



# *Annual Report*

## **2020–2021**

# Council statements and values

## Vision statement

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

## Mission statement

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

## Value statement

Living and loving the Tweed.

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

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

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

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



## Statement of acknowledgment of the Bundjalung Aboriginal Nation

We wish to recognise the generations of the local Aboriginal people of the 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.

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# Welcome

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

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

This report provides an overview of Council's progress towards the goals set out in the 10 year *Community Strategic Plan 2017–2027* "Living and Loving the Tweed" and the specific activities outlined in the *Delivery Program 2017–2021* and *Operational Plan 2020–2021*.

## Principles for Local Government

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

# Guiding principles for Tweed Shire Council

## 1. Exercise of functions generally

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

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

## 2. Decision-making

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

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

## 3. Community participation

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

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

While the *Annual Report 2020–2021* is the primary means of sharing Council's performance during the past financial year, there are many other ways members of the community can find out about and contribute to the operation of Council.

### **Council's website ([tweed.nsw.gov.au](https://tweed.nsw.gov.au))**

Provides 24/7 access to detailed information on Council's operations, meeting agendas and minutes, and strategic plans, documents, policies and guidelines.

### **Your Say Tweed ([yoursaytweed.com.au](https://yoursaytweed.com.au))**

More than 5,400 people have registered on Council's online community engagement network Your Say Tweed. This platform provides information about Council's engagement activities and enables registered users to have their say about Council projects. Your Say Tweed can be accessed at [yoursaytweed.com.au](https://yoursaytweed.com.au)

## **Tweed Link**

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

## **Council newsletters**

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

## **Council meetings**

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

## **Planning Committee meetings**

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

## **Filming and broadcasting of meetings (webcasting)**

From Thursday 6 February 2020, all Council Meetings and Planning Committee Meetings are filmed and broadcast (in line with NSW legislation) using our new webcasting service, Civic Clerk. This increases the transparency of Council decision making and allows access for members of our community who are unable to attend in person.

The video is uploaded following the meeting/s and viewers can go straight to an agenda item without having to watch the entire meeting webcast.

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

## **Agendas**

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

## **Public Forum sessions**

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



## Mayor's introduction

**The 2020/21 financial year has proven to be challenging for our Shire. Unfortunately, we did not see the end of the COVID-19 pandemic in 2021 as many had hoped, and restrictions continued to impact our community and place enormous pressure on local families and businesses.**

In an effort to reduce the very real impact on families and businesses, Council has continued to advocate strongly on the community's behalf to influence State Government decision making on the recurring QLD/NSW border closures and stay-at-home orders.

As an employer of over 700 people, Council's own staff and their families have also experienced the struggle including the impacts of the temporary closure of Council facilities and changes to work locations and practices to accommodate restrictions.

In addition, in April 2021 Council declared a housing emergency in the Tweed due to a lack of availability and affordability accentuated by an influx of people moving from cities to buy properties in the Tweed during the pandemic. On behalf of the Tweed community, Council formally requested that the Federal and State government explore further opportunities for additional social and affordable housing in the Tweed.

As a border community, Federal and State Government decisions have major impacts on us every day, particularly during the pandemic. I am proud of the work Council has done to advocate for better outcomes for the Tweed during this challenging time for all of us.

While COVID-19 has dominated our lives, Council has continued to prioritise our response to climate change. Council voted unanimously to move to phase 2 of its *Renewable Energy Action Plan* – which included 10 solar projects worth more than \$1 million and will almost triple Council's current solar capacity to more than 2200 kWp (kilowatts peak) and save up to \$220,000 per year on energy costs.

Council also signed a 10-year Power Purchase Agreement which now enables it to source more than half of the electricity required to run its larger sites from NSW wind and solar farms.

Other works to reduce Council's carbon footprint include replacing 5,700 existing street lights with energy-efficient LED lights and replacing 1,800 older lights with LED lights at Council's facilities. Together, all of these initiatives will help Council to achieve its interim targets of a 25% reduction of electricity-related carbon emissions by 2022 and a 50% reduction by 2025.

In this period, Council also opened the state-of-the-art \$7 million Tweed Organics Processing Facility at Stotts Creek to turn organic material collected in green kerbside bins into useful compost. This facility is a key step in Council's long-term 'zero waste' commitment. It is the largest of its type in the Northern Rivers and will help divert useful food waste out of landfill, reduce greenhouse gas emissions and regenerate soil.

We can also be proud of the launch of Council's new ePayment and Property Services portal that now allows customers 24/7 access to pay Council rates, water rates, debtor notices, 10 common property and rating applications and invoices online instead of over the phone or in person. This is an important step forward in improving our services and making it easier for the community to do business with Council.

A number of Council projects have also been celebrated and acknowledged with awards. Following a \$1.5 million makeover, the new-look Knox Park in Murwillumbah was named NSW/ACT Park of the Year; our *Rural Land Strategy* won a National Planning Award; the Kingscliff Locality Plan and Development Control Plan won a State Planning Award and the Tweed Emergency Dashboard was recognised in the Local Government Excellence Awards.

These achievements are the reason I look to the coming year with optimism. If there is anything I am most proud of in the last 12 months, it is the tenacity and resilience of Council and our close-knit community to make it through. I know we have come out of the last year stronger than we were before and I really thank our community for being there for each other during this time.

**Councillor Chris Cherry**

Mayor of Tweed



## General Manager's report

**First, I would like to take the opportunity to acknowledge what a big year 2020–2021 has been. Navigating and adapting to the ever changing COVID-19 controls, especially the impacts to the border, has taken a toll on all of us and the impact it has had on Council staff, community and local business cannot go unrecognised.**

In particular, I'd like to acknowledge Council's Crisis Management Group Strategic, the COVID-19 Business as Usual Group led by Doreen Harwood, Enterprise Risk and Emergency Management Officer.

As well as our various COVID-19 Incident Controllers, the Communication and Customer Experience, Human Resource and Information Technology teams and the Corporate Management Team.

Collectively these teams and committed individuals have guided us safely through the pandemic to go above and beyond, while dealing with COVID-19 in addition to their day to day duties.

This huge task has seen us adapt to the ever-changing goal posts and communicated these changes quickly to help keep our community and our staff safe, operating and well informed throughout the pandemic.

As General Manager, I am proud that our Council led the adoption of the Splinter Award and the revised Award to ensure we could continue to deliver reliable Council services for our community.

In particular, I'd like to highlight our innovative relationship with the City of Gold Coast which saw a temporary 'staff swap' when staff from both councils were unable to traverse the border and acknowledge those who have adapted to working remotely due to the QLD border restrictions and public health orders in this period. A special acknowledgement to Suzanne Richmond, Manager Human Resources for this extraordinary effort.

Alongside the impacts COVID-19 had on our workforce, Council saw a dramatic 121% increase in Development Applications (DAs) in this period compared with the previous 12 months. While this resulted in longer wait times for assessments, we remained on par with the State average. Council continues to work closely with the Department of Planning, Industry and Environment to advocate for improved resourcing to help reduce DA assessment times, particularly for employment generating DAs.

While this upswing in applications placed pressure on Council's limited resources, it gave us a great indication of confidence in the region. This period has seen significant new investment in big infrastructure projects like the hospital and schools, ABL pipeline, and developments at Area E, Gales at Kingscliff, Kings Coast and Casuarina Town Centre.

And while we have seen increased development, it has also been important to protect and manage our internationally significant environment. During this period I am proud that Council, together with the Currumbin Wildlife Hospital, officially opened the Tweed Coast Koala Research Hub to help address the threat of chlamydia in koalas in NSW. On a personal level, this project has been one of the most rewarding and fulfilling projects I have ever been involved in.

I am also extremely proud of Tweed Shire Council receiving international recognition for our work on the Tweed River. We were recognised as one of the top 3 leaders in global river management at the prestigious 21st Thies International Riverprize – an outstanding achievement.

Council has also worked hard during this period to leave a legacy by investing in local infrastructure. After securing more than \$7 million in grant funding from state and federal road safety programs, we undertook a range of projects including on Kennedy Drive and Tweed Valley Way. We also began the process of designing the widening of Tweed Coast Road from Morton Street at Chinderah to Grand Parade at Casuarina to cater for forecast future population growth.

Council also reopened the Murwillumbah Auditorium after completing a \$2.3 million upgrade, bringing it up to modern standards for accessibility, energy efficiency and functionality.

This state-of-the-art venue is now a valuable asset for the Tweed community into the future and is expected to be a drawcard for major events, providing an economic boost for our Shire.

Another major drawcard for the Tweed will be the Tweed section of the Northern Rivers Rail Trail. Council awarded the contract to family-owned construction company, Hazel Bros Pty Ltd to undertake the design and construction works of the trail which is expected to be complete by December 2022. It is anticipated that the Northern Rivers Rail Trail will attract increased tourism, stimulate the local economy and provide a valuable recreation asset for the region.

I'd like take this opportunity to express my sincere gratitude to our Councillors who are serving an additional 15 months beyond the scheduled end of their term after Council elections were delayed due to the COVID-19 pandemic. I would also like to extend my best wishes to Councillor Milne and Councillor Cooper who have indicated they are not re-contesting the next election.

While it has been another challenging year, we have much to be proud of. I look forward to continuing to work together so that the Tweed is recognised for our desirable lifestyle, strong community, unique character and environment and the opportunities we all enjoy.

**Troy Green**  
General Manager

# Profile of the Tweed

## Key facts and figures



### Location

Nestled in the eroded caldera of the largest shield volcano in the southern hemisphere, the Tweed is the largest local government area on the north coast of New South Wales, covering an area of just over 1,309 square kilometres.

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



### Population

The Tweed Shire population in 2020 was 98,382 and is forecast to grow to 132,221 by 2041.

In line with this population growth, the number of dwellings in the Tweed is forecast to grow from 42,937 in 2016 to 59,621 in 2041, with the average household size rising from 2.34 to 2.41 by 2041.

Between 2016 and 2041, the age structure forecasts for Tweed Shire Council indicate a 47.3% increase in population under working age, a 44.2% increase in population of retirement age, and a 33.5% increase in population of working age.



### Economy

Tweed Shire's Gross Regional Product is estimated at \$3.94 billion.

The Tweed has a diverse industry base with employment access to a range of service sector and primary sector industries.

In the year ending June 2020, there were 32,937 local jobs and 7,808 local businesses in the Tweed Shire.

The key industry sectors in terms of jobs and value are health care, tourism industry including accommodation and food services, professions and trades associated with property and real estate, retail, education and training.

# The elected Council

(November 2016 to December 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 now conclude in December 2021.



Cr Pryce Allsop



Cr Reece Byrnes



Cr Chris Cherry



Cr Ron Cooper



Cr Katie Milne



Cr James Owen

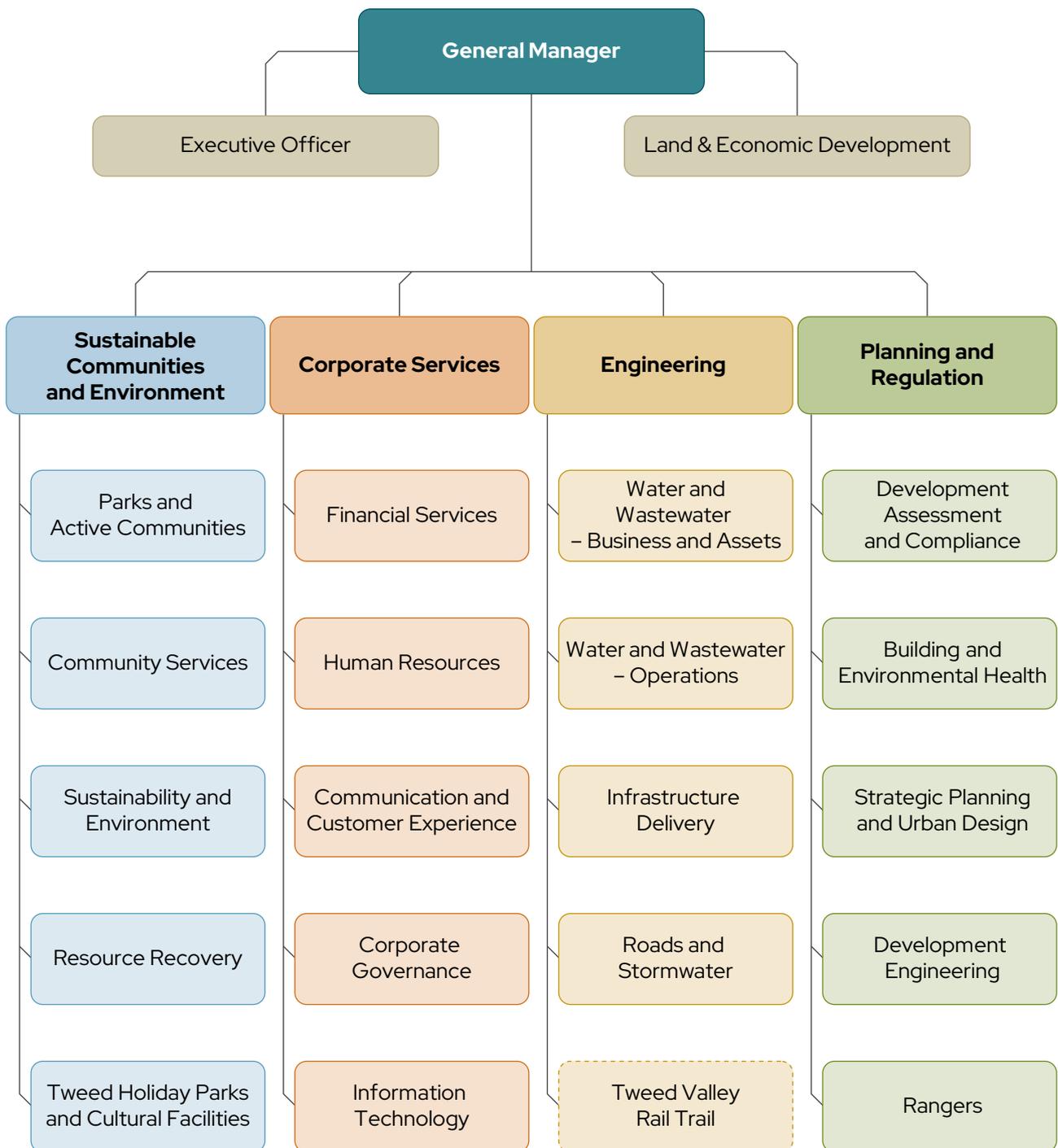


Cr Warren Polglase

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

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

# Organisation structure



# How to read the Annual Report

## Following our progress

This Annual Report is divided into 3 sections:

### Section 1: Reporting our progress

This section provides an outline of Council's progress against the actions set out in the *Delivery Program 2017–2021*. Like the Delivery Program, it is structured around 4 principal streams, as identified in the *Community Strategic Plan 2017–2027*. Under each stream is a summary of the key achievements and strategic outcomes delivered in 2020–2021, relevant to that objective. Achievements are shown with the relevant item number from the Delivery Program.



#### Leaving a legacy: Looking out for future generations

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

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

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



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

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

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

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



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

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

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

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



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

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

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

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

## Section 2: Statutory reporting requirements

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

## Section 3: Financial statements

This section includes general purpose financial statements for the financial year ending 30 June 2021, including an Income Statement, Statement of Financial Position, Statement of Changes in Equity and Statement of Cash Flows.

# Section 1: Reporting on our progress

## Integrated Planning and Reporting

### A framework for strategic and sustainable local government

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

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

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

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



### Community Strategic Plan

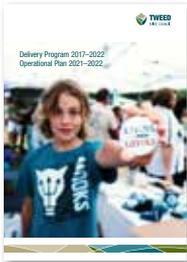
This is the highest level plan that a council will have and is prepared for a minimum period of 10 years.

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



### Resourcing Strategy

This strategy addresses the resources – time, money, assets and people – required to deliver the long-term community aspirations expressed in the Community Strategic Plan. It comprises 3 elements: long term financial planning; workforce management planning; and asset management planning.



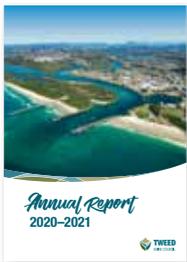
## Delivery Program

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

**Note:** the term of office (and therefore the delivery plan) has now been increased to 5 years as a result of the deferral of the local government elections until 4 December 2021.

## Operational Plan

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



## Annual Report

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

## Awards and recognition

### Emergency Dashboard wins LG Professionals Excellence Award

Tweed's one-stop shop for emergency information has been named winner of the 'Special Project Initiative' category in the Local Government Professionals Awards (for councils with populations of less than 100,000).

The awards celebrate outstanding achievements and recognise the excellent work being undertaken by NSW councils. There were a record 182 award nominations across all categories this year.

In announcing the awards, Business Development Executive of Xetta Sue Calder said the Emergency Dashboard demonstrated Tweed Shire Council's understanding of how to communicate with its local community.

The Tweed Emergency Dashboard was launched in December 2018 in response to the major flood that hit the Tweed in March 2017. A specific COVID-19 Dashboard was established at the start of the current pandemic and is proving to be a critical resource for the community in staying up to date with emergency information as the COVID-19 situation unfolds.



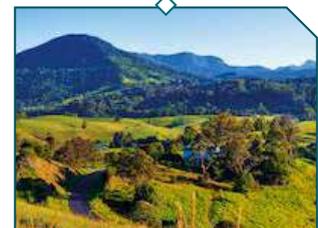
### Rural Land Strategy takes out National Award

The Tweed Rural Land Strategy has taken out the Hard Won Victory category at the 2021 National Planning Institute of Australia Awards, after winning the NSW State Award in December last year.

The Award recognises projects that have applied innovative solutions and used planning tools and techniques to address challenges, resulting in significant community benefits.

For more information visit:

[tweed.nsw.gov.au/planning-future-land-use](https://tweed.nsw.gov.au/planning-future-land-use)



## **Tweed Regional Museum won a major national award**

Tweed Regional Museum picked up a prestigious Australian Museums and Galleries Association award for its *Land | Life | Culture* exhibition. The Museums and Galleries National Awards, or MAGNAs, recognise originality, innovation and best practice in exhibition, public programs and sustainability projects.

## **Tweed Regional Museum exhibition wins national award**



*Small Town Queer*, an exhibition celebrating the contribution of the Tweed's LGBTQIA+ community received the Australian Museums and Galleries Association award for Temporary or Travelling Exhibition Level 2. It's the second time the Museum has been recognised by the Museums & Galleries National Awards (MAGNAs) in the past 12 months and acknowledges originality, innovation and best practice in exhibitions, public programs and sustainability projects.

For more information visit:

[museum.tweed.nsw.gov.au/small-town-queer](https://museum.tweed.nsw.gov.au/small-town-queer)

## **Murwillumbah park named best in the state**



The new-look Knox Park entry plaza in Murwillumbah was named NSW/ACT Park of the Year and will now represent NSW/ACT for the national prize in September. It's the third time in just the past 6 years the Tweed has collected the award for the state's best park; with Rowan Robinson Park in Kingscliff winning in 2019, and the playground and youth precinct also at Knox Park coming out on top in 2016.

