

Delivery Program 2017–2021 Operational Plan 2020–2021

Amended December 2020 for proposed 2021/22 Special Rate variation



Council values and statements

What we value

'Living and loving the Tweed'

We look after people and our 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.

Vision

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

Mission

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.

Statement of acknowledgement of the Bundjalung Aboriginal Nation

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

Contents

A message from the General Manager	2
Your elected Council	3
Local Government area profile	4
Our planning framework	7
Principal streams, sub-streams and key services	9
Leaving a legacy: Looking out for future generations	10
Making decisions with you: We're in this together	34
People, places and moving around: Who we are and how we live	46
Behind the scenes: Providing support to make it happen	82
Financials	92
Connections to other plans	103
Attachment 1 – NSW Making it Happen	106
Attachment 2 – Organisational structure	107

A message from the General Manager

‘Living and loving the Tweed’ says so much about the unique environment in which we live and the pride and passion we all feel in being a part of this community.

‘Living and loving the Tweed’ is what we work towards at Council every day. It is what the community expects of us and forms the basis of Council’s *Community Strategic Plan 2017–2027*, which outlines Council’s commitment for the next decade. The *Community Strategic Plan 2017–2027* sits above the other strategies, policies and procedures that underpin our work.

Council’s four year Delivery Program and annual Operational Plan follow the themes identified in the *Community Strategic Plan 2017–2027*.

This *Delivery Program 2017–2021* contains four key streams against which Council delivers services to the community:

- Leaving a legacy
- Making decisions with you
- People, places and moving around
- Behind the scenes

Under the Delivery Program and Operational Plan, in the coming year Council will progress some major projects in the Tweed. This includes the redevelopment of the Tweed Heads Civic Centre, the Industrial Land Swap in Murwillumbah, the Northern Rivers Rail Trail, bushland and coastal management plans, the Koala Management Plan, Council’s Renewable Energy Action Plan, works associated with the waste services master plan for the redevelopment of Stotts Creek Resource Recovery Centre, construction of a new animal pound facility and the planning phase for raising of Clarrie Hall dam, to name a few. This is in addition to continuing to provide safe roads, clean water, hygienic waste management and a broad range of recreational facilities to our communities.

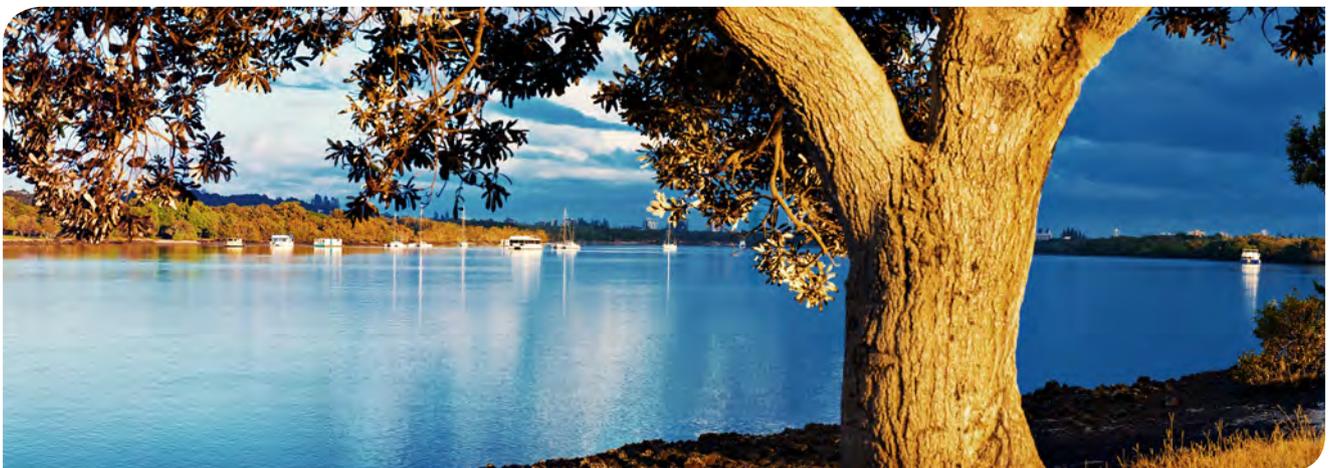
Council remains committed to working together with our communities to progress the goals of the Delivery Program and Operational Plan so that we can ensure Tweed remains a great place to live, work and enjoy.

Proposed Kings Forest Special Rate

Council is proposing to prepare a Special Rate Variation (SRV) application to the Independent Pricing and Regulatory Tribunal (IPART) to fund the long term maintenance and management of environmental protection lands within the Kings Forest development. The proposed SRV is aimed at raising an additional \$1,540,000 in 2021/22 and indexed with annual rate pegging in subsequent years. This will equate to approximately 2.35% above the approved rate pegging increase of 2.0% for 2021/22 i.e. the SRV application will be for a total rating increase of approximately 4.35%. The proposed 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.



Troy Green
General Manager



Your elected Council

The Mayor and Councillors (November 2016 to September 2021)

At the Tweed Shire Council Local Government Election held on Saturday 29 October 2016, the following Councillors were elected to represent the Tweed for the Council term which will conclude in September 2021 (originally intended to be 2020, but extended due to a 12 month deferral of Local Government elections).

Cr Pryce Allsop
Cr Reece Byrnes
Cr Chris Cherry
Cr Ron Cooper
Cr Katie Milne
Cr James Owen
Cr Warren Polglase

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

Cr Chris Cherry was elected as Deputy Mayor from November 2016 to September 2017 and from September 2018 to September 2020 (three terms).

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

Council meetings

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

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

These meetings are open to the public. Confidential items are considered in closed sessions, which exclude press and public.

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

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

Tweed Shire Councillors (left to right):
Cr Reece Byrnes, Cr Ron Cooper,
Cr Chris Cherry, Cr Katie Milne,
Cr James Owen, Cr Warren Polglase
and Cr Pryce Allsop.



Local Government area profile

Our shire

Acknowledged as one of the **most biodiverse** regions in Australia.

Nestled in the eroded caldera of the largest shield volcano in the southern hemisphere, the Tweed is the largest local government area on the north coast of New South Wales, covering an area of just over 1309 km². The Tweed adjoins the NSW local government areas of Byron, Lismore and Kyogle, with the Queensland border to its north where it divides the twin towns of Tweed Heads and Coolangatta.

Our community

The Tweed Shire's population for 2015 was 92,460 and is forecast to grow to 125,953 by 2036. In line with this population growth, the number of dwellings in the Tweed is forecast to grow from 40,452 in 2011 to 56,907 in 2036, with the average household size rising from 2.38 to 2.42 by 2036. Between 2011 and 2036, the age structure forecasts for the Tweed indicate a 50 per cent increase in population under working age (15 years), a 44 per cent increase in population of retirement age, and a 36 per cent increase in population of working age.



Our economy

The Tweed's annual Gross Regional Product (GRP) is estimated at \$2.89 billion, which represents 0.6 per cent of the state's Gross State Product (GSP). The Tweed has a diverse industry base including agriculture, tourism related industries such as accommodation, cafés/restaurants and retail along with a burgeoning food processing industry. In the year ending June 2014, there were 28,289 local jobs and 6585 local businesses in the Tweed Shire. The key industry sectors are health care and social assistance, retail trade, accommodation and food services, education and training, and construction.

Our challenge

The predicted increase in population and changing demographics over the next 20 years will require co-ordinated planning between all levels of government, developers and the community to ensure the continued social and physical infrastructure (schools, hospitals, roads, water, sewer, and community facilities) is sustainable and at a level consistent with community expectations. Providing employment opportunities, promoting business investment and advocating for essential transport links to markets, emerging technologies and infrastructure through state and federal government will be essential to maintain the Tweed's positioning as a most desirable and liveable destination.



Our planning framework

The Community Engagement Strategy 2018–2022

The Community Engagement Strategy 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 2017–2027

The *Community Strategic Plan 2017–2027* 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 2017–2021 and annual Operational Plans

The *Delivery Program 2017–2021* and annual operational plans detail Council's role in the delivery of projects and services during the four-year term¹ of the elected council, 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 an end-of-term 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.

Implementation timetable

Delivery Program 2017–2021¹ and Draft Operational Plan 2020–2021

16 April 2020	Draft Plans presented for consideration by Council.
20 April 2020	Draft Plans placed on public exhibition for a minimum 28 days.
18 May 2020	Public exhibition period closed.
18 June 2020	Council meeting to adopt the combined <i>Delivery Program 2017–2021 and Operational Plan 2020–2021</i>

Capital Works Program

Council will maintain a 10-year Capital Works Program, supported by its asset management plans, to prioritise the allocation of scarce funds to capital projects and refurbishment programs identified in the Delivery Program.

The long-term financial plan provides realistic projections of available funds, to help determine which projects proceed.

The capital works planning cycle is synchronised with the annual Operational Plan, with works priorities reviewed annually to take elected Council and community expectations into account.

Planned capital works are listed under 'Significant projects/works' for each service category (identifying the years in which the works are expected to be carried out) and are also listed in the full combined capital works budget listing contained within the 'Financials' section of this document.

¹ Due to the 12 month deferral of Local Government elections, the Delivery Program will need to be extended to a five-year term to 2022.

Service graphs (what it costs)

Each of the services contained within this plan contain a graph outlining the cost of the service and the sources of funding utilised to cover this cost. The following definitions are intended to assist with understanding the various terms contained within these graphs:

Expenditure: consists of general operating expenses, capital works expenditure, loan payments, internal charges from other services and transfers of funds to reserves for future use.

General revenue: consists of general rate income, interest earned on investments, pensioner rebate subsidies and financial assistance grants received.

Fees and charges: consist of income received from regulatory fees, private works and general fee for use charges.

Grants and contributions: consists of operating and capital grants received from other levels of government, developer contributions and other specific purpose contributions received. Note: Some Council services that are regularly in receipt of grants (e.g. Natural Resource Management services) do not display any grant income on their service graphs. Only those grants that are confirmed at the time of preparing the budget are included in the upcoming budget.

Reserve revenue: consists of transfers of funds from accumulated reserves towards the project(s) for which those reserves have been set aside.

Other revenue: consists of interest earned on developer contributions, proceeds on sale of assets and internal charges to other services.

Asset condition ratings

Key Performance Indicators (How we measure) for some of the services contained within this plan relate to achieving asset condition ratings to a specified numerical level. The following table is provided in order to assist in understanding what the numerical targets represent:

Condition rating	Community rating	Description of asset condition
0	Brand new	A new asset or recently constructed/reconstructed.
1	Excellent	An asset in excellent overall condition however is not new and shows no signs of distress or defects.
2	Good	Sound construction with good condition and no distortion with limited ageing or may show minor distress upon close inspection such as sporadic fine cracking or isolated minor defects with no associated distortion.
3	Fair	Reasonable construction showing some aging and or signs of distress, such as fine to moderate cracking and or minor distortion. The extent of such defects will typically affect less than 20% of the asset targeted for assessment and can be rectified with minor maintenance works.
4	Poor	Asset displays substantial deterioration (20–50%) of distress. Major renewal work required.
5	Very poor	Asset displays significant locations of distress (greater than 50%). Extensive renewal work required.

Principal streams, sub-streams and key services

The Community Strategic Plan and related documents including this Delivery Program are structured around four service streams, each of which is broken into a number of sub-streams. The streams have been developed based on feedback from the community, stakeholders and leaders, and incorporate local, regional, state and national priorities for Council.

Leaving a legacy: *Looking out for future generations*



1.1 Natural resource management

Biodiversity Management
Bushland Management
Coastal Management
Environmental Sustainability
Sustainable Agriculture
Waterways (Catchment) Management

1.2 Asset protection

Floodplain Management
Stormwater Drainage

1.3 Utility services

Rubbish and Recycling Services
Sewerage Services
Tweed Laboratory
Water Supply

1.4 Managing community growth

Strategic Land-use Planning

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



2.1 Built environment

Building Certification
Development Assessment
Development Engineering and Subdivision Assessment

2.2 Engagement

Animal Management
Communications
Contact Centre

Councillor and Civic Business
Financial Services

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



3.1 People

Cemeteries
Community and Cultural Development
Community Services
Compliance Services
Economic Development
Environmental Health
Events
Lifeguard Services
Local Emergency Management
Pest Management
Public Toilets
Tourism

3.2 Places

Aquatic Centres
Art Gallery
Auditoria
Holiday Parks
Libraries
Museum
Parks and Gardens
Saleyards
Sporting Fields

3.3 Moving around

Airfield
Construction Services
Design Services
Roads, Traffic, Footpaths and Cycleways

Behind the scenes: *Providing support to make it happen*



4.1 Assurance

Governance
Internal Audit
Legal Services

4.2 Support services

Fleet Management
Human Resources and WHS

Information Technology
Procurement Services



Leaving a legacy *Looking out for future generations*

The Tweed features an environment of world-significant 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.

1.1 Natural resource management

- Biodiversity Management
- Bushland Management
- Coastal Management
- Environmental Sustainability
- Sustainable Agriculture
- Waterways (Catchment) Management

1.2 Asset protection

- Floodplain Management
- Stormwater Drainage

1.3 Utility services

- Rubbish and Recycling Services
- Tweed Laboratory
- Sewerage Services
- Water Supply

1.4 Managing community growth

- Strategic Land-use Planning

1.1 Natural Resource Management

1.1.1 Biodiversity Management

Our service goal

To protect and manage the environment and natural beauty of the Tweed for current and future generations.

Responsible Officer

Unit Coordinator – Sustainability & Environment

What we deliver

- Internal and external advice on biodiversity issues, legislative requirements and strategic planning
- Biodiversity policy development and implementation
- Biodiversity research and monitoring
- Threatened species management
- Private land conservation programs

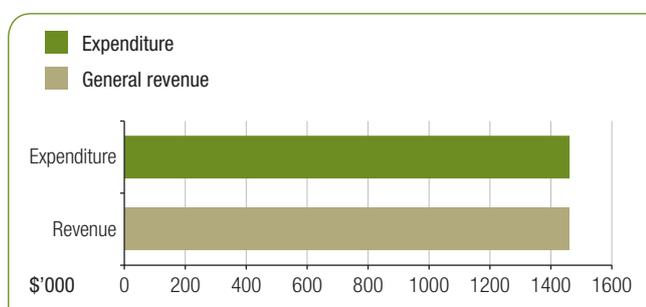
What we use to deliver

- 7 Council staff have primary responsibility for providing this service
- Landcare and other volunteers (approximately 200 hrs per week)
- 5 volunteer community representatives are members of the Tweed Coast Koala Management Committee
- Contractors are used for:
 - Re-vegetation and weed control
 - Preparation of strategic planning documents

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Percentage of properties with mapped bushland involved in private land conservation programs	%	7	7	7	7
2 Number of threatened species for which Council is implementing recovery actions	#	20	20	20	20
3 Percentage of Tweed Coast Comprehensive Koala Plan of Management actions complete or on track	%	75–90	75–90	75–90	75–90
4 Customer satisfaction rating	%	80	80	80	80

What it costs



What you told us

	2016	2019
Importance	Very important	86%
Satisfaction level	83%	90%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Ongoing creation of additional koala habitat on private and public land toward the KPOM target of 200 hectares	✓	✓	✓	✓
2 Update mapping of vegetation communities	✓	✓	✓	✓
3 Review Environmental Zones	✓	✓	✓	✓
4 Implementation of the Shire-wide Flying-fox camp management plan		✓	✓	✓
5 Reassessment of the Tweed Coast koala population		✓		
6 Prepare a Tweed Shire Biodiversity Strategy			✓	✓
7 Review and update the Tweed Coast Koala Plan of Management				✓

1.1 Natural Resource Management

1.1.2 Bushland Management

Our service goal

To manage bushland on land owned or under the care and control of Council.

Responsible Officer

Unit Coordinator – Sustainability & Environment

What we deliver

- Bushland management
- Bushfire management including hazard reduction works and risk assessment
- Noxious weed control
- Advice on weeds and weed management

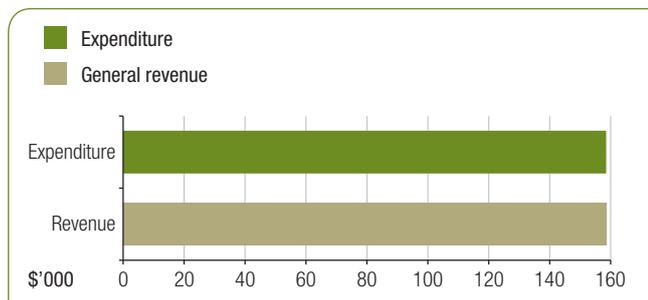
What we use to deliver

- 1 Council staff member has primary responsibility for providing this service.
- Contractors are used for:
 - Revegetation and weed control
 - Hazard reduction and bushfire risk mitigation services

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Percentage of land management plan actions complete or on track	%	75–90	75–90	75–90	75–90
2 Percentage of Asset Protection Zones maintained	%	95	95	95	95
3 Expenditure per hectare of bushland management actions	\$	445	445	445	445
4 Change in the extent or density of Bitou bush in the Tweed Coastal Reserve	%	0	0	0	0

What it costs



What you told us

	2016	2019
Importance	Very important	86%
Satisfaction level	83%	90%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Plan and support hazard reduction burns on bushland reserves in accordance with land management plans and the Tweed Coast Koala Fire Management Plan	✓	✓	✓	✓
2 Community engagement activities promoting the values of Council's bushland reserves	✓	✓	✓	✓
3 Implementation of the NSW Environmental Trust funded project <i>Investing in the future of Pottsville's koalas</i>	✓	✓	✓	

1.1 Natural Resource Management

1.1.3 Coastal Management

Our service goal

To protect and manage the use and quality of the Tweed's beaches and foreshores.

Responsible Officer

Unit Coordinator – Sustainability & Environment

What we deliver

- Coastal hazard identification and risk management
- Beach access and use management
- Waterways access (via facilities) and use management
- Supporting DuneCare groups to manage coastal vegetation

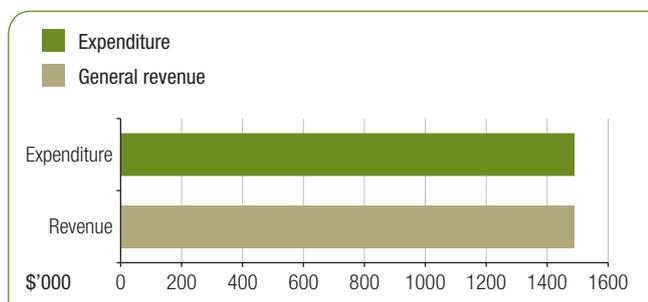
What we use to deliver

- 8 Council staff members have primary responsibility for providing this service.
- Landcare and other volunteers (approximately 100 hrs per week)
- Contractors are used for:
 - Fabrication and installation of pontoons
 - Specialist assessment of erosion risk and design of coastal protection structures

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Percentage of Coastal Management Program actions complete or on track	%	75–90	75–90	75–90	75–90
2 Median annual condition rating of beach access ways and viewing platforms	#	<3.5	<3.5	<3.5	<3.5
3 Median annual condition rating of boating and foreshore facilities	#	<3.5	<3.5	<3.5	<3.5
4 Number of Dunecare volunteer person hours worked	#	6,000	6,000	6,000	6,000

What it costs



What you told us

	2016	2019
Importance	Very important	86%
Satisfaction level	83%	90%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Review and update DuneCare Plans of Management	✓	✓	✓	
2 Deliver priority actions from Waterways Infrastructure Asset Management Plan including: <ul style="list-style-type: none"> • Repair and replace waterways infrastructure damaged in March 2017 • Replace Tumbulgum Boat Ramp jetty • Upgrade Commercial Road Boat Ramp car park • Improvements to Kennedy Drive Boat Ramp car park 	✓	✓	✓	✓
3 Kingscliff Foreshore Revitalisation Project – seawall	✓			
4 Develop Tweed Coastline Management Program		✓	✓	✓
5 Implement Tweed Coastline Management Program				✓

1.1 Natural Resource Management

1.1.4 Environmental Sustainability

Our service goal

To support Council, businesses and the community to achieve the best possible combination of environmental, social and economic outcomes.

Responsible Officer

Unit Coordinator – Sustainability & Environment

What we deliver

- Corporate, business and community awareness, engagement, and education initiatives
- Corporate sustainability strategies
- Corporate environmental projects, monitoring and reporting
- Community environmental reporting

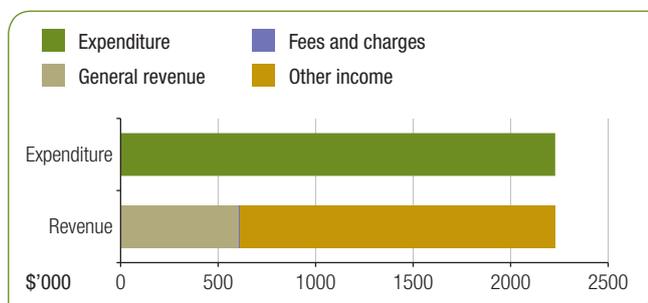
What we use to deliver

- 1.25 Council staff have primary responsibility for providing this service. Other staff support the sustainability program.
- Volunteers (varied and unspecified number of hrs per week)
- Contractors are used for strategy development, technical energy efficiency and renewable energy expertise, carbon mitigation advice and regional state of the environment coordination

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Percentage of Environmental Sustainability Prioritisation Strategy (ESPS) initiatives completed or on track	%	75–90	75–90	75–90	75–90
2 Annual reduction in Council Greenhouse gas emissions (specific target to be set pending Renewable Energy Action Plan completion)	%	>0	>0	>0	>0
3 Percentage of Renewable Energy Action Plan initiatives completed or on track	%	75–90	75–90	75–90	75–90
4 Total attendance at sustainability program engagement events	#	650	650	650	650

What it costs



What you told us

	2016	2019
Importance	Very important	66%
Satisfaction level	83%	80%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Revision of the Tweed community and Council Climate Change Action Plan	✓	✓	✓	
2 Facilitate energy efficiency projects and renewable energy installations at Council facilities in line with the Renewable Energy Action Plan	✓	✓	✓	✓
3 Tweed 'Living for the Future' Home Expo	✓	✓	✓	✓
4 Community engagement activities about energy and climate change	✓	✓	✓	✓
5 Climate change adaptation actions implemented consistent with the Tweed Climate Change Action Plan		✓	✓	✓

1.1 Natural Resource Management

1.1.5 Sustainable Agriculture

Our service goal

To promote the viability of agricultural land through biodiversity, education, water quality and sustainability initiatives.

