advisory Committee in partnership with Council has created and published 3 videos promoting inclusion and access in Tweed, to acknowledge and celebrate International Day of People with Disability, 3 December 2020. Council published these to its website and promoted their launch through social media channels. The videos attracted nearly 300 views from Council's website and 28,000 views of social media posts and 76 survey responses and in-person, telephone and email feedback were received.
- Council held a COVID-19 safe lunch celebration for International Day of People with Disability, with members of the Tweed Equal Access Advisory Committee, invited disability support providers and people with disability, to celebrate their contributions to the Tweed community.
- Council, with members of Tweed Equal Access Advisory Committee presented information and perspectives of disability to members of the Tweed Business Chamber to raise awareness about access and inclusion and encourage participation in the new draft DIAP.

1.2. Maintaining our skills and knowledge in Council

- In February 2022, Council convened a workshop with newly elected Councillors on the current Tweed Access and Inclusion Plan, evaluation of actions delivered, emerging priority issues and options for a new DIAP.

- Tweed Equal Access Advisory Committee has convened 6 times to work with staff across Council and State Government on a range of projects and programs (detailed below), providing advice and perspectives on access and inclusion matters:
 1. Emerging issues resulting from the COVID-19 pandemic and impacts of public health order and safety measures on community and support services sector.
 2. Draft concept design for Goorimahbah Place of Stories – Inclusive Park and Playspace and review of Easy English documentation for the public exhibition of Goorimahbah Place of Stories – Inclusive Park and Playspace.
 3. User acceptance testing of Council’s new redesigned websites to ensure accessibility of information and functionality of the website was optimal for people using assistive technology or with limited computer skills.
 4. Draft Norries Headland Masterplan.
 5. Draft Pedestrian Access and Mobility Plan (PAMP) and Bike Plan.
 6. Accessible car parking options at Fingal Beach.
 7. Draft Tweed Transport Plan, prepared by Transport for NSW.
 8. Draft Tweed Access and Inclusion Plan 2022-2026 development of priority issues, consultation strategies and preliminary draft actions. Members reviewed and input on the Easy Ready community survey and coordinated presentations to community advocacy groups and Tweed Business Chamber.
 9. Videos celebrating International Day of People with Disability on 3 December 2021 and to launch the community survey for the draft Tweed Access and Inclusion Plan.
- Council staff in the Building and Environmental Health Unit have completed qualifications - CPP50711 Diploma of Access Consulting Course for Building Surveyors, gaining technical skills and knowledge so our built environment complies with building access standards.
- Council has identified the need to investigate Disability Discrimination and Companion Animal legislation and best practice policy with a view to inform Council policy and education programs about managing assistance animals on different public and private lands.

1.3. Partnerships to promote access for inclusion

- Council has supported connections and collaboration with over 100 local and regional disability support services and carer groups operating in the Tweed as well as people with disability, their families and carers, through the Tweed Disability Network and Tweed Community Care Forum. Forums were held monthly and bi-monthly to consult and collaborate on project, advocate on issues, and share information and updates about sector reforms.

- Council has supported local community groups and associations to access services through Owner’s Consent for Council’s 45 public halls, community and childcare tenanted facilities.
- Council has provided detailed accessibility requirements and advice on Council buildings and proposed development through the Development Assessment process, supporting Council’s planning and development assessment staff and private developers understand compliance with Building Access Standards.
- Council has partnered with Council on the Ageing (COTA) and NSW Health to deliver the *Living Longer Living Stronger* program to the Tweed, which involved training local fitness professionals and exercise physiologists and promoting community as a safe, personalised balance and fitness program for people over 50 years, including people with disability.
- Council has worked with the Centre for Intellectual Disability to develop Easy Read versions of the draft DIAP community survey.