The \$1.5 million renovation to the entry plaza, on the corner of Wollumbin and Brisbane streets in Murwillumbah, was opened to the public in 2020 with a range of improvements. The makeover is part of a wider upgrade project of Murwillumbah's main park, funded through the Australian Government's Building Better Regions Fund, the state government's Restart NSW fund and Tweed Shire Council.

For more information visit:

[tweed.nsw.gov.au/media-releases](https://tweed.nsw.gov.au/media-releases)

## Road safety project wins excellence award

Council has received an Excellence in Road Safety Engineering award for the Kyogle Road upgrade near to Uki. Completed in 2018, the project upgraded a 500-metre section of Kyogle Road following fatal and other serious crashes. The annual awards are presented by the Institute of Public Works Engineering Australasia (IPWEA – NSW) and recognise innovation and excellence in local government and public works projects across the State including road safety, asset management and workplace health and safety.

The safety upgrade was supported by \$786,000 of funding from the Federal Government’s Black Spot Program. Every year, Council applies for grant funds under the Federal Government Black Spot Program based on a review of Tweed Shire crash data and feedback from the community.

For more information, visit [yoursaytweed.com.au/blackspot](https://yoursaytweed.com.au/blackspot)

## Council manager recognised for contribution to women in local government

Council’s Manager Human Resources Suzanne Richmond has been recognised at the annual NSW Ministers’ Awards for Women in Local Government.

At a virtual ceremony held on Monday 31 August 2020 the Hon. Shelley Hancock MP, Minister for Local Government announced Ms Richmond as the winner of the Champion of Change Award (Regional/Rural) for her work in increasing workforce diversity and inclusivity at Council.

This has included promoting the benefits of flexible working hours at Council, developing learning opportunities to progress more women into leadership roles and supporting the annual International Women’s Day event.

In addition, she is developing strategies to increase the employment of women at Council, in particular in non-traditional roles. This includes the Young Women in Construction Pilot Program – a partnership scheme to increase opportunities for young women locally.





## Achievements in

### Leaving a legacy: Looking out for future generations



#### **Boost for recovery of Tweed Coast koala population**

The NSW Minister for Energy and Environment, Matt Kean announced the addition of 89 hectares of land to the Cudgen Nature Reserve to support the recovery of the endangered Tweed Coast koala population.

The land was purchased by the NSW State Government in 2017 for the purposes of koala conservation. Council and the NSW National Parks and Wildlife Service have now completed a land swap enabling the land to be added to the Cudgen Nature Reserve.

Council proposed the land purchase to protect existing and create new areas of koala habitat on the Tweed Coast.

Ten hectares of land has also been added to the Koala Beach Bushland Reserve to restore and enhance koala habitat and to construct a koala holding facility as a joint initiative with Currumbin Wildlife Hospital.

#### **Council commits to accelerated action on climate change**

Tweed Shire Council confirmed its commitment to strengthening the Tweed's resilience to climate change and taking responsibility for reducing its greenhouse gas emissions.

Councillors made a range of decisions with a climate change focus.

The review of the *Renewable Energy Action Plan* highlighted that carbon savings, while substantially increased, had not been as high as projected and Councillors called for further action to meet the 2022 and 2025 targets.

A Climate Change Management Policy was adopted, providing a solid framework for Council's principles and goals to reduce the risks and impacts of climate change and reduce our emissions to net zero by 2030.

An Interim Climate Action Plan to ramp up action to respond to the Climate Emergency Declaration also was adopted. The plan includes 57 greenhouse gas emissions reduction and climate change adaptation actions.

## Tumbulgum in charge of own flood signs

Tumbulgum residents have now got the ability to post their own Flood Watch and Flood Warning signs at the 3 entrances to the village.

The signs are part of a community project that won the Flood Risk Management Project of the Year Award announced at the Floodplain Management Australia Conference in 2019, receiving \$10,000 prize money from NRMA Insurance. Project partners included the Tumbulgum Community Association, Council, the Bureau of Meteorology, NSW SES and NSW Office of Environment and Heritage.

After the March 2017 flood, Council received \$46,000 under the Commonwealth and NSW Government funded Floodplain Grant Scheme to incorporate the Tumbulgum gauge into the Bureau of Meteorology flood warning network.

It is that work that has now enabled the community to be in charge of posting Flood Watch and Flood Warnings signs on the advice of the Bureau and SES.



## Council commits funds to fix Mooball creek training walls

Tweed Shire Council resolved to commit \$290,000 towards repairing the Mooball Creek training walls at Pottsville if matching funding can be secured from NSW Crown Lands.

The funding commitment was made at the August 2020 Council meeting.

The Mooball Creek training walls were built in the 1970s to help manage the floodplain.

It is believed the poor condition of the walls may be contributing to the silting up of the creek mouth, preventing upstream waters flowing to the ocean.

Other factors contributing to the dumping of sand at the creek mouth include the flow of the creek and sand moved by ocean swells.



## **Towards zero waste means we are on the road to zero**

Many took the opportunity to do something positive for the environment during Plastic Free July and to have your say on Council's draft *Towards Zero Waste Policy*, which was on public exhibition until 21 July 2020.

Council's Director Sustainable Communities and Environment, Tracey Stinson said the draft *Towards Zero Waste Policy* has been developed to guide the organisation towards zero waste practices. But in order for it to be a practical and well-rounded policy, Council is seeking peoples' input.



## **Organics processing facility to put waste to good use**

Work commenced on a new \$7 million organic processing facility on the Tweed which will turn green organic waste into useful compost, while reducing the amount of waste which goes to landfill.

The facility, to be constructed and operated by NSW organics recycling business Soilco Pty Ltd at the Stotts Creek Resource Recovery Centre, represents a significant investment in waste reduction and management and will be the largest organic processing plant on the Northern Rivers.

Capable of dealing with nearly 21,000 tonnes of food and garden organics (FOGO) annually, the facility will complement Council's green kerbside collection program.

The project is supported by the NSW Environmental Trust as part of the NSW EPA's Waste Less, Recycle More initiative, funded from the waste levy. The initiative provides funding support to councils and other organisations to build facilities to increase the amount of organic waste diverted from landfill in NSW.

## Environmental Impact Statement for dam raising reaches milestone

The preparation of the Environmental Impact Statement (EIS) for the proposed raising of Clarrie Hall Dam met a milestone with completion of the cultural heritage excavations.

Consultant Eco Logical Australia Pty Ltd (ELA) worked with the project's Registered Aboriginal Parties to complete the excavations of 19 Potential Archaeological Deposits.

Soil from the excavations was sieved to isolate and collect Aboriginal artefacts. General searches of the areas around the dig sites were also completed.

The findings from the excavations will help in the development of an Aboriginal Cultural Heritage Management Plan for the project.

Council has received funding under the NSW Government's Safe and Secure Water Program to undertake the EIS to raise the dam.



## New triggers for drought water restrictions

Council resolved to adopt new triggers for water restrictions that will see measures introduced earlier in times of unfolding drought. The new triggers better reflect how quickly drought can escalate once flows in the Tweed River drop and the Shire's reticulated water supply becomes entirely reliant on releases from Clarrie Hall Dam.

For more information visit:

[tweed.nsw.gov.au/water-savings-restrictions](https://tweed.nsw.gov.au/water-savings-restrictions)



## Council locked in wind and solar energy contract

Tweed Shire Council has begun a 10-year Power Purchase Agreement with retailer Flow Power to supply electricity to Council's largest sites. The agreement sees Council source more than half of the electricity required to run its larger sites from NSW wind and solar farms. This initiative will help Council to achieve its interim targets of a 25% reduction of electricity-related carbon emissions by 2022 and a 50% reduction by 2025.

For more information visit [tweed.nsw.gov.au/climate-change](https://tweed.nsw.gov.au/climate-change)

## Health of the Tweed's waterways

Council released its 2020 Tweed Waterways Report – a summarised snapshot of water quality throughout the Tweed over the past 12 months. Council also sought expressions of interest from rural landowners who wish to improve the health of Duroby, Bilambil, Piggabeen and Cobaki creeks.

For more information visit [tweed.nsw.gov.au/rivers-creeks](https://tweed.nsw.gov.au/rivers-creeks)

## Sustainable Living Home Expo held online

The 2020 Sustainable Living Home Expo was held on 1 and 2 December. The free online event featured interactive webinars, a virtual marketplace and a wide range of sessions by experts to help community members reduce their carbon footprint and protect the environment.

For more information visit [tweed.nsw.gov.au/sustainable-living](https://tweed.nsw.gov.au/sustainable-living)



## Tackling Mosquitoes Together

Councils in the Northern Rivers joined North Coast Public Health to launch Tackling Mosquitoes Together, a campaign aimed at reducing the risks of mosquito-borne disease and nuisance in the region. The campaign invited residents to join a free program to receive helpful tips and reminders on how to protect themselves, their family and community from mosquitoes via text message over a 12 week period.

For more information visit:

[www.tacklingmosquitoestogether.com.au](https://www.tacklingmosquitoestogether.com.au)

## Flood warning

Council is now set to build an automated system to provide advanced notice of approaching floods to local residents. Council sought input from Burringbar, Mooball and Crabbes Creek residents to understand their flood concerns, the warning time they need to prepare their homes and evacuate, and their preferred communication method for receiving warnings.

For more information visit:

[yoursaytweed.com.au/flood-warning](https://yoursaytweed.com.au/flood-warning)

## Waste recycling

Council published its annual report on the contents of the Tweed's bins, following a round of bin audits in November 2020. The audit showed that on average urban residential red bins contained 19% of items which could have been recycled and 45% of food and garden items that could have been placed in the weekly green bin collection. The results were similar for rural residential red bins, with 23% of items being recyclable and 40% being food and garden items. The audit also revealed contamination in urban recycling bins (10 per cent) caused by items being placed in the wrong bin, with the figure higher in rural areas (17%). The audit findings coincide with Council's aspirational goal to reach zero waste from Council operations by 2040.



For more information visit:

[tweed.nsw.gov.au/waste-recycling](https://tweed.nsw.gov.au/waste-recycling)

## Raising the wall of Clarrie Hall Dam

Council invited the community to have its say on the proposed raising of Clarrie Hall Dam in February 2021 before the completion of the project's Environmental Impact Statement (EIS). Because the proposal to raise the wall of Clarrie Hall Dam has been classified as State Significant Infrastructure, the NSW Department of Planning, Industry and Environment will place it on public exhibition once it is complete and invite the community to make a formal submission on the proposal.



For more information visit:

[yoursaytweed.com.au/raisingclarriehall-eis](https://yoursaytweed.com.au/raisingclarriehall-eis)

## Preliminary works underway on Northern Rivers Rail Trail

Vegetation clearing along the Murwillumbah to Crabbes Creek rail corridor began in January 2021 allowing 4 preferred construction companies to access and inspect the rail infrastructure so they can prepare their design and costings for the proposed rail trail. Council also held its first design workshop with the 4 shortlisted construction companies in January and conducted a number of online and face to face community information sessions.



For more information [yoursaytweed.com.au/railtrail](https://yoursaytweed.com.au/railtrail)

## Council steps up renewable energy rollout

Tweed Shire Council has committed to a new two-year program of renewable energy and energy efficiency works across its facilities. At its meeting on Thursday 15 April 2021, Council voted unanimously to move to phase 2 of its Renewable Energy Action Plan – which includes 10 solar projects worth more than \$1 million. The phase 2 rollout will almost triple Council’s current solar capacity to more than 2,200 kWp (kilowatts peak) which is expected to save up to \$220,000 per year on energy costs.

For more information visit [tweed.nsw.gov.au/climate-change](https://tweed.nsw.gov.au/climate-change)



## Nominations open for 2021 Tweed Sustainability Awards

Tweed residents were encouraged to submit their nominations for the 2021 Tweed Sustainability Awards designed to celebrate local sustainability champions and eco-friendly initiatives across the Tweed.

There are 4 award categories: Regenerative Agriculture; Wildlife and Habitat Conservation; Tweed Tourism and Hospitality Sustainability; Tweed Sustainability.

Past participants have thanked the awards for boosting the profile of their work and bolstering the network of like-minded people dedicated to protecting the Tweed’s environment.

For more information visit:

[tweed.nsw.gov.au/tweed-sustainability-awards](https://tweed.nsw.gov.au/tweed-sustainability-awards)

## Tweed flood study to be expanded

Council started work updating and expanding the Tweed Valley Flood Study which will help define flood behaviour under current and future climate conditions and become the basis of flood planning in the Tweed. As part of the study, residents were asked to share their personal experiences and knowledge to help better understand past flood events. The program is funded under the Natural Disaster Resilience Program, supported by the NSW and Commonwealth governments.

For more information visit [yoursaytweed.com.au/flood-study](https://yoursaytweed.com.au/flood-study)

## Water main upgrade for Kingscliff

Council began upgrading the water main on Pearl Street, Kingscliff to ensure the town continues to receive a reliable, high-quality water supply now and into the future. The new 427-metre water main is being constructed on the western side of Pearl Street, between Turnock and Seaview streets. The total value of the combined works is \$1.15 million.

For more information visit:

[tweed.nsw.gov.au/roadworks-closures](https://tweed.nsw.gov.au/roadworks-closures)

## Tweed JUNKtion (tip shop) now open from Tuesday to Saturday

To keep up with demand, Tweed JUNKtion has extended its trading days as a trial. During the trial period, Tweed JUNKtion opened from Tuesday to Friday 8:30 am to 3 pm and Saturday from 9 am to 3 pm.

For more information, visit [tweed.nsw.gov.au/waste-recycling](https://tweed.nsw.gov.au/waste-recycling)



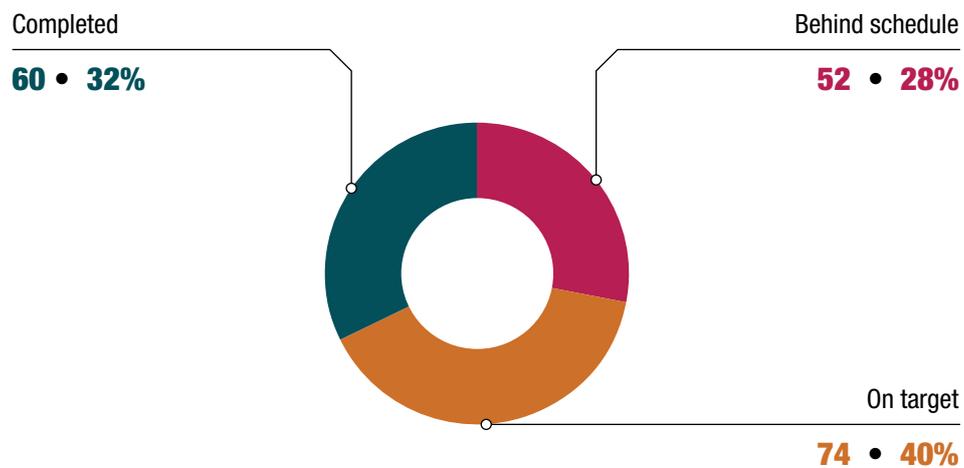
## Progress report for 2019–2020: Leaving a legacy

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

	2019–2020 (\$'000)	
	Budget	Actual
<b>Income</b>		
Rates & Annual Charges	54,252	55,956
User Charges & Fees	32,151	34,847
Investment Revenues	4,569	3,944
Other Revenues	538	371
Operating Grants & Contributions	1,935	3,044
Capital Grants & Contributions	14,524	9,862
Internal	3,790	3,645
<b>Total Income</b>	<b>111,759</b>	<b>111,669</b>
<b>Expenditure</b>		
Employment Costs	15,677	19,819
Borrowing Costs	7,814	7,915
Materials & Contracts	29,646	28,403
Depreciation & Amortisation	22,948	23,087
Other Expenses	5,439	10,055
Internal	16,594	14,659
<b>Total Expenditure</b>	<b>98,118</b>	<b>103,938</b>
<b>Net Operating Result</b>	<b>13,641</b>	<b>7,731</b>
<b>Source &amp; Application of Funds</b>		
Add Back Depreciation	(22,948)	(23,087)
Net Transfers to/(from) Reserves	24,522	23,036
Loan Funds Utilised	(1,400)	(1,400)
Repayment of Principal on Loans	5,808	6,360
Purchase and Construction of Assets	18,927	18,283
	<b>24,909</b>	<b>23,192</b>
	<b>(11,268)</b>	<b>(15,461)</b>

## Summary of principal stream goals

Strategic priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Biodiversity Management	1	9	6	55	4	36
Bushland Management	1	14	4	57	2	29
Coastal Management	3	33	5	56	1	11
Environmental Sustainability	1	11	7	78	1	11
Sustainable Agriculture	1	13	5	63	2	25
Waterways (Catchment) Management	2	29	2	29	3	43
Floodplain Management	1	14	3	43	3	43
Stormwater Drainage	12	52	6	26	5	22
Rubbish and Recycling Services	0	0	8	67	4	33
Sewerage Services	13	35	12	32	12	32
Tweed Laboratory	0	0	2	100	0	0
Water Supply	15	44	8	24	11	32
Strategic Land-use Planning	10	50	6	30	4	20
<b>Total</b>	<b>60</b>	<b>32</b>	<b>74</b>	<b>40</b>	<b>52</b>	<b>28</b>





## Achievements in

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



#### **Heritage conservation grant scheme**

Owners of a heritage-listed property or a property within a heritage conservation area were invited to apply for funding as part of Council's Local Heritage Assistance Fund grants program.

The program aims to encourage positive conservation work and best practice management of built heritage in the Tweed.

Successful applicants will be provided with grants to undertake small scale conservation works to properties that hold heritage value or significance.

The Local Heritage Assistance Fund is funded by Council in partnership with the NSW Government through the NSW State Heritage Grants scheme.

#### **New plans for permanent animal pound and rehoming centre**

A new site was identified for a permanent animal pound and rehoming centre on Council-owned land at South Murwillumbah.

Following investigations, the site, which is near to the former Council tip site off Lundberg Drive, is set to house a purpose-built pound facility from mid-2022.

The site is also being assessed as part of a joint development application with a private landowner which will produce a series of industrial lots and land for Council activities including the new animal pound and rehoming centre. This will require additional planning and construction approvals.

## Local Government Week highlights Council's integral community role

Tweed Shire Council used Local Government Week (3–9 August 2020) as a chance to reflect on an unprecedented year, with Council staff and the Tweed community facing multiple challenges.

The theme of Local Government Week 2020 – “Councils Do” – was an appropriate way of describing the more than 50 services which Council delivers to the community, even in times of crisis.

While Council is working harder than ever to support our communities, the usual program of community events for Local Government Week is not being held this year due to COVID-19 restrictions.



## Tweed Shire Council sponsored national water awareness initiative

Council urged Tweed residents to participate in national water awareness initiative, Water Night on 22 October. The initiative was conducted by not-for-profit water efficiency experts, Smart Approved WaterMark. Almost 2500 households participated Australia-wide.