Responsible Officer

Unit Coordinator – Sustainability & Environment

What we deliver

- Advice on restoration and rehabilitation of degraded farmland
- Community education and awareness
- Policy development for sustainable agriculture
- Applied research

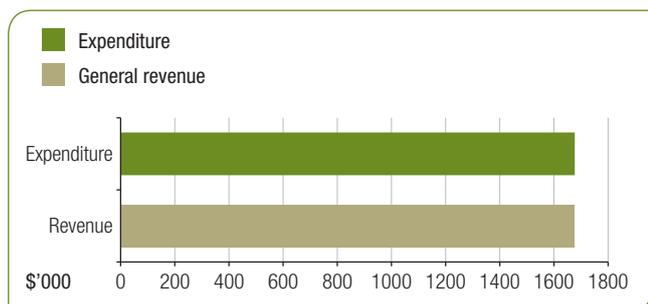
What we use to deliver

- 1 Council staff member has primary responsibility for providing this service
- Volunteers (5 hrs per week)
- Contractors are used to provide specialist input to specific projects

How we measure

Key Performance Indicator	Measure	2017-18	2018-19	2019-20	2020-21
1 Farmland area with improved management practice	Ha	100	100	100	100
2 Percentage of Tweed Sustainable Agriculture Strategy actions complete or on track	%	75-90	75-90	75-90	75-90
3 Proportion of rural landholder attendees at sustainable agriculture events for the first time	%	25	25	25	25

What it costs



What you told us

	2016	2019
Importance	Very important	87%
Satisfaction level	83%	79%

Significant projects/works

Project	2017-18	2018-19	2019-20	2020-21
1 Feasibility study into development of a Sustainable Agriculture Incentives Program	✓			
2 Education and engagement workshop and field day series	✓	✓	✓	✓
3 Assist landholders to vegetate agricultural drains and waterways	✓	✓	✓	✓
4 Acid Sulfate Soil hotspot identification and remediation	✓	✓	✓	✓
5 Hold a food forum to showcase local agriculture and food opportunities	✓	✓	✓	✓

1.1 Natural Resource Management

1.1.6 Waterways (Catchment) Management

Our service goal

Maintain, protect and enhance Tweed Shire's waterways and catchments.

Responsible Officer

Unit Coordinator – Sustainability & Environment

What we deliver

- Water quality monitoring
- Waterway protection and restoration
- Strategic planning for waterway conservation and management
- Community engagement and education

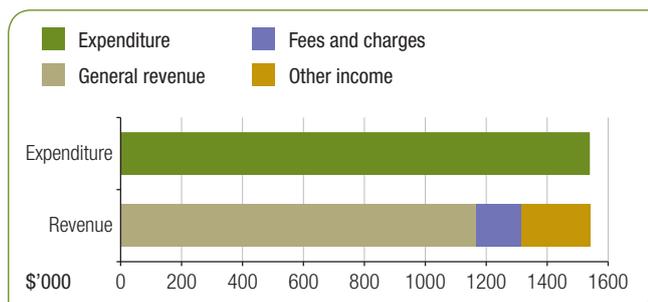
What we use to deliver

- 5 Council staff have primary responsibility for providing this service
- Volunteers (40 hrs per week)
- Contractors are used for:
 - Re-vegetation and weed control
 - Preparation of strategic planning documents

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Kilometres of natural waterway improved through rehabilitation works	km	5	5	5	5
2 Compliance with NSW Government key water quality standards and objectives	%	≥75	≥75	≥75	≥75

What it costs



What you told us

	2016	2019
Importance	Very important	90%
Satisfaction level	83%	86%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Rous River Rehabilitation Project, Chillingham to Boat Harbour	✓	✓		
2 River Health Grants Program implementation	✓	✓	✓	✓
3 Deliver actions from Tweed Estuary Management Plan			✓	✓
4 Annual production and distribution of a Tweed catchment water quality report	✓	✓	✓	✓
5 Oxley River, Eungella Stage 2 Erosion Control		✓		

1.2 Asset Protection

1.2.1 Floodplain Management

Our service goal

To manage the risk of flooding and its impacts for property owners and the community.

Responsible Officer

Manager – Roads and Stormwater

What we deliver

- Evaluate and respond to flood impacts associated with land use and development
- Design, construct and maintain flood protection assets such as floodgates, flood pumps and levees

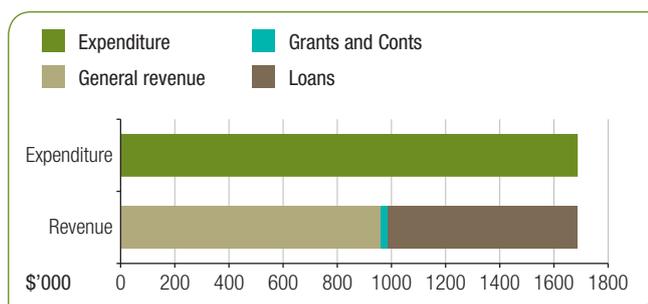
What we use to deliver

- 3 Council staff have primary responsibility for providing this service
- Some farmers have signed volunteer agreements to monitor and assist in operating rural flood gates. Other rural landholders play an informal role in checking flood gates and reporting issues to Council
- Contractors provide specialist modelling, flooding studies and plant hire

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Scheduled inspections of all flood mitigation assets	#	2	2	2	2
2 Quarterly meetings with Emergency Services, key Government Agencies and community representatives	#	4	4	4	4

What it costs



What you told us

	2016	2019
Importance	Very important	82%
Satisfaction level	85%	80%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Implementation of the Tweed Valley Floodplain Risk Management Plan	✓	✓	✓	✓
2 Completion of the Murwillumbah CBD Flood Study (MFS)	✓			
3 Implementation of the Coastal Creeks Floodplain Risk Management Plan	✓	✓	✓	✓
4 Implement MFS Outcomes		✓	✓	✓
5 Develop and implement community awareness programs		✓	✓	✓

1.2 Asset Protection

1.2.2 Stormwater Drainage

Our service goal

To efficiently capture and convey rainfall runoff and release it into the environment safely.

Responsible Officer

Manager – Roads and Stormwater

What we deliver

- Ensure adequate stormwater drainage infrastructure is provided with new infrastructure works or developments
- Design, construct and maintain stormwater network assets

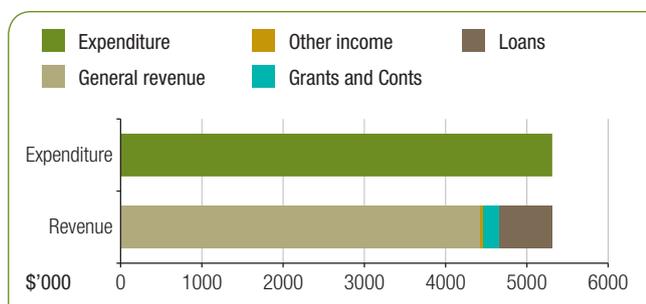
What we use to deliver

- Approximately 10 equivalent staff in the Roads and Stormwater Unit have responsibility for providing this and related services.
- Contractors are used for:
 - Specialist studies (e.g. drainage modelling)
 - Contract material supply
 - Contract traffic control
 - Specialist services (e.g. vacuum trucks, aquatic weed removal, pipe relining, pipe jacking/directional drilling, underwater specialists)

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Proportion of stormwater network inspected	%	25	25	25	25
2 Volume of rubbish collected and removed from the stormwater system	m ³	200	200	200	200
3 Percentage of stormwater pipe repair and replacement program completed	%	100	100	100	100

What it costs



What you told us

	2016	2019
Importance	Very important	81%
Satisfaction level	85%	85%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Complete stormwater network asset surveys	✓	✓	✓	
2 Undertake condition surveys of stormwater pipes and pits		✓	✓	
3 Develop and prioritise a forward works program for stormwater asset repairs and replacement based on condition survey results			✓	✓

Capital works			2017–18	2018–19	2019–20	2020–21
1	Banora Point	Terranora Rd Banora Hills Dr.	✓			
2	Bogangar	Tamarind Ave Through property #74	✓	✓	✓	✓
3	Chinderah	Tweed Coast Rd Opposite Noble Lake Park	✓	✓		
4	Murwillumbah	Condong St Eyles Ave to Nullum St	✓	✓		
5	Murwillumbah	Ewing St Through property #47	✓	✓		
6	Terranora	Terranora Rd Winchelsea Wy	✓			
7	Tweed Heads	Coral St Opposite Hill St		✓	✓	
8	Banora Point	Pioneer Parade View St		✓	✓	
9	Burringbar	Greenvale Crt Near Magnetic Crt		✓	✓	
10	Murwillumbah	Queensland Rd North of Showgrounds		✓	✓	
11	Chinderah	Chinderah Bay Dr. Hacienda Holiday Park			✓	✓
12	Murwillumbah	Mooball St Opposite Mount St Patricks School			✓	✓
13	Tweed Heads South	Agnes St Corner of Cox Dr.			✓	✓
14	Fingal Head	Main Rd At property #14				✓
15	Bogangar	Tamarind Ave At property #74				✓
16	Pottsville	Tom Merchant Dr. Seabreeze wetlands rear of Toormina Crt				✓
17	Tweed Heads	Norman St Stanley Ln.				✓

1.3 Utility Services

1.3.1 Rubbish and Recycling Services

Our service goal

To collect, recycle and dispose of residential and commercial waste, manage tip sites and deliver community education so as to divert rubbish from landfill.

Responsible Officer

Unit Coordinator – Resource Recovery

What we deliver

- Rubbish collection, disposal and recycling services
- Adequate facilities and planning to minimise service interruptions and to cater for current and future demand
- Disposal service for special waste including e-waste, oil, batteries, domestic chemicals and paint, fluorescent bulbs and tubes
- Community education and engagement to support the use of the various resource recovery options

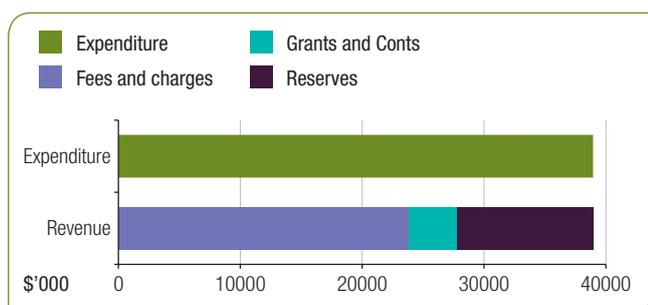
What we use to deliver

- 11 Council staff have primary responsibility for providing this service
- These staff are supported by a number of high value contracts which engage an additional 20 plus staff
- The key aspects of this service provided by contractors include recycling and the collection of waste from households

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Diversion from landfill of rubbish collected from red, yellow and green bins	%	60	61	62	63
2 Diversion from landfill of all waste received at the tip	%	55	60	60	60
3 Household organics collected for reuse (average kg per household per year)	#	300	300	300	300
4 Household recycling product collected for reuse (average kg per household per year)	#	270	270	270	270
5 Compliance with environmental standards for tip sites	%	99	99	99	99

What it costs



What you told us

	2016	2019
Importance	Very important	92%
Satisfaction level	92%	85%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Stotts Creek internal roadworks and traffic management	✓	✓	✓	✓
2 Organics Processing Facility	✓	✓	✓	✓
3 Stotts Creek last putrescible landfill cell construction		✓	✓	✓
4 Weighbridge and office upgrade				✓
5 Transfer Station infrastructure		✓	✓	✓
6 Site office, amenities, parking, shop			✓	✓
7 Wetland and leachate pond				✓

1.3 Utility Services

1.3.2 Sewerage Services

Our service goal

To provide high quality and reliable sewage collection and treatment services that meet health and environmental requirements.

Responsible Officer

Manager – Water and Wastewater

What we deliver

- A high quality sewerage service with minimal interruptions and impacts on the community
- Community education and engagement to support non-potable water reuse
- Planning and capital works to improve levels of service and cater for growth
- Assessment of applications to extend and or connect to the sewerage system

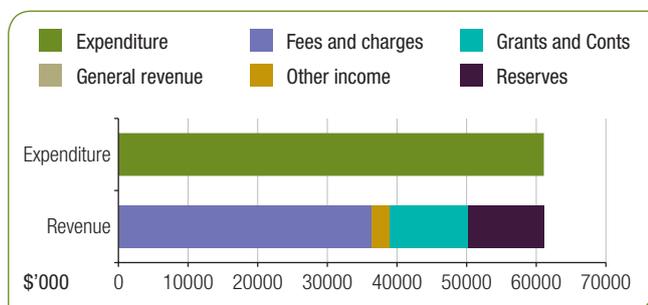
What we use to deliver

- 68 Council staff have primary responsibility for providing sewerage services.
- Small to medium sized projects are generally constructed by Council staff
- Major capital works such as upgrades of treatment plants are project managed by Council and undertaken by contractors.

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Compliance with NSW Environmental Protection Authority licence requirements	%	100	100	100	100
2 Total number of service interruptions per year	#	<102	<104	<106	<108
3 Total number of odour complaints per year	#	<34	<35	<36	<37
4 Percent of sewage recycled	%	15	15	15	15

What it costs



What you told us

	2016	2019
Importance	Very important	84%
Satisfaction level	93%	95%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
(A) Sewer mains				
1 Gravity Mains – Relining	✓	✓	✓	✓
2 Gravity Mains – Upgrade/New	✓	✓	✓	✓
3 Rising Main – New – Area E Terranora (complete)	✓			
4 Rising Main – Replacement/Upgrade/New	✓	✓	✓	✓
5 Outfall Main – Rehabilitation Banora Point (complete)	✓			

Project	2017–18	2018–19	2019–20	2020–21
(B) Sewer pumping stations				
1 Pump Station – Mechanical/Electrical/Civil/Generator Upgrades	✓	✓	✓	✓
2 Pump Station – Odour & Septicity Control	✓	✓	✓	
3 Pump Station – Other (Complete)	✓			
4 Pump Station – Telemetry Upgrades	✓	✓	✓	✓
(C) Sewer treatment				
1 Treatment Plant – Hastings Point (Complete)	✓			
2 Treatment Plant – Murwillumbah Storm lagoon and surrounds remediation (Complete)	✓	✓		
3 Treatment Plant – Tweed Heads site and Lagoon Remediation		✓	✓	✓
4 Business case investigation for floating solar array at Banora Point WWTP	✓	✓		
5 604kW ground-mounted solar system at Banora Point WWTP			✓	✓
6 Treatment Plant – Banora Point – Blower Replacement				✓
7 Hastings Point WWTP performance upgrade				✓
8 Murwillumbah WWTP capacity upgrade				✓
(D) Strategies and plans				
1 Progressively update Overflow Abatement Strategy and actions	✓	✓	✓	✓
2 Update Strategic Business Plan and actions	✓	✓	✓	
3 Update Asset Management Plans and actions	✓	✓	✓	
4 Review of development standards	✓	✓	✓	✓
5 Review and expand wastewater policies and procedures	✓	✓	✓	✓
6 Development and assessment of options for future wastewater services to areas west of Pottsville			✓	✓
(E) Information systems				
1 Improve core corporate systems configuration and management reporting for liquid trade waste, s64, s68 and Water Management Act development processes, metering, applications, fees, charges, billing and management	✓	✓	✓	✓
2 Field staff mobile system implementation for mapping, Customer requests, Asset maintenance and management.	✓	✓	✓	
3 Continued development of field workforce mobile solution			✓	✓
4 Improve computer network, systems and management	✓	✓	✓	✓
5 Improve project management system, implementation and gateway processes	✓	✓	✓	✓
6 Improve other business systems and processes and apply Business Intelligence for improved interrogation and reporting	✓	✓	✓	✓
7 Investigation of smart metering and intelligent communication networks	✓	✓	✓	✓
8 Add network tracing functionality to Weave GIS system (Complete)	✓	✓		
9 Increased GIS reporting and thematic mapping	✓	✓	✓	✓
10 Implement new Image and Photo Management System		✓	✓	✓

1.3 Utility Services

1.3.3 Tweed Laboratory

Our service goal

To provide a cost effective, reliable, responsive and high quality water and soil testing facility.

Responsible Officer

Manager – Water and Wastewater

What we deliver

- Testing water to ensure it is safe to drink
- Testing water and soil for assessment against environmental guidelines/standards
- Testing sewage to meet effluent license conditions
- Commercial user pays service to the public

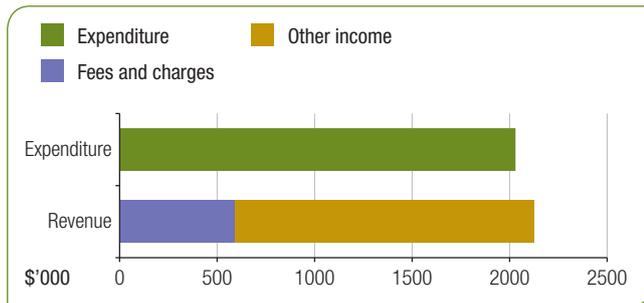
What we use to deliver

- 13 Council staff have primary responsibility for providing this service using a council owned specialised laboratory.

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Range of National Association of Testing Authorities (NATA) accredited tests that are available to customers	#	150	150	150	150
2 The time taken for reporting test results upon receipt of samples	Days	10	10	10	10

What it costs



What you told us

	2016	2019
Importance	Very important	88%
Satisfaction level	91%	93%

1.3 Utility Services

1.3.4 Water Supply

Our service goal

To provide secure, high quality and reliable drinking water which meets health and environmental requirements.

Responsible Officer

Manager – Water and Wastewater

What we deliver

- A high quality water supply service with minimal interruptions and complaints
- Community education and engagement to support water efficiency
- Planning and capital works to improve levels of service and cater for growth
- Assessment of applications to extend and or connect to the water supply system

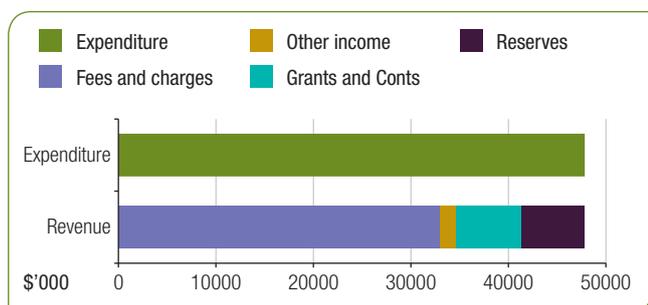
What we use to deliver

- 68 Council staff have primary responsibility for providing water supply services
- Small to medium sized projects are generally constructed by Council staff
- Major capital works such as upgrades of treatment plants are project managed by Council and undertaken by contractors

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Biological drinking water quality compliance	%	100	100	100	100
2 Total number of water quality complaints per year	#	<108	<109	<110	<111
3 Total number of service interruptions per year	#	<1,260	<1,280	<1,300	<1,320
4 Residential water consumption (litres per person per day)	#	160	160	160	160

What it costs



What you told us

	2016	2019
Importance	Very important	88%
Satisfaction level	92%	93%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
(A) Dams and weirs				
1 Clarrie Hall Dam raising – planning, environmental approval, land purchase	✓	✓	✓	✓
2 Investigation and implementation of measures to mitigate salt water contamination of water supply		✓	✓	✓
(B) Reservoirs				
1 Reservoir – Chambers 2 (complete)	✓	✓		
2 Reservoirs – re-chlorination	✓	✓	✓	✓

Project	2017–18	2018–19	2019–20	2020–21
(C) Water pumping stations				
1 Pump Station – 10 Eviron Road (Complete)	✓			
2 Pump Station – 1 & 1A Kyogle Road		✓		
3 Pump Station – Flow meters		✓	✓	✓
4 Pump Stations – New				✓
(D) Water mains				
1 Consumer Connections – New	✓	✓	✓	✓
2 Reticulation Mains – Replacement/Upgrade/New	✓	✓	✓	✓
3 Trunk Mains – Replacement/Upgrade/New				✓
(E) Water treatment				
1 Treatment Plant – Uki	✓	✓	✓	✓
(F) Strategies and plans				
1 Water Supply Security – Feasibility of Link to SEQ	✓	✓	✓	✓
2 Update Strategic Business Plan and actions	✓	✓	✓	
3 Progressively implement new Drinking Water Management System	✓	✓	✓	✓
4 Progressively Implement Integrated Water Cycle Management funded actions	✓	✓	✓	✓
5 Review of demand management water augmentation and drought management	✓	✓	✓	
6 Update Asset Management Plans and actions	✓	✓		
7 Review of development standards	✓	✓	✓	✓
8 Review and expand water supply policies and procedures	✓	✓	✓	✓
(G) Information systems				
1 Improve core corporate systems configuration and management reporting for Liquid Tradewaste, s64, s68 and Water Management Act development processes, metering, applications, fees, charges, billing and management	✓	✓	✓	✓
2 Field staff mobile system implementation for mapping, Customer requests, Asset maintenance and management.	✓	✓		
3 Continued development of field workforce mobile solution			✓	✓
4 Improve computer network, systems and management	✓	✓	✓	✓
5 Improve project management system, implementation and gateway processes	✓	✓	✓	✓
6 Improve other business systems and processes and apply Business Intelligence for improved interrogation and reporting	✓	✓	✓	✓
7 Investigation of smart metering and intelligent communication networks	✓	✓	✓	✓
8 Add network tracing functionality to Weave GIS system (Complete)	✓	✓		
9 Increased GIS reporting and thematic mapping	✓	✓	✓	✓
10 Implement new Image and Photo Management System		✓	✓	✓

1.4 Managing Community Growth

1.4.1 Strategic Land-use Planning

Our service goal

Plan for sustainable development which balances economic, environmental and social considerations. Promote good design in the built environment.