Focus Area 2. Liveable and accessible communities

2.1 Adopt a Universal Design approach across Council

- Council continued to implement the Open Space Strategy 2019-2029, which incorporates a universal design approach for public open spaces and associated facilities, meaning that a foundation principle of design is that it meets the needs of people of all abilities. The strategy provides open space assessment criteria for the design of all public spaces, which includes:
 - design for inclusive access
 - access through the site and welcoming entrances
 - connections to existing paths, car parking and other facilities
 - wayfinding and signage.
- A masterplan design for Norries Headland (Cabarita Beach), with improved access and safety for all visitors embedded in the design, was adopted by Council. Tweed Equal Access Advisory Committee, disability service providers and their clients, provided advice and perspectives on the accessibility of proposed design options.
- In August 2021, Council adopted the Concept Design for Variety Livvi’s Place Goorimahbah – Place of Stories Inclusive Play Space and Park in August 2021. Council worked with Variety Children’s Charity, Plummer and Smith (Landscape Architects), Tweed Equal Access Advisory Committee and the Aboriginal Advisory Committee, and led an inclusive community engagement program with disability support providers and people with disability to inform the draft and final Concept Design. Easy English versions were prepared for the consultation survey and outcomes report, as well as the Concept Plan. Council implemented the NSW Government *Everyone Can Play* program to improve access and inclusion in children’s playgrounds.

- Staff from Council's Parks and Active Communities, Community Services and Sustainability and Environment have collaborated on a pathway in Pottsville Environment Park with the aims of improving access.
- Council started drafting Pottsville Open Space Masterplan.
- Council, in partnership with Tweed Holiday Parks and local Surf Life Saving Clubs have continued to make beach and all-terrain wheelchairs available for public hire (through Tweed Bookable). Beach matting is installed at Cudgen Reserve and managed by Cudgen Surf Life Saving Club. Council rebuilt the beach viewing platform at Cabarita Beach. Council workshopped access and inclusion priority criteria with the Tweed Equal Access Advisory Committee to inform the Foreshores and Waterways Access Study.
- Council is undertaking the following programs:
 1. Developing the Pedestrian Access and Mobility Plan and Cycling Plan. This has involved consultation with the Tweed Equal Access Advisory Committee and inclusive strategies to engage people with disability, their support providers, carers and families.
 2. Installed signage on shared paths so that all pedestrians and path users have safe accessible paths to travel.
- Council has revised the Footpath Trading Policy. All communication with affected business draws attention to the renewed Policy, which aims to facilitate easy traffic of pedestrians and other users of pathways, including people with vision impairment.

2.3 Parking

- Council advised private property owners on requirements for installing well-located disabled parking bays, so patrons have improved safe access to premises and services.

2.4. Public transport

- Council continued to participate and host Local Traffic Committee meetings and lead discussions on public transport issues. Council participated and engaged with Transport for NSW in the development of draft Tweed Transport Plan to advocate for the community to improve access to public transport.
- Council has continued to seek funding to upgrade bus stops under the Country Passenger Transport Infrastructure Grants Scheme.

2.5. Wayfinding

- Council commenced a new and improved Visual Standards Manual and a Signage and Painting Manual with significantly stronger focus on accessibility requirements and directional systems. This is currently in progress and anticipated for completion by end of 2022 as two key guidance documents for Council's approach to accessibility and inclusion for brands, publications and signage.

2.6 Information

- Council has developed a Video and Multimedia Guidelines for staff use that explains minimum standards for creating accessible video content including captions and video. Closed captions and subtitles are standard on all Council video options and our YouTube channel. This project is completed and now part of our business-as-usual processes.
- Council has a comprehensive set of guides that cover accessibility and document production ensuring documents or PDFs we create:
 1. Tweed Shire Council Visual Standards Manual
 2. Tweed Shire Council Signage and Painting Manual
 3. Communication and Writing Style Guide
 4. Guide to Creating Accessible PFDs from Word.

Council has introduced FlipHTML5 as an e-reader format that is available and can be embedded on our website to encourage viewing and online reading of large documents.