For more information [www.waternight.com.au](http://www.waternight.com.au)



## **Tweed Shire Youth Council inducted for 2021**

First established in 2016, the Tweed Shire Youth Council provides young people with an opportunity to express their views on local community matters that directly relate to them. The 2021 Tweed Shire Youth Council members are: Oska Proietto and Imogene Pain – Banora Point High School; Abby Pirotta and Daniel Green – Lindisfarne Anglican Grammar School; Daniel Daley and Logan Wright – Murwillumbah High School; Montana Markland – Pacific Coast Christian School; Dawn Cosham and Tom Nguyen – St Joseph’s College Banora Point; Madison Bambach and Julia Wilder-Donvito – Wollumbin High School; and Rykah Ross and Jorja Campbell – Tweed River High School.

For more information [tweed.nsw.gov.au/young-people](https://tweed.nsw.gov.au/young-people)

## **Planning proposal – rural land sharing communities**

A planning proposal that sought to protect the rights of existing legal rural land sharing communities and prohibit any future developments of this type was placed on public exhibition in this period. The objective of the planning proposal, referred to as PP21/0001, is to make rural land sharing communities (RLSC) a prohibited land use in the Tweed. It will do this by removing the reference to Tweed’s local environmental plans from the *State Environmental Planning Policy (Primary Production and Rural Development) 2019*. If adopted this would prohibit RLSC, or multiple occupancies (MO), in the Tweed.

For more information visit:

[yoursaytweed.com.au/planningproposal-rurallandsharing](https://yoursaytweed.com.au/planningproposal-rurallandsharing)

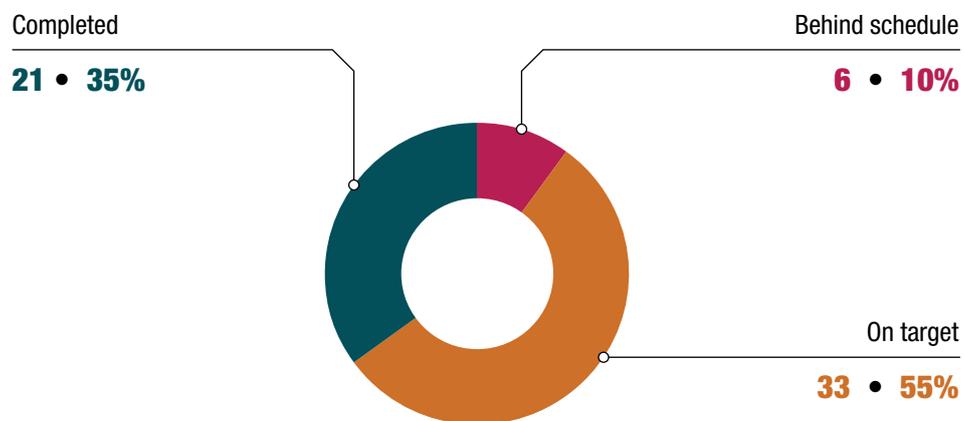
## Progress report for 2019–2020: Making decisions with you

### Performance against the Making decisions with you objectives, identified in the 2017–2021 Delivery Program

	2019–2020 (\$'000)	
	Budget	Actual
<b>Income</b>		
Rates & Annual Charges	61,165	61,520
User Charges & Fees	3,690	3,179
Investment Revenues	3,931	3,031
Other Revenues	788	629
Operating Grants & Contributions	8,752	9,254
Capital Grants & Contributions	0	1,298
Internal	<b>16,634</b>	<b>15,838</b>
<b>Total Income</b>	<b>94,960</b>	<b>94,749</b>
<b>Expenditure</b>		
Employment Costs	13,623	14,439
Borrowing Costs	2	2
Materials & Contracts	3,833	2,100
Depreciation & Amortisation	4	8
Other Expenses	297	1,452
Internal	7,495	7,495
<b>Total Expenditure</b>	<b>25,254</b>	<b>25,496</b>
<b>Net Operating Result</b>	<b>69,706</b>	<b>69,253</b>
<b>Source &amp; Application of Funds</b>		
Add Back Depreciation	(4)	(8)
Net Transfers to/(from) Reserves	1,216	(73)
Repayment of Principal on Loans	0	0
	<b>1,212</b>	<b>81</b>
	<b>68,494</b>	<b>69,334</b>

## Summary of principal stream goals

Strategic Priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Building Certification	2	29	4	57	1	14
Development Assessment	2	40	2	40	1	20
Development Engineering & Assessment	2	67	1	33	0	0
Animal Management	1	20	4	80	0	0
Communications	10	50	9	45	1	5
Contact Centre	4	36	5	45	2	18
Councillor & Civic Business	0	0	4	100	0	0
Financial Services	0	0	4	80	1	20
<b>Total</b>	<b>21</b>	<b>35</b>	<b>33</b>	<b>55</b>	<b>6</b>	<b>10</b>





## Achievements in

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

#### Opportunity to run Tweed's community markets

Tweed Shire Council was seeking expressions of interest (EOI) from individuals or groups to run one or more of the Tweed's community markets.

"This is an exciting time for local community markets as we want them to grow and become cultural and community experiences which are sustainable in terms of waste," Council's Manager Building and Environmental Health Denise Galle said.

"Our current markets are fantastic and Council would like to grow them to provide more opportunities for local goods, services, arts, crafts and organic products, as well as entertainment, such as musicians, buskers and artists."

The policy sets out the location, frequency and operating times of the individual markets and the terms of the development consent for each location.

#### New night lighting illuminates local sporting scene

Improved night lighting has been switched on at Walter Peate Reserve as part of the rollout of the Kingscliff Regional Sports Complex Masterplan.

The newly-installed night lighting allows sports codes who use the facility to train and compete in the evenings, further extending the use of the grounds during the sporting season.

The project is part of the first stage of the Kingscliff Regional Sports Complex Masterplan which has already delivered an upgrade to athletic facilities, with construction underway of a new clubhouse and amenities building.

The project was funded through a NSW Office of Sport Regional Sports Infrastructure Fund grant, totalling \$3.2million, \$750,000 from Council and additional contributions from user groups.





## **Parklets and art seats to pop up in Murwillumbah**

Pockets of green and splashes of colour added a new and fun dimension to the streets of Murwillumbah as part of an exciting short-term project.

The Tweed Green Parklet, Public Art and Activation project involved the installation of 2 temporary parklets and pop-up seating (art seats) in several locations within the Murwillumbah CBD, providing a unique public space while adding to the street amenity.

The temporary parklets (which are extensions from the footpath using one to 2 car spaces) incorporated seating, plantings and interactive spaces to create a new buzz and enhance the street appeal.

The NSW Government put \$100,000 towards the project as part of its Streets as Shared Spaces initiative, with Council providing \$37,000.



## **Small Town Queer exhibition celebrates diversity in the Tweed**

Tweed Regional Museum launched its first digital exhibition and collections project, *Small Town Queer*.

*Small Town Queer* explores the rich tapestry of Tweed's LGBTQIA+ history from the early 1900s to the present.

This digital project coincides with LGBTI History Month and includes research into the area's history, the Museum's first podcast series, a story map, and an interactive portal for community contributions.

The Museum has collaborated with LGBTQIA+ community members to collect, share and preserve the histories of Tweed's many and varied queer voices.

## Thank you Tweed

Tweed Shire Council thanked the Tweed community for their vigilance, cooperation and patience during the COVID-19 pandemic. A 'Thank you Tweed' campaign – featuring heart-shaped thank you messages launched in October and included advertisements in local newspapers and material on Council's website and posts and videos on social media.



## NAIDOC Week

The Tweed Heads NAIDOC Week program commenced with a livestreamed flag raising ceremony at Minjungbal Aboriginal Museum in Tweed Heads South. A cultural day, Hall of Fame Reflection and morning tea was also held at the museum. The Youth Recognition, Sporting and Achievement Awards was also livestreamed to honour the achievements of local young people. A car convoy from Tweed Heads Civic Centre to Jack Evans Boat Harbour took the place of the annual NAIDOC Week street march.



For more information visit:

[tweed.nsw.gov.au/aboriginal-torres-strait-islander](https://tweed.nsw.gov.au/aboriginal-torres-strait-islander)

## Mayoral Christmas Appeal

Mayor of Tweed Shire Councillor Chris Cherry selected Fred's Place, You Have a Friend and Tweed Valley Wildlife Carers as beneficiaries of the 2020 Mayoral Christmas Appeal.

For more information visit [tweed.nsw.gov.au/media-releases](https://tweed.nsw.gov.au/media-releases)

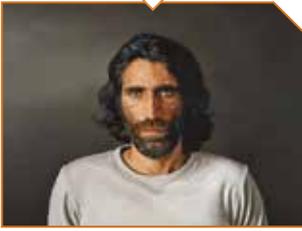
## Youth outdoor recreation survey launched

Council launched a survey to help inform its Youth Outdoor Recreation Action Plan, which aims to improve the quality and diversity of sport and outdoor recreational facilities and activities for young people in the Tweed. Young people were asked what new outdoor recreation facilities, events and activities they wanted to see in the Tweed.



For more information [yoursaytweed.com.au/youth-voice](https://yoursaytweed.com.au/youth-voice)

## 2020 Archibald Prize



Tweed Regional Gallery & Margaret Olley Art Centre announced it will be the first venue on the 2020 Archibald Prize Regional Tour from Friday 22 January until Sunday 7 March 2021. The Archibald Prize is Australia's foremost portraiture prize.

Murwillumbah received a significant economic boost from hosting one of Australia's best known art competitions, the Archibald Prize, at Tweed Regional Gallery. Over 37,872 attended the exhibition providing a clear uplift to local businesses and was another example of why the Tweed is such a great place to live, work and visit.

For more information visit [artgallery.tweed.nsw.gov.au](http://artgallery.tweed.nsw.gov.au)

## Improving road safety

Council sought community feedback on its plans to improve safety at Kennedy Drive, Tweed Heads and the intersection of Tweed Valley Way and Riverside Drive (north) at Tumbulgum.

For more information visit [yoursaytweed.com.au/blackspot](http://yoursaytweed.com.au/blackspot)

## Urban tree canopy program



Council launched an urban tree canopy program to reduce the urban heat-island effect created by heat-absorbing roads, footpaths and buildings. Council removed 38 palms that line the median strip from Dry Dock Road to Heffron Street. Thirteen Tuckeroo trees will be planted in the open space at the corner of Heffron Street near the skate park and Tweed Regional Aquatic Centre Tweed Heads South, and in Faux Park to shade the shared-user path along the Tweed River.

For more information on the project, visit:

[yoursaytweed.com.au/cool-towns](http://yoursaytweed.com.au/cool-towns)

## Residents help design park and playspace upgrades

Council partnered with the local community to design and create welcoming and inclusive parks and play spaces at Coral Street Park, Bilambil Heights; Clarrie Englert Park, Gollan Drive, Tweed Heads West; and Banora Point Community Centre Park, Leisure Drive, Banora Point.

For more information visit [yoursaytweed.com.au/parks](https://yoursaytweed.com.au/parks)

## Australia Day

The Tweed community took time to reflect, respect and celebrate what it means to be part of our unfolding national story on Australia Day. Hosted by 2020 Citizen of the Year and 2021 Tweed Shire Australia Day Ambassador, Rebecca Hogan, the awards ceremony recognised outstanding community achievements by over the past year. A Citizenship ceremony followed the awards and saw more than 30 residents from 12 countries become Australian citizens.

Council also sponsored local community events run by Tumbulgum Community Association, Tyalgum Hall Community Association, Crabbes Creek Hall Committee and Murwillumbah Community Garden.

Nominations closed on Friday 16 October 2020.

For more information visit [tweed.nsw.gov.au/australia-day](https://tweed.nsw.gov.au/australia-day)





## Young Archies

Two young people from the Tweed received awards in the Young Archie competition hosted by the Tweed Regional Gallery & Margaret Olley Art Centre. Isla Moulton from Burringbar won the 5–8 years age category for her work, 'Dylan' and Layla McKee from Terranora won the 9–12 years age category for her work, 'The Beauty in a Rainbow'.

The Young Archie Competition was open to residents between the ages of 5 and 18 from the Tweed, Ballina, Byron and Kyogle shires as well as Lismore City and the Gold Coast and more than 120 entries were received. The works were displayed at the same time as the 2020 Archibald Prize Regional Tour which ran at the Gallery from Friday 22 January to Sunday 7 March 2021.

For more information [artgallery.tweed.nsw.gov.au](http://artgallery.tweed.nsw.gov.au)

## Grow Make Eat at Tweed Regional Museum celebrates our culinary history

The Grow Make Eat exhibition opened to the public on 2 March. The exhibition sings the praises of the Tweed's growers, producers, makers and consumers in stories that weave together our shared culinary and agricultural past, present and future. It features native foods, case studies on agricultural experimentation and a display of almost every food product manufactured in the Tweed.

For more information visit [museum.tweed.nsw.gov.au](http://museum.tweed.nsw.gov.au)



## Parking restrictions tackle overnight campers in Tweed Heads

Council has introduced overnight parking restrictions at several key sites in Tweed Heads as part of its efforts to combat an influx of campers in the area. A number of new 'no parking' signs were erected at popular tourist sites following a rise in resident complaints.

For more information on the project, visit:

[tweed.nsw.gov.au/media-releases](http://tweed.nsw.gov.au/media-releases)

## Tweed Youth Week

A number of free events were held as part of Tweed Youth Week 2021 including a movie marathon, a wellbeing workshop and a music and slam poetry showcase celebrating young talent from the Tweed.

This year's theme, Together More Than Ever, highlighted the need for young people to be there for each other and come together during difficult times. All Tweed Youth Week events were supported by NSW Youth Week, Tweed Shire Council, headspace Tweed Heads, Poets Out Loud, The Regent Cinema Murwillumbah and The Citadel Murwillumbah.

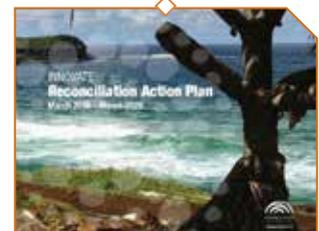
## National Reconciliation Week

The National Reconciliation Week theme for 2021 was More than a word. Reconciliation takes action. The week provides an opportunity for all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia.

Council launched its first *Reconciliation Action Plan* in 2018 and since then has taken a range of actions to acknowledge and recognise the Tweed's local Aboriginal and Torres Strait Islander communities.

For more information, visit:

[tweed.nsw.gov.au/aboriginal-torres-strait-islander](https://tweed.nsw.gov.au/aboriginal-torres-strait-islander)



## Council declared a housing emergency in the Tweed

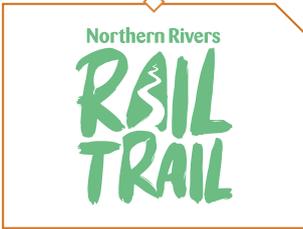
At its meeting on Thursday 15 April 2021, Council resolved to write to the Federal and State governments asking both to explore further opportunities for additional social and affordable housing in the Tweed. Council also resolved to thank the NSW Government for their recent investment in social housing in Boyd Street, Tweed Heads, which will deliver 40 units.

Councillors asked for local options for providing temporary accommodation for residents forced to sleep in their vehicles to be explored and for a report to be brought back to Council when investigations were concluded.



### **Free masks for small businesses in the Tweed**

At the request of NSW Health, Council distributed masks to ensure businesses can continue to operate despite increased COVID-19 restrictions which required masks to be worn in all indoor non-residential settings, including workplaces, and at organised outdoor events.



### **\$11.8 million contract awarded to progress Rail Trail**

Council awarded the contract to a complying tender bid from Hazell Bros (Qld) Pty Ltd following a rigorous tendering process. The design will now be refined if needed and finalised, after which the community will be able to view the final rail trail design.

The Tweed section of the Northern Rivers Rail Trail is the first stage to go ahead. It will include 24 km of shared-user path from the former Murwillumbah Railway Station to Crabbes Creek, terminating south of Wooyung Road.

For more information visit [yoursaytweed.com.au/railtrail](https://yoursaytweed.com.au/railtrail)

### **Community infrastructure projects backed by new funding**

Ten local infrastructure projects were awarded more than \$3.75 million in Federal Government grants. Funded projects include:

- coastal access tracks and stairs refurbishments, Tweed Coast (\$369,537)
- fully fenced off-leash dog parks at Bray Park and Banora Point (\$250,000)
- Knox Park carpark, Murwillumbah refurbishment (\$620,000)
- public toilet replacement, Tyalgum with improved access (\$170,000)
- upgrade to the Chillingham tennis courts (\$290,000)
- renewal of koala fencing and koala alert road markings at various sites on Round Mountain Road and Terranora Road (\$100,000)
- refurbishment of Stan Sercombe Oval grandstand, Murwillumbah (\$400,000)

- refurbishment of marine transport assets, at Dry Dock Road, Crystal Waters Drive, Kennedy Drive boat ramp and Dry Dock Park (\$500,000)
- river revetment work to protect Tweed Valley Way near Tumbulgum to prevent erosion and improve fish habitats (\$600,000)
- repairs to 70 metres of revetment wall at The Anchorage on Keith Compton Drive, Tweed Heads (\$460,000).

For more information visit [yoursaytweed.com.au](https://yoursaytweed.com.au)

## Gallery garden honours Margaret Olley

The Honourable Dame Quentin Bryce AD CVO officially opened the Margaret Olley Memorial Garden in the grounds of the Tweed Regional Art Gallery as a living tribute to the artist and a wonderful compliment to the Margaret Olley Art Centre. Ten years since her passing, Margaret Olley's ashes are now interred in the Garden, marking a fitting final resting place.



Designed by 2 local landscape designers, Plummer & Smith, the MOMG cleverly incorporates aspects of Margaret's home studio, including the paved terraces which mimic the patterns of the many kilims in her studio. The garden was made possible thanks to funding from the Margaret Olley Art Trust and the Tweed Regional Gallery Foundation Ltd.

For more information visit:

[artgallery.tweed.nsw.gov.au/MemorialGarden](https://artgallery.tweed.nsw.gov.au/MemorialGarden)

## Applications opened for 2021/22 Events Sponsorship funding round

Event organisers were encouraged to apply for funding for sport, food, music, community, business, and arts events in the Tweed. Funding opportunities were designed to help existing events grow and to attract exciting new event opportunities to the Tweed. Applications will be considered at Council's meeting in August.

For more information visit [tweed.nsw.gov.au/events-venues](https://tweed.nsw.gov.au/events-venues)



## New regional inclusive park and playspace for Tweed Heads

Council secured a NSW Government grant that will fund an extensive upgrade to existing facilities at the boat harbour will ensure that all children can play regardless of their age or ability.

A draft concept plan for a new regional inclusive park and playspace in the Jack Evans Boat Harbour precinct, Tweed Heads went on public exhibition. Goorimahbah – Place of Stories Inclusive Park and Playspace is set to be an extensive upgrade to existing facilities, and aims to ensure all children can play regardless of age, ability or culture.

The safe and unique design of the playspace will enable children with disabilities, their families and/or carers to meet, play and connect and will be known as Goorimahbah – Place of Stories Inclusive Park and Playspace. The project aims to make Jack Evans Boat Harbour a vibrant focal point for community activity in Tweed Heads and recognises the area as an accessible destination for residents and visitors.

The works are proudly funded by the NSW Government, Variety – the Children’s Charity NSW/ACT and Tweed Shire Council and are due to commence in early 2022.