Responsible Officer

Unit Coordinator – Strategic Planning and Urban Design

What we deliver

- Preparation, community engagement, assessment and maintenance of the Tweed's Local Environmental Plans, Development Controls Plans and other Strategic Land-use Policy
- Preparation and management of Tweed's built heritage programs and information services
- Preparation and management of Tweed's Aboriginal Cultural Heritage Management Program
- Preparation and management of GIS spatial mapping and data for land-use planning
- Aligning cross border planning with south-east Queensland

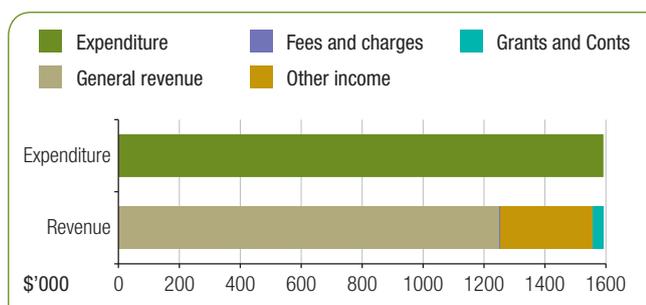
What we use to deliver

- 8 Council staff have primary responsibility for providing this service
- Partnering with external agencies and organisations
- Community engagement
- Contracting specialised service providers
- Grant funding and matched grant funding

How we measure

Key Performance Indicator	Measure	2017-18	2018-19	2019-20	2020-21
1 Number of planning proposals determined within the designated timeframe	%	85	85	85	85
2 Number of major plans or policies accomplished	#	2	2	2	2
3 Cost recovery ratio for developer initiated LEP or DCP based on planning services Fees and Charges	%	75	75	75	75
4 Projects completed within their estimated budget	%	100	100	100	100

What it costs



What you told us

	2016	2019
Importance	Very important	79%
Satisfaction level	70%	69%

Significant projects/works

Project	2017-18	2018-19	2019-20	2020-21
1 Scenic Landscape Strategy	✓	✓	✓	✓
2 Major update of E planning and business systems to adapt to and implement NSW State Government Planning Reforms	✓	✓	✓	
3 Kingscliff Locality Plan	✓	✓	✓	
4 Murwillumbah main street heritage program	✓	✓	✓	✓
5 Aboriginal cultural heritage management plan	✓			
6 Fingal Head (Heights) DCP Review	✓			
7 Voluntary Planning Proposal Policy			✓	✓
8 Dunloe Park Release Area Planning	✓	✓	✓	✓
9 Tweed Local Growth Management Plan (subject to Council endorsement)			✓	✓
10 Sustainable Development Program (subject to Council endorsement)	✓	✓	✓	✓
11 Urban and Employment Land Strategy – Review (subject to Council endorsement)			✓	✓
12 Murwillumbah Regional-Locality Plan (subject to Council endorsement)			✓	✓
13 Implementation of Rural Villages actions (subject to Council endorsement)			✓	✓
14 Locality Planning for Tweed Villages and localities (subject to Council prioritisation)		✓	✓	✓
15 Implementation of Rural Land Strategy actions (subject to Council endorsement)			✓	✓
16 Implementation of Aboriginal cultural heritage management plan		✓	✓	✓

Leaving a legacy: Looking out for future generations

	\$'000			
	2020–21	2021–22	2022–23	2023–24
Income Statement (Operating Result)				
<i>Income</i>				
Rates & Annual Charges	(59,202)	(61,274)	(63,348)	(65,488)
Proposed 2020/21 SRV Income	–	(1,540)	(1,586)	(1,634)
User Charges & Fees	(33,630)	(34,870)	(36,211)	(37,586)
Investment Revenues	(4,387)	(4,520)	(4,874)	(5,166)
Other Revenues	(563)	(588)	(615)	(642)
Operating Grants & Contributions	(1,274)	(1,238)	(1,231)	(1,223)
Capital Grants & Contributions	(7,857)	(4,079)	(4,144)	(4,269)
Internal	(3,778)	(3,869)	(3,962)	(4,058)
	(110,691)	(111,978)	(115,971)	(120,067)
<i>Expenditure</i>				
Employment Costs	16,477	16,864	17,342	17,824
Borrowing Costs	6,595	5,522	5,351	5,168
Materials & Contracts	31,359	30,521	31,585	32,746
Proposed 2020/21 SRV Expenditure	–	1,540	1,586	1,634
Depreciation & Amortisation	22,930	23,179	23,607	23,900
Other Expenses	7,097	7,325	7,560	7,803
Internal	16,836	17,311	17,587	17,975
	101,294	102,262	104,617	107,050
	(9,398)	(9,716)	(11,354)	(13,016)
Source & Application of Funds				
<i>Add Back Depreciation</i>				
Add Back Depreciation	(22,930)	(23,179)	(23,607)	(23,900)
	(22,930)	(23,179)	(23,607)	(23,900)
<i>Non-Operating Funding Sources</i>				
Transfers from Externally Restricted Cash	(43,328)	(25,268)	(17,512)	(46,331)
Transfers from Internally Restricted Cash	(2,196)	(6,583)	(1,675)	(2,601)
Loan Funds Utilised	(1,350)	(1,490)	(1,400)	(1,400)
	(46,873)	(33,341)	(20,587)	(50,332)
<i>Funds Applied to:</i>				
Purchase and Construction of Assets	36,212	37,269	21,607	54,134
Repayment of Principal on Loans	24,722	3,332	3,613	3,871
Transfers to Externally Restricted Cash	28,458	36,224	41,205	40,387
Transfers to Internally Restricted Cash	1,501	1,584	1,632	1,680
	90,893	78,410	68,056	100,072
	21,090	21,890	23,862	25,840
	11,692	12,174	12,508	12,824



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.

2.1 Built environment

Building Certification
Development Assessment
Development Engineering and
Subdivision Assessment

2.2 Engagement

Animal Management
Communications
Contact Centre
Councillor and Civic Business
Financial Services

2.1 Built Environment

2.1.1 Building Certification

Our service goal

To control and regulate the built environment to achieve good housing design and compliant buildings.

Responsible Officer

Manager – Building and Environmental Health

What we deliver

- Building advice
- Building and plumbing approvals and inspections for residential and commercial premises
- Community education and engagement on owner liability, safety and sustainability considerations
- Safe building regulation including fire safety, dilapidated buildings, disability access or NSW Fire and Rescue reviews
- Swimming pool barrier certification and regulation (houses and multi residential)

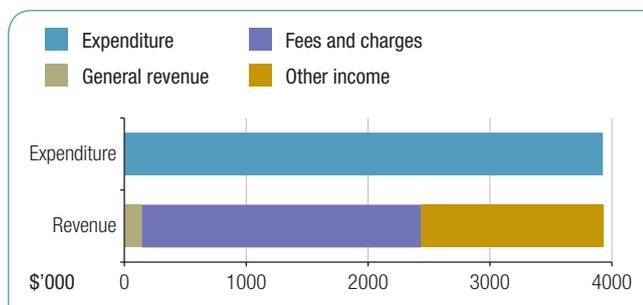
What we use to deliver

- 5 building surveyors and 2 pool officers along with support staff have responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Average time (Officer days) to assess and determine Construction Certificate applications	Days	<15	<15	<15	<15
2 Average time to assess and determine Complying Development Certificates	Days	<15	<15	<15	<15
3 Number of household pool safety inspections per year	#	>1,000	>1,000	>720	>720
4 Customer satisfaction of those using building certification services	%	>80	>80	>80	>80

What it costs



What you told us

	2016	2019
Importance	Very important	70%
Satisfaction level	81%	73%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Enhance electronic inspection systems	✓	✓	✓	
2 Major update of E planning and business systems to adapt to and implement NSW State Government Planning Reforms	✓	✓	✓	
3 Develop building services strategy	✓	✓	✓	✓

2.1 Built Environment

2.1.2 Development Assessment

Our service goal

To assess development applications lodged with Council to achieve quality land use outcomes and to assist people to understand the development process.

Responsible Officer

Manager – Development Assessment and Compliance

What we deliver

- Assessment and determination of development applications fairly and accurately within the existing planning framework and Council policies
- Process section 149 certificate (permissible property uses and restrictions) applications Pre-Lodgement Advice to Customers including Development Assessment Panel meetings
- Promote housing affordability and diversity to meet local needs

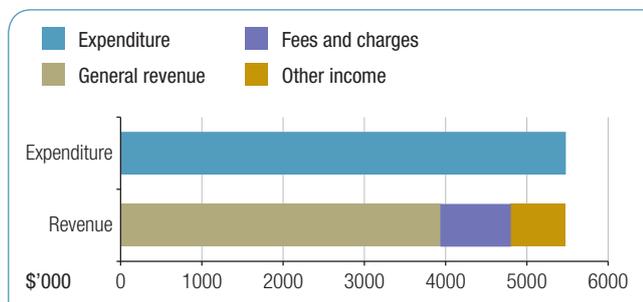
What we use to deliver

- 19 Council staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Average time to determine a development application	Days	68	67	66	65
2 Delivery of section 149 certificates within five days and urgent certificates within 2 days	%	100	100	100	100
3 Percentage of Development Assessment Panel meetings organised within one week of request	%	100	100	100	100

What it costs



What you told us

	2016	2019
Importance	Very important	70%
Satisfaction level	73%	73%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Dedicated resources to Cobaki and Kings Forest major developments	✓	✓		
2 Major update of e-planning and business systems to adapt to and implement NSW State Government Planning Reforms	✓	✓	✓	

2.1 Built Environment

2.1.3 Development Engineering and Subdivision Assessment

Our service goal

To assess and certify development that creates new lots and public infrastructure that meets relevant standards.

Responsible Officer

Unit Coordinator – Development Engineering

What we deliver

- Determining development applications fairly and accurately
- Assessment and approval of Construction Certificates creating public infrastructure
- Inspections and acceptance of public infrastructure installed or constructed by developers
- Certification of Subdivision Certificates for the creation of new allotments

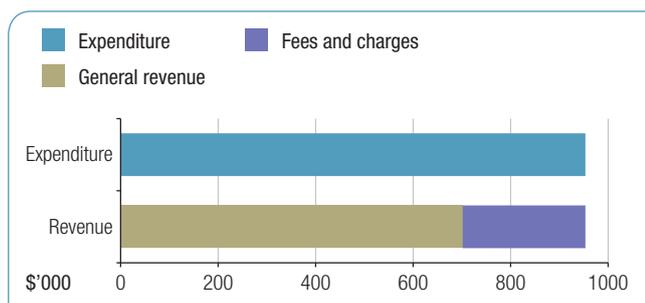
What we use to deliver

- 6 Council staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Average determination times for Construction Certificates and Subdivision Certificates	Days	60	60	60	60

What it costs



What you told us

	2016	2019
Importance	Very important	70%
Satisfaction level	75%	73%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Implementation of mobile office solutions	✓			
2 Major update of e-planning and business systems to adapt to and implement NSW State Government Planning Reforms	✓	✓	✓	

2.2 Engagement

2.2.1 Animal Management

Our service goal

To provide effective and responsible care, management and public education for companion animals such as pet dogs and cats.

Responsible Officer

Team Leader – Rangers

What we deliver

- Animal Seizure and Impounding
- Rehoming
- Community Education

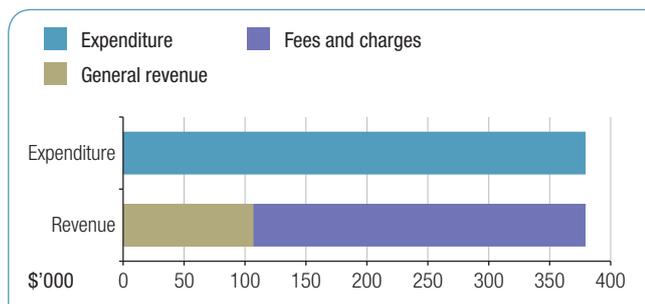
What we use to deliver

- 7 Council staff have primary responsibility for providing this service
- Volunteers also undertake approximately 120 hours per week
- Contractors provide veterinary services

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Re-homing rate of cats and dogs assessed as suitable for rehoming	%	95	95	95	95
2 Response times to 'dog on person' attacks	Hours	2	2	2	2
3 Response times to roaming or barking dogs	Hours	12	12	12	12
4 Increase in number of pet registrations	%	>0	>0	>0	>0

What it costs



What you told us

	2016	2019
Importance	Very important	66%
Satisfaction level	80%	84%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Council determination of a new Rehoming Centre/Pound Facility concept	✓	✓		

2.2 Engagement

2.2.2 Communications

Our service goal

To inform, educate and engage the public about Council and community activities.

Responsible Officer

Manager – Communication and Customer Experience

What we deliver

- **Communication, marketing and media services:** communication and marketing activity, content production, small civic events and openings, media and social media, production of the Tweed Link weekly newspaper and internal communication.
- **Community engagement:** support and advice, planning and reporting on Council's community engagement activities, coordination of the Community Engagement and Participation Plan and Council's online engagement platform Your Say Tweed.
- **Digital and design:** digital platforms (websites, intranet and web forms, mobile apps) and design (graphic design, publications, electronic digital marketing, video and multimedia solutions).

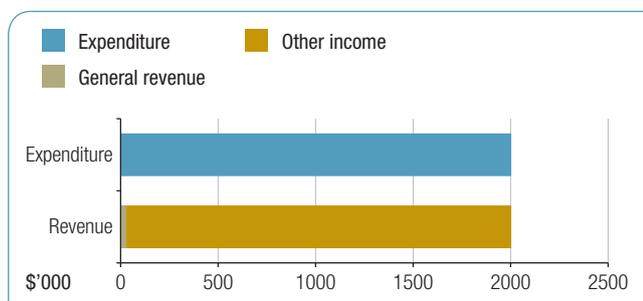
What we use to deliver

- 11.5 Council staff have primary responsibility for providing this service.
- Contract agreements provide:
 - short-run printing services
 - Tweed Link advertising
 - subscription and electronic digital marketing solutions
 - online engagement platform
 - social media management
 - media monitoring.

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 New (unique first time) visits and visitor usage details to Councils websites	#	>0	>0	>0	>0
2 New subscribers to Council's subscription services including e-newsletters, media releases, Tweed Link and more	#	>0	>0	>0	>0
3 New followers and audience growth on Council's social media accounts	#	>0	>0	>0	>0
4 Number of media releases issued and media activity summary	#	>152	>152	>152	>152
5 New registered users, visitor usage and site activity summary for 'Your Say Tweed'	#	>0	>0	>0	>0
6 Resident, Environment, Industry Group Stakeholder Forums held	#			3	3
7 Plain language audit of at least 10 Council publications/correspondence (external or internal)	#				10
8 Community satisfaction with Communication Services (from Community Satisfaction Survey)	%			80	80

What it costs



What you told us

	2016	2019
Importance	Very important	75%
Satisfaction level	85%	84%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Implement Social Media channels.	✓			
2 Implement an improved online newsroom and media distribution service		✓		
3 Implement an improved electronic direct marketing (EDM) subscriptions service including e-newsletters and others		✓	✓	
4 Develop and implement a Destination Brand for The Tweed in partnership with Council's tourism provider		✓		
5 Review and update Community Engagement Strategy		✓		
6 Enhance and update 'Your Say Tweed' as Council's online engagement hub and integrate the 'On Exhibition' and submission process		✓	✓	
7 Website re-development and new content management system to deliver improved online customer experiences for Tweed Shire Council, Gallery, Museum and Tweed Regional Aquatic Centre			✓	✓
8 Deliver the Tweed Link online news site/content hub			✓	✓
9 Implement actions from the Community Engagement Strategy and improve the effectiveness, coordination and implementation of community engagement initiatives across the organisation		✓	✓	✓
10 Conduct the biennial Be Better Resident Survey to determine community satisfaction levels with Council services			✓	
11 Introduce a single 'What's On Tweed' calendar of events, in partnership with Council's tourism provider			✓	
12 Support Rail Trail project and deliver communication set up including brand development, digital and social media platforms.			✓	✓

2.2 Engagement

2.2.3 Customer Service (Contact Centre) & Customer Experience

Our service goal

To respond to community enquiries and help customers do business with Council.

Responsible Officer

Manager – Communication and Customer Experience

What we deliver

- Professional and efficient customer services in person, over the phone, online and social
- Call Centre (process inbound customer telephone, online and written enquiries)
- Front counter service at Murwillumbah and Tweed Heads administration centres
- After hours customer service
- Customer service framework, customer satisfaction measurement solutions and business and process improvement services

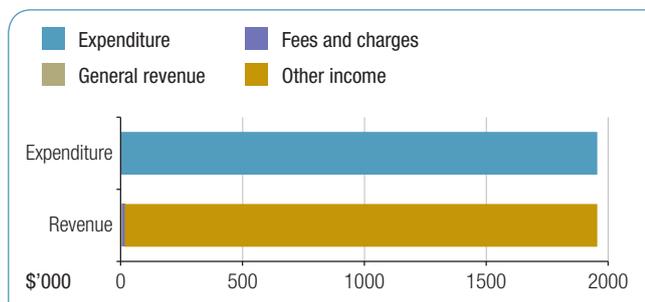
What we use to deliver

- 20.5 Council staff have primary responsibility for providing this service
- After hours telephone service is provided by contract

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Incoming calls to Contact Centre answered within 90 seconds	%	80	80	80	80
2 Contact Centre resolution of enquiries at first point of contact	%	60	60	80	80
3 Customer satisfaction level with Council's Contact Centre	%	>80	>80	>80	>80

What it costs



What you told us

	2016	2019
Importance	Very important	78%
Satisfaction level	87%	88%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Implement a Quality Assurance Framework to measure customer satisfaction, service quality and identify improvement opportunities for the Contact Centre		✓	✓	
2 Deliver updated Service Experience Standards (to replace Customer Service Charter)		✓		
3 Upgrade Contact Centre telephony system to deliver additional customer solutions		✓		
4 Implement online customer payment solution for property related services (e-property project)			✓	

Projects	2017–18	2018–19	2019–20	2020–21
5 Review service and complete procurement for After Hours service provider		✓	✓	
6 Review and update Knowledge Base requirements and solutions for Contact Centre operations			✓	
7 Review and implement customer satisfaction measurement solutions for Council services				✓
8 Implement a Customer Relationship Management system, in partnership with Information Technology				✓

2.2 Engagement

2.2.4 Councillor and Civic Business

Our service goal

To make informed decisions in the best interest of the community.

Responsible Officer

Manager – Corporate Governance

What we deliver

- Open, accessible and transparent Council and Committee meetings
- Citizenship Ceremonies

What we use to deliver

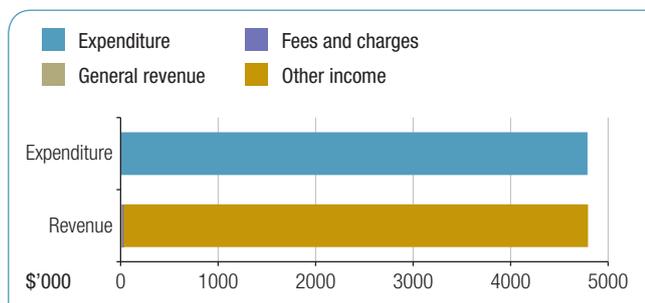
- 1 Council staff has primary responsibility for providing this service
- 7 elected councillors have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Council and Planning committee business papers provided in accordance with Code of Meeting Practice requirements	%	100	100	100	100
2 Decisions made in Confidential Committee (Number of decisions)	#	24	24	24	24
3 Complaints received from new Australian citizens dissatisfied with citizenship ceremony	#	0	0	0	0
4 Councillor Professional Development percentage of budget allocation spent*	%		100	100	100

* Department of Planning and Industry (previously Office of Local Government) requirement

What it costs



What you told us

	2016	2019
Importance	Not rated	Not rated
Satisfaction level	Not rated	Not rated

2.2 Engagement

2.2.5 Financial Services

Our service goal

To collect and manage Council funds and provide information and advice to support sound financial decision-making.