Focus Area 3. Supporting access to meaningful employment

3.1 Tweed Shire Council as an employer

- Council's Human Resources Unit delivered the following initiatives:
 1. Collaborated with recruitment consultants to require job advertisements to be available in accessible formats.
 2. Continued to discuss unconscious bias in recruitment training.
 3. Continued to include information to raise awareness about access and inclusion in staff orientation programs.

Focus Area 4. Improving access to services through better systems and processes

4.1 Council as a provider of information

- Council's Communications and Customer Experience Unit has developed and implemented the following projects, which are now ongoing and part of business as usual:
 1. **Websites:** Council has redeveloped its four main websites into a fully accessible OpenCities platform. The product has strong partnerships and collaboration with Vision Australia as their accessibility partner. An audit with the Centre for Accessibility was conducted to ensure compliance with the Web Content Accessibility Guidelines (WCAG). Customer user testing with Council's Equal Access Advisory Committee members was also carried out to ensure accessibility of information and functionality of the website was optimal for people using assistive technology or with limited computer skills.

New websites are:

- tweed.nsw.gov.au
- museum.tweed.nsw.gov.au
- gallery.tweed.nsw.gov.au
- trac.tweed.nsw.gov.au

The project is complete and all new site development uses the same platform and site accessibility and standards are now part of our business as usual processes. In the coming years we will transfer some remaining sites into the OpenCities platform.

2. **Webforms:** Council has commenced a 12-month project from July 2022–June 2023 to replace all PDF forms on our websites with fully accessible webforms using OpenForms platform. All new customer forms are made in the OpenForms platform, all existing forms will be replaced over the next 12 months on a priority and highest use basis to ensure our forms and customer experiences are integrated, improved and accessible from any device.
 3. **Customer Experience:** Webchat is now available as an additional customer touchpoint.
- Council has launched a very comprehensive Communication and Writing Style Guide that sets standards for writing, communication and plain language in Council documents and publications. It is available to all staff, hard copies and digital copies are available for staff. It is part of the induction process and a key internal document for standards and accessibility. A future project of internal training, template use and plain language is being considered. The project is complete and now part of our business-as-usual processes. In addition, the team has produced a Guide to Creating Accessible PFDs from Word. This document focuses on educating staff about creating PDFs and attachments that are user friendly and have compliant accessibility requirements for metadata and other functions.
 - In response to the flood event in February 2022, Council prepared and distributed disaster emergency, relief and recovery information in an accessible format, so people with disability and their carers with limited access to the internet or computers could access critical services and supports. The resource was updated with ongoing changes and published to Council's emergency dashboard, circulated to disability support services and carer networks in electronic and hardcopy formats and distributed to Council's Contact centres, libraries, community centres, and post offices, general stores in the rural villages and other isolated communities in the Tweed.

Fisheries Management Act

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

Council has an ongoing role in implementation of actions from the NSW Fisheries Management Act 1994 Threat abatement plan - Removal of large woody debris from NSW rivers and streams.

Council is proactive in revegetation of river banks throughout the Tweed Shire with native riparian species. Council also undertakes erosion control projects that incorporate large woody debris.

Crown Reserves Improvement Fund

The Crown Reserves Improvement Fund Program (CRIFP) supports Crown land managers (CLMs) by providing funding for repairs and maintenance projects, pest and weed control, new recreational infrastructure or environmental initiatives.

Council was a successful applicant for the 2021–22 funding round with the following projects:

Application no.	Reserve name	Reserve type	Activity description	Grant amount (\$)
1001008	Tweed Coast Reserve.	Local Parks & Reserves	Control of Bitou Bush and other priority species at Tweed Coast Reserve	26,400
1001008	Tweed Coast Reserve.	Local Parks & Reserves	Control of wild dogs, foxes, feral cats, rabbits and hares at Tweed Coast Reserve	29,454

Appendices

Financial Statements

End of Term Report – tweed.nsw.gov.au/annual-financial-reports

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