For more information, visit [yoursaytweed.com.au/goorimahbah](https://yoursaytweed.com.au/goorimahbah)

# Progress report for 2019–2020: People, places and moving around

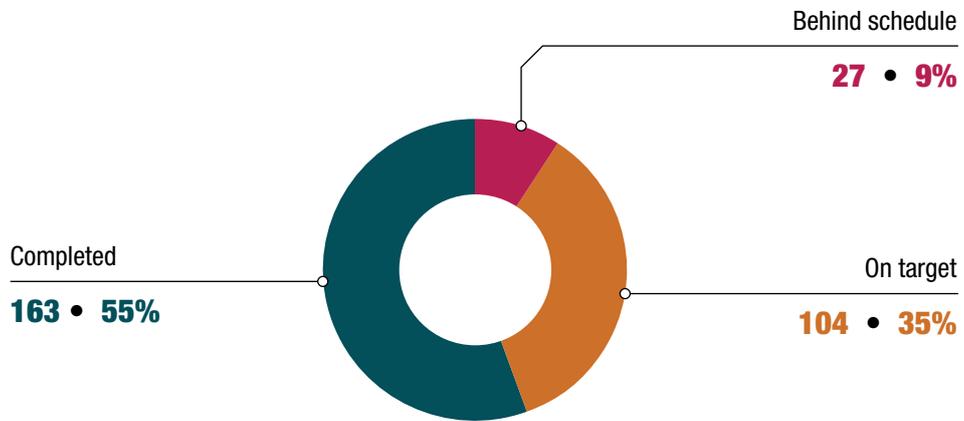
## Performance against the People, places and moving around objectives, identified in the 2017–2021 Delivery Program

	2019–2020 (\$'000)	
	Budget	Actual
<b>Income</b>		
User Charges & Fees	12,019	12,965
Investment Revenues	1,265	1,325
Other Revenues	959	3,027
Operating Grants & Contributions	8,241	8,203
Capital Grants & Contributions	2,140	4,408
Internal	11,092	11,978
<b>Total Income</b>	<b>35,716</b>	<b>41,906</b>
<b>Expenditure</b>		
Employment Costs	22,055	24,181
Borrowing Costs	3,090	3,082
Materials & Contracts	22,311	17,974
Depreciation & Amortisation	18,884	20,224
Other Expenses	9,225	16,329
Internal	16,951	15,256
<b>Total Expenditure</b>	<b>92,516</b>	<b>97,046</b>
<b>Net Operating Result</b>	<b>(56,800)</b>	<b>(55,140)</b>
<b>Source &amp; Application of Funds</b>		
Add Back Depreciation	(18,884)	(20,224)
Net Transfers to/(from) Reserves	(2,110)	(1,992)
Loan Funds Utilised	(916)	(916)
Repayment of Principal on Loans	3,060	3,060
Purchase and Construction of Assets	18,534	20,643
	<b>(316)</b>	<b>571</b>
	<b>(56,484)</b>	<b>(55,711)</b>

## Summary of principal stream goals

Strategic Priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Cemeteries	1	17	4	67	1	17
Community and Cultural Development	2	17	5	42	5	42
Community Services	2	33	4	67	0	0
Compliance Services	1	25	3	75	0	0
Economic Development	4	40	5	50	1	10
Environmental Health	3	33	5	56	1	11
Events	0	0	2	67	1	33
Life Guard Services	3	43	4	57	0	0
Local Emergency Management	0	0	5	100	0	0
Pest Management	3	60	2	40	0	0
Public Toilets	2	33	3	50	1	17
Tourism	1	25	3	75	0	0
Aquatic Centres	0	0	4	80	1	20
Art Gallery	5	50	2	20	3	30
Auditoria	1	20	2	40	2	40
Holiday Parks	2	33	4	67	0	0
Libraries	4	36	7	64	0	0
Museum	3	30	5	50	2	20
Parks & Gardens	1	20	4	80	0	0
Saleyards	0	0	4	80	1	20
Sporting Fields	1	17	4	67	1	17

Strategic Priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Airfield	1	17	5	83	0	0
Construction Services	0	0	1	100	0	0
Design Services	0	0	2	100	0	0
Roads, traffic, footpaths & cycleways	123	85	15	10	7	5
<b>Total</b>	<b>163</b>	<b>55</b>	<b>104</b>	<b>35</b>	<b>27</b>	<b>9</b>





## Achievements in Behind the scenes



### Pay for rates and applications online

Tweed Shire Council launched a new ePayment and Property Services portal which allows customers 24/7 access to pay Council rates, water rates, debtor notices and invoices online, instead of over the phone or in person. The portal also allows individuals, developers, conveyancers and solicitors to apply and pay online for 10 common property and rating applications.

For more information visit [eproperty.tweed.nsw.gov.au](https://eproperty.tweed.nsw.gov.au)

### Council meetings back open to the public

The livestreaming of Council meetings has now ceased with the expiry of the COVID-19 *Legislation Amendment (Emergency Measures) Act 2020*. Members of the public are once again able to attend Council meetings in person and Council has decided to hold all meetings at the Tweed Heads Administration Office until the local government election in December to accommodate more people.

An online ticketing system is in place. This change will also see a return to normal webcasting processes.

For more information visit [tweed.nsw.gov.au/council-meetings](https://tweed.nsw.gov.au/council-meetings)

### Residents considering running for Council attend briefing sessions

Council held a series of candidate briefings in March and April 2021 to build awareness and understanding of the role and responsibilities of an elected member of Council, ahead of the NSW Local Government elections in December 2021. The 3 briefing sessions were hosted by former Mayor of Lismore Jenny Dowell OAM, with the support of Council and Local Government NSW. Council engaged the NSW Electoral Commission (NSWEC) to administer the election on its behalf.

For more information visit [www.elections.nsw.gov.au](https://www.elections.nsw.gov.au)

## **Forum highlights crucial role of women in local government**

Women interested in running for Council at the upcoming NSW Local Government election were invited to attend a free forum hosted by the Australian Local Government Women's Association of NSW (ALGWA NSW). The forum formed part of a state-wide campaign aimed at encouraging more participation by women in local government.

For more information visit [www.elections.nsw.gov.au](http://www.elections.nsw.gov.au)

## **New report into Council's local spend**

Council is improving its reporting process to highlight the amount of goods and services being procured from local businesses. Council's Procurement Policy already requires local suppliers to be considered for all purchases above \$50,000, and staff are encouraged to request quotations from local businesses for lower value purchases. However, this information is not publically reported. At its meeting on Thursday 20 May 2021, Council unanimously resolved to report the percentage of goods and services procured from local businesses each quarter.

For more information visit:

[tweed.nsw.gov.au/planning-reporting-to-community](http://tweed.nsw.gov.au/planning-reporting-to-community)

## **Residents asked to provide feedback on 2021/22 budget and operational plan**

As Council prepared to finalise its delivery program and operational plan for the 2021/22 financial year, residents were invited to provide feedback on several key documents, including next year's budget, revenue policy and fees and charges.

For further information visit:

[yoursaytweed.com.au/delivery-program-operational-plan-2021-2022](http://yoursaytweed.com.au/delivery-program-operational-plan-2021-2022)

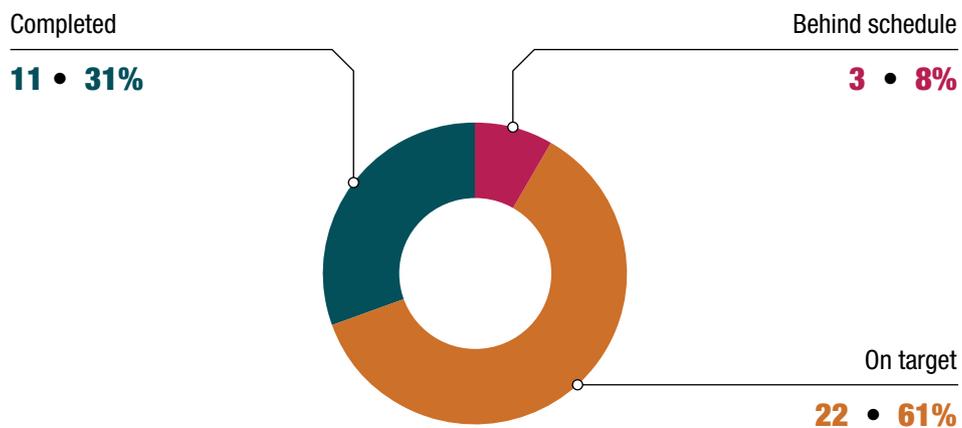
## Progress report for 2019–2020: Behind the scenes

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

	2019–2020 (\$'000)	
	Budget	Actual
<b>Income</b>		
Rates & Annual Charges	0	0
User Charges & Fees	505	812
Investment Revenues	43	54
Other Revenues	223	168
Operating Grants & Contributions	11	0
Capital Grants & Contributions	182	892
Internal	23,515	27,308
<b>Total Income</b>	<b>24,479</b>	<b>29,234</b>
<b>Expenditure</b>		
Employment Costs	6,208	8,877
Borrowing Costs	361	361
Materials & Contracts	7,252	5,790
Depreciation & Amortisation	3,191	3,890
Other Expenses	2,734	3,176
Internal	3,183	3,183
<b>Total Expenditure</b>	<b>22,929</b>	<b>25,277</b>
<b>Net Operating Result</b>	<b>1,550</b>	<b>3,957</b>
<b>Source &amp; Application of Funds</b>		
Add Back Depreciation	(3,191)	(3,890)
Net Transfers to/(from) Reserves	875	2,574
Repayment of Principal on Loans	375	375
Purchase and Construction of Assets	4,230	3,058
	<b>2,289</b>	<b>2,117</b>
	<b>(739)</b>	<b>1,840</b>

## Summary of principal stream goals

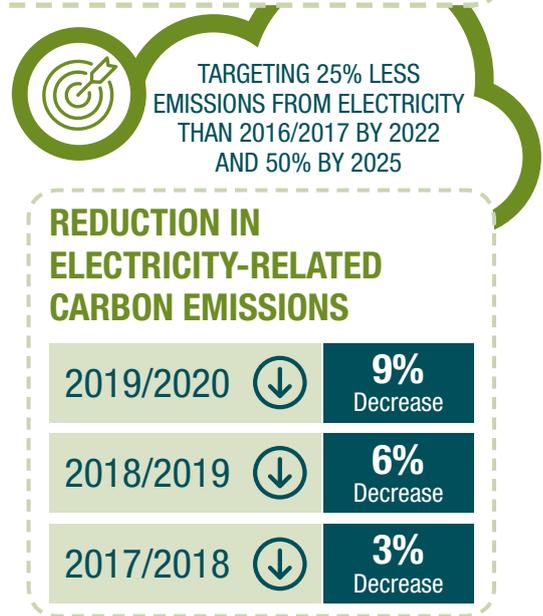
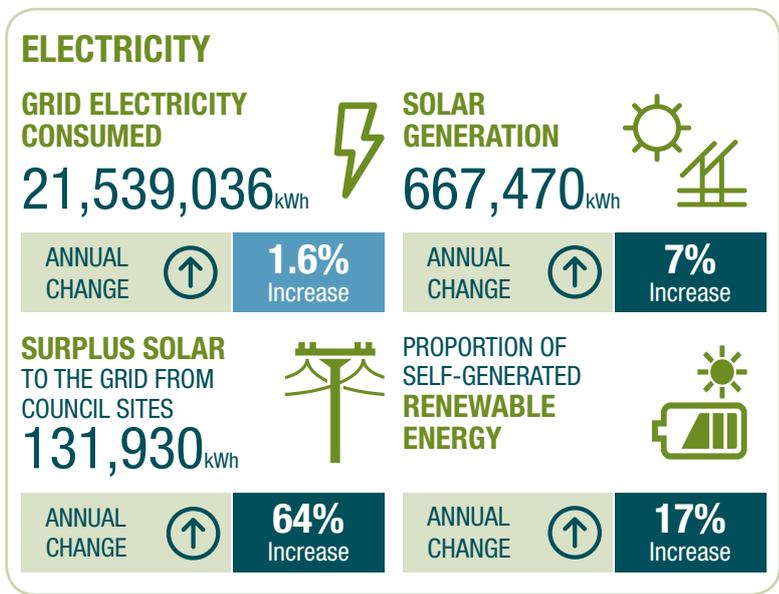
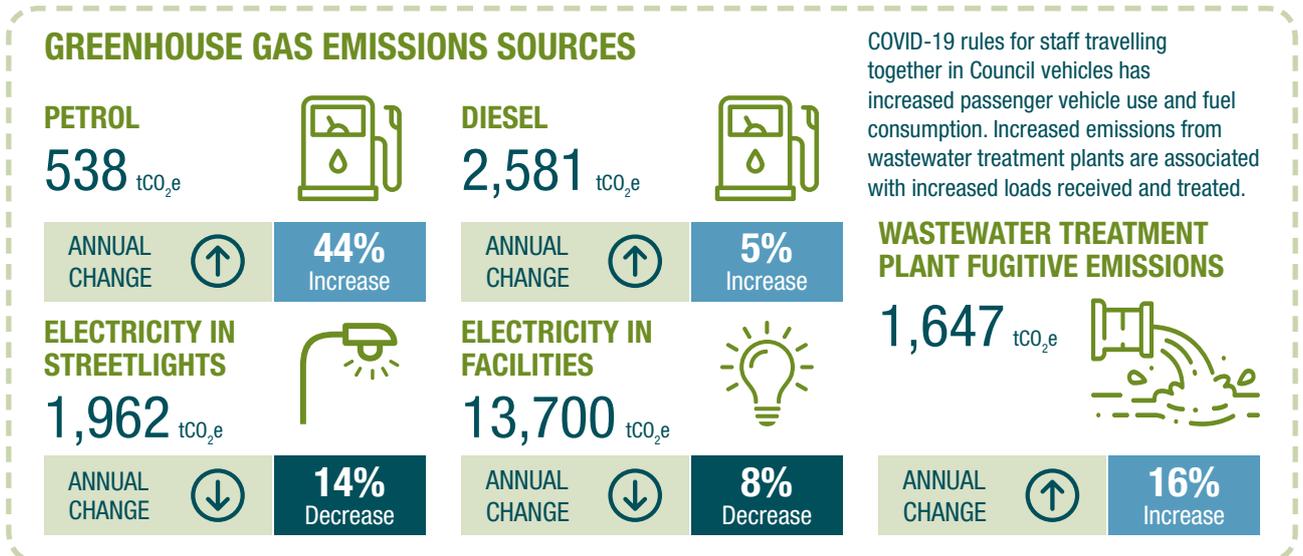
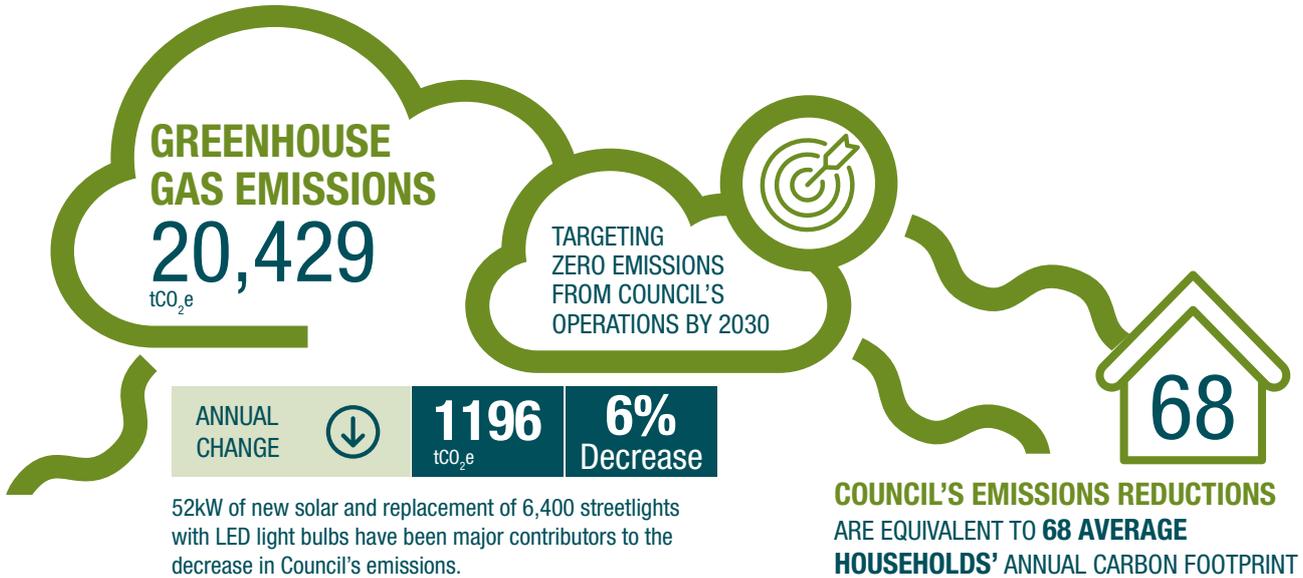
Strategic Priority	Completed		On target		Behind schedule or action required	
	No.	%	No.	%	No.	%
Governance	4	40	5	50	1	10
Internal Audit	2	33	4	67	0	0
Legal Services	1	33	2	67	0	0
Fleet Management	0	0	3	100	0	0
Human Resources & Work Health and Safety	0	0	5	71	2	29
Information Technology	4	80	1	20	0	0
Procurement	0	0	2	100	0	0
<b>Total</b>	<b>11</b>	<b>31</b>	<b>22</b>	<b>61</b>	<b>3</b>	<b>8</b>



# Environmental Sustainability Performance Report

## 1 July 2020 – 30 June 2021

Improving the environmental outcomes of Council's operations



## OFFICE WASTE

MURWILLUMBAH ADMIN OFFICE

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



2018/2019

4,433 kg



52%  
Recycled

2016/2017

5,308 kg



96%  
Recycled

2014/2015

5,958 kg

7%  
Recycled

## PRINTED PAPER

TOTAL PHOTOCOPIER PRINTS



2020/2021

1,741,673



17%  
Decrease

2019/2020

2,086,481



15%  
Decrease

2018/2019

2,455,680



16%  
Increase

2017/2018

2,125,822

## WATER USE

PUBLIC PARKS

79,775 ML



ANNUAL  
CHANGE



44%  
Decrease

COUNCIL FACILITIES

91,792 ML

ANNUAL  
CHANGE



18%  
Decrease

Wetter conditions reduced watering demand. **Note:** Data reported in the 2019/2020 report has been updated with more accurate figures.

## FLEET VEHICLES KILOMETRES TRAVELLED

Council leases 38 hybrid vehicles as part of its passenger fleet of 104 vehicles, exceeding the NSW Government 10% target for electric or hybrid vehicles in Government agencies' passenger car fleets.

PASSENGER/  
COMMERCIAL  
DIESEL



3,031,203 KM

ANNUAL  
CHANGE



7%  
Decrease

PASSENGER/  
COMMERCIAL  
ULP



2,591,754 KM

ANNUAL  
CHANGE



20%  
Increase

TRUCKS  
HEAVY/MEDIUM



1,663,684 KM

ANNUAL  
CHANGE



4%  
Decrease

Total kilometres travelled remained steady compared to the previous 12 months due to ongoing COVID-19 travel restrictions and Council's work from home arrangements.