Responsible Officer

Manager Financial Services

What we deliver

- Strong and sustainable budgets to provide for long term asset management and service delivery
- Revenue collection and debt recovery
- Accounting, payroll and investment services
- Financial information and advice to the organisation

What we use to deliver

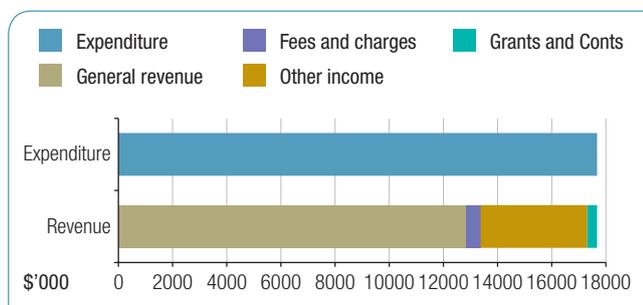
- 28 Council staff have primary responsibility for providing this service
- Contractors provide software, external audit, banking and Investment services

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Outstanding rates and annual charges	%	<5	<5	<5	<5
2 YTD Expenditure v Budget (% of year elapsed)	%	≤year %	≤year %	≤year %	≤year %
3 YTD Revenue v Budget (% of year elapsed)	%	≥year %	≥year %	≥year %	≥year %
4 Weighted Average Investment Return v 90 Day Benchmark Bank Bill Index (BBSW)	%	≥BBSW	≥BBSW	≥BBSW	≥BBSW
5 Proportion of small business paid within 30 day terms*	%	95	95	95	95

* On Time Payment Policy requirement

What it costs



What you told us

	2016	2019
Importance	Not rated	86%
Satisfaction level	Not rated	76%

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

	\$'000			
	2020–21	2021–22	2022–23	2023–24
Income Statement (Operating Result)				
<i>Income</i>				
Rates & Annual Charges	(62,823)	(64,393)	(66,003)	(67,653)
User Charges & Fees	(3,767)	(3,889)	(4,017)	(4,151)
Investment Revenues	(3,942)	(3,965)	(3,988)	(4,012)
Other Revenues	(467)	(486)	(506)	(527)
Operating Grants & Contributions	(8,876)	(8,956)	(9,036)	(9,116)
Internal	(17,790)	(18,146)	(18,508)	(18,879)
	(97,664)	(99,834)	(102,058)	(104,338)
<i>Expenditure</i>				
Employment Costs	14,315	14,673	15,037	15,413
Borrowing Costs	2	2	2	2
Materials & Contracts	3,361	4,243	3,581	3,616
Depreciation & Amortisation	4	4	4	4
Other Expenses	305	314	322	331
Internal	8,153	8,316	8,483	8,652
	26,141	27,553	27,430	28,020
	(71,523)	(72,281)	(74,628)	(76,319)
Source & Application of Funds				
<i>Add Back Depreciation</i>				
Add Back Depreciation	(4)	(4)	(4)	(4)
	(4)	(4)	(4)	(4)
<i>Non-Operating Funding Sources</i>				
Transfers from Externally Restricted Cash	(55)	(55)	(55)	(55)
Transfers from Internally Restricted Cash	(356)	(564)	(201)	0
	(411)	(619)	(256)	(55)
<i>Funds Applied to:</i>				
Transfers to Externally Restricted Cash	1,100	1,100	1,100	1,100
Transfers to Internally Restricted Cash	813	136	256	450
	1,913	1,236	1,356	1,550
	1,497	612	1,096	1,491
	(70,026)	(71,669)	(73,532)	(74,828)
	(65,813)	(67,408)	(68,492)	(69,831)



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.

3.1 People

- Cemeteries
- Community and Cultural Development
- Community Services
- Compliance Services
- Economic Development
- Environmental Health
- Events
- Lifeguard Services
- Local Emergency Management
- Pest Management
- Public Toilets
- Tourism

3.2 Places

- Aquatic Centres
- Art Gallery
- Auditoria
- Holiday Parks
- Libraries
- Museum
- Parks and Gardens
- Saleyards
- Sporting Fields

3.3 Moving around

- Airfield
- Construction Services
- Design Services
- Roads, Traffic, Footpaths and Cycleways

3.1 People

3.1.1 Cemeteries

Our service goal

To develop and maintain Council's cemeteries for the provision of burial and cremation services.

Responsible Officer

Manager Parks & Active Communities

What we deliver

- Well maintained and suitable buildings and facilities
- Burials
- Cremations

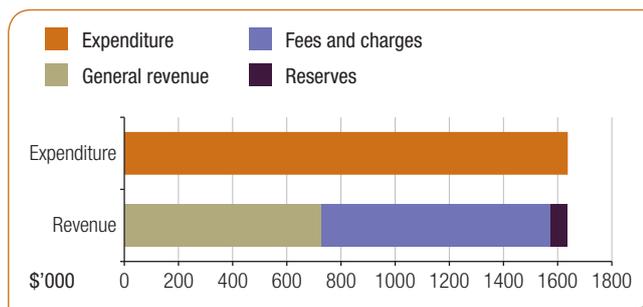
What we use to deliver

- 5 Council staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Number of incidents as a result of incorrect administration or record keeping	#	0	0	0	0
2 Customer satisfaction rating	%			Baseline	Maintain
3 Number of marketing/awareness initiatives undertaken	#	>6	>6	>6	>6

What it costs



What you told us

	2016	2019
Importance	Very important	Not rated
Satisfaction level	96%	Not rated

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Implement Cemeteries Management Plan	✓	✓	✓	✓
2 Develop and implement a cemeteries marketing plan	✓	✓	✓	✓
3 Upgrade cemeteries web presence	✓	✓	✓	✓

3.1 People

3.1.2 Community and Cultural Development

Our service goal

To provide community and cultural development services to foster and improve social and cultural well-being.

Responsible Officer

Manager – Community and Cultural Services

What we deliver

- Partner with community to maintain suitable community buildings and facilities
- Community education and engagement to address diverse community needs and emerging issues
- Advocacy and support for community access and inclusion
- Support community groups to build their capacity to meet community needs
- Applied research to identify and address gaps in current and future needs for all age groups, diversity and abilities.
- Community sponsorship and grants

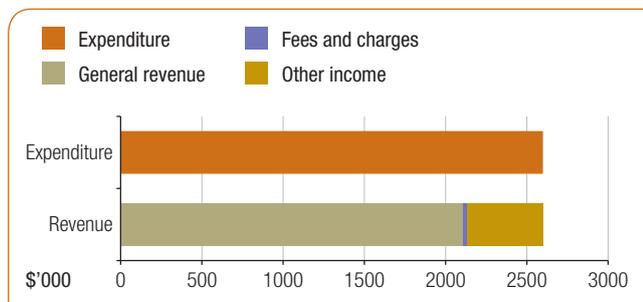
What we use to deliver

- 7.7 Council staff have primary responsibility for providing this service.
- Approximately 100 volunteers assist with the management of community facilities and provide advice through advisory committees
- Partnering with external agencies and organisations to obtain grants and matched funding.

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Total number of days Council owned community halls utilised	#	500	500	500	500
2 Number of advisory committees, forums and networks, attended, supported or led	#	150	150	150	150
3 Number of assisted funding applications for community organisations	#	1800	1800	1800	1800
4 Number of research papers, issues policies submissions and responses delivered	#	40	40	40	40

What it costs



What you told us

	2016	2019
Importance	Very important	62%
Satisfaction level	84%	92%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 New Disability Access and Inclusion Plan	✓	✓		
2 Implementation of Disability Access and Inclusion Plan			✓	✓
3 Community Infrastructure Network Plan and review of Developer Contribution Plans for libraries and community centres	✓	✓	✓	
4 Implementation of Cultural Plan	✓	✓	✓	✓
5 Implementation of Reconciliation Action Plan	✓	✓	✓	✓
6 Develop Community Development Strategies (children, youth, aged, and other social justice groups)	✓	✓	✓	
7 Implement Community Development Strategies (children, youth, aged, and other social justice groups)				✓
8 Planning and construction of new Community Centres in new development areas			✓	✓

3.1 People

3.1.3 Community Services

Our service goal

To build stronger, more inclusive communities by assisting people to participate in social and economic life.

Responsible Officer

Manager – Community and Cultural Services

What we deliver

- Well maintained and suitable community buildings and facilities
- Health and wellbeing initiatives and programs that encourage a happy and active lifestyle
- Management of externally funded community service contracts
- Community education and engagement in relation to the availability of community activities and services.

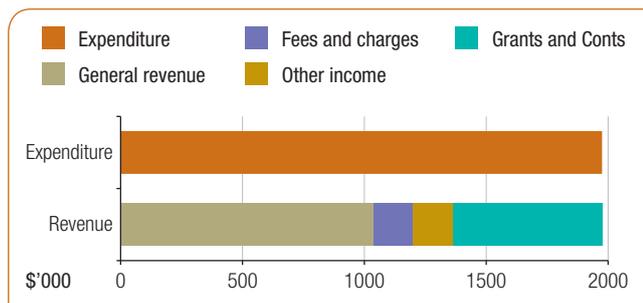
What we use to deliver

- 7 Council staff have primary responsibility for providing this service.
- Volunteers undertake approximately 60 hours per week
- Client services are provided through contracts with the Australian and NSW Governments

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Total number of clients	#	215	215	215	215
2 Number of different groups utilising community buildings and facilities	#	150	150	150	150

What it costs



What you told us

	2016	2019
Importance	Very important	83%
Satisfaction level	84%	91%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Delivery of My Aged Care contract	✓	✓	✓	
2 Transition of services with implementation of the National Disability Insurance Scheme (NDIS)	✓	✓		
3 Implementation of Community Centre Business Plans for Banora Point Community Centre and Tweed South Community Centre	✓	✓	✓	✓
4 Renovation of Kingscliff Hall		✓		

3.1 People

3.1.4 Compliance Services

Our service goal

To support a safe and healthy built and natural environment through the enforcement of local government rules and regulations.

Responsible Officer

Team Leader – Rangers

What we deliver

- Investigate development and building compliance issues
- Parking patrols
- Investigate and prosecute illegal dumping
- Preservation of trees or vegetation
- Overgrown land
- Vehicle permits for beaches

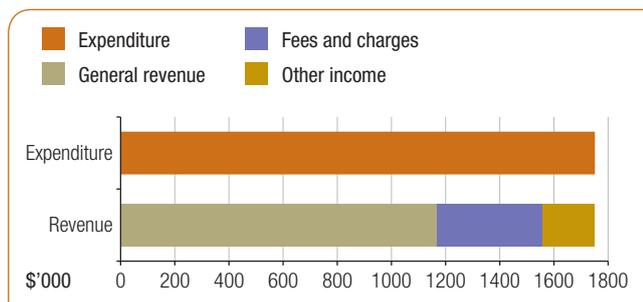
What we use to deliver

- 17 Council staff have primary responsibility for providing this service
- Contractors provide abandoned vehicle transport and storage services

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Number of instances of illegal activity requiring action	#	225	225	225	225
2 Number of illegal parking activities requiring action	#	750	750	750	750
3 Turnaround times for responses to customer requests	Days	14	14	14	14

What it costs



What you told us

	2016	2019
Importance	Very important	Not rated
Satisfaction level	78%	Not rated

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Adoption and implementation of the Compliance Policy	✓	✓	✓	✓

3.1 People

3.1.5 Economic Development

Our service goal

To support the local economy and attract new business and employment to the Tweed.

Responsible Officer

Senior Economic Development Officer – Business Facilitation

What we deliver

- Support and advice to business and industry
- Advocate for improvement to telecommunication and digital services to support businesses and industry
- Investigate potential property availability for industry attraction
- Advocate and promote more opportunities for people in the Tweed to work locally

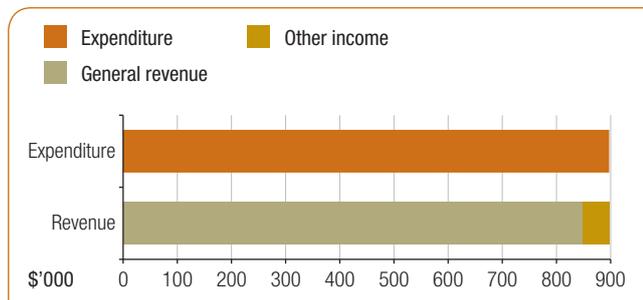
What we use to deliver

- 2 Council staff have primary responsibility for providing this service.
- Contractors are used for:
 - Providing economic, demographic and population forecast advice services
 - Ad hoc projects

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Value of employment generating Development Applications approved	\$	500,000	500,000	500,000	500,000
2 Value of developer contributions discounted where local employment is generated	\$	40,000	40,000	40,000	40,000
3 Value of developer contributions deferred where local employment is generated	\$	1.25m	1.25m	1.25m	1.25m

What it costs



What you told us

	2016	2019
Importance	Very important	90%
Satisfaction level	74%	79%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Review opportunities to establish a food processing cluster in the Tweed.	✓	✓	✓	✓
2 Prepare a prospectus for attracting businesses to the Tweed	✓	✓		
3 Delivery of the Tweed Economic Development Strategy	✓	✓	✓	
4 Investigate opportunities for NSW government offices to relocate the Tweed.	✓	✓	✓	✓
5 Review prioritisation of Council budgets and resources for Economic Development and Tourism Promotion	✓	✓		
6 Liaise and network with businesses, stakeholder groups, industry associations, Federal, State and Local Government agencies while providing business concierge and gateway website services.		✓	✓	✓
7 Review Economic Development Strategy to 2023			✓	✓

3.1 People

3.1.6 Environmental Health

Our service goal

To support public health and environmental safety through education, inspection and enforcement of government rules and regulation.

Responsible Officer

Manager – Building and Environmental Health

What we deliver

- Protection of public health
- Food Premises Inspections (including “Scores on Doors”)
- Public Health monitoring (water quality, skin penetration premises)
- Environmental pollution investigations (air, noise, water)
- On Site Sewage Management (OSSM) Program

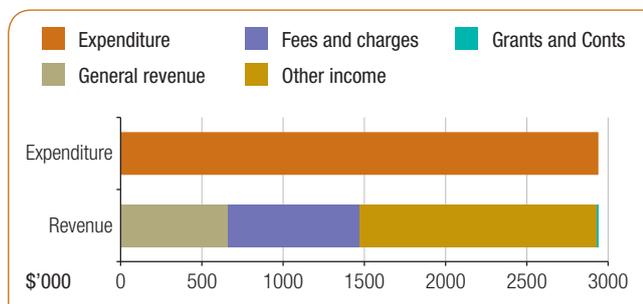
What we use to deliver

- 7 Environmental Health, 3 On Site Sewage Management, 1 Education and 1 administration officer provide this service.

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Total premises signed up for ‘Scores on Doors’ and star ratings	#	230	245	260	275
2 Average ‘Scores on Doors’ star rating	#	>4	>4	>4	>4
3 Percentage of OSSMs inspected once every 6 years	%	100	100	100	100
4 OSSM systems identified as failing that are brought into compliance	#	0	0	0	0
5 Public health initiatives implemented	#	2	2	2	2

What it costs



What you told us

	2016	2019
Importance	Very important	Not rated
Satisfaction level	88%	Not rated

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Increased use of electronic inspections	✓			
2 Building Resilience to Climate Change Grant – Regional Emerging Vectors Response Plan	✓	✓	✓	
3 DIY mediation (equipping the community to resolve disputes themselves)		✓		
4 Environmental Health Strategy – delivering best practice environmental health	✓	✓	✓	✓

3.1 People

3.1.7 Events

Our service goal

To develop, attract and support events that showcase the Tweed's unique characteristics and identity.

Responsible Officer

Events Officer

What we deliver

- Events sponsorship
- Events development and attraction
- Professional development programs for local community event organisers
- Co-ordinate assessment of filming permits applications

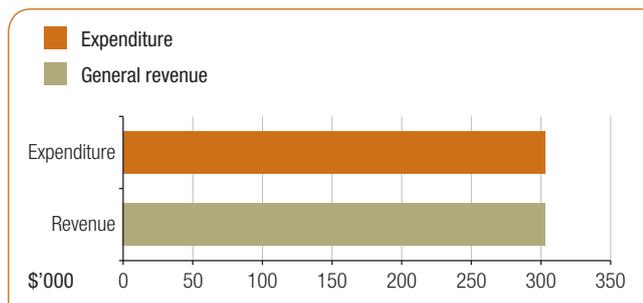
What we use to deliver

- 1 Council staff has primary responsibility for providing this service.

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Develop and deliver development workshops/programs for local community event organisers	#	3	3	3	3
2 Attraction of events as part of the implementation of the Events Strategy	#	Increase	Increase	Increase	Increase

What it costs



What you told us

	2016	2019
Importance	Very important	70%
Satisfaction level	87%	85%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Implement streamlined events process	✓	✓	✓	

3.1 People

3.1.8 Lifeguard Services

Our service goal

To reduce the human risk to beach users on the Tweed Coast through surf lifeguard services and education.

Responsible Officer

Manager Parks & Active Communities

What we deliver

- Surf lifeguard services and education
- Funding for Surf Lifesaving Club facilities

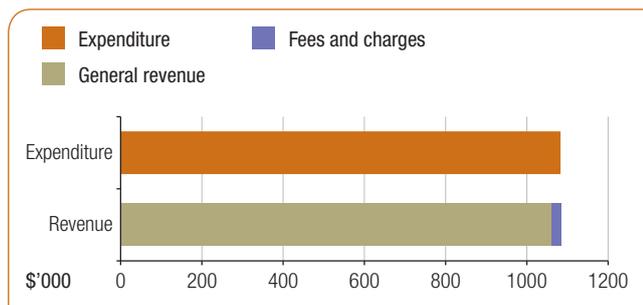
What we use to deliver

- 1 Council staff has primary responsibility for providing this service.
- Volunteers (approximately 1,881 hours per year)
- Contractors provide lifeguard services and required equipment exclusive of the volunteer patrols provided by the Surf Life Saving Clubs

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Non-compliance with Surf Life Saving service contract (breaches)	#	0	0	0	0
2 Quarterly reviews of patrol hours utilisation	#	4	4	4	4

What it costs



What you told us

	2016	2019
Importance	Very important	Not rated
Satisfaction level	93%	Not rated

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Salt SLSC Redevelopment (subject to funding)	✓	✓		
2 Signage Audit	✓	✓		
3 Review lifeguard service levels	✓	✓	✓	✓
4 Lifeguard contract renewal				✓
5 Review Risk Assessment and Treatment Plan			✓	✓

3.1 People

3.1.9 Local Emergency Management

Our service goal

To support strong and co-ordinated emergency services for the Tweed.

Responsible Officer

Enterprise Risk and Emergency Management Officer

What we deliver

- Support services and facilities to the Rescue and Local Emergency Management Committees
- Asset management of buildings accommodating emergency service organisations
- Maintenance of the Rural Fire District Service Agreement with the NSW Rural Fire Service

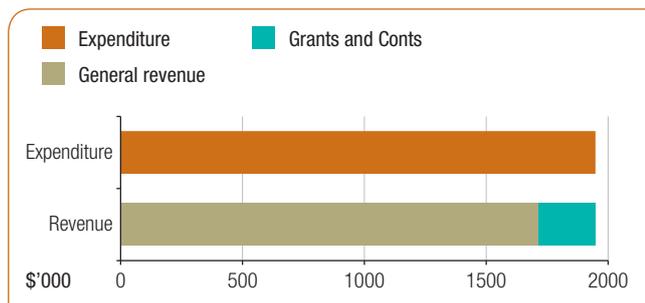
What we use to deliver

- 1 Council staff has primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 State of Readiness of Emergency Operations Centre	%	100	100	100	100
2 Current and compliant Local Emergency Management Disaster Plan	%	100	100	100	100
3 Participate in mock disaster exercise carried out in compliance with Regional Emergency Management Action Plan	%	100	100	100	100

What it costs



What you told us

	2016	2019
Importance	Not rated	91%
Satisfaction level	Not rated	93%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Re-establishment of Murwillumbah Unit SES Accommodation	✓	✓	✓	✓
2 Re-establishment of Tweed Heads Unit SES Accommodation		✓	✓	✓

3.1 People

3.1.10 Pest Management

Our service goal

To manage and reduce the environmental and public health impacts of pest animals.

Responsible Officer

Unit Coordinator – Sustainability & Environment

What we deliver

- Management of nuisance and biting insects
- Management of non-domestic declared pests (*wild dog, rabbits foxes)
- Management of other pest animals
- Management of the impacts of domestic pets and vertebrate pests on biodiversity
- Community education, engagement and technical advice
- Research that seeks to improve on-ground management

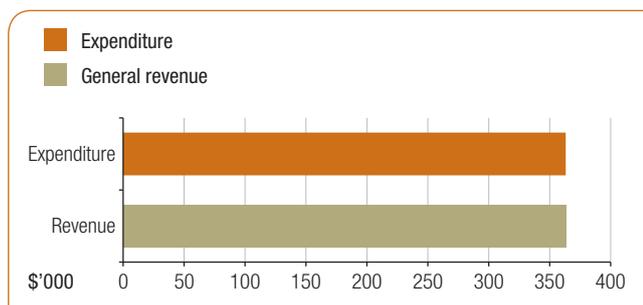
What we use to deliver

- 4 Council staff have primary responsibility for providing this service.
- Volunteers (approximately 220 hours per week)
- Contractors provide:
 - Vertebrate* pest monitoring and control
 - Biting midge control on man-made canals
 - Aerial mosquito control treatments
 - Termite inspections of council buildings

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Activity level of pest animals on Council land	#		Baseline	Reduce	Reduce
2 Reduction of mosquito larvae following treatment in key breeding habitat	%	>90	>90	>90	>90

What it costs



What you told us

	2016	2019
Importance	Very important	Not rated
Satisfaction level	79%	Not rated

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Implementation of the NSW Environmental Trust funded project 'Working together to protect native fauna on Fingal Peninsula'	✓	✓		
2 Implementation of the NSW Environmental Trust funded project 'Love Cats Love Wildlife'	✓	✓		
3 Development and implementation of an operational plan for the management of foxes and rabbits on the Tweed Coast Reserve	✓	✓	✓	✓
4 Monitoring and control of foxes and wild dogs in priority Council bushland reserves	✓	✓	✓	✓

3.1 People

3.1.11 Public Toilets

Our service goal

To provide safe, accessible, clean and well located public toilets to meet community needs.