## CONSTRUCTION AND ROAD MATERIAL WASTE



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



### REUSED AND REPURPOSED

- To Council controlled/approved projects
- Disposed at private sites
- Virgin natural material
- Public roads material
- Recycled asphalt pavement
- Concrete
- Contaminated soils
- Asbestos
- Acid sulphate soils

# Section 2: Statutory reporting

## End of Term Report

The End of Term Report was adopted by Council on 15 July, 2021 (prior to receiving advice that Council Elections would be deferred to December 2021). A copy of the End of Term Report is attached at Appendix B.

## Special rates

### Cobaki Lakes Special Rate

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

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

<b>Information required</b>	<b>Comment</b>
(c) any significant differences between the Proposed Program and the program of expenditure that was actually funded by the Special Variation and the reasons for those differences	Nil
(d) the outcomes achieved as a result of the Special variation	Nil to date. The proponent is fully responsible for the management of environmental lands until such time that a subdivision certificate is issued and new titles are registered and the associated environmental lands are dedicated to Council.

## **Koala Beach Special Rate**

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

Funds held, received and expended during 2020/21 from this special rate are summarised below:

<b>Opening balance</b>	<b>Rates received</b>	<b>Expenditure</b>	<b>Closing balance</b>
\$251,801	\$87,620	\$68,425	\$270,996

Special rate levy funding during 2020/21 was used to deliver priority actions including implementation of the habitat restoration plan, vertebrate pest monitoring and control, glossy black cockatoo monitoring, blossom bat monitoring, planigale monitoring a cane toad muster, education and promotion and a contribution to the employment of a biodiversity planning officer to support and coordinate environmental management actions.

## Written-off rates and charges

During the reporting period Council wrote-off \$3,459,505.85 in the following rates and charges:

Rate classification	Items written-off	Total (\$)
Pensioner rates	Farmland	32,033.02
	Residential	1,753,904.82
Water & sewerage rates	Pensioner water rates	685,324.79
	Pensioner sewerage charges	661,563.42
Pensioner waste charges	Service charges	349,812.95
<b>Total written-off</b>		<b>3,482,639.00</b>

## Overseas travel

There was no overseas travel undertaken by Councillors, council staff or other persons while representing the council (including visits sponsored by other organisations) during the 2020/2021 financial year.

## Councillor fees and expenses

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

Details	Amount (\$)
Councillor and Mayoral fees	231,746
Mayoral vehicle	12,248
Councillor policy provisions and expenses	20,113
Administration support and meals	11,137
Insurance	66,182
<b>Reportable items:</b>	
• provision of dedicated office equipment	0

Details	Amount (\$)
• telephone and internet	11,975
• intrastate training, conferences & meetings	7,603
• interstate visits representing Council	6,229
• overseas visits representing Council	0
• training of councillors and provision of skill development	11,070*
• spouse, partner or other person expenses	0
• child care expenses	0
<b>Total expenses</b>	<b>367,233</b>

\*Included in intrastate and interstate amounts

Conferences, seminars and training attended:

Conference	Location
<b>Intrastate</b>	
LG NSW Water Management Conference	Narrabri
ALGA Roads Congress 2020	Wagga Wagga
<b>Interstate</b>	
National General Assembly	Canberra, ACT
Regionality Farm2Plate Exchange	Scenic Rim, QLD
Transporting Cities Into The Future	Gold Coast, QLD
<b>Online</b>	
LG NSW Water Forum	
Cities Power Partnership Reenergise Summit	
Procurement E-Learning	
LGNSW Annual Conference	
LGNSW Audit, Risk and Improvement Training	
Myrtle Rust National Symposium	
LGNSW Local Led	
Floodplain Management Conference	

## Details of contracts awarded by Council

Council awarded one hundred and forty eight (148) contracts exceeding \$150,000 during 2020/2021 totalling \$160,346,441.

Contract	Name of contractor	Nature of goods or services supplied	Value (\$)
RFO2021037	Australian Marine & Civil Pty Ltd	River Revetment Works Tweed Valley Way – Tumbulgum and Murwillumbah Sites	464,927
RFO2021036	ADE Consulting Group (QLD) Pty Ltd Butler Partners Pty Ltd CMW GeoSciences (NSW) Construction Sciences Pty Ltd Douglas Partners Pty Ltd Morrison Geotechnic Pty Ltd ProTest Engineering SMEC Australia Pty Ltd Soil Surveys Engineering Pty Ltd	Panel of Providers for Soil Testing Services	250,000
RFO2020042	National Management Group (26 527 303 737)	Supply of Security Services	475,076
RFO2020037	Acacia Connection Pty Ltd (76 156 081 426)	Employee Assistance Program 2020 – 2023	230,000
RFO2019168	Bennett Constructions (25 131 984 971)	Construction of a Shed (Koala Holding Pen)	283,224
RFO2020063	Terragon Mobile Crushing (79 834 125 814)	Recovered Concrete Processing	176,000
RFO2020046	Greg Clark Building (92 003 846 026)	Tweed Heads South Program Pool Water Treatment System Upgrade & Associated Plant Room Construction	743,800
RFO2020034	Dominica Sounds Pty Ltd	Cabling, Lighting, Sound and AV Infrastructure and Equipment for Murwillumbah Auditorium	377,159
RFO2020033	Dominica Sounds Pty Ltd	Rigging and Drapes for Murwillumbah Auditorium	186,556
RFO2020109	Ellis Profiling (QLD) Pty Ltd (52 090 899 095)	Tweed Valley Way Stokers Siding Fine Drum Profiling	166,770

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2020032	James Trowse Pty Ltd (20 162 352 141)	Murwillumbah Auditorium Upgrade By Negotiation	899,652
RFO2020083	Clark's Professional Sportsground Maintenance Pty Ltd ATF (72 793 054 231)	Ground Maintenance of Bilambil Sportsfields	178,981
RFO2020090	East Coast Asphalt and Concrete Edging Pty Ltd (51 755 877 285)	2019–2020 Asphalt Resurfacing Program	1,303,298
RFO2020101	Biodiversity Australia Pty Ltd Canines for Wildlife Eco Logical Australia Pty Ltd Ecosure Pty Ltd Precision Outcomes Hunter Land Management Pty Ltd Natura Pacific Pty Ltd Reconeco Pty Ltd Shannon Maguire Wildsearch Environmental Services	Provision of Vertebrate Pest Management Services	330,000
RFO2019179	RSEA (85 004 688 475)	Supply of Industrial Clothing and Footwear	220,000
RFO2020098	ADS Environmental Services Pty Limited	Temporary Sewer Flow Monitoring and Rain Gauging	179,681
RFO2020080	Abergeldie Rehabilitation Pty Ltd	Rehabilitation of Gravity Sewerage Reticulation Mains	1,256,628
RFO2020087	OpenCities Pty Ltd	New Web Platform and CMS 2020–21	290,070
RFO2020119	Advanced Concrete Engineering Pty Ltd (49 146 713 671)	Walmsleys and Tyalgum Reservoirs – Access Structure and Platform	322,267
RFO2020115	Electro-Mechanical Services Pty Ltd 21 002 447 663	Gantry and Bridge Crane inspections at various Water and Wastewater sites	274,474
RFO2020092	Perkin Elmer Pty Ltd	ICP-OES instrument replacement for Tweed Laboratory Centre	151,730

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2020133	MyP3 Pty Ltd 42 604 751 699	Project Portfolio Management – Development & Support for Implementation – Consultancy Request.	231,990
RFO2020059	Smada Electrical Services Pty Ltd	Murwillumbah Hockey Field Lighting	303,787
RFO2020140	Austek Asphalt Services Pty Ltd (59 158 696 505)	Tweed Valley Way Asphalt Patches Riverside Dr to Leddays Creek Road	704,586
RFO2020044	Stanley Road Construction (97 600 901 040)	2020–2021 FY Capital Works Asphalt Supply and Installation Contract	1,100,000
RFO2019070	Momentum Energy (42 100 569 159)	Large Site Retail Electricity Supply Agreement from 1/7/2020	600,000
RFO2019172	Cadia Group Pty Ltd, Elster Metering Pty Ltd, Iplex Pipelines Australia Pty Ltd, Murwillumbah Trade Supplies Pty Ltd, Tradelink Pty Ltd, Viadux Pty Ltd	Supply and delivery of water and wastewater pipes and fittings	1,100,000
RFO2020047	East Coast Asphalt and Concrete Edging (51 755 877 285)	Tweed Coast Rd near Plantation Rd Asphalt Resurfacing	168,257
RFO2020004	Boral Resources QLD Pty Ltd (46 009 671 809)	Tweed Valley Way (Bartletts Rd intersection) Pavement Rehabilitation	733,355
RFO2020006	Desire Contractors Pty Ltd	Construction and Refurbishment of Sportfield Buildings and Services – Walter Peate Fields	1,778,178
RFO2020021	Evbuilt Pty Ltd (44 608 717 415)	Murwillumbah Auditorium Roof Replacement By Negotiation	331,631
RFO2020009	SMADA Electrical Services Pty Ltd (37 094 101 956)	Supply and Construct Walter Peate Sportsfield Lighting	328,152
RFO2019182	Bitupave Ltd (T/A Boral Asphalt) (000 102 376)	Supply and delivery of Bitumen Emulsion	460,460

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2019180	BD PLUMBING AND ROOFING PTY LTD (68 605343 851)	Construct on road shared user path from Cobaki Broadwater Village to Gollan Drive	164,700
RFO2019159	Tweed Coast Mowing (12 715 040 712)	Mowing of Treatment Plants and catchment sites	158,648
RFO2019134	Bushland Restoration Services (44 105 030 573) Basically Bush Restoration (37 742 558 257) Virida Sylvis (26 425 615 090) Wollumbin Environmental (72 162 360 901) Complete Weed Maintenance (67 014 289 503) Forest Rehabilitation Ecology (86 511 847 996) Regen Australia (86 511 847 996) Workways Australia Envite Environment Division (51 288 461 579)	Bush Regeneration Services	1,200,000
RFO2019143	Advanced Concrete Engineering Pty Ltd (49 146 713 671)	Koala Beach Reservoir – Access and Roof	243,599
RFO2019142	Advanced Concrete Engineering Pty Ltd (49 146 713 671)	Duranbah Reservoir 1 Access Structure and Platform	167,398
RFO2019158	Stabilised Pavements of Australia (90 002 900 736)	Road Stabilisation Program 2019/20	957,240
RFO2019121	Allstate Linemarking Services (98 109 627 652)	Pavement Linemarking Services	1,000,000
RFO2019079	Civil Contracting Solutions (23 622 489 383)	Replace Sewer Rising main SM 3003 (IWW33)	171,641
RFO2019136	Jamie Godfrey (66 434 822 156)	Provision of Ground Maintenance Services at Water & Wastewater Facilities	176,227
RFO2019094	Eco Logical (87 096 512 088)	Environmental Impact Statement (EIS) for Clarrie Hall Dam Raising (WAT70)	987,770

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2019028	SPEL Stormwater (83 151 832 629)	Banora Point Western Drainage Scheme Floating Treatment Wetland	260,320
RFO2019103	Aaro Group (37 064 603 096)	Rehabilitation of gravity sewer reticulation mains	1,549,599
RFO2019148	Insync Technology Pty Ltd (55 163 643 945)	Audio Visual Upgrades for Council Chambers	158,279
RFO2018095	Suez WTS (84 001 221 941)	Bray Park Water Treatment Plant Membrane Replacement	2,526,073
RFO2019074	ERM Business Energy (87 126 175 460)	Small Site Retail Electricity Supply 1/1/2020 to 31/12/2022	2,995,300
RFO2018141	AquaManage Environmental Pty Ltd (18 151 268 156)	Design and Construct Uki Water Treatment Plant	2,342,693
RFO2019111	Queensland Pre-stressing Pty Ltd (95 063 541 873)	Wollumbin St Retaining Wall_ Design & Construct	244,819
RFO2019071	Roman Contractors Pty Ltd (48 122 536 770)	IWW10–Bimbadeen Avenue Sewer Rising main Renewal	184,744
RFO2019113	East Coast Asphalt and Concrete Edging (51 755 877 285)	2019–2020 FY Capital Works Asphalt Supply and Installation Contract	1,100,000
RFO2019069	Desire Contractors Pty Ltd (77 167 694 055)	Knox Park Entry Plaza Redevelopment	977,268
RFO2019064	C & L Reeve Pty Ltd (94 243 799 701)	Removal of Biosolids from TSC WWTP for use inside TSC boundary	322,143
RFO2019063	StateCover Mutual Limited (36 090 394 755)	Workers Compensation Insurance	1,370,611

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2019037	ADE Consulting Group Pty Ltd (45 294 757 43) Border-Tek (35 154 498 156) Construction Sciences (74 128 806 735) Douglas Partners P/L (75 053 980 117) Morrison Geotechnic Pty Ltd (51 009 878 899) Regional Geotechnical Solutions (51 141 848 820) Soil Surveys Engineering (70 054 043 631)	Panel of Providers for Soil Testing Services	500,000
RFO2019095	Computer Systems Australia	Supply, Install & Configure of Backup Solution	233,376
RFO2019058	Arkwood Organic Recycling (70 055 370 486)	Removal of Biosolids from WTPs to Locations outside TSC Boundary	1,771,128
RFO2019029	Workways Australia Envite Environment Division (51 288 461 579)	Project Officer – Koala Conservation	247,500
RFO2019041	SWC Group Pty Ltd t/as Great Managers (78 123 879 523)	Supply of Leadership Training Services	250,000
RFO2019059	Thylacine Design and Project Mangement	TRM Natural History Wall	242,187
RFO2019087	Duncan Solutions Australia	New Automated Parking Compliance Technology	360,864
RFO2019078	Greg Clark Building Pty Ltd (92 003 846 026)	Upgrade Works to the Tweed Heads Civic Centre – Cultural Plaza, Social Enterprise Cafe and Library Reading Room	1,063,830

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2019065	Ixom Operations Pty Ltd (51 600 546 512) Chemprod Nominees Pty Ltd t/as Omega Chemicals (32 982 143 022) Innovative Water Care (92 074 240 707) Grenof (17 166 936 894) BTX Group Pty Ltd (47 131 302 942)	Supply of Water Treatment Chemicals	5,000,000
RFO2019046	MGN Civil Pty Ltd ABN (49 608 290 562)	South Murwillumbah Levee Repair (RFT-10022331 Public Works)	3,836,685
RFO2019045	Please contact Council	Plant and Equipment Hire	3,000,000
RFO2019051	Interflow Pty Ltd	Clean, Descale and Reline 525mm Sewer Main	227,862
RFO2019055	BMR Quarries Pty Ltd T/As Roadwork Industries	2018/2019 Asphalt Rejuvenation Program	195,692
RFO2018091	Soilco Pty Ltd (85 055 303 243)	Design Construct Operate Organics Processing Facility	7,000,000
RFO2018158	Civil Contracting Solutions	North Arm Road Water Main Renewal	240,775
RFO2019033	East Coast Asphalt and Concrete Edging (51 755 877 285)	2018–2019 Asphalt Resurfacing Programme	1,763,367
RFO2019019	Boral Quarries (46 009 671 809) Graham's Quarry (32 302 591 771) Hanson (86 000 186 845) Hy-Tec Industries (54 102 801 061) Nucrush Group (23 010 119 981) O'Keeffe Quarries Pty Ltd (59 134 174 020)	Supply of Road Construction Quarry Materials	2,000,000
RFO2018145	Spinifex Recruiting (77 100 120 474)	Casual Labour Hire and Associated Services (LPG 808–3)	3,000,000
RFO2018165	Desire Contractors Pty Ltd (77 167 694 055)	Les Cave Sportsfield Changerooms Building	331,711
RFO2019002	Stabilised Pavements of Australia (90 000 290 736)	Boyd St Insitu Stabilisation Program	313,836

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2018164	Arcadis (76 104 485 289)	Detailed Concept Design of Broadwater Parkway, Terranora	179,000
RFO2018151	East Coast Asphalt (51 755 877 285)	Supply, Lay & Compact AC Terranora Rd, Terranora	205,293
RFO2018140	Concept Engineering Services (93 079 859 859)	Design and Construct Electrical Switchboard Uki Water Treatment Plant	169,128
RFO2018156	Willplay	Playgrounds at Cockatoo Place and Eunga Street	229,769
RFO2018160	HME Services Pty Ltd (79 163 397 877)	Tweed Heads Auditorium – Cabling and Lighting Upgrade	184,738
RFO2018138	Hunter H2O Holdings Pty Limited (16 602 201 552)	Mitigation of Salt Water Contamination of Tweed District Water Supply, Options Assessment	189,518
RFO2018135	Hitech Support Pty Ltd	SCADA Server Supply and Configure	259,051
RFO2018125	Eric Child and Sons (46 808 931 809) NuGrow Ipswich Pty Ltd (34 124 571 875) Phoenix Power Recyclers Pty Ltd (16 618 583 985)	Bulk receipt of Food Organics and Garden Organics	1,188,000
RFO2018129	Spinifex Recruiting (77 100 120 474)	Traffic Management Services	1,439,209
RFO2018117	TCD Services (37 064 603 096)	Rehabilitation of Gravity Sewerage Reticulation Mains	1,142,799
RFO2018146	Clarks Professional Sportsground Maintenance (93 102 799 324)	Ground Maintenance of Bilambil Sportsfields	172,097
RFO2017086	Border Locksmiths and Electronic Security (21 065 668 644)	Provision of master key system, electronic security system and associated services	400,000
RFO2018127	Desire Contractors Pty Ltd (77 167 694 055)	Murwillumbah VIC Building Restoration	251,958

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2018121	Elliott & Son Venue Management (77 954 732 299)	Murwillumbah Civic Centre Auditorium, Canvas and Kettle and Kitchen Venue Services	322,660
RFO2018120	Elliott & Son Venue Management (77 954 732 299)	Venue Management – Tweed Heads Civic Centre, Auditorium, Library & Meeting Rooms	423,020
RFO2018105	Stabilised Pavements of Australia (90 002 900 736)	Road Pavement Stabilisation Program 2018/2019	1,617,986
RFO2018081	KAEFER Integrated Services Pty Ltd (83 009 046 191)	REAP Design, supply and install PV Solar system for TRAC Murwillumbah. Capacity: 165kWp	202,381
RFO2018069	KAEFER Integrated Services Pty Ltd (83 009 046 191)	REAP PV Solar Tender 1 Water and Wastewater sites	334,644
RFO2018104	Chesterfield Australia PTY LTD (42 001 654 762)	Supply of 25–40 Hp Out Front Mowers	250,000
RFO2018124	Veolia Energy (46 064 584 587)	MCC Executive Floor (L2) Services – Stage 1	207,507
RFO2018097	Wagstaff Piling (26 052 146 488)	Byrill Creek Road Bridge – Piling works	410,190
RFO2018079	NSW Spray Seal (68 133 151 078)	Spray Seal Services and Associated Products	3,000,000
RFO2017181	Water Infrastructure Services (28 152 703 958)	Design and Construct Four Reservoir access Structures	462,374
RFO2018098	Enco Precast (56 072 772 037)	Fabricate Supply & Delivery (FOT) of PSC Bridge Beams for Byrill Creek Bridge	180,180
RFO2015028	Tweed Coast Mowing and Ground Maintenance (12 715 040 712)	Provision of Mowing Services to Water and Wastewater Treatment Plant Sites	150,000
RFO2018073	Coughran Electrical Services Pty Ltd (63 613 336 093)	Overhead Lighting Coastal Cycleway	556,181
RFO2018071	Desire Contractors Pty Ltd (76 162 094 493)	Lions Park Refurbishment Kingscliff	696,158
RFO2018021	Premier Technologies Pty Ltd	Provision and support of browser based Contact Centre solution	155,333

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2018050	OnTime Guardrail	Road flood damage restoration – Guardrails	208,201
RFO2018055	BMR Quarries Pty Ltd T/As Roadwork Industries (98 112 732 797)	2017/2018 Asphalt Rejuvenation Program	189,756
RFO2018048	Upright Management (93 156 175 969)	Project Management Services – Waste Program	522,720
RFO2018004	Marsdens Law Group (59 874 202 316) Maddocks (63 478 951 337) Lindsay Taylor Lawyers (29 682 671 304) HWL Ebsworth Lawyers (37 246 549 189) Hall & Wilcox (58 041 376 985) Bartier Perry Pty Limited (30 124 690 053) Wilshire Webb Staunton Beattie (61 849 174 739) Swaab Attorneys (71 028 846 652) Sparke Helmore Lawyers (78 848 387 938) Prevention Partners NSW (59 038 820 166) Minterellison Gold Coast (69 399 090 230)	Panel of Legal Service Providers	2,000,000

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2018020	A & N Earthworx (49 774 194 492) AE Group Civil & Mining (98 100 496 937) AJ Bulk Haulage Pty Ltd (93 128 534 207) Baden Civil Contracting Pty Ltd (34 126 619 118) Andrew Johnston Haulage Pty Ltd (79 119 332 544) Clark Equipment Sales (40 070 507 130) GCM Enviro (12 109 538 123) Hazell Bros Group Pty Ltd (22 148 075 101) Kennards Hire (69 001 740 727) Rayner Xcavations (78 481 639 038) Sherrin Rentals (52 074 173 756) Skeen Constructions (42 122 970 978) Solo Resource Recovery (62 398 515 816) Tutt Bryant Hire (25 002 894 439)	Schedule of Rates for Plant and Equipment at the Stotts Creek Resource Recovery Centre	150,000
RFO2017170	Ark Construction Group Pty Ltd (80 112 094 372) Downer EDI Works Pty Ltd (66 008 709 608) Ellis Stabilising Pty Ltd (96 144 885 334) Hiway Stabilizers Aust Pty Ltd (40 150 650 150) Stabilcorp Pty Ltd (25 162 342 001) Stabilised Pavements of Australia (90 002 900 736)	Leisure Drive Segment 30–40 Insitu Stabilisation – Expression of Interest for the Provision of Road Stabilisation Services	600,000
RFO2017179	Stabilised Pavements of Australia Pty Ltd (90 002 900 736)	Leisure Drive Segment 30–40 Insitu Stabilisation – Road Pavement Stabilisation Program 2016/2017	770,483
RFO2017138	Stirloch Constructions Pty Ltd (70 082 616 840)	Chambers Reservoir No. 2 – Chambers Reservoir No.2	2,228,197

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2017104	Tox Free Solutions Pty Ltd (31 127 853 561)	Supply of fixed term, full time hire of Vacuum Combination Truck	474,240
RFO2017149	Public Works Advisory (81 913 830 179)	Project Management for Roads Infrastructure Restoration Work Resulting from the March 2017 Flood Event	1,077,062
RFO2017074	Aussie Fasteners Pty Ltd (87155 699 620) Budds Mitre 10 (53 138 184 826) Everhard Industries (41 009 690 859) Geofabrics Australasia Pty Ltd (23 005 479 961) Greenway Turf Solutions (49 600 618 657) J.Blackwood & Son Pty Limited (43 000 010 300) J.H. Williams & Sons (28 128 744 990) KJ Bolt Trade Fasteners Py Ltd (82 109 812 633) River Sands Pty Ltd (41 009 919 215) Rocla Pipeline Products (3 100 032 191) Tweed Heads Plumbing Supplies (74 087 007 047) Vinindex Pty Ltd (4 200 664 942) Wychitella Holdings Pty Ltd (23 066 860 973)	Supply & Delivery of Selected Materials	300,000
RFO2017047	Reline Solutions (53 119 222 267)	Rehabilitation of Gravity Sewerage Reticulation Mains	1,156,272
RFO2016105	Computer Systems Australia (44 003 147 153)	Replacement of Leased Desktops & Monitors Dec 2016	292,420

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2017045	Challenger Valves and Actuators Pty Ltd Clover Pipelines P/L Eagles Plumbing Suppliers P/L Elster Metering P/L Iplex Pipeline Australia P/L HMA Flow & Industrial P/L Viadux P/L Vinidex P/L Aussie Fasteners (Mbah Trade Supplier P/L)	Provision of Goods and Materials Annual Supply and Delivery of Pressure Pipe, Various Water Service Fittings and Valves	150,000
RFO2017030	Please contact Council.	Panel of Providers for Truck Haulage and Plant and Equipment Hire for Tweed and Byron Shire Councils	3,600,000
RFO2016078	Momentum Energy Pty Ltd (42 100 569 159)	Supply Electricity for Large Sites from 01-07-17	5,800,000
RFO2016192	Border-Tek Pty Ltd (35 154 498 156) Cardno Construction Sciences (74 128 806 735) Core Consultants Pty Ltd (75 603 384 050) Douglas Partners Pty Ltd (75 053 980 117) Maiden Geotechnics (76 094 638 525) Regional Geotechnical Solutions Pty Ltd (51 141 848 820) Smec Australia Pty Ltd (47 065 475 149)	Panel of Providers for Soil Testing and Geotechnical Services	200,000
RFO2016189	CSG Enterprise Solutions (52 092 253 702)	Supply and Maintenance of MFDs and Printers	754,502
RFO2016203	Xylem Water Solutions (28 000 832 922)	Supply and Servicing of UV Disinfection Lamps and Equipment	620,000
RFO2016169	Tweed Coast Protective Services (26 527 303 737)	Provision of Security Services	1,100,000

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2016165	Caltex Australia Petroleum Pty Ltd (17 00 032 128) Lowe's Petroleum Service (44 051 785 78) Park Pty Ltd (17 093 014 129) Puma Energy (Australia) Fuels Pty Ltd (34 009 644 151)	Supply and Delivery of Bulk Fuels	1,000,000
RFO2016090	LEN Enterprises Pty Ltd (27 000 724 809)	Maintenance to Air Conditioning Systems Provision of Service 2 years with 1 + 1 year option for extension.	267,868
RFO2016040	Rico Enterprises Pty Ltd, T/A Solo Resource Recovery (62 398 515 816)	Waste Collection service tenders – Waste Collection Service for household solid waste, bulky good, recyclables and organics, and for the processing of recyclables.	17,493,300
RFO2016083	Reline Solutions (53 119 222 267)	Sewer Gravity Mains Rehabilitation 2016–2017	869,727
RFO2016066	Chemprod Nominees Pty Ltd T/A Omega Chemicals (32 982 143 022) Sibelco Australia Ltd (20 000 971 844) Ixom Operations (51 600 546 512) Elite Chemicals (54 009 985 326)	Supply of Water Treatment Chemicals	2,000,000
RFO2016053	Fulton Hogan Industries Pty Ltd (54 000 538 689)	Supply of Bulk Hot and Cold Mix Asphalt	350,000
RFO2016056	Allstate Linemarking Services (98 109 627 652)	Pavement Linemarking Services	1,600,000

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2016027	Boral Construction Materials Qld (46 009 671 809) Fulton Hogan Quarries Pty Ltd (16 004 475 689) Hardings Earthmoving (69 045 752 191) Hy-Tec Industries Qld Pty Ltd (54 102 801 061) Nucrush Pty Ltd (23 010 119 981) O'Keefe Quarries Pty Ltd (59 134 174 020) Tweed Coast Quarries (78 379 873 894) Walls Sand & Gravel (61 109 284 488)	Supply of Road Construction Quarry Materials (Panel of Providers)	4,500,000
RFO2020141	East Coast Asphalt and Concrete Edging Pty Ltd	Asphalt Resurfacing in Terranora	310,619
RFO2020103	Cleanaway Loader Vac Solutions	Fixed Term Full Time Hire of of Two Vacuum Combination Trucks and Drivers	1,191,534
RFO2021005	Stabilised Pavements of Australia Pty Ltd	Road Stabilisation Program 2020/21	2,678,305
RFO2021003	Desire Contractors Pty Ltd	SPS 3019 Leisure Drive Pump Station Control Building	173,679
RFO2020139	LEN Enterprises Pty Ltd (27 000 724 809)	Air Conditioning Systems Maintenance Services	283,677
RFO2021018	Rod Smith Constructions Pty Ltd	Footpath Connections along Marine Parade (Beach Street to Wommin Bay Road)	166,345
RFO2021006	Boral Asphalt	Deep Lift Asphalt Program 2020/21	1,169,359
RFO2020147	Boral Brims Earthmoving Hanson Hy-Tec O'Keefe Quarry Solutions (SeeCivil) Hardings	Supply of Quarry Materials for Tweed Shire Council Construction Projects	1,100,000

<b>Contract</b>	<b>Name of contractor</b>	<b>Nature of goods or services supplied</b>	<b>Value (\$)</b>
RFO2020118	Boral Asphalt 46 009 671 809	Supply of Bulk Hot and Cold Mix Asphalt	330,000
RFO2021004	Civil CS 23 622 489 383	IWW88–Tombonda Rd. & Country side Dr–Replacement of DN 100 mm Water Main	637,852
RFO2020082	Atlas Copco Compressors Australia Pty Ltd	Supply, Installation and Commissioning of 3 blowers for Banora Point WWTP	437,212
RFO2021038	Colas Queensland Pty Ltd	Chinderah Interchange Roundabout Asphalt Resurfacing	352,501
RFO2020068	Synergy Resource Management Pty Ltd ABN 57 120 757 299	Landfill Cell Construction	2,189,699
RFO2021024	SEE Civil Pty Ltd (88 115 963 427)	Quarry Rd. Industrial Development – Subdivision Works. Creation of 11 Lots including earthworks/ services/landscaping.	4,495,913
RFO2020035	Hazell Bros (Qld) Pty Ltd (46 145 228 986)	Design and Construction of the Northern Rivers Rail Trail – Murwillumbah to Crabbes Creek Section	11,769,491
RFO2020017	Worsell & Co Pty Ltd Legacy Monuments	Supply of Cemetery memorial plaques and stones	156,193
RFO2021039	Desire Contractors	Water Pump Station Building for Link to South East Queensland	211,567
<b>Total</b>			<b>160,346,441</b>

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

## Summary of legal proceedings

Net legal expenses for the 2020/2021 financial year totalled \$688,676

### Planning and Environmental Law

Description	General instructions	2020/21 Costs (\$)	State of progress
Kyogle Road, Mt Burrell – Unauthorised activities	Commence proceedings pertaining to unauthorised activities and seek legal advice regarding options for punitive action.	19,386	<b>Complete</b> Final orders made in Federal Court proceedings. Contract signed for sale of property. Settlement 18 September 2020.
Unauthorised Works at the Crown Road off Zara Road, Limpinwood.	Advice regarding the continuing investigation of the unauthorised works.	13,888	<b>Complete</b> Proceedings withdrawn 9 March 2021.
Unauthorised Works at 1110 Urliup Road, Urliup.	Advice regarding the continuing investigation of the unauthorised works.	4,783	<b>Complete</b>
DA17/0383 Demolition of existing Dwelling and Construction of Caravan Park in 5 Stages, 355 Tomewin Road, Dungay.	Defend Class 1 appeal in the Land & Environment Court for the demolition of existing dwelling and construction of a caravan park in 5 stages – DA17/0383.	12,015	<b>In progress</b> Payment of costs received: \$90,000.
DA06/0603 101 Bryens Road, Nobbys Creek – Compliance Matter	Advice to guide Council on the extent of any breach of consent conditions and any subsequent required enforcement actions – DA06/0603.	25,689	<b>Complete</b> Appeal dismissed.
2574 Kyogle Road Kunghur – Compliance Matter	Advice to guide Council on the extent of any breach of consent conditions and any subsequent required enforcement actions – DA05/0995 and DA16/0579	6,095	<b>Complete.</b>

Description	General instructions	2020/21 State of progress Costs (\$)
256 Dungay Creek Road Dungay – Water Extraction Facility	Attend any necessary section 34 conference and defend the Class 1 Appeal – DA16/0660.	1,043 <b>Complete</b> Court made an order for the applicant to pay the costs of \$20,246.55 to Council.
115 Murwillumbah Street Murwillumbah	Advice on the serving of Development Control Orders and the enforcement requirements of the Orders.	29,564 <b>In progress</b> Correspondence sent from Council's solicitor to owner.
54 Wallum Court Clothiers Creek – Rural Land Sharing Community Development	Attend any necessary section 34 conference and defend the Class 1 Appeal – DA18/0001.	55,679 <b>Complete</b> Costs of \$12,209.09 have been paid by applicant.
Lot 3 DP 1191598 67 Howards Road, Burringbar.	Defend Class 1 Appeal to delete conditions 9.2, 9.3, 54 & 53 of modified consent DA13/0712.01	69,414 <b>Complete</b> Amended consent issued.
52 Royal Drive, Pottsville.	Advice on Covenant/Deed of Indemnity for DA19/0242.	3,343 <b>Complete</b> Advice received.
Terranora Village Estate at Lot 469 DP 1144944 Henry Lawson Drive	Defend Class 1 Appeal for Development Application S96/0066.22.	48,338 <b>In progress</b> Awaiting court decision.
Lots 101 and 104 DP 1255992 No. 25 and 149 Sleepy Hollow Road, Sleepy Hollow.	Advice on an appropriate level of compliance action in respect of the unauthorised development.	6,370 <b>Complete</b>
120 Kennedy Drive, Tweed Heads West – Compliance Matter	Advice sought prior to report on the matter being presented at 1 October 2020 Council meeting.	12,896 <b>Complete</b> Final orders in proceedings made by consent 24 March 2021.
Lot 101 DP 1056576 Cudgen Road Cudgen	Defend Class 1 Appeal for DA20/0383.	34,233 <b>In progress</b> Directions hearing held on 17 May 2021. The Registrar listed proceedings for hearing on 18 – 22 October 2021.

Description	General instructions	2020/21 State of progress Costs (\$)
27 and 59 Reserve Creek Road, Kielvale and Wulffs Lane, Kielvale	Defend Class 1 Appeal for DA20/0295.	63,152 <b>In progress</b> Directions hearing held on 17 May 2021. The Registrar listed proceedings for hearing on 18 – 22 October 2021.
Lot 2 DP 1040576 Leisure Drive, Banora Point	Defend Class 1 Appeal/negotiate consent orders for DA20/0246.	41,754 <b>In progress</b> Section 34 conciliation conference has been discontinued.
592 Cudgen Rd, Cudgen – Compliance Matter	Advice on compliance actions for DA17/0888.01.	8,846 <b>Complete</b> Development Control Order issued 31 March 2021.
Lot 1747 DP 1215252 Pottsville	Legal advice to provide guidance on the application, timeframe, costing and likelihood of success of a Gateway review, as well as undertaking a review of alternative legal approaches Council could pursue in order to remove the potential land value bias being generated by zoning public infrastructure land to reflect the zoning of the adjoining land and limit the potential for further development applications and appeals.	6,414 <b>Complete</b> Advice provided to Council.
Design and Building Practitioners Act 2020 Advice	Legislative advice.	2,000 <b>Complete</b> Advice received.
LEP Environmental Zones Advice	Planning advice.	6,408 <b>Complete</b> Advice received..
Tanglewood Estate Enforcement	Compliance advice.	4,931 <b>Complete</b> Advice received.
VPA Cudgen Casual Open Space	Planning advice.	9,527 <b>In progress</b> Advice received.

<b>Description</b>	<b>General instructions</b>	<b>2020/21 Costs (\$)</b>	<b>State of progress</b>
Proposed Concept DA for Rural Land Sharing Community	Planning advice.	7,665	<b>Complete</b> Advice received.
Lot 3 DP 1191598 67 Howards Road, Burringbar	Compliance advice.	19,684	<b>In progress</b> Orders adjourning the appeal against the prevention notice to 17 September 2021 have been made.
DA20/0768 412-436 Tyalgum Rd, Eungella	Existing Use for Detached Dual Occupancy.	4,190	<b>Complete</b> Advice received.
DA Tracker terms of service/disclaimer	Planning advice.	3,500	<b>Complete</b> Advice received.
Owners Consent for works on public road	Planning advice.	2,074	<b>Complete</b> Advice received.
5 Prospero Street South Murwillumbah	Compliance advice.	5,466	<b>In progress</b> Advice received. Orders Issued 2 August 2021.
Unauthorised Works – Nightcap River Crossing Orders	Compliance advice.	7,978	<b>Complete</b> Advice received.
Prohibition on Rural Land Sharing Communities	Planning advice.	2,829	<b>Complete</b> Advice received.
110 Marine Parade Kingscliff	Complying Development Certificate advice.	3,994	<b>Complete</b> Advice received.
Rural Land Sharing Concept – DA 21/0010 Nightcap	Planning advice.	13,688	<b>Complete</b> Advice received.
2956 Kyogle Rd, Kungur	Compliance advice.	1,927	<b>In progress</b> Advice received.
Camphor and Forestry Advice	Planning advice.	2,200	<b>Complete</b> Advice received.
DA20/1033 14 Fraser Drive Tweed Heads South	Planning advice.	4,058	<b>Complete</b> Advice received.