Responsible Officer

Manager Parks & Active Communities

What we deliver

- Well maintained and available public toilets

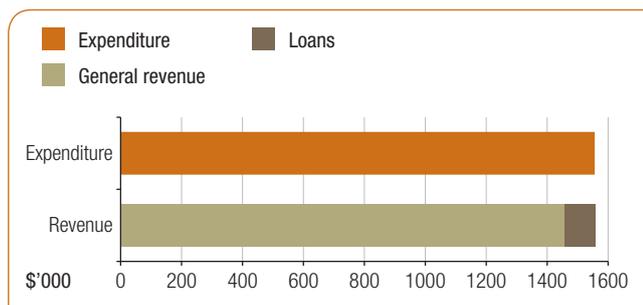
What we use to deliver

- 6 Council staff have primary responsibility for providing this service.
- Volunteers from Community Groups assist Council with this service and are responsible for cleaning five public toilet facilities on an as needs basis

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Annual maintenance cost per facility	\$	13000	13000	13000	13000
2 Average building condition rating (out of a possible 5)	#	<2.5	<2.5	<2.5	<2.5
3 Public toilet strategy development	%			50	100

What it costs



What you told us

	2016	2019
Importance	Very important	89%
Satisfaction level	77%	74%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Refurbish Point Danger public toilet	✓			
2 Knox Park – demolish two old facilities and construct new central facility	✓	✓		
3 Implement Public Toilet Strategy			✓	✓

3.1 People

3.1.12 Tourism

Our service goal

To market the Tweed as a tourism destination.

Responsible Officer

Senior Economic Development Officer – Business Facilitation

What we deliver

- Promotion and marketing of the Tweed region national and internationally
- Provide Destination Tweed member services and tourism product development
- Visitor Information Centres
- Support Destination Tweed to develop food tourism products

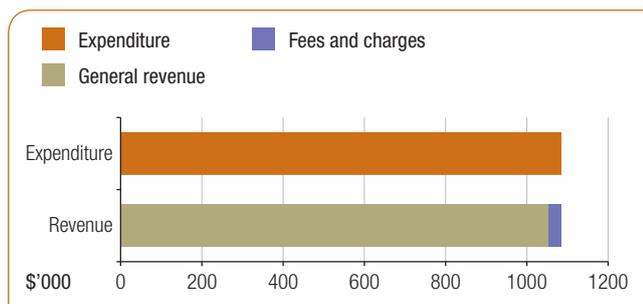
What we use to deliver

- Contractors are used to provide tourism promotion and operate the Visitor Information Centres.
- Volunteers also assist in staffing Visitor Information Centres

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Visits to Visitor Information Centres	#	20,000	20,000	20,000	20,000
2 Visitations to The Tweed Tourism Company webpage	#	60,000	60,000	60,000	60,000

What it costs



What you told us

	2016	2019
Importance	Very important	75%
Satisfaction level	87%	88%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Delivery of Tourism Promotion Services	✓	✓	✓	✓
2 Review prioritisation of Council budgets and resources for Economic Development and Tourism Promotion		✓	✓	✓

3.2 Places

3.2.1 Aquatic Centres

Our service goal

To provide swimming pools and other aquatic facilities for water sport, health and fitness, recreation, and water safety education.

Responsible Officer

Manager Parks & Active Communities

What we deliver

- High quality accessible aquatic facilities
- Aquatic Programs (e.g. Learn to Swim; Fitness; Swimming for the Disabled)
- Special Aquatic Events (e.g. Carnivals; Facility Hire)

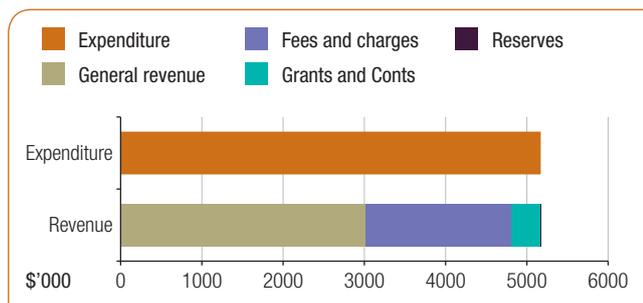
What we use to deliver

- 32 Council and labour hire staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017-18	2018-19	2019-20	2020-21
1 Non-compliance with Royal Lifesaving Australia Aquatic Centre Safety Practice Notes	#	0	0	0	0
2 Participation rates in Learn To Swim Programs	Lessons	30000	30000	30000	30000
3 Percentage of customers satisfied with the service	%		Baseline	Increase	Increase

What it costs



What you told us

	2016	2019
Importance	Very important	80%
Satisfaction level	94%	93%

Significant projects/works

Projects	2017-18	2018-19	2019-20	2020-21
1 Business Plan implementation	✓	✓	✓	✓
2 Energy efficiency initiatives	✓	✓	✓	✓

3.2 Places

3.2.2 Art Gallery

Our service goal

To promote awareness, enjoyment and understanding of the visual arts through collections, exhibitions, education and community programs.

Responsible Officer

Manager – Community and Cultural Services

What we deliver

- Exhibition development, curation and presentation
- Education and public programs
- Margaret Olley Art Centre
- Artist in Residence Studio
- Tweed Regional Gallery Collection
- Retail/Café operations

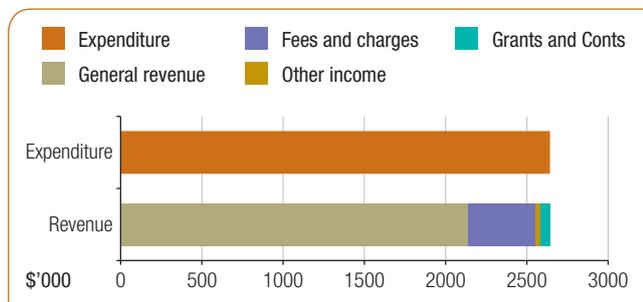
What we use to deliver

- 8 Council staff have primary responsibility for providing this service.
- Volunteers also contribute over 200 hours per week

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Visitors attending the Tweed Regional Gallery and Margaret Olley Art Centre	#	>85,000	>85,000	>85,000	>85,000
2 Regional tourism – percentage of patrons from outside the Tweed	%	25	25	25	25
3 Host and initiate regional, national and international exhibitions	#	15	15	15	15
4 Visitor satisfaction level of Tweed Regional Gallery and Margaret Olley Art Centre	%	90	90	90	90

What it costs



What you told us

	2016	2019
Importance	Very important	58%
Satisfaction level	95%	94%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Presentation of international exhibitions	✓		✓	
2 Presentation of Gallery-initiated major exhibitions	✓	✓	✓	✓
3 Explore opportunities for income generation through use of Gallery buildings	✓	✓	✓	✓
4 Capital development – installation of visitor walkway as site enhancement		✓		
5 Investigate potential development of regional tourism/economic development project		✓		✓
6 Addition of a downstairs toilet facility		✓	✓	

3.2 Places

3.2.3 Auditoria

Our service goal

To provide quality event and performance space for public hire.

Responsible Officer

Manager – Community and Cultural Services

What we deliver

- Well maintained and suitable auditoria and facilities

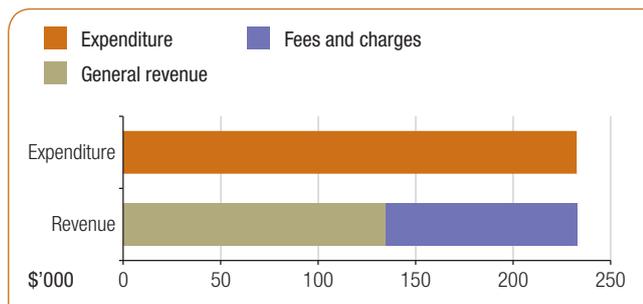
What we use to deliver

- 0.2 Council staff have primary responsibility for providing this service
- Contractors provide cleaning and maintenance
- Corporate staff manage bookings

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Total number of days utilised at Murwillumbah/Tweed auditoria	#	280	>280	>280	>280
2 Total audience numbers (booked numbers)	#	42,000	>42,000	>42,000	>42,000
3 Percentage of hirers that are Not-for-Profit organisations	%	35	35	35	35

What it costs



What you told us

	2016	2019
Importance	Very important	75%
Satisfaction level	91%	87%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Implement promotion strategy for performing arts and auditoria	✓	✓	✓	✓
2 Upgrade of lighting, equipment and universal access to Murwillumbah and Tweed auditoria		✓	✓	

3.2 Places

3.2.4 Holiday Parks

Our service goal

To provide safe, attractive and accessible holiday accommodation on public land.

Responsible Officer

Unit Coordinator – Tweed Holiday Parks

What we deliver

- Diverse, affordable and attractive tourist accommodation
- Promoting the distinctive character and diverse identities of Tweed's towns and villages

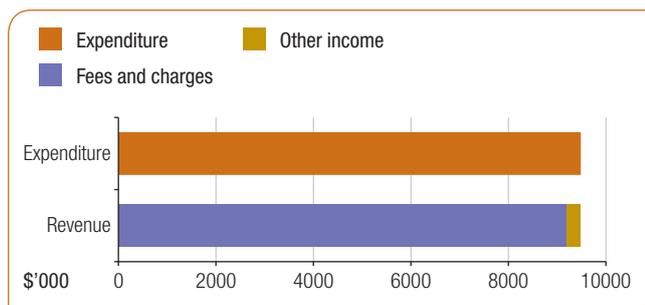
What we use to deliver

- 6 Council staff have primary responsibility for providing this service.
- 7 contractor companies have primary responsibility for park management

How we measure

Key Performance Indicator	Measure	2017-18	2018-19	2019-20	2020-21
1 Occupancy rates average (all products)	%	52	>52	>52	>65
2 Net Promoter Score	%				75
3 Improvements to environmental efficiencies	#	>0	>0	>0	>0

What it costs



What you told us

	2016	2019
Importance	Very important	Not rated
Satisfaction level	85%	Not rated

Significant projects/works

Projects	2017-18	2018-19	2019-20	2020-21
1 Holiday Park enhancement – Kingscliff Beach Holiday Park	✓			
2 Holiday Park enhancement – Boyds Bay Holiday Park	✓	✓		
3 Holiday Park enhancement – Pottsville North Holiday Park				✓

3.2 Places

3.2.5 Libraries

Our service goal

To provide accessible community spaces and access to books, learning resources and other information.

Responsible Officer

Manager – Community and Cultural Services

What we deliver

- Well maintained and accessible libraries
- Library collection, services and programs
- Home delivery and outreach programs

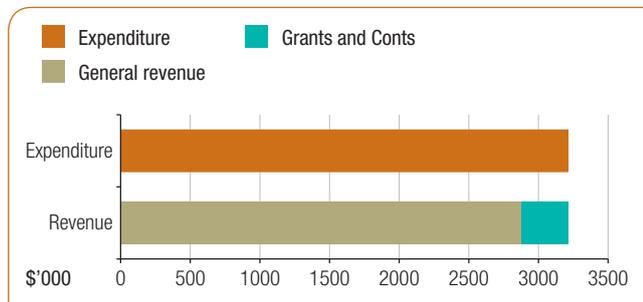
What we use to deliver

- 15 (FTE) Library service staff are employed at Tweed libraries by Richmond Tweed Regional Library.
- Volunteers provide approximately 20 hours per week across all Tweed libraries

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Increase the number of active library members/total eligible shire population	%	32	34	36	30
2 Personal computer and wireless hours of use	#	64,000	64,000	66,000	60,000
3 Visits (library door count for all Shire libraries combined)	#	320,000	290,000	310,000	200,000
4 Library loans	#	600,000	550,000	575,000	450,000
5 Members and visitors satisfaction	%	80	80	80	80
6 Staff assisting patrons with technology/number of interactions	#	–	–	–	50,000

What it costs



What you told us

	2016	2019
Importance	Very important	79%
Satisfaction level	94%	95%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Expansion of Tweed Heads Library	✓			
2 New programs for skills, technology and learning for the community	✓	✓		
3 Review of mobile library and outreach programs			✓	✓
4 Implementation of Radio Frequency Identification (RFID) automated checkout for all Tweed Libraries		✓		
5 Expansion of Coastal library facilities			✓	✓

3.2 Places

3.2.6 Museum

Our service goal

To preserve and share the history of the Tweed for the benefit and enjoyment of visitors and the community.

Responsible Officer

Manager – Community and Cultural Services

What we deliver

- Well maintained and accessible museums
- Tweed history collections acquired and maintained to industry standards.
- Displays and public programs dedicated to Tweed history and heritage.
- Support for community-based historical research

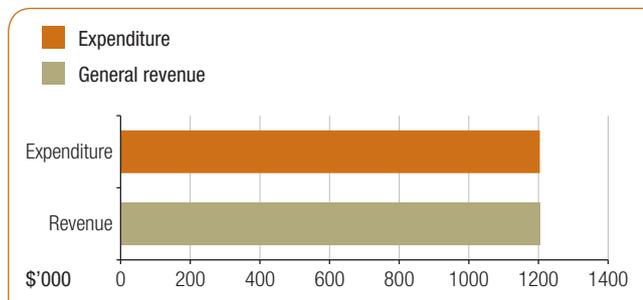
What we use to deliver

- 3 Council staff have primary responsibility for providing this service.
- Volunteers (approximately 160 hours per week).
- Museum Advisory Committee

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Proportion of programs developed and delivered in partnership with local organisations.	%	80	80	80	80
2 Satisfaction level of visitors.	%	95	95	95	95
3 Proportion of collection acquisitions and programs dedicated to Tweed history and heritage	%	90	90	90	90
4 Hours to support community-based historical research.	#	2,500	2,500	2,500	2,500
5 Number of participants in all museums programs.	#	13,000	13,000	13,000	13,000

What it costs



What you told us

	2016	2019
Importance	Very important	63%
Satisfaction level	92%	89%

Significant projects/works

Projects	2017–18	2018–19	2019–20	2020–21
1 Delivery of new and refurbished buildings at TRM Tweed Heads and associated Interpretation Plan and programs	✓	✓		
2 Development and delivery of new Museum Service Agreement	✓	✓		
3 Concept and capital development of permanent Natural History of the Tweed display at TRM Murwillumbah, the 'Caldera Wall'	✓	✓	✓	
4 Presentation of Museum-initiated major exhibitions	✓	✓	✓	✓
5 Explore opportunities for income generation through use of Museum buildings	✓	✓	✓	✓

3.2 Places

3.2.7 Parks and Gardens

Our service goal

To provide and manage quality and accessible public parks and gardens for the enjoyment and well-being of the community and visitors to the Tweed.

Responsible Officer

Manager Parks & Active Communities

What we deliver

- Well maintained, accessible and suitable parks and gardens
- Encouraging physical activity and 'nature play'

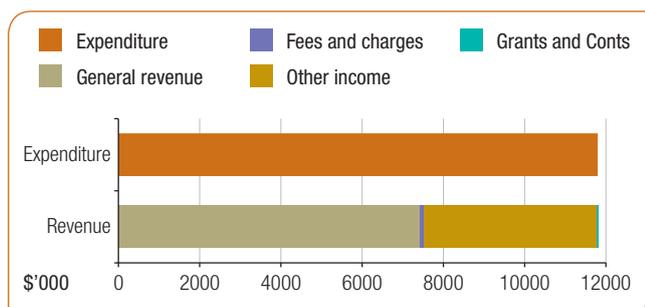
What we use to deliver

- 60 Council staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Community satisfaction level	%			Baseline	Maintain
2 Hectares of parks and gardens per 1,000 residents	ha	3.2	3.2	3.2	3.2
3 Annual maintenance cost per ha (excl. buildings).	\$	50	50	50	50

What it costs



What you told us

	2016	2019
Importance	Very important	91%
Satisfaction level	90%	90%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Finalise and adopt shire wide Open space Strategy	✓	✓	✓	
2 Development of a shire-wide Youth Facility/Skate Park Action Plan			✓	✓

3.2 Places

3.2.8 Saleyards

Our service goal

To provide a facility for the trade of livestock.

Responsible Officer

Senior Economic Development Officer –Business Facilitation

What we deliver

- Well maintained and suitable livestock trading facilities

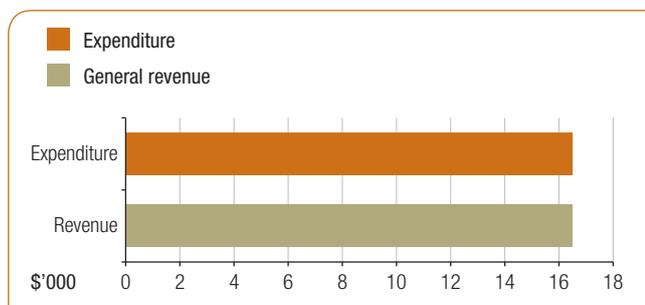
What we use to deliver

- 0.25 Council staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Head of stock sold	#	2,500	2,500	2,500	2,500
2 Value of trade	\$			Baseline	Maintain
3 Contractor satisfaction levels (complaints)	#	0	0	0	0

What it costs



What you told us

	2016	2019
Importance	Not rated	Not rated
Satisfaction level	Not rated	Not rated

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Manage long term lease	✓	✓	✓	✓
2 Continue capital works upgrades	✓	✓	✓	✓

3.2 Places

3.2.9 Sporting Fields

Our service goal

To provide a range of accessible sports facilities and major event venues to promote an active and healthy lifestyle.

Responsible Officer

Manager Parks & Active Communities

What we deliver

- Well maintained, accessible and suitable spaces and facilities for the sporting, recreation and leisure of locals and visitors
- Accessible major event venues
- Community awareness to encourage physical activities

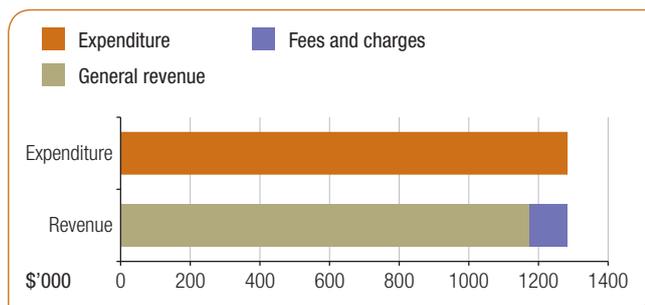
What we use to deliver

- 8 Council staff have primary responsibility for providing this service.
- 8 volunteer community representatives are members of the Sports Advisory Committee

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Hectares of sports fields per 1,000 residents	ha	1.7	1.7	1.7	1.7
2 Customer satisfaction level	%			Baseline	Maintain
3 Annual maintenance cost per ha (excl. buildings, lights and turf wickets)	\$	6,200	6,200	6,200	6,200

What it costs



What you told us

	2016	2019
Importance	Very important	90%
Satisfaction level	94%	96%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Progress planning for regional sports facilities: <ul style="list-style-type: none"> • Arkininstall Park Stage 2 • 2 Stan Secombe Oval 	✓	✓	✓	✓
2 Kingscliff sports facility – masterplan development	✓	✓	✓	
3 Investigate potential sites for additional sports field in Tweed Heads	✓	✓		

3.3 Moving Around

3.3.1 Airfield

Our service goal

To provide a public access general aviation airstrip that encourages aviation businesses, recreational users and tourism.

Responsible Officer

Senior Economic Development Officer – Business Facilitation

What we deliver

- Public access aircraft landing area (daylight and visual operations only)
- Dedicated emergency services helicopter landing area
- Level 1 Rural Fire Services Airbase
- Tie-down spaces for visiting and locally based aircraft
- Leased sites for aviation related activities

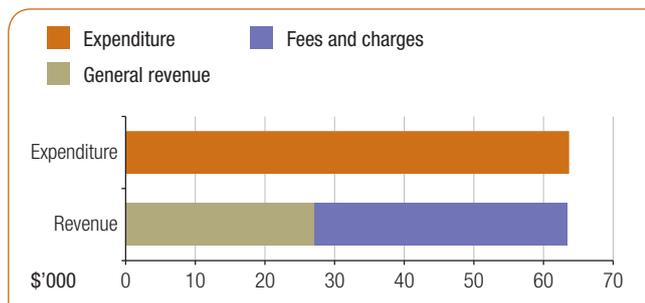
What we use to deliver

- 0.25 Council staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Maximum number of days runway is closed for operational matters	#	6	6	6	6
2 Number of indirect jobs contributed to the Tweed economy as a result of the airfield	#	12	12	12	12
3 Proportion of cost met by users/lessees	%	100	100	100	100

What it costs



What you told us

	2016	2019
Importance	Not rated	Not rated
Satisfaction level	Not rated	Not rated

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Maintain and manage the Airfield	✓	✓	✓	✓
2 Review and develop options for new hangars			✓	✓
3 Rural Fire Services Level 1 Airbase	✓			

3.3 Moving Around

3.3.2 Construction Services

Our service goal

To manage the construction of Council assets such as transport, drainage, water supply and other infrastructure.

Responsible Officer

Manager – Infrastructure Delivery

What we deliver

- Efficient, high quality construction to meet community needs
- Project and Construction Management Services

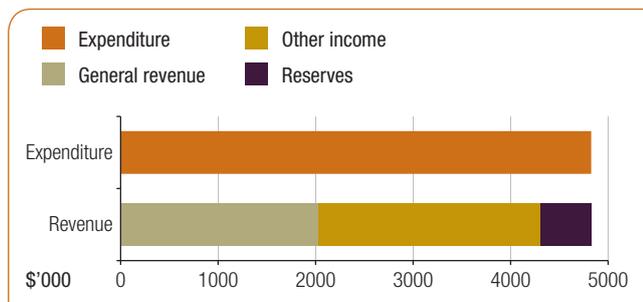
What we use to deliver

- 78 Council staff have primary responsibility for providing this service
- Contractors are used for:
 - Traffic control services
 - Hire plant and haulage trucks
 - Various civil and building constructions

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Deviation from expected capital works program spend	%	<10	<10	<10	<10

What it costs



What you told us

	2016	2019
Importance	Very important	Not rated
Satisfaction level	79%	Not rated

3.3 Moving Around

3.3.3 Design Services

Our service goal

To produce civil designs and undertake environmental impact assessment for public infrastructure.

Responsible Officer

Manager – Design

What we deliver

- Design of safe and efficient local transport infrastructure
- Surveying services
- Engineering design and plan drafting
- Environmental assessment and management
- Property and legal services

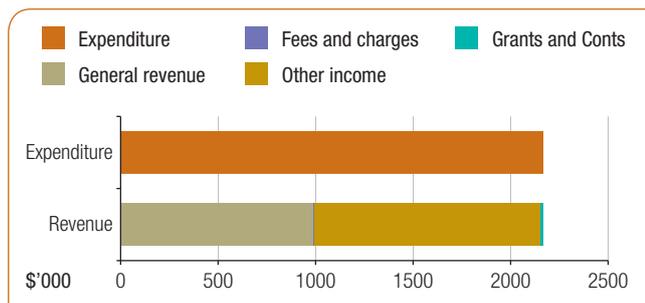
What we use to deliver

- 33 Council staff have primary responsibility for providing this service.
- Contractors are used for:
 - Geotechnical investigations,
 - Below ground service locations,
 - Specialised structural design,
 - Heritage impact studies

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Design services within agreed client timeframes (overdue projects)	#	0	0	0	0
2 Design costs as percentage of overall project cost	%	<15	<15	<15	<15

What it costs



What you told us

	2016	2019
Internal service	Not rated	Not rated

3.3 Moving Around

3.3.4 Roads, traffic, footpaths and cycleways

Our service goal

To provide and maintain a network of roads and bridges, footpaths and cycleways that is safe, efficient and accessible.

Responsible Officer

Manager – Roads and Stormwater

What we deliver

- Maintenance of transport infrastructure to required levels
- Encouraging healthy and sustainable alternative transport options such as walking, cycling, and integrated public transport
- Transport network planning
- Advocate for a more equitable distribution of transport funding from other levels of government

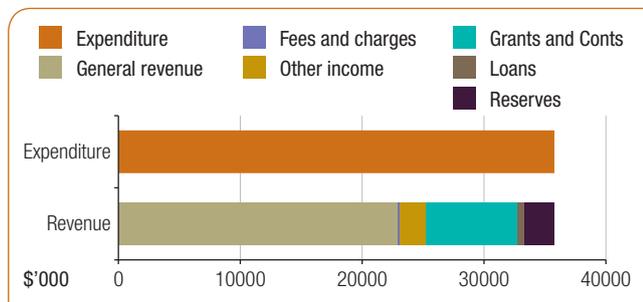
What we use to deliver

- Approximately 50 equivalent staff in the Roads and Stormwater Unit have responsibility for providing this and related services.
- Contractors are used for:
 - Consultant design and investigation
 - Plant and material supply
 - Traffic control
 - Line marking

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Length of sealed road resurfaced/resealed	Km	50	50	50	50
2 Length of road renewed or upgraded	Km	8	12	8	8
3 Length of new footpath and cycleway constructed by Council	Km	1.5	1.5	1.5	1.5
4 Length of footpath and cycleway repaired/replaced	Km	1	1	1	1
5 Number of scheduled meetings held with NSW Police, State Agencies and elected representatives to discuss traffic management issues	#	10	10	10	10

What it costs



What you told us

	2016	2019
Importance	Extremely important	96%
Satisfaction level	67%	63%

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Update Tweed Road Development Strategy	✓	✓		
2 Tweed Road Contribution Plan review	✓	✓	✓	✓
3 Northern Rivers Rail Trail (Murwillumbah to Crabbes Creek): <ul style="list-style-type: none"> • pursue government funding opportunities • progress detailed survey and design • advocate for legislative change and obtain approvals • implement project 	✓	✓	✓	✓
4 Apply for and implement projects for Federal and State Road safety/Blackspot grants	✓	✓	✓	✓
5 Implement footpath works recommended by the Pedestrian Access and Mobility Plan (PAMP)	✓	✓	✓	✓
6 Implement actions coming from the Tweed Heads, Murwillumbah and Kingscliff CBD Carparking Study	✓	✓	✓	✓
7 Review Tweed Bike Plan (subject to grant funding)		✓	✓	✓

Captial works	2017–18	2018–19	2019–20	2020–21
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(A) Rehabilitation (i.e. returns the road to an “as new” state, the capacity of the road does not change)

1 Banora Point	Leisure Dr	Roundabout to Greenway Dr, Greenway Dr to Nudgee St	✓	
2 Banora Point	Mariners Cr	House #10 to Old Ferry Rd West	✓	
3 Banora Point	Old Ferry Rd	Split in Rd to Bosun Bvd, Bosun Bvd to Mariners Cr	✓	
4 Banora Point	Pioneer Pde	House #10 to house #18	✓	
5 Banora Point	River Rd	West of Old Ferry Rd	✓	
6 Byangum	Kyogle Rd	Bakers Rd to Byangum Bridge	✓	✓
7 Chinderah	Morton St	Chinderah Rd to Rotumah St	✓	
8 Duranbah	Duranbah Rd	Cutting to Eviron Rd, Loders Rd to Andersons Rd	✓	
9 Farrants Hill	Farrants Rd	Doubleview Rd	✓	✓
10 Murwillumbah	Brisbane St	Wollumbin St to Murwillumbah St	✓	
11 Murwillumbah	Charles St	End of Bitumen to Reynolds St	✓	
12 Murwillumbah	Prince St	Eyles Av to Myrtle Ln	✓	
13 Murwillumbah	William St	Dorothy St to Barnby St	✓	✓
14 South Murwillumbah	Smith St	Tweed Valley Way to River St	✓	
15 Terranora	Mahers Ln	The Eyrie to house #43	✓	
16 Tweed Heads	Enid St	Florence St to Frances St	✓	✓
17 Tweed Heads South	Agnes St	10 Minjungbal Dr to Cox Dr	✓	
18 Tweed Heads South	Cox Dr	Dry Dock Rd to north end cul-de-sac	✓	

Capiital works			2017–18	2018–19	2019–20	2020–21
(A) Rehabilitation (i.e. returns the road to an “as new” state, the capacity of the road does not change)						
19	Tweed Heads South	Fraser Dr	Leisure Dr to Vintage Lakes	✓		
20	Back Creek	Brays Creek Rd	3rd Bridge to piggery right hand side		✓	
21	Banora Point	Johnson St	Terranora Rd to Pioneer Pde		✓	
22	Banora Point	Terranora Rd	Pacific Dr to Johnson St		✓	
23	Banora Point	Terranora Rd	House #249 to Fraser Dr		✓	
24	Bilambil	Urliup Rd	Bridge number 2723 to cutting		✓	
25	Casuarina	Casuarina Way	Dianella Dr to Riberry Dr		✓	
26	Kielvale	Reserve Creek Rd	Right hand bend to top of range		✓	
27	Murwillumbah	Baker St	Almac Av to Barnby St		✓	✓
28	North Tumbulgum	Mcauleys Rd	Cane Pad to house #580		✓	
29	Piggabeen	Green Valley Wy	House #29 to house #56		✓	✓
30	Piggabeen	Piggabeen Rd	Eva Cres to Green Valley Way		✓	✓
31	Pottsville	Tweed Coast Rd	Sports Club to Cudgera Av		✓	
32	Tweed Heads	Florence St	Roundabout to Wharf St		✓	
33	Tweed Heads	Keith Compton Dr	Navigators Way to Brett St		✓	
34	Tweed Heads	Park St	Steep St to Recreation St		✓	✓
35	Tweed Heads	Powell St	Solander St to Brett St		✓	
36	Tweed Heads	Solander St	Keith Compton to Powell St		✓	
37	Tweed Heads South	Fraser Dr	Vintage Lakes to end of AC, pump station to rocky cutting		✓	✓
38	Tweed Heads West	Blue Waters Cr	Wyuna Rd to west cul-de-sac		✓	
39	Tweed Heads West	Piggabeen Rd	Creek to Cobaki Rd		✓	✓
40	Banora Point	Leisure Dr	Tennis court to roundabout			✓
41	Burringbar	Burringbar Rd	60 Kph signs to house #198			✓
42	Dulguigan	Dulguigan Rd	Big River Bend to house #143			✓
43	Eungella	Hidden Valley Rd	Tyalgum Rd to end of bitumen			✓
44	Eungella	Tyalgum Rd	Hidden Valley to house #841			✓
45	Eviron	Eviron Rd	Driveway right hand side to Saunders L, pump station 10 to Norths Ln			✓
46	Kingscliff	Marine Pde	House #162 to Wommin Bay Rd			✓
47	Murwillumbah	Byangum Rd	Amwil Av to Barnby St, house #197 to Bagoo Av, William St to Thompson St			✓
48	Murwillumbah	Charles St	Reynolds St to Essential Energy Depot			✓
49	Murwillumbah	George St	Charles St to York St			✓
50	Pottsville	Overall Dr	Hampton Ct to house #72			✓
51	Tweed Heads	Frances St	Wharf St to Beryl St roundabout			✓
52	Tweed Heads	Miles St	Ourimbah Rd to House #15			✓

Capital works
2017–18 2018–19 2019–20 2020–21
(A) Rehabilitation (continued)

53	Tweed Heads	Mugga Way	Kent St to Ducat St			✓	✓
54	Tweed Heads	The Quarterdeck	The Jib to Mugga Way			✓	✓
55	Tweed Heads South	Acacia St	School exit to James Rd			✓	✓
56	Tweed Heads South	James Rd	House #14 to Acacia St			✓	✓
57	Tyalgum	Brays Creek Rd	Larkins Rd to Halls Bridge			✓	
58	Banora Point	Leisure Dr	Woodlands Dr to Fraser Dr				✓
59	Cabarita Beach	Tweed Coast Rd	Rosewood Av to North Cabarita Entrance				✓
60	Carool	Glengarrie Rd	Telstra Pole 32920 to house #144				✓
61	Cobaki	Cobaki Rd	Crest end kerb and gutter to dip in road				✓
62	Kingscliff	Pearl St	Seaview to Turnock St roundabout				✓
63	Kingscliff	Rob Roy Cres	Seaview to Quiggan St				✓
64	Murwillumbah	Byangum Rd	Murwillumbah St to Wollumbin St, house #82 to Myrtle St				✓
65	Pottsville	Buckingham Dr	Overall Dr to Edward Av				✓
66	Pottsville	Edward Av	Buckingham Dr to cul-de-sac				✓
67	Pottsville	Pottsville Rd	House #1032 to Seabreeze Bvd roundabout				✓
68	South Murwillumbah	Lundberg Dr	Hayley Pl to end AC				✓
69	Stokers Siding	Smiths Creek Rd	2nd Concrete Bridge to Adcocks Rd				✓
70	Tweed Heads	Empire La	Wharf St to Enid St				✓
71	Tweed Heads South	Enterprise Av	Side Rd to Traders				✓
72	Tweed Heads South	Traders Wy	Greenway Dr to Enterprise Avenue				✓
73	Tweed Heads West	Scenic Dr	Opposite Gull Pl to Walmsleys Rd				✓
74	Tweed Heads West	Gollan Dr	Lakes Dr to Bridge				✓
75	Urliup	Urliup Rd	House #1330 to Dulguigan Rd				✓

(B) Upgrading program (adds to the road so as to increase its capacity)

1	Murwillumbah	Wollumbin St	Brisbane St to Commercial Rd			✓	
2	Kynnumboon	Tomewin Rd	Numinbah Rd to Middle Straight			✓	
3	Terranora	Terranora Rd	School Access to Bongaree Rd			✓	✓
4	Bray Park	Park Av	Kyogle Rd To Edward St				✓
5	Kynnumboon	Tomewin Rd	Middle straight to cane drain				✓
6	Mount Burrell	Kyogle Rd	40km sign to Coalmine Rd				✓
7	Murwillumbah	Condong St	Commercial Rd to Brisbane St				✓
8	Murwillumbah	Wollumbin St	Riverview St to Nullum St, Byangum Rd to Nullum St				✓
9	South Murwillumbah	Wardrop St	#30 Greville St to Holland St				✓
10	Tyalgum	Brays Creek Rd	Tyalgum Rd to Cougal St				✓

Capital works
2017–18 2018–19 2019–20 2020–21
(B) Upgrading program (adds to the road so as to increase its capacity) (continued)

11	Mount Burrell	Kyogle Rd	Propert 3933 to property 3759			✓	
12	Murwillumbah	Kyogle Rd	Murwillumbah town entry to Park Avenue			✓	
13	Murwillumbah	Dorothy St	Crest Hill to Frances St				✓
14	Murwillumbah	Mooball St	Rous St to Murwillumbah St				✓
15	South Murwillumbah	McMillan St	Scott St to West cul-de-sac				✓
16	Tweed Heads	Adelaide St	Charles St to house #59				✓
17	Kunghur	Kyogle Rd	Mebbin Springs intersection				✓
18	South Murwillumbah	Alam St	Tweed River to Tweed Valley Way				✓

(C) Roads to Recovery Program

1	Banora Point	Darlington Dr	Units to Leisure Dr			✓	
2	Banora Point	Fraser Dr	Leisure Dr to Leisure Dr			✓	
3	Banora Point	Leisure Dr	Fraser Dr to Coles Entrance			✓	
4	Bogangar	Cabarita Rd	Oleander Av to Poinciana			✓	
5	Nobbys Creek	Blackwoods Rd	Culvert opposite Lot 83			✓	
6	Numinbah	Numinbah Rd	Pat Smiths Crossing			✓	
7	Dunbible	Stokers Rd	Flood Plain to Mistral Rd			✓	
8	Murwillumbah	Nullum St	Condong St to James St West			✓	✓
9	Tweed Heads	Boyd St	Wharf St to Florence St			✓	
10	North Tumbulgum	Dulguigan Road	Quarry entrance to Hogans Rd intersection				✓
11	Eviron	Tweed Valley Way	Bartletts Rd intersection				✓
12	Bilambil Heights	Scenic Drive	Walmsleys Rd to past Warringa Dr.				✓
13	Numinbah	Numinbah Road	Property 2384 to Qld border				✓
14	Stokers Siding	Tweed Valley Way	South of property 6615 to north speed camera				✓
15	Tumbulgum	Tweed Valley Way	Past Riverside Dr. to before Leddays Creek Rd				✓

(D) Bridges

1	Crystal Creek	Numinbah Rd	Korns Bridge – RMS Project (dependent upon funding)				✓	✓
2	Dunbible	Richards Deviation	50m from Tweed Valley Way			✓	✓	
3	Terragon	Palmers Rd	Tweed River 50m from Kyogle Rd			✓	✓	
4	Cobaki	Cobaki Rd	Cobaki Creek 0.7km west of Quambie Rd					✓

Capital works
2017–18 2018–19 2019–20 2020–21
(E) Footpaths

1	Tweed Heads South	Dry Dock Road	South side between Cox St and Sunshine	✓		
2	Tweed Heads South	Machinery Drive	South side between Greenway and Minjungbal Drs	✓		
3	Kingscliff	Orient Street	Connect crossing to Sutherland St	✓		
4	Kingscliff	Marine Parade	North of Pearl Street	✓		
5	Burringbar	Greenvale Circuit	Greenvale Circuit preschool to Burringbar Rd	✓		
6	Tweed Heads South	Dry Dk/Fraser	Corner around park	✓		
7	Tweed Heads	Enid Street	West side of Enid Street between Frances St and Bay St		✓	
8	Banora Point	Greenway Dv	West side south of Enterprise Av		✓	✓
9	Tweed Heads	Florence Street	South side between Recreation St and Adelaide		✓	
10	Tweed Heads	Beryl Street	East side of Beryl Street between Frances and Florence		✓	
11	Tweed Heads	Dry Dock Road	South side between Cox Street Minjungbal		✓	✓
12	Tweed Heads South	Heffron Street	North side between Seymour and Minjungbal		✓	
13	Pottsville	Coronation Avenue	Connect to existing footpath 12 to 30 Coronation Ave			✓
14	Tweed Heads South	Sullivan Drive	B/W Dry Dock and Kirkwood (Cunningham to Dry Dock)			✓
15	Murwillumbah	Nullum Street	Connection of footpath both sides			✓
16	Tweed Heads South	Soorley Street	South side of the street (no 8 to Minjungbal)			✓
17	Tweed Heads	Boyd Street	West side entire length			✓
18	Tweed Heads South	Machinery Drive	Full length of loop			✓
19	Fingal	Queen Street	Missing link King St to Lighthouse Pde			✓
20	Kingscliff	Monarch Drive	South side between Osprey Place and Bellbird Drive			✓

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

	\$'000			
	2020–21	2021–22	2022–23	2023–24
Income Statement (Operating Result)				
<i>Income</i>				
User Charges & Fees	(12,671)	(13,287)	(13,934)	(14,613)
Investment Revenues	(1,274)	(1,282)	(1,292)	(1,301)
Other Revenues	(1,008)	(1,045)	(1,082)	(1,122)
Operating Grants & Contributions	(8,749)	(8,889)	(9,033)	(9,180)
Capital Grants & Contributions	(2,183)	(2,228)	(2,283)	(1,847)
Internal	(11,659)	(12,040)	(12,300)	(12,566)
	(37,544)	(38,771)	(39,924)	(40,628)
<i>Expenditure</i>				
Employment Costs	22,348	22,888	23,234	23,821
Borrowing Costs	2,891	2,684	2,465	2,239
Materials & Contracts	23,910	21,556	23,151	23,257
Depreciation & Amortisation	19,380	19,915	20,444	20,990
Other Expenses	9,556	9,381	9,655	9,937
Internal	17,879	18,385	18,768	19,160
	95,963	94,808	97,718	99,403
	58,420	56,038	57,794	58,775
Source & Application of Funds				
<i>Add Back Depreciation</i>				
Add Back Depreciation	(19,382)	(19,917)	(20,446)	(20,992)
	(19,382)	(19,917)	(20,446)	(20,992)
<i>Non-Operating Funding Sources</i>				
Transfers from Externally Restricted Cash	(595)	(595)	(595)	(590)
Transfers from Internally Restricted Cash	(3,074)	(125)	(5)	(5)
Loan Funds Utilised	(676)	(876)	(980)	(876)
	(4,345)	(1,596)	(1,580)	(1,471)
<i>Funds Applied to:</i>				
Purchase and Construction of Assets	15,105	15,520	15,137	15,385
Repayment of Principal on Loans	3,135	3,371	3,608	3,391
Transfers to Externally Restricted Cash	2,676	2,720	2,766	2,812
Transfers to Internally Restricted Cash	1,692	2,237	2,491	2,762
	22,608	23,848	24,002	24,349
	(1,119)	2,335	1,976	1,886
	57,301	58,373	59,770	60,661



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.

4.1 Assurance

Governance
Internal Audit
Legal Services

4.2 Support services

Fleet Management
Human Resources and WHS
Information Technology
Procurement Services

4.1 Assurance

4.1.1 Governance

Our service goal

To provide assistance to Councillors and support the organisation to operate within its legal framework.

Responsible Officer

Manager – Corporate Governance

What we deliver

- Monitor the implementation of the organisations governance framework
- Enterprise risk management
- Insurance management
- Corporate compliance
- Records/information management

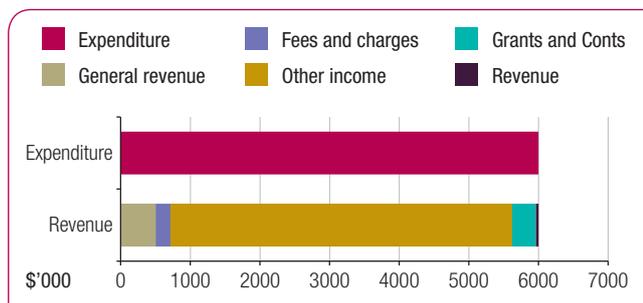
What we use to deliver

- 16 Council staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Meet records management storage standards	%	100	100	100	100
2 Respond to information requests within required timeframes	%	100	100	100	100
3 Number of public liability/professional indemnity insurance claims	#	<5	<5	<5	<5
4 Council Policies are reviewed within 12 months of an election	%	100			100

What it costs



What you told us

	2016	2019
Internal service	Not rated	Not rated

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Review of Council policies	✓			✓
2 Review of delegations	✓			✓
3 Business Continuity Management		✓	✓	
4 Enterprise Risk Management Policy and Protocol adoption and implementation	✓	✓	✓	✓
5 Annual Insurance Renewals	✓	✓	✓	✓
6 Embedding Enterprise Risk Management	✓	✓	✓	✓

4.1 Assurance

4.1.2 Internal Audit

Our service goal

To provide oversight of Council's business activities, identify improvements and support compliance with legislation.