<b>Description</b>	<b>General instructions</b>	<b>2020/21 Costs (\$)</b>	<b>State of progress</b>
PP20/0003 1 Wamsley Rd Bilambil Heights	Planning advice.	3,585	<b>In progress</b> Advice received.
Voluntary Planning Agreement – Bunnings Group	Planning advice.	7,254	<b>In progress</b> Advice received.
<b>Sub total</b>		<b>575,860</b>	

### **Local government law (litigation and advice)**

<b>Description</b>	<b>General instructions</b>	<b>2020/21 Costs (\$)</b>	<b>State of progress</b>
Industry Central Probity	Provide probity advice on Industry Central project.	1,580	<b>In progress</b>
Preparation of Payment Deed and Contract Advice.	Prepare Payment Deed, template Works in Kind Agreement and provide contract advice.	9,369	<b>Complete</b>
Road Closure	Advice on road closure.	300	<b>Complete</b>
Private Land Access	Advice on access private land for stormwater works.	6,597	<b>Complete</b>
Access to Information GIPA 152	Review advice.	2,000	<b>Complete</b>
Sale or Lease of Operational Land	Provide advice on operational land.	2,538	<b>Complete</b>
General Matters – Governance	Provide general governance advice.	462	<b>Complete</b>
Fees and Charges	Provide advice on section 608 of the Local Government Act.	1,290	<b>Complete</b>
Joint Venture Agreement	Provide advice on joint venture agreement.	599	<b>Complete</b>
<b>Sub total</b>		<b>24,735</b>	

## Commercial/property law

Description	General instructions	2020/21 Costs (\$)	State of progress
Contract Advice	Provide advice on lease arrangement	1,910	Complete
Property Advice	Provide advice on property transfer (multiple properties)	18,045	In progress
Property Advice	Provide advice on property transfer	863	Complete
Bond Advice	Provide advice on bond held	610	Complete
Contract Advice	Provide advice on Electricity contract	10,072	Complete
Property Advice	Provide advice on land acquisition	848	Complete
Joint Venture	Provide advice on Joint Venture arrangement	415	Complete
Property Lease	Provide advice and prepare lease agreement	1,980	Complete
Sub-licence Agreement	Provide advice and prepare sub-licence agreement	4,259	Complete
Contract advice	Provide advice on contract.	3,380	Complete
Roads Closure Advice	Provide advice on legality of road closure for Letitia Road, Fingal in accordance with Council resolution on 20 May 2021.	3,060	Complete
<b>Sub total</b>		<b>45,442</b>	

## District/Local Court

Description	General instructions	2020/21 Costs (\$)	State of progress
Unauthorised Building Works – 4 Anthony Ave, Banora Point	Represent Council in Local Court matter.	34,352	Complete
Penalty Infringement Notice – DA19/0539 84 Sleepy Hollow Road, Sleepy Hollow	Represent Council in Local Court matter.	8,287	Complete
<b>Sub total</b>		<b>42,639</b>	<b>Complete</b>

## Summary of works on private land

Tweed Shire Council did not carry out any work on private land that was fully or partly subsidised by Council during the year ending 30 June 2021.

## Financial assistance contributions to the community

Grants provided by Council under Section 356 on the *Local Government Act 1993* (NSW) during the 2020/2021 year are shown below.

Tweed Shire Council provides financial assistance contributions to the community via the following policies:

### Donations (Financial Assistance)

Tweed Shire Council recognises a need to assist community organisations and individuals that are interested in and working towards the enhancement and the wellbeing of its residents. Council advertises twice yearly in the Tweed Link inviting applications under its Donations (Financial Assistance) Policy. A panel comprising 2 senior Council officers and the Mayor reviews applications to determine eligibility and make recommendations to Council.

### Festivals and Events Policy

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

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

## Financial Assistance to Licensed Not-for-Profit Native Animal Welfare Groups

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

### COVID-19 Care Package

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

1. Deferral of 2 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 2 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 implement 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 provided during 2020/21 is summarised in the following table:

<b>Assistance</b>	<b>Value (\$)</b>
Financial assistance	238,969
Goods, Services and/or materials	166,339
Provision of labour and/or plant and equipment	10,100
Rates	29,572
Tweed Link Advertising	1,361
Room hire	47,472
COVID-19 Assistance	375,720
<b>Total</b>	<b>869,533</b>

## External bodies delegated functions by Council

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

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

## Companies of which Council participated or held a controlling interest

Council did not participate or hold a controlling interest in any corporation during the 2020/2021 financial year.

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

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

Organisation	Purpose of joint venture
Northern Rivers Joint Organisation	Joint organisation comprised of member councils Tweed Shire, Ballina Shire, Byron Shire, Lismore City Council, Richmond Valley Council and Kyogle Council which is a body corporate proclaimed under the Local Government Act.
MyRoadInfo	The Northern Rivers Regional Organisation of Council which Tweed is member, has partnered with the Roads and Maritime Services to provide a website of road conditions.
North East Weight Load Group ('NEWLOG')	A joint venture with other North Coast Council's to control overloading of vehicles on local roads.
State Cover	Self insurance pool covering workers compensation. The scheme established by the Local Government and Shire Association, consists of most Council's through the State of New South Wales.
Statewide Mutual	A self insurance pool covering public liability and professional indemnity insurance. The scheme established by the Local Government and Shire Association consists of most Council's throughout the state of New South Wales. Its purpose is to reduce insurance costs to members.
State Forests of NSW	A joint venture hardwood plantation with New South Wales State Forests.
Tweed Coolangatta Crime Prevention Action Team.	A joint venture between Tweed Shire Council and Gold Coast City Council and other relevant State and Non-Government Organisations ('NGO') to advice on crime prevention matters.
Currumbin Wildlife Hospital (entity name: National Trust of Australia (Queensland) Limited)	A memorandum of understanding between National Trust of Australia (Queensland) Limited and Tweed Shire Council in relation to the operation of the Tweed Coast Koala Research Hub at Lomandra Avenue, Pottsville.
Jiggar Pty Ltd	A cost sharing agreement for the apportionment of expenditure between Jiggar Pty Ltd and Tweed Shire Council associated with obtaining development approval for a 31 lot industrial subdivision at Quarry Road, Murwillumbah.

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**Organisation****Purpose of joint venture**

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Wardrop Valley Pty Ltd and WDLC Pty Ltd

A cost sharing agreement for the apportionment of expenditure between Wardrop Valley Pty Ltd, WDLC Pty Ltd and Tweed Shire Council associated with a Planning Proposal over land at Wardrop Valley known as Potential Employment Lands Area 6 (PEL Area 6).

## Equal Employment Opportunity

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

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

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

Council has 13 EEO Contact Officers who have been trained by the Anti-Discrimination Board of NSW to assist with ensuring that the workplace is free from all forms of discrimination, harassment and bullying by providing an accessible first point of contact for staff with concerns. The EEO Contact Officers are Council employees who volunteer their time to undertake this important role.

A new EEO sub-committee was elected in 2020 and continues to look at ways of raising awareness of contemporary issues facing identified minority groups including initiatives to improve Council's profile as an employer of choice.

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

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

During 2020–21:

- All new Council employees undertook online Code of Conduct and WHS Induction training before commencement.
- Workforce profile data was collected for each new employees.
- Post-commencement, all new employees participated in Council’s “Reflect Respect” program.
- Recruitment training continues to focus on understanding and avoiding biases.
- Expanded the role of the EEO Contact Officers to become Peer Support Officers who are trained across EEO matters, Mental Health First Aid and Family and Domestic Violence.
- Implemented a Chaplaincy Program to meet the physical, emotional and spiritual needs of Council employees.
- Council implemented strategies to support staff who are experiencing situations of family and domestic violence by:
  - Implementing a Family and Domestic Violence Leave protocol and
  - Providing training for supervisors and the peer support network to be the first point of contact for impact employees.

Council recorded a 6.24% labour turnover rate for the 2020–21 financial year, a 2.82% decrease on 2019–20.

From a diversity perspective Council’s workforce currently consists of 34% females; 2.12% Aboriginal and Torres Strait Islander people ; 2.92% people whose first language is not English; and 1.06% people with a disability – these figures have remained relatively unchanged for the last 5 years.

Ongoing:

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

## Senior staff remuneration

Tweed Shire Council employed a General Manager and 4 Senior Staff positions during the 2020–2021 financial year with a total remuneration of \$1,383,624.

### General Manager

Item	Amount (\$)
Salary (includes payments for leave when taken)	338,080
Bonus, performance or other payments	0
Superannuation	21,694
Non-cash benefit – motor vehicle	0
FBT	0
<b>Total package</b>	<b>359,774</b>

### Senior Staff

- Director Engineering
- Director Sustainable Communities and Environment
- Director Planning and Regulation
- Director Corporate Services

Item	Amount (\$)
Salary (includes payments for leave when taken and on termination of employment)	937,874
Bonus, performance or other payments	0
Superannuation	85,976
Non-cash benefit – motor vehicle	0
FBT	0
<b>Total package</b>	<b>1,023,850</b>

## Annual levy for stormwater management services

Council did not levy an annual stormwater management charge for the year ending 30 June, 2021.

## Annual charge for coastal protection services

Council did not levy an annual coastal protection services charge for the year ending 30 June, 2021.

## State of the Environment Report

The State of the Environment Report is on pages 52–53.

## Environmental upgrade agreements

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

## Capital works

Council did not undertake any capital works projects valued at greater than 10% of Council's ordinary rate.

## Companion Animals Act and Regulations

The following statement sets out Council's Rangers Section activities for the 2020/21 year in accordance with section 428 of the *Local Government Act 1993* and the NSW Governments 'Guideline on the Exercise of Functions under the Companion Animals Act'.

### 16.1.2

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

<b>Dogs</b>		<b>Cats</b>	
Impounded	170	Impounded	115
Returned to owner	97	Returned to owner	26
Rehomed	0	Rehomed	0
Other organisation	45	Other organisation	48
Euthanased	28	Euthanased	40

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

For the 2020/21 year, Council received 124 dog attack reports that were investigated. This data has been provided to the Office of Local Government.

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

Having regard to the administrative and operational needs that relate to animal management, it is estimated that these activities account for 70 percent of the Rangers Section resources annually. In this regard, the following is the estimated funding spent for the 2020/21 year:

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

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

## Education Initiatives

### TAFE NSW

For the 2020/21 year, Council conducted (2) formal presentation to veterinary students enrolled at TAFE NSW. The presentation addressed the following:

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

### Signs

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

## Targeted patrols

In addition, the Rangers Section extended their hours of operation from 6:00 am to 7:00 pm during day light savings where targeted patrols are made of key issue areas that are aimed at educating animal owners about their legislative obligations such as the need to ensure their dog is secured by lead.

## Promote and assist the desexing of dogs and cats

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

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

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

It should be noted that Council have continued to maintain an extremely low euthanasia rate (Council controlled) with 2020/21 being 6.3 percent and this is in large part to the strong relationship between Council and Friends of the Pound.

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

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

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

## Carers Recognition Act

### Services for carers

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

### Consultation and liaison with carers

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

### HR Policies to support carers

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

## Disability Inclusion Action Plan

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

Council's second *Access and Inclusion Plan 2018–2021* was adopted in November 2018, in accordance with the legislative requirements under the *NSW Disability Inclusion Act 2014*.

In May 2021 the Hon. Gareth Ward MP, Minister for Disability Services, extended the deadline for the publication of Council's new Disability Inclusion Action Plans (DIAPs) to July 2022, extending their current Plan over these 12 months.

The Tweed Access and Inclusion Plan 2018–2022 includes actions and commitments for Council to deliver across 4 focus areas which are required by the Local Government NSW Disability Inclusion Action Planning Guidelines. These areas are Developing Positive Community Attitudes and Behaviours, Creating Liveable Communities, Increasing Access to Meaningful Employment, and Improving Access to Mainstream Services through Improved Systems and Processes.

Program delivery during 2020–2021 has been significantly affected by a staff restructure and vacancies in Council’s Community Services Unit as well as ongoing impacts of the Coronavirus (COVID-19) pandemic on the capacity and priorities of Council as a whole, as well as the disability support sector and the community to coordinate and deliver on the Plan’s focus areas. Despite these challenges, substantial progress has been made.

The following actions are in progress or have been completed for the 2020–2021 year of implementation.

## **Focus Area 1. Positive community attitudes and behaviours**

### **1.2 Maintaining our skills and knowledge in Council**

- Council’s Equal Access Advisory Committee farewelled and acknowledged the contribution of 2 long-standing members and welcomed 6 newly appointed members to continue their important role advising and working with Council staff on access issues and priorities.
- Council’s Community Care team continued delivery of a social enterprise initiative – Brett St CAFE (**C**ommunity **A**ccess **F**or **E**veryone), which funds programs to help people living in marginalised circumstances in the Tweed to enter the workforce and thrive.
- Council’s Community Service Unit in partnership with Communications and Customer Experience and Parks and Active Communities teams conducted research into and participated in training of Easy English and Easy Read requirements, which will improve the way we communicate with people with visual and cognitive disability.
- Council’s Building and Environmental Health staff were supported to gain qualifications – CPP50711 Diploma of Access Consulting Course for Building Surveyors, ensuring our technical skills and knowledge are maintained and our built environment complies with building access standards.
- Council’s Communications and Customer Experience Digital Design staff in collaboration with Equal Access Advisory Committee to build capacity and knowledge on web accessibility and improved user experiences, meaning that people with disability can find information more easily.

### **1.3 Partnerships to promote access for inclusion**

- Council’s Community Development team has supported connections and collaboration with the following partners:
  - Tweed Disability Network and Community Care Network, comprising over 180 members representing local and regional disability support and carer groups and organisations operating in the Tweed as well as people with disability, their families and carers. These forums enable consultation, collaboration, advocacy, information exchange and updates about sector reforms.

- Council’s Planning and Regulation team in preparing submissions and advice on access issues and requirements for planning and assessment of development and infrastructure;
- Council’s Building and Environmental Health staff, providing technical advice and support on accessible building standards to local community organisations and businesses;
- Local community groups and associations in providing support and advice on foreshore access improvements and through Owner’s Consent for community tenanted facilities;
- Tweed Holiday Parks and The Tweed Tourism Co. on access improvements and accessible tourism opportunities.

## Highlights

Council’s Equal Access Advisory Committee (EAAC) celebrated International Day of People with Disability on 3 December 2020, in a morning tea celebration, consistent with COVID-19 restrictions. The event recognised the contribution and achievements of members, past and present, over 22 years of voluntary service to champion and improve access and inclusion in the Tweed Shire. Despite the impacts of the COVID-19 pandemic, the EAAC’s current 8 members remain determined in their efforts to continue their outstanding work with Council to ensure the Tweed is an accessible and inclusive community. Some of the significant achievements of the EAAC have included participating in education campaigns to raise awareness about the issues and barriers people with disability face and encouraging more inclusive businesses, providing feedback to Council about issues such as bus stops, kerbs and ramps, designated accessible parking bays and public toilets. Members also participated in access audits of various Council and community facilities and advising on ways to improve access to public areas, parks and facilities, the new Tweed Shire Council web site, and contributing to the development of Council’s Access and Inclusion Plan.

## Focus Area 2. Liveable and accessible communities

### 2.1 Adopt a Universal Design approach across Council

- Council implements the Open Space Strategy 2019–2029, which incorporates a universal design approach for public open spaces and associated facilities, meaning that a foundation principle of design is that it meets the needs of people of all abilities.

- Knox Park, Murwillumbah upgrade was completed and opened to the public in 2020 with a range of access improvements including wider connecting pathways, new lighting to improve safety, 2 new bus stops and naturally shaded outdoor seating areas, and a centrally-located and accessible toilet block. The Knox Park entry plaza was awarded NSW/ACT Park of the Year by Parks and Leisure Australia. The upgrade project of Knox Park, Murwillumbah's main park, was funded through the Australian Government's Building Better Regions Fund, the state government's Restart NSW fund and Tweed Shire Council.
- Council's Parks and Active Communities team, in partnership with Variety Children's Charity, Plummer and Smith (Landscape Architects), Council's Community Services team, Equal Access Advisory Committee and the Aboriginal Advisory Committee, have led an inclusive community engagement program to inform and complete a draft Concept Design for Variety Livvi's Place Goorimahbah – Place of Stories Inclusive Play Space and Park. This Concept Design was adopted by Council in August 2021. See highlights (page 77).
- Draft concept plans for 2 inclusive playspaces – Clarrie Englert Park (Tweed Heads West) and Banora Point Community Centre Park – developed and exhibited to be constructed by December 2021.
- Preliminary planning to prepare masterplan design for Norries Headland (Cabarita Beach), with the aim to improve access and safety for all visitors.
- Access improvements to Pottsville Environment Centre under construction to improve accessibility of pathways, toilets and parking.

## **2.3 Parking**

- Upgrade planning and design of Designated Accessible Parking Bay at Fingal Surf Life Saving Club approved.
- Upgrades to Designated Accessible Parking Bays completed at Wharf Street and Brisbane Street in Murwillumbah.

## **2.4 Public transport**

- Council staff participated in quarterly meetings for Tweed Public and Active Transport Working Group, an advocacy group facilitated by Transport for NSW and comprising local transport providers, social services and Council staff. The group aims to discuss local issues, challenges and ideas to promote easier, safer and more inclusive transport and address transport disadvantage in our local communities.
- New bus shelters installed at Covent Gardens Way, Honey myrtle Drive, Leisure Drive and Darlington Drive in Banora Point, Chinderah Road in Chinderah, and Hillcrest Avenue in Tweed Heads South, providing accessible protection against the elements.

## 2.5 Wayfinding

- Preliminary planning of inclusive wayfinding and signage standards underway, to inform the Goorimahbah – Place of Stories Inclusive Playspace as a case study, and incorporate into a Shire-wide style guide. Wayfinding is a system of travelling information and directions that makes a journey easy and enjoyable for all to find their way around and arrive at their destination safely. Inclusive wayfinding measures can include architectural clues like paving, landmarks and landscaping, graphic and visual information like effective lighting, colours, signs and maps, and audible and tactile communication like hearing loops and braille so everyone can navigate and access different areas and environments.

## 2.6 Information

- Hearing augmentation is included in quarterly Auslan tours at the Museum and the Gallery.
- Captioning is applied to all newly-commissioned video material at Tweed Regional Museum.
- Council is incorporating closed caption on videos, expanding catalogue of video blogs.

## Highlights

NSW Government 'Everyone Can Play' program, which aims to improve access and inclusion in children's playgrounds is being delivered through the concept design of Goorimahbah – Place of Stories Inclusive Park and Playspace, adopted by Council in August 2021.

'Goorimahbah' is a regional park located in Tweed Regional City within the Jack Evans Boat Harbour precinct. The Goorimahbah – Place of Stories Inclusive Park and Playspace will become a unique regionally significant urban parkland for recreation, opportunities for social connection, cultural engagement, nature appreciation, events and tourist activity. The playspace will be known as Variety Livvi's Place – Goorimahbah, Place of Stories and will form part of an Australia-wide network of Variety Livvi's Place Inclusive Playspaces. The playspace refurbishment will ensure everyone can play, regardless of their age, ability, culture or socioeconomic background.

This project also delivered inclusive community consultation and engagement of people with lived experience of disability, with exhibition material including a Community Engagement Report and draft Concept Design in Easy English format, so that children and people living with intellectual disability or low literacy skills could understand and participate and have their say on the proposed design.

Lisa Whinnen, Inclusive Play Manager – Projects from Variety – the Children’s Charity commended Council on these initiatives in June 2021, saying “Amazing work on the Easy English version for the concept and engagement report! You’re the first council I know to do this and you’re setting a path for inclusion that should evolve to being the norm. Yay you trailblazer!”

## **Focus Area 3. Supporting access to meaningful employment**

### **3.1 Tweed Shire Council as an employer**

- Construction completed to upgrade the Murwillumbah Civic Centre Auditorium, including the refurbishment of the foyer and provision of accessible toilets.
- A social enterprise model has been developed and is being implemented, in partnership with Council’s Human Resources Unit, as part of Brett St CAFE.

### **Highlights**

Brett Street CAFE (**C**ommunity **A**ccess **F**or **E**veryone) is social enterprise initiative and accessible café which opened to the public in early 2020 at Tweed Civic and Cultural Centre. The social enterprise framework funds programs to help people living in marginalised circumstances in the Tweed to enter the workforce and thrive. During the COVID-19 crisis, Brett St CAFE provided essential support to the community serving nutritious, subsidised and affordable takeaway meals.