Responsible Officer

Manager Corporate Governance

What we deliver

- Structured independent assessment of Council's organisation compliance, practices and performance

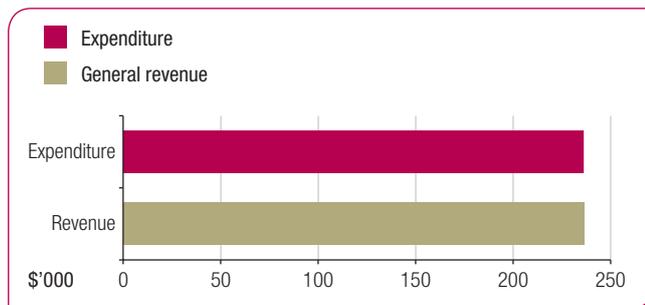
What we use to deliver

- 1 Council staff has primary responsibility for providing this service
- 3 remunerated independent Audit Committee members

How we measure

Key Performance Indicator	Measure	2017-18	2018-19	2019-20	2020-21
1 Completion of Internal Audit Operation Plan	%	90	90	90	90
2 Number of Audit, Risk and Improvement Committee meetings held	#	4	4	4	4
3 Internal Audit recommendations not adopted by management	#	0	0	0	0

What it costs



What you told us

	2016	2019
Internal service	Not rated	Not rated

Significant projects/works

Project	2017-18	2018-19	2019-20	2020-21
1 Assess and implement legislation affecting Local Government	✓	✓	✓	✓
2 Transition to Audit, Risk and Improvement Committee	✓			
3 Incorporate use of specialised analytics software into the Internal Audit process	✓	✓		

4.1 Assurance

4.1.3 Legal Services

Our service goal

To support and advise staff on organisational legal issues and property management of Council controlled assets.

Responsible Officer

Manager – Design

What we deliver

- Leasing/licensing of Council or Crown Land
- Obtain external specialist legal advice
- Residential tenancies management
- Compulsory acquisitions of land or easements
- Property disposal and purchase – conveyancing services
- Probity services
- Street numbering and rural addressing

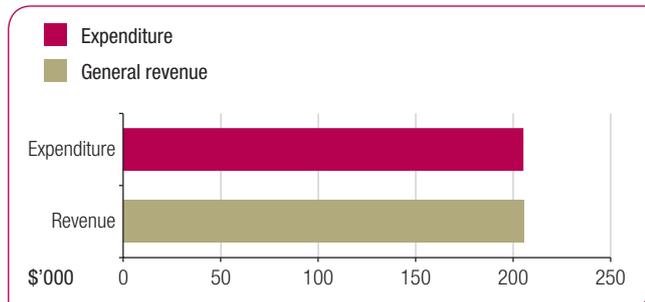
What we use to deliver

- 2 Council staff have primary responsibility for providing this service.
- Contractors are used for:
 - Specific legal services providing litigation support and specialist advice
 - Property valuations
 - Law agency services for registration purposes
 - Legal information services for searches at government agencies

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Customer satisfaction levels	%	95	95	95	95
2 Percentage of conveyancing services delivered internally	%	100	100	100	100
3 Lease/licencing agreements renewed within timeframes	%	100	100	100	100

What it costs



What you told us

	2016	2019
Internal service	Not rated	Not rated

4.2 Support Services

4.2.1 Fleet Management

Our service goal

To source, manage and maintain plant, vehicles and equipment to support Council activities.

Responsible Officer

Manager – Infrastructure Delivery

What we deliver

- Plant and vehicle procurement and fleet management
- Fitter and welder services

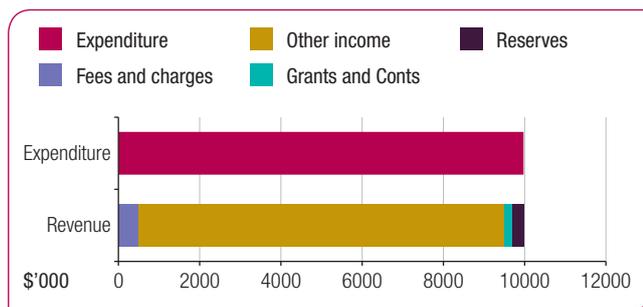
What we use to deliver

- 24 Council staff have primary responsibility for providing service
- Contractors are used for:
 - Plant maintenance as required
 - Fabrication services as required

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Plant utilisation rate	%	>75	>75	>75	>75
2 Council trucks meeting most recent emission standards	%	100	100	100	100
3 Renewable energy use at Murwillumbah Depot and workshops	%	>50	>50	>50	>50

What it costs



What you told us

	2016	2019
Internal service	Not rated	Not rated

4.2 Support Services

4.2.2 Human Resources and Work Health and Safety

Our service goal

To support a productive, respectful and safe work environment.

Responsible Officer

Manager Human Resources

What we deliver

- Professional, skilled and customer focused workforce
- Professional learning and development opportunities for all staff
- Staff health and wellbeing opportunities
- Recruitment services
- Performance management framework
- Employee relations/issue resolution
- Work Health and Safety compliance

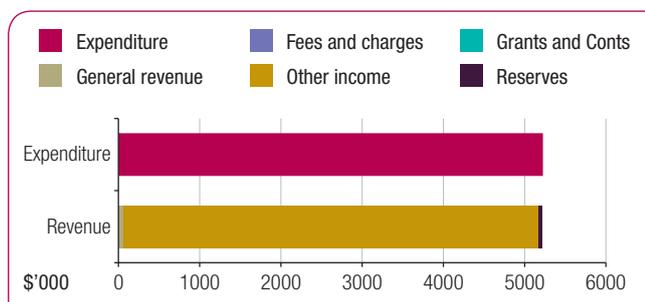
What we use to deliver

- 13 Council staff have primary responsibility for providing this service.
- Contractors are used for:
 - Sourcing trainees and apprentices
 - Temporary staffing resources
 - Specialist training support
 - Counselling services
 - Pre-employment functional health assessments

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Participation in health and well-being initiatives	#	138	138	138	138
2 Workers compensation insurance premium (as a percentage of wages cost)	%	3.5	3.5	3.5	3.5
3 Staff costs (as a percentage of unrestricted revenue)	%	<50	<50	<50	<50
4 Staff satisfaction level	%		>75		>75

What it costs



What you told us

	2016	2019
Internal service	Not rated	Not rated

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Workforce Management Plan implementation	✓	✓	✓	✓
2 Workplace Mental Health	✓	✓	✓	✓
3 Develop and Implement strategy to respond to unreasonable customer conduct	✓	✓	✓	✓

4.2 Support Services

4.2.3 Information Technology

Our service goal

To provide computer software and equipment to support Council operations and provide the public and business partners with access to services and information.

Responsible Officer

Manager Information Technology

What we deliver

- Information services to support the public and business partners
- Information and communication technology infrastructure
- Information and communication technology support for councillors and council meetings
- Business software to support council staff

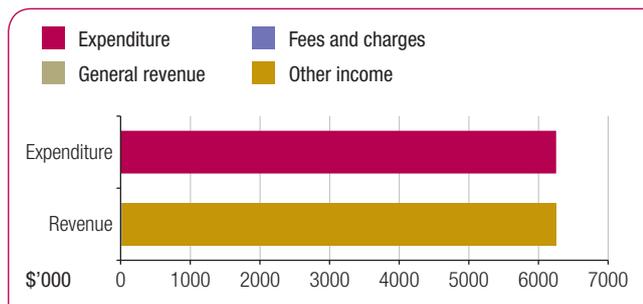
What we use to deliver

- 15.5 Council staff have primary responsibility for providing this service.
- For specific projects Council engages external contractors for technology infrastructure, equipment and software

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Availability of Council's public information services (web, mobile and mapping)	%	>95	>95	>95	>95

What it costs



What you told us

	2016	2019
Internal service	Not rated	Not rated

Significant projects/works

Project	2017–18	2018–19	2019–20	2020–21
1 Electronic payment gateway improvements, BPAY for all	✓	✓	✓	
2 Contact Centre telephony improvements (Webchat, Social Media integration)	✓	✓		
3 Investigate feasibility of public wifi for sports fields (Youth Strategy)	✓			
4 Additional online services (e.g. 149/603 certificates, smartforms)	✓	✓	✓	✓

4.2 Support Services

4.2.4 Procurement Services

Our service goal

To support Council to purchase goods, services and assets that are fit for purpose, sustainable and provide best value.

Responsible Officer

Manager Infrastructure Delivery

What we deliver

- Contract management and administration
- Tender services
- Goods and materials storage

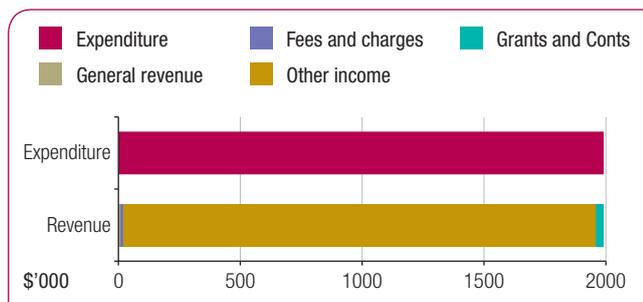
What we use to deliver

- 18 Council staff have primary responsibility for providing this service

How we measure

Key Performance Indicator	Measure	2017–18	2018–19	2019–20	2020–21
1 Tender procurement processes that meet legislative and code of conduct requirements	%	100	100	100	100
2 All other procurement processes within adopted policy	%	95	95	95	95

What it costs



What you told us

	2016	2019
Importance	Very important	66%
Satisfaction level	83%	80%

Behind the scenes: *Providing support to make it happen*

	\$'000			
	2020–21	2021–22	2022–23	2023–24
Income Statement (Operating Result)				
<i>Income</i>				
User Charges & Fees	(521)	(546)	(572)	(600)
Investment Revenues	(43)	(43)	(43)	(43)
Other Revenues	(231)	(239)	(247)	(256)
Operating Grants & Contributions	(180)	(186)	(191)	(197)
Capital Grants & Contributions	(182)	(182)	(182)	(182)
Internal	(21,190)	(21,668)	(22,157)	(22,657)
	(22,347)	(22,863)	(23,392)	(23,934)
<i>Expenditure</i>				
Employment Costs	5,760	5,855	6,001	6,151
Borrowing Costs	338	313	287	259
Materials & Contracts	8,034	8,229	8,431	8,625
Depreciation & Amortisation	3,263	3,337	3,413	3,492
Other Expenses	2,233	2,294	2,357	2,422
Internal	3,042	3,102	3,164	3,228
	22,669	23,130	23,653	24,176
	322	267	262	242
Source & Application of Funds				
<i>Add Back Depreciation</i>				
Add Back Depreciation	(3,261)	(3,335)	(3,411)	(3,490)
	(3,261)	(3,335)	(3,411)	(3,490)
<i>Non-Operating Funding Sources</i>				
Transfers from Externally Restricted Cash	(413)	(413)	(413)	(413)
Transfers from Internally Restricted Cash	(366)	(320)	(284)	(284)
Proceeds from Sale of Assets	(1,326)	(1,508)	(1,714)	(1,452)
	(2,105)	(2,241)	(2,412)	(2,149)
<i>Funds Applied to:</i>				
Purchase and Construction of Assets	5,171	5,102	5,482	5,679
Repayment of Principal on Loans	398	423	449	477
Transfers to Externally Restricted Cash	257	257	257	257
Transfers to Internally Restricted Cash	250	648	627	325
	6,076	6,430	6,815	6,738
	710	854	992	1,100
	1,033	1,122	1,254	1,342



Financials

Long-term financial plan

Council's Long Term Financial Plan (LTFP) has been developed in accordance with organisational needs and in compliance with the requirements of the Integrated Planning & Reporting Framework of the Department of Planning and Industry (previously the Office of Local Government).

Council's LTFP contains a set of long range financial projections and statements based on an informed set of assumptions concerning Council's budget. It is designed to show the incremental financial impacts on Council's Budget of providing different levels of service and asset delivery. In addition to the expenditure based analysis, the Plan also demonstrates the financial impact on Council's finances from programs of borrowings and alternate funding sources.

Council's current LTFP covers a 10 year time frame from 2020/21 to 2029/30.

The LTFP is a necessary document to assist Council with its process of financial sustainability by documenting, planning and analysing the long term financial impacts on Council's operations from different financial scenarios. A financially sustainable council is one that can meet its funding requirements relative to the provision of its services; this includes the maintenance, renewal and replacement of required assets without operating in deficit for sustained periods of time, without imposing excessive debt on current or future generations and without unplanned rate revenue increases.

The strategic long term financial sustainability aim of Council is to:

- Continue its financial sustainability over the long term while at the same time delivering needed services and infrastructure in response to the community's priorities, as identified in Council's Community Strategic Plan
- Generate additional funding where possible to address community service priorities as defined by Council's strategic actions and the community survey results and provide improvements to Council assets as identified

Accordingly, the LTFP is Council's long term financial mechanism to deliver to a financially sustainable platform of services and infrastructure. The LTFP can be viewed on Council's website at www.tweed.nsw.gov.au

Asset management

Council manages infrastructure on behalf of the community or government. Once created, infrastructure assets generally have long lives, but by their very nature generate ongoing responsibilities and challenges.

Council is confronted by significant issues such as:

- How to meet the increasing demand for new and upgraded infrastructure
- How to retrofit infrastructure to address non-existent, deficient or substandard infrastructure
- How to prolong the life or renew existing infrastructure
- How to pay for it and the associated life cycle costs of maintenance, servicing, renewal, reconstruction
- The effect of ageing infrastructure and reduced funding as a result of rate pegging, cost shifting and escalating costs

In addition to the creation and or retrofitting of assets, annual maintenance programs are directed towards retaining adequate levels of serviceability of assets but keeping assets to desirable standards is one of local government's biggest financial challenges.

Council has developed an Asset Management Strategy to outline for each asset class:

- Council's current position with respect to Asset Management practice.
- Council's future needs with respect to Asset Management practice.
- A current maturity level with respect to the Council's position to manage infrastructure assets.
- A series of Action Plans on how the Council intends to achieve future needs.
- Performance Monitoring Processes.

The Asset Management Strategy can be viewed on Council's website at www.tweed.nsw.gov.au

Revenue Policy 2020–21

The Revenue Policy and Statement is a key component of the functionality of the Operational Plan and lists Council's Fees and Charges for 2020/2021, including all areas that support the generation of Council's income.

The revenue categories include:

- Rates
- Annual charges for services
- Fees for services
- Commonwealth and State Government grants
- Earnings from investments and entrepreneurial activities
- Borrowings
- Other revenues, including income from the sale of assets.

The Revenue Policy 2020–2021 can be viewed at Council's website on www.tweed.nsw.gov.au

2020–21 budget summary

The 2020–2021 budget has been prepared using the previous year's Long Term Financial Plan as a base, adjusted for known variations and new demands.

The \$242 million budget is made up of 3 funds:

General	\$148 million
Sewer	\$48 million
Water	\$46 million

Income and expenditure commentary

Rates and annual charges

For 2020/21, the Independent Pricing and Regulatory Tribunal has set the rate peg at 2.6%.

According to IPART, "The rate peg is mainly based on the Local Government Cost Index (LGCI), which measures price changes over the past year for goods, materials and labour used by an average council."

The IPART decision is close to Council's predicted increase of 2.5%.

For further detail, refer to Council's Revenue Policy.

User charges and fees

Some fees are prescribed by the State Government, with Council having no discretion in the setting of those fees. Other fees are in the commercial market and are price sensitive to competitors. The remaining user charges and fees are generally assessed against the cost of providing the service and increase at differing rates.

For further detail, refer to Council's Fees and Charges document.

Interest and investment revenue

Council's estimated interest investment revenue for 2020/2021 is \$9.3 million.

Interest on overdue rates, charges and deferred debts is budgeted at \$487,000

Council's diversified portfolio of bonds, term deposits and floating rate notes is managed in-house with the goal of maximising returns whilst maintaining a minimal level of risk and complying with the State Government's Ministerial Order.

Over 90% of invested funds are restricted and not available for general expenditure. Major restrictions are Water, Sewer, Waste and Holiday Park funds, developer contributions, reserves, and unexpended loans and grants.

Grants and contributions revenue

A conservative approach has been taken when budgeting for grants and contributions revenue. The Financial Assistance grant of \$9.6 million is forecast to grow at 1% per year. Over many years this grant has proven impossible to predict.

Generally, only known future grants are included in the forward projections, with the exception of grants which have been reliably received over a long period of time. For the first time this year, provision in the roads budget had been made for future unconfirmed grants. The related expenditure budgets are noted as being conditional upon the grants being confirmed.

The Pensioner Rebate subsidy of \$930,000 per year is shown as a static grant. The 5% Federal government contribution to Pensioner Rebates was discontinued in 2014/15, but was offset by the State government increasing its subsidy from 50% to 55% for a minimum of 2 years. It is assumed that this additional subsidy will be maintained into the future.

Developer contributions are assumed to generally remain static. This income is held as a restricted asset until recouped to fund projects and/or debt servicing of past projects.

Employee costs

As at March 2018, Council employed 704 full time equivalent staff.

Employee-related costs, which include salaries, entitlements, insurance, taxes, travel and training costs, are estimated to be in the region of \$58 million.

It is assumed that employee costs will grow at a rate of between 2.5% and 2.75% over the next 10 years. This includes anticipated award increases and growth through salary progression.

Borrowing costs

Council's loan portfolio of \$160 million generates an interest expense of \$11.6 million per year, progressively reducing as the overall debt is paid down over time.

The annual borrowing program averages around \$2 million, and focuses on renewing major infrastructure such as bridges and stormwater drainage, as well as flood mitigation works and public toilet renewals.

Principal repayments total \$8.8 million.

Reserves

Council has a number of reserves which represent cash that is restricted for a specific purpose, usually to fund future expenditure.

Major transfers to reserves are:

Holiday Parks surplus	\$1.5m
Waste	\$4.9m
Water	\$10.8m
Sewer	\$14.5m

Major transfers from reserves are:

Water	\$7.6m
Sewer	\$5.6m

Capital Works

Council's Capital Works program for 2020/21 is \$45.771m including major works on roads, drainage, waste facilities, water and sewerage.

Capital program Summary by Core Service (\$'000)

Job/project number	2020/21 Draft LTFP
Artworks	32,880
A2252. Art Gallery Artworks Acquisitions	32,880
Bridges	576,000
A4523. Bisaros Bridge Cobaki Road	576,000
Equipment	69,977
A4923. Depot Improvements Tweed Heads	50,624
B1261. Safety Equipment	19,353
Fleet	4,316,066
A4866. Plant Ledger Transactions	4,316,066
Intangibles: Software	132,772
A0062. Core Business Systems	132,772
Kerb & Gutter	79,014
A1548. Kerb & gutter rehabilitation	79,014
Multi Asset Class Projects – Transport & SWD	382,086
A2576. Transfer station infrastructure	382,086
Non Specialised Buildings	10,200,629
A0055. 10 Buchanan St House: Old Care Takers Property	528
A2183. Public Toilets Capital	100,000
A2537. SCRRC – Organics Processing Facility	7,929,591
A2568. SCRRC – Office & Amenities Building	1,500,000
A4922. Depot Improvements Murwillumbah	670,510
Operational Land	1,700,000
A5680. Voluntary House Purchase – Sth Murbah & Bray Pk	700,000
B1451. Clarrie Hall Dam Raising	1,000,000
Other Infrastructure	5,056,088
A2613. Stotts Creek RRC last putrescible landfill cell construction	4,500,000
A2614. Internal roadworks and traffic management SCRRC	249,576
A2615. Eviron landfill cell 1, leachate and surface water mgt	256,512
A2618. Weighbridge and office upgrade	50,000
Other Structures Rec Services	108,121
A3023. Sportsfields Capital Work	108,121
Roads	14,147,332
A3274. Mooball St Seg 30-40 Pavement Rehabilitation with KG	745,000
A3275. Dorothy St Seg 20 Road Rehabilitation with KG replacement	260,000
A3276. McMillan St Seg 10 Road Rehabilitation with KG	250,000
A3277. Adelaide St Seg 10 Road Rehabilitation with KG Replacement	107,514
A3650. Roads Rehabilitation & Upgrading	3,988,193

Job/project number	2020/21 Draft LTFP
Roads (continued)	
A3760. Asphalt Resurfacing	775,673
A3761. Bitumen resurfacing	970,988
A3900. Federal Assistance Grant Maintenance	56,433
A3928. Numinbah Road segment 350 rehabilitation	940,000
A4035. Glengarrie Road Segments 15 Gravel Overlay	140,000
A4044. Cobaki Road Segment 40 Gravel Overlay	100,000
A4045. Smith Creek Road Segment 30 Gravel Overlay	320,000
A4046. Urliup Road Segment 150 Gravel Overlay	240,000
A4047. Leisure Drive Segment 70 Insitu Stabilisation	450,000
A4048. Tweed Coast Road Segment 245 Insitu Stablisation	170,000
A4049. Pearl Street Segments 10 to 20 Insitu Stabilisation with KG	385,000
A4050. Rob Roy Crescent Segment 10 insitu Stablisation	80,000
A4052. Buckingham Drive Segment 10 Insitu Stabilisation	160,000
A4053. Edward Avenue Segment 10 Insitu Stabilisation	290,000
A4054. Pottsville Road Segments 190 to 195 Insitu Stabilisation	260,000
A4055. Lundberg Drive Segment 40 Insitu Stabilisation	160,000
A4056. Empire Lane Segment 10 Asphalt Replacement	100,000
A4057. Enterprise Avenue Segment 20 Insitu Stabilisation	120,000
A4058. Traders Way Segment 10 Insitu Stabilisation	90,000
A4059. Scenic Drive Segment 20 Insitu Stabilisation	350,000
A4060. Gollan Drive Segment 30 Asphalt Pavement Replacement	410,000
A4063. Byangum Road Segment 10 Retaining Wall Replacement	120,000
A4064. Byangum Road Segment 80 Retaining Wall Replacement	310,000
A4134. Scenic Dr Walmsleys Rd to past Warringa Dr	190,000
A4135. Tweed Valley Way Stokers Sth PN 6615 to north speed camera	270,000
A4136. Tweed Valley Way past Riverside Dr to before Leddays Ck Rd	414,531
A4137. Kyogle Road Mebbin Springs intersection REPAIR program	420,000
A4138. Alma Street REPAIR program	504,000
Sewer Infrastructure	6,891,664
D1293. WWTP – minor capital works	65,744
D1347. SPS 1007 Harwood St – Mech/Elec/Civil Upgrade	363,878
D1454. SPS 2007 Kennedy Drive (West) – Mechanical Replacement	53,045
D1456. SPS 2009 Gray Street – Mechanical Replacement	53,045
D1464. SPS 2024 Sunset Bvd – Mechanical Replacement	53,045
D1465. SPS 2027 Anconia Ave – Mechanical Replacement	53,045
D1466. SPS 2028 Tringa St – Mechanical Replacement	53,045

Job/project number	2020/21 Draft LTFP
Sewer Infrastructure (continued)	
D1469. SPS 2032 Caloola Drive – Mechanical Replacement	53,045
D1476. SPS 2034 Piggabeen Road (West) – Mechanical Replacement	53,045
D1496. SPS 2042 River Tce – Mechancial Upgrade	53,045
D1537. SPS 3037 Broadwater Pkwy Upgrade	375,000
D1575. SPS 3009 Sunshine Ave – Mechanical Replacement	53,045
D1581. SPS 3020 Amaroo Dr – Mechancial Replacement	53,045
D1593. SPS 3018 Fraser Dr, South – Mechanical Upgrade	43,179
D1623. SPS 4023 Kings Forest Regional – New	314,000
D1661. SPS 4001 Walsh St (L.S) – Mechanical Replacement	53,045
D1668. SPS 4008 Chinderah Rd – Mechancial Replacement	53,045
D1671. SPS 4025 Casuarina SG – Mechanical Upgrade	141,000
D1728. SPS 5028 Tweed Coast Rd, South – Improvements	5,000
D2241. SRM 2018B, Inlet Drive to SPS 2018 – Main Repl 250mm × 450m	300,000
D2242. SRM 2018, SPS 2018 to Lakes Drive – Mains Repl 450mm x105m	100,000
D2393. SRM 2003 Beryl St, Florence & Boyd St – Upgrade 250mm x270m	172,000
D2523. SRM 4023 Kings Forest stg1, Depot to Cudgen Rd -375mmx2600m	491,800
D2525. SRM 4025 Tweed Coast Rd, Barclay to Dianella Dr – 200mmx950m	82,800
D2526. SRM 4025 Tweed Coast Rd, Dianella to Depot – 200mm × 950m	199,600
D2580. SRM 4023 Kings Forest stg2, Cudgen – Cresent St -500mmx1350m	100,000
D3100. Gravity Sewer Rehabilitation (includes CCTV, Relining, manho	1,453,123
D3224. SGM Industry Central Stage 2 – Upgrade 225mm × 730m	155,000
D3515. Tweed Heads WWTP Drying Beds Refurbishment	70,000
D3546. Murwillumbah WWTP Capacity Upgrdae	400,000
D3600. West Pottsville – Dunloe Park Preliminary Options	500,000
D4011. Uki WWTP Sludge Handling Lagoon	70,000
D4062. Parkes Lane Sewerage Scheme	100,000
D5502. Banora Pt WWTP – 3 × Blower Replacements	753,000
Stormwater Drainage	960,333
A1532. Stormwater drainage rehabilitation	310,333
A4663. Main Rd Fingal Seg 10 Drainage realignment	200,000
A4667. Tamarind Avenue	100,000
A4673. Norman Street Stormwater Upgrade	200,000
A4703. Tom Merchant Drive	150,000
Swimming Pools	62,132
A0440. Pools Capital Expenditure – Murwillumbah	62,132

Job/project number	2020/21 Draft LTFP
Water Infrastructure	11,772,650
B0611. Tweed District Water Retic – Consumer Services New & Repl	1,196,767
B1291. Dams/Weirs – minor capital works	15,814
B1292. Reservoirs – minor capital works	16,249
B1293. WPS – minor capital works	15,814
B1295. WTP – minor capital works	21,084
B1303. Water Supply Link to City of Gold Coast	2,890,000
B1451. Clarrie Hall Dam Raising	829,000
B1481. Bray Park Weir – Mitigation of Risk of Salt Water Contaminat	500,000
B1580. Uki WTP Upgrade	1,205,836
B1682. WPS 18 – Mechanical/Electrical Replacement	243,000
B1684. WPS 1A Mechanical/Electrical overhaule	40,000
B1700. Reservoirs	82,000
B1763. WPS 7 – Country Club Reservoir – inline chlorination install	197,000
B1765. Kingscliff Reservoir – inline chlorination installation	185,000
B1800. Tyalgum Reservoir – Ladder & Platform upgrade	128,000
B1801. Walmsleys Reservoir – Ladder & Platform upgrade	222,000
B1825. Rayles Lane Large Reservoir – inline chlorination install	197,000
B2017. Scenic Dr, Walmsleys Rd-Panorama Dr – Main Repl 300mm × 475m	418,000
B2018. Pearl St, Turnock St to Seaview St – Main Repl 300mm × 422m	464,000
B2019. Tombanda Rd & Countryside Dr – Main Repl 100mm × 1167m	525,000
B2020. Ducat St, Caloola Dr to Mugga Way – Main Repl 200mm × 113m	70,000
B2021. Cypress Cres – Main Replacement 100mm × 250m	99,057
B2026. Charles St & Razorback Rd – Main Replacement 100mm × 76m	50,000
B2027. Ducat St, Mugga Way to Parkes Dr – Main Repl 150mm × 653m	293,346
B2030. Tumbulgum Rd, Reynolds to Pitt St – Main Repl 100mm × 310m	119,261
B2119. Tumbulgum Rd, Pitt St to Northern end, Main Repl 100mm × 75m	27,000
B2122. Laura St, Bangalow Ave to Anderson St – Main Rep 100mm × 515m	186,000
B2123. Monastery Ln, Wharf St-Terranora Tce – Main Rep 100mm × 270m	133,000
B2133. Orient St, South from Sutherland St, Main Repl 100mm × 71m	40,000
B2134. Reserve Creek Rd, from Wulffs Ln – Main Repl 150mm × 775m	318,000
B2137. Wommin Bay Rd, Main New 150mm × 20m	45,000
B2139. Scenic Dr, Warringa to Panorama Dr- Main Repl 100mm × 435m	205,000
B2645. Alma St, River St-Tweed Valley Way -Main Upgrade 600mm × 388m	759,422
B3006. WPS 7 Marana Reservoir – flow meter installation	36,000
Grand total	56,487,744

Financial assistance contributions to the community

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.

Tweed Local Heritage Assistance Fund

As part of Council's ongoing heritage management, Local Heritage Assistance Fund grants are available for owners of heritage items and properties within a heritage conservation area listed in the Tweed Local Environment Plan (LEP).

Grants operate on a financial year timeframe.

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.

Placemaking and Public Art Grant

Council's Placemaking and Public Art Policy encourages collaboration with the community to develop placemaking initiatives, public art and engaging activities in public places that improve the quality of life for residents and the experience of visitors. The policy is designed to contribute to Council's vision of 'the Tweed being recognised for its desirable lifestyle, strong community, unique character and environment and the opportunities for its residents to enjoy.' The provision of financial assistance in the form of a Placemaking and Public Art Grant supports the overall aims of Council and the objectives identified in Council's Placemaking and Public Art Policy as well as Council's *Cultural Plan 2018–2021*.

COVID-19 Care Package

On 2 April 2020 Council resolved to adopt and implements a COVID-19 Economic Stimulus Package that includes the following measures:

- 1 Deferral of two quarters (Q4 2019/2020 and Q1 2020/2021) of rate instalments on application for residents and businesses that can demonstrate they have been negatively impacted financially by COVID-19. The deferral will attract zero interest and will be repayable over a two year period commencing Q2 2020/2021
- 2 Waiver/rebate of all outdoor dining fees for 12 months commencing 3 April 2020
- 3 Waiver/rebate of annual airfield lease for commercial businesses directly affected by COVID-19 aviation downturn at the Murwillumbah airfield for 2020
- 4 50% rent reduction for Cattle Sale Yards for 2020
- 5 80% rent reduction for Visitor Information Centres for the duration of the pandemic
- 6 Waiver/rebate licencing fees at the Tweed Marina for 2020
- 7 Waiving/refunding booking/licence fees for Council facility, venue or park for 2020
- 8 Waiver of Development Application Fees relating to the COVID-19 emergency for 12 months commencing 3 April 2020
- 9 Waive/rebate parking cost at Council owned car park for 6 months commencing 3 April 2020
- 10 Pause/deferment on payments on Council loans for 6 months for all not for profit and sporting clubs commencing 3 April 2020

On 21 May 2020, Council also resolved to adopt and implements an additional COVID-19 Care Package measure being the waiver of 25% of annual food charges for a period of 12 months effective from 3 April 2020.

The total value of financial assistance planned for 2020/21 is summarised in the following tables:

Monetary payments

Recipient	Description	Amount (\$)
Various	Donations Policy Funding	41,077
Various	Festival & Events Policy Funding	76,516
Various	Tweed Local Heritage Assistance Fund	18,000
Various	Native Animal Welfare Funding	15,000
Various	Placemaking and Public Art Grant	8,603
Volunteer Marine Rescue	Budget Allocation	15,684
Tweed District Rescue Squad Inc.	Budget Allocation	32,820
Westpac Life Saver Rescue Helicopter/Life Flight	Budget Allocation	16,086
Cabarita Surf Life Saving Club Inc.	Budget Allocation	4,406
Fingal Rovers Surf Life Saving Club Inc.	Budget Allocation	4,406
Cudgen Surf Life Saving Club	Budget Allocation	4,406
Salt Surf Life Saving Club	Budget Allocation	4,406
North Coast Academy of Sport	Budget Allocation	6,920
Sportsfields Reserves	Budget Allocation	11,453
Tweed Kenya Mentoring Program	Budget Allocation	18,450
Total Financial Assistance		278,233

Provision of labour and/or plant and equipment

Recipient	Description	Amount (\$)
Various	Provision of labour and council plant	9,000

Goods and/or materials

Recipient	Description	Amount (\$)
Various	Charity waste disposal, swimming passes, printing, provision of plants, etc.	80,000

Payment of rates

Recipient	Description	Amount (\$)
Bilambil Literary Society	Council Rates	1,845
Crabbes Creek Hall Pty Ltd	Council Rates	1,579
Legacy Club of Coolangatta/Tweed Heads	Council Rates	4,315
Murwillumbah Autumn Club Inc.	Council Rates	1,075
Pottsville Beach Tennis Club	Council Rates	865
Stokers Siding Memorial Hall	Council Rates	1,625
Trustees of Burringbar School of Arts Hall Association	Council Rates	2,730
Trustees of Kunghur Public Hall	Council Rates	1,490
Tweed Coast Community Centre	Council Rates	4,095
Twin Towns Police and Community Youth Club	Council Rates	4,650
Tyalgum Community Hall Association Inc.	Council Rates	2,545
Uki Hall Reserve Trust	Council Rates	2,445
Total Payment of Rates		29,259

Tweed Link advertising

Recipient	Description	Amount (\$)
Various	Advertising Community Notices	2,900

Room hire

Recipient	Description	Amount (\$)
Various	Room hire	38,000

COVID-19 Care Package

Description	2020/2021 Amount (\$)
Deferral of two quarters (Q4 2019/2020 and Q1 2020/2021) of rate instalments on application for residents and businesses that can demonstrate they have been negatively impacted financially by COVID-19. The deferral will attract zero interest and will be repayable over a two year period commencing Q2 2020/2021	102,500
Waiver/rebate of all outdoor dining fees for 12 months commencing 3 April 2020	67,500
Waiver/rebate of annual airfield lease for commercial businesses directly affected by COVID-19 aviation downturn at the Murwillumbah airfield for 2020	15,000
50% rent reduction for Cattle Sale Yards for 2020	2,500
80% rent reduction for Visitor Information Centres for the duration of the pandemic	16,000
Waiver/rebate licencing fees at the Tweed Marina for 2020	84,000
Waiving/refunding booking/licence fees for Council facility, venue or park for 2020	50,000
Waiver of Development Application Fees relating to the COVID-19 emergency for 12 months commencing 3 April 2020	15,000
Waive/rebate parking cost at Council owned car park for 6 months commencing 3 April 2020	6,500
Pause/deferment on payments on Council loans for 6 months for all not for profit and sporting clubs commencing 3 April 2020	5,000
Waiver of 25% of annual food charges for a period of 12 months effective from 3 April 2020.	36,000
Total	400,000

Totals

Description	Amount (\$)
Monetary payments	278,233
Provision of labour and/or plant and equipment	9,000
Goods and/or materials	80,000
Payment of rates	29,259
Tweed Link advertising	2,900
Room hire	38,000
COVID-19 Care Package	400,000
Total	837,392

Connections to other plans

Plans from other levels of government provide council with a point of reference for identifying relevant issues to consider for inclusion in the Community Strategic Plan. Council has chosen to directly link the service streams in the Community Strategic Plan with priorities found in NSW – Making it Happen (A summary of the priorities is contained within the attachments to this Plan) to clearly explain the connection between State and local planning.

The full document can be viewed at www.nsw.gov.au/premiers-priorities

As Council has a diverse number of roles including being a: Leader, Provider, Advocate and Collaborator, across a variety of program areas, it is important that the work Council undertakes ensures a balance of social, environmental, economic and good governance principles. This approach is called a Quadruple Bottom Line framework with a focus on sustainable development and good management. Council has linked its service streams to these quadruple bottom line principles.

Leaving a legacy: *Looking out for future generations*

Service streams	Federal priorities/plans	State priorities	QBLP*
Biodiversity Management	Australia's Biodiversity Conservation Strategy	PP10	Environmental
Bushland Management		PP10	Environmental
Coastal Management		PP10	Environmental
Environmental Sustainability	Partnership Agreement and Strategy on Energy Efficiency Local Government Sustainability Network Renewable Energy Target National Energy Productivity Plan	PP10	Environmental
Waterways (Catchment) Management		PP10	Environmental
Floodplain Management		PP2, PP10	Environmental
Stormwater Drainage		PP2, PP10	Environmental
Solid Waste Management Services		PP2, PP10	Environmental
Tweed Laboratory		PP10	Environmental
Wastewater Services		PP2, PP10	Environmental
Water Supply		PP2, PP10	Environmental

* Quadruple Bottom Line Principle

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

Service streams	Federal priorities/plans	State priorities	QBLP*
Building Certification		PP11	Governance
Development Assessment		PP11, SP1, SP2, SP4	Governance
Development Engineering and Subdivision Assessment		PP11, SP4	Governance
Animal Management – (Domestic)			Social
Communications	National Digital Economy Strategy 2011–20	PP12, SP10	Governance
Contact Centre		PP12	Governance
Councillor and Civic Business		PP12	Governance
Financial Services		SP7	Economic
Strategic Land-use Planning	State of Australian cities Report	PP11, SP2, SP5, SP14	Governance

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

Service streams	Federal priorities/plans	State priorities	QBLP*
Cemeteries			Social
Community Services and Grants (including community sponsorship)	Multicultural Principles	PP3, PP5, PP7, PP8	Social
Compliance Services		PP12	Governance
Community and Cultural Development	Social Inclusion Agenda	SP8, SP12, SP15	Social
Economic Development	Regional Development Australia Regional Plan	PP1, SP1, SP2	Economic
Environmental Health	National Partnership on Preventative Health	PP10	Social
Events		SP12	Social/Economic
Local Emergency Management	National Crime Prevention Framework	PP7, SP17	Social
Lifeguard Services (Beach Patrol)		PP7	Social
Pest Management		PP10	Social
Public Toilets		PP2	Social
Aquatic Centres		PP5, SP12	Social
Art Gallery	Creative Australia	SP12	Social
Auditoria		SP12	Social
Holiday Parks		PP1	Social/Economic
Libraries		SP12	Social
Museum		SP12	Social

Continued ...

Service streams	Federal priorities/plans	State priorities	QBLP*
Parks and Gardens		PP5, SP12	Social
Saleyards		PP1, PP2	Economic
Sporting Fields		PP2, PP5, SP12	Social
Airfield		PP2	Economic
Construction Services		PP2, SP17, SP18	Social/Economic
Design Services (Infrastructure)		PP2, SP17, SP18	Social/Economic
Roads, Traffic, Footpaths and Cycleways	Road Safety Strategy	PP2, SP17, SP18	Social/Economic

Behind the scenes: *Providing support to make it happen*

Service streams	Federal priorities/plans	State priorities	QBLP*
Governance	Building the Case for Innovation in Local Government	PP12	Governance
Internal Audit		PP12	Governance
Legal Services		PP12	Governance
Fleet Management		PP12	Economic
Executive Management		PP12, SP7	Governance
Human Resources and WHS		PP12	Governance
Information Technology		PP12	Governance
Procurement Services		PP12	Economic

Attachment 1 – NSW Making it Happen

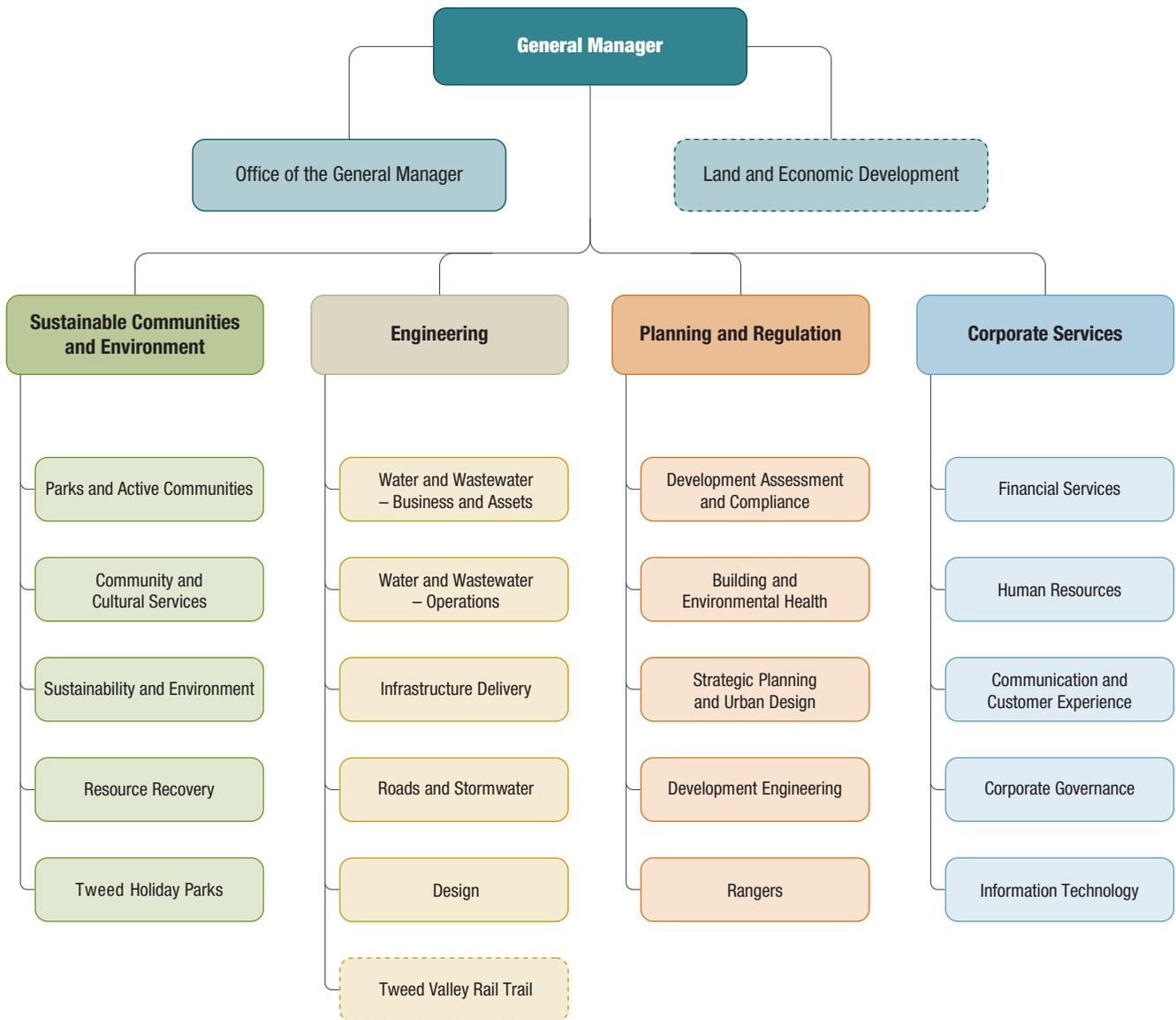
Premier's Priorities

PP1	Creating jobs
PP2	Building infrastructure
PP3	Reducing domestic violence
PP4	Improving service levels in hospitals
PP5	Tackling childhood obesity
PP6	Improving education results
PP7	Protecting our kids
PP8	Reducing youth homelessness
PP9	Driving public sector diversity
PP10	Keeping our environment clean
PP11	Faster housing approvals
PP12	Improving government services

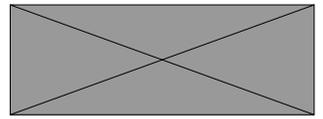
State Priorities

SP1	Making it easier to start a business
SP2	Encouraging business investment
SP3	Boosting apprenticeships
SP4	Accelerating major project assessment
SP5	Increasing housing supply
SP6	Protecting our credit rating
SP7	Delivering strong budgets
SP8	Improving Aboriginal education outcomes
SP9	Transitioning to the National Disability Insurance Scheme
SP10	Better government digital services
SP11	Cutting wait times for planned surgeries
SP12	Increasing cultural participation
SP13	Ensure on-time running for public transport
SP14	Creating sustainable social housing
SP15	Reducing violent crime
SP16	Reducing adult re-offending
SP17	Reducing road fatalities
SP18	Improving road travel reliability

Attachment 2 – Organisational structure







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