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

### **4.1 Council as a provider of information**

- Council’s Communication and Customer Experience Unit has delivered a number of customer experience initiatives including improvements to social media platforms, the launch of a web-chat tool, and improved after-hours service.
- A project to focus on plain language continues to be delivered and has seen the introduction of a new set of Communication and Writing Standards, review of the current in-house business writing skills training and consideration of plain language champions across the organisation.

### **4.2 Council as a source of information**

- Council’s Website Customer Experience Improvement Project involves the redesign of Council’s main website and 3 facility sites (Gallery, Museum and TRAC) to improve access to online information and make it easy to do business with Council – the new Council website achieved, Gold level certification with Plain Language Pro and included an audit with the Centre for Accessibility to ensure compliance with the Web Content Accessibility Guidelines (WCAG). See Highlights below.

- Council has shifted delivery of some community services, activities and resources to online platforms and other different formats to cater for a variety of needs.

## Highlights

Council's Website Customer Experience Improvement Project continues to deliver significant improvements to accessibility of information. This includes the redesign of Council's main website and 3 facility sites (Gallery, Museum and Tweed Regional Aquatic Centres) to improve access to online information and make it easy to do business with Council. An audit with the Centre for Accessibility was conducted to ensure compliance with the Web Content Accessibility Guidelines (WCAG). Customer user testing with Council's Equal Access Advisory Committee members was also carried out to ensure accessibility of information and functionality of the website was optimal for people using assistive technology or with limited computer skills.

## Planning Agreements

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

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

Planning Agreement	Objectives	Status
<p><b>Altitude Aspire Planning Agreement</b> Tweed Shire Council, Metricon QLD Pty Ltd</p>	<p>The objective of the Planning Agreement is to provide a mechanism by which monetary contributions and the dedication of land may be made by the developer towards the provision of public amenities, services and infrastructure, including:</p> <ul style="list-style-type: none"> <li>• the construction of Broadwater Parkway and Mahers Lane</li> <li>• flood mitigation works</li> <li>• protection and restoration of environmental land</li> <li>• the provision of structured public open space</li> <li>• the dedication of land for the future route of the Broadwater Parkway</li> <li>• the dedication of land.</li> </ul>	<p>Development commenced. Pro rata collection of contributions commensurate with planning agreement and development staging.</p>
<p><b>Seaside City Planning Agreement</b> Richtech Pty Ltd, Tweed Shire Council</p>	<p>The objectives of the Planning Agreement are:</p> <ul style="list-style-type: none"> <li>• define a schedule of works that the developer agrees to provide</li> <li>• define a schedule of dedication of land</li> <li>• provide a mechanism by which monetary contributions can be made</li> <li>• provide a mechanism where Council reimburse the developer for certain works.</li> </ul>	<p>Development commenced. Pro rata collection of contributions commensurate with planning agreement and development staging.</p>
<p><b>Pottsville Employment Land Planning Agreement</b> Lot 12 DP 1015369, 39 Kudgerie Avenue, Cudgera Creek</p>	<p>The objectives of the Planning Agreement are:</p> <ul style="list-style-type: none"> <li>• dedicate land to council for environmental purposes</li> <li>• dedicate land for the widening of Kudgerie avenue adjoining the property by 5 metres</li> <li>• limit the volume of waste water discharged from the site into Council's reticulated sewer system to not more than 5 litres per second.</li> </ul>	<p>Development not commenced. Pottsville Development Cooperation of the \$120,000 Environmental Management Land dedication \$48,000 paid.</p>

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

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

## Fisheries Management Act

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

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

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

## Swimming Pools Act

The following swimming pool inspections were carried out during 2020–21:

Description	Number
Inspections of tourist and visitor accommodation	41
Inspections of premises with more than 2 dwellings	60
Inspections that resulted in issuance a certificate of compliance under section 22D of the Act	228
Inspections that resulted in issuance a certificate of non-compliance under clause 21 of the Regulation	6

## Government Information (Public Access) Act 2009 NSW

### 1. Review of proactive release program – Clause 8A

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

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

### 2. Number of access applications received – Clause 8B

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

Total number of application received
41

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

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

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

## Schedule 2: Statistical information about access applications

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0	0
Private sector business	5	1	0	0	0	0	0	0	6	15
Not for profit organisations or community groups	1	2	0	0	0	0	0	0	3	7
Members of the public (application by legal representative)	5	4	0	0	0	1	0	1	11	27
Members of the public (other)	3	14	0	1	0	3	0	0	21	51
<b>Total</b>	<b>14</b>	<b>21</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>41</b>	
<b>% of Total</b>	<b>34</b>	<b>51</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>2</b>		

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

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

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

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

**Table C: Invalid applications**

Reason for invalidity	Number of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	1	100
Application is for excluded information of the agency (section 43 of the Act)	0	0
Application contravenes restraint order (section 110 of the Act)	0	0
Total number of invalid applications received	1	100
Invalid applications that subsequently became valid applications	1	100

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

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

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	1	5
Law enforcement and security	0	0
Individual rights, judicial processes and natural justice	19	90
Business interests of agencies and other persons	1	5
Environment, culture, economy and general matters	0	0
Secrecy provisions	0	0
Exempt documents under interstate Freedom of Information legislation	0	0
<b>Total</b>	<b>21</b>	

**Table F: Timeliness**

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

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	2	0	2	29
Review by Information Commissioner*	2	0	2	29
Internal review following recommendation under section 93 of Act	2	0	2	29
Review by NCAT	0	1	1	14
<b>Total</b>	<b>6</b>	<b>1</b>	<b>7</b>	
<b>% of Total</b>	<b>100</b>	<b>0</b>		

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

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

	Number of applications for review	% of Total
Applications by access applicants	4	57
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	3	43
<b>Total</b>	<b>7</b>	

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

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

## Public Interest Disclosures

### 1. Commentary on Public Interest Disclosure (PID) Obligations

Under the Public Interest Disclosure Regulation, Tweed Shire Council provides the following comments in relation to the following 2 areas.

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

Tweed Shire Council on 19 February 2015 adopted its "Internal Reporting (Public Interest Disclosures) version 1.1" Policy which is accessible on its web page at [tweed.nsw.gov.au/council-policies](https://tweed.nsw.gov.au/council-policies)

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

Key staff have undertaken training associated with public interest disclosures.

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

## 2. Statistical information on PIDs

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

## Crown Reserves Improvement Fund

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

Council was a successful applicant for the 2020–21 funding round with the following projects:

<b>Application no.</b>	<b>Reserve name</b>	<b>Reserve type</b>	<b>Activity description</b>	<b>Grant amount (\$)</b>
96867	Jack Evans Boat Harbour Reserve	Local Parks & Reserves	Replacement of sections of boardwalk and cycleway, additional seating and shade areas.	138,790
1001008	Tweed Coast Reserve.	Local Parks & Reserves	Control of priority weeds	33,000
1001008	Tweed Coast Reserve.	Local Parks & Reserves	Renewal of the existing infrastructure providing access to Norries Headland (Cabarita).	50,429
1001008	Tweed Coast Reserve.	Local Parks & Reserves	Pest species control on the Tweed Coast Regional Crown Reserve	29,150
140037	Pottsville Environmental Park.	Local Parks & Reserves	Repairs and improvement of accessibility and usability, and the construction of a concrete path on walking tracks.	118,570

# Appendices

## Financial Statements

**End of Term Report – [tweed.nsw.gov.au/annual-financial-reports](https://tweed.nsw.gov.au/annual-financial-reports)**



# Tweed Shire Council

ANNUAL FINANCIAL STATEMENTS  
for the year ended 30 June 2021

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# Tweed Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2021

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# Tweed Shire Council

## General Purpose Financial Statements

for the year ended 30 June 2021

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### Overview

Tweed Shire Council is constituted under the Local Government Act 1993 (NSW) [LGA] and has its principal place of business at:

Civic and Cultural Centre, Tumbulgum Road  
Murwillumbah NSW 2484

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.tweed.nsw.gov.au](http://www.tweed.nsw.gov.au).

# Tweed Shire Council

## General Purpose Financial Statements

for the year ended 30 June 2021

### Understanding Council's Financial Statements

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#### About the Auditor's Reports

Council's consolidated financial statements are required to be audited by the NSW Audit Office.

In NSW the Auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

#### About the Councillor/Management Statement

The financial statements must include an opinion by management and councillors as 'presenting fairly' the Council's financial results for the year and – ensuring both responsibility for and ownership of the financial statements.

#### About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

#### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

##### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

##### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

##### 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

##### 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

##### 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### Introduction

Each year NSW local governments are required to present audited financial statements to their Council and community.

#### What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

#### Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

# Tweed Shire Council

## General Purpose Financial Statements for the year ended 30 June 2021

### Statement by Councillors and Management

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Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

**The attached general purpose financial statements have been prepared in accordance with:**

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

**To the best of our knowledge and belief, these statements:**

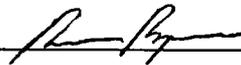
- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

**We are not aware of any matter that would render these statements false or misleading in any way.**

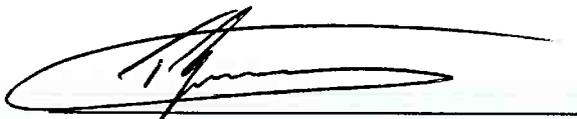
**Signed in accordance with a resolution of Council made on 28 October 2021.**



Chris Cherry  
**Mayor**  
28 October 2021



Reece Bymes  
**Councillor**  
28 October 2021



Troy Green  
**General Manager**  
28 October 2021



Michael Chorlton  
**Responsible Accounting Officer**  
28 October 2021

## Tweed Shire Council

### Income Statement

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Actual 2020
<b>Income from continuing operations</b>				
121,402	Rates and annual charges	B2-1	<b>121,391</b>	118,386
50,589	User charges and fees	B2-2	<b>52,160</b>	48,954
1,953	Other revenue	B2-3	<b>2,512</b>	2,791
20,662	Grants and contributions provided for operating purposes	B2-4	<b>19,947</b>	19,723
15,346	Grants and contributions provided for capital purposes	B2-4	<b>43,840</b>	27,272
9,645	Interest and investment income	B2-5	<b>5,422</b>	8,326
281	Other income	B2-6	<b>267</b>	414
219,878	<b>Total income from continuing operations</b>		<b>245,539</b>	225,866
<b>Expenses from continuing operations</b>				
60,198	Employee benefits and on-costs	B3-1	<b>60,813</b>	59,937
69,386	Materials and services	B3-2	<b>62,283</b>	61,771
9,826	Borrowing costs	B3-3	<b>10,635</b>	11,498
45,577	Depreciation, amortisation and impairment for non-financial assets	B3-4	<b>49,180</b>	47,207
6,006	Other expenses	B3-5	<b>4,816</b>	4,555
–	Net losses from the disposal of assets	B4-1	<b>11,355</b>	7,777
190,993	<b>Total expenses from continuing operations</b>		<b>199,082</b>	192,745
<b>28,885</b>	<b>Operating result from continuing operations</b>		<b>46,457</b>	<b>33,121</b>
<b>28,885</b>	<b>Net operating result for the year attributable to Council</b>		<b>46,457</b>	<b>33,121</b>
13,539	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>2,617</b>	5,849

The above Income Statement should be read in conjunction with the accompanying notes.

## Tweed Shire Council

### Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
<b>Net operating result for the year – from Income Statement</b>		<b>46,457</b>	<b>33,121</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	<u>11,182</u>	<u>117,283</u>
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>11,182</b>	<b>117,283</b>
<b>Total other comprehensive income for the year</b>		<b>11,182</b>	<b>117,283</b>
<b>Total comprehensive income for the year attributable to Council</b>		<b>57,639</b>	<b>150,404</b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

## Tweed Shire Council

### Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	C1-1	27,350	45,458
Investments	C1-2	162,446	180,958
Receivables	C1-4	16,517	18,809
Inventories	C1-5	766	759
Contract assets and contract cost assets	C1-6	1,998	763
Other		522	467
<b>Total current assets</b>		<b>209,599</b>	<b>247,214</b>
<b>Non-current assets</b>			
Investments	C1-2	225,422	167,925
Receivables	C1-4	489	222
Infrastructure, property, plant and equipment	C1-7	2,994,940	2,969,339
Intangible Assets	C1-8	1,388	1,245
Right of use assets	C2-1	367	511
Investments accounted for using the equity method	D2-1	1,174	1,289
<b>Total non-current assets</b>		<b>3,223,780</b>	<b>3,140,531</b>
<b>Total assets</b>		<b>3,433,379</b>	<b>3,387,745</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	C3-1	20,518	14,776
Contract liabilities	C3-2	13,732	9,199
Lease liabilities	C2-1	72	76
Borrowings	C3-3	7,133	8,159
Employee benefit provisions	C3-4	23,975	23,076
Provisions	C3-5	49	368
<b>Total current liabilities</b>		<b>65,479</b>	<b>55,654</b>
<b>Non-current liabilities</b>			
Payables	C3-1	780	854
Lease liabilities	C2-1	311	445
Borrowings	C3-3	118,469	143,670
Employee benefit provisions	C3-4	2,058	2,502
Provisions	C3-5	7,382	3,359
<b>Total non-current liabilities</b>		<b>129,000</b>	<b>150,830</b>
<b>Total liabilities</b>		<b>194,479</b>	<b>206,484</b>
<b>Net assets</b>		<b>3,238,900</b>	<b>3,181,261</b>
<b>EQUITY</b>			
Accumulated surplus	C4-1	1,563,209	1,516,752
IPPE revaluation reserve	C4-1	1,675,691	1,664,509
<b>Council equity interest</b>		<b>3,238,900</b>	<b>3,181,261</b>
<b>Total equity</b>		<b>3,238,900</b>	<b>3,181,261</b>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

## Tweed Shire Council

### Statement of Changes in Equity

for the year ended 30 June 2021

\$ '000	Notes	as at 30/06/21			as at 30/06/20		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		1,516,752	1,664,509	3,181,261	1,486,566	1,547,226	3,033,792
Changes due to AASB 1058 and AASB 15 adoption		-	-	-	(2,930)	-	(2,930)
Changes due to AASB 16 adoption		-	-	-	(5)	-	(5)
<b>Restated opening balance</b>		<b>1,516,752</b>	<b>1,664,509</b>	<b>3,181,261</b>	<b>1,483,631</b>	<b>1,547,226</b>	<b>3,030,857</b>
Net operating result for the year		46,457	-	46,457	33,121	-	33,121
<b>Net operating result for the period</b>		<b>46,457</b>	<b>-</b>	<b>46,457</b>	<b>33,121</b>	<b>-</b>	<b>33,121</b>
<b>Other comprehensive income</b>							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	-	11,182	11,182	-	117,283	117,283
<b>Other comprehensive income</b>		<b>-</b>	<b>11,182</b>	<b>11,182</b>	<b>-</b>	<b>117,283</b>	<b>117,283</b>
<b>Total comprehensive income</b>		<b>46,457</b>	<b>11,182</b>	<b>57,639</b>	<b>33,121</b>	<b>117,283</b>	<b>150,404</b>
<b>Closing balance at 30 June</b>		<b>1,563,209</b>	<b>1,675,691</b>	<b>3,238,900</b>	<b>1,516,752</b>	<b>1,664,509</b>	<b>3,181,261</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Tweed Shire Council

### Statement of Cash Flows

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Actual 2020
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
121,143	Rates and annual charges		121,939	120,986
50,407	User charges and fees		54,308	46,774
9,616	Investment and interest revenue received		6,095	9,521
35,235	Grants and contributions		46,486	41,640
2,179	Other		7,202	7,757
<i>Payments:</i>				
(58,604)	Employee benefits and on-costs		(61,401)	(58,995)
(68,687)	Materials and services		(64,994)	(67,360)
(9,841)	Borrowing costs		(9,791)	(11,240)
(100)	Bonds, deposits and retention amounts refunded		(64)	(634)
(6,006)	Other		(2,141)	(4,556)
75,342	<b>Net cash flows from operating activities</b>	G1-1a	<b>97,639</b>	<b>83,893</b>
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
8,903	Sale of investment securities		189,500	166,350
1,326	Sale of infrastructure, property, plant and equipment		1,550	570
–	Deferred debtors receipts		2	25
<i>Payments:</i>				
(11)	Purchase of investment securities		(207,242)	(172,935)
–	Acquisition of term deposits		(21,182)	–
(60,805)	Purchase of infrastructure, property, plant and equipment		(51,574)	(46,471)
–	Purchase of intangible assets		(496)	(511)
(133)	Other investing activity payments		–	–
(50,720)	<b>Net cash flows from investing activities</b>		<b>(89,442)</b>	<b>(52,972)</b>
<b>Cash flows from financing activities</b>				
<i>Receipts:</i>				
2,026	Proceeds from borrowings		2,026	1,991
<i>Payments:</i>				
(28,255)	Repayment of borrowings		(28,253)	(9,254)
–	Principal component of lease payments		(78)	(68)
(26,229)	<b>Net cash flows from financing activities</b>		<b>(26,305)</b>	<b>(7,331)</b>
(1,607)	<b>Net change in cash and cash equivalents</b>		<b>(18,108)</b>	<b>23,590</b>
19,000	Cash and cash equivalents at beginning of year		45,458	21,868
17,393	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>27,350</b>	<b>45,458</b>
–	plus: Investments on hand at end of year	C1-2	387,868	348,883
17,393	<b>Total cash, cash equivalents and investments</b>		<b>415,218</b>	<b>394,341</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

# Tweed Shire Council

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# Tweed Shire Council

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## A About Council and these financial statements

### A1-1 Basis of preparation

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These financial statements were authorised for issue by Council on 28 October 2021. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note B5-1 – Material budget variations

and are clearly marked.

The COVID-19 health and economic crisis has had an impact on some of Council's operations. As with other events, these impacts are reflected in the financial results reported in these statements.

The temporary closure and restricted use of facilities including aquatic centres and cultural facilities has resulted in a loss of revenue. Similarly, Council initiatives such as the temporary suspension of some fees and charges has also had an impact on revenue. Increased frequency of the cleaning of public toilets has resulted in additional operating costs.

There has been a minor decrease in receivables and at this stage there is no expectation of any increase in future credit losses.

#### Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

#### Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-7
- (ii) estimated tip remediation provisions – refer Note C3-5
- (iii) employee benefit provisions – refer Note C3-4.

#### Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.

## A1-1 Basis of preparation (continued)

- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

### Monies and other assets received by Council

#### The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of Council.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General Purpose Operations
- Water Supply
- Sewerage Service
- Tweed Holiday Parks

#### The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

### Goods and Services Tax (GST)

Revenues, expenses and assets other than receivables are recognised excluding GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented inclusive of GST. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

### Volunteer services

Council utilises volunteers for customer service functions at art galleries and museums. As volunteers do not undergo a selection or performance appraisal process, and each volunteer would have differing levels of skills and abilities, the value of their services cannot be measured reliably. Whilst volunteers provide a valuable service, there is no evidence that had those services not been donated, that Council would have purchased those services to a full or partial extent

### New accounting standards and interpretations issued not yet effective

#### New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

## A1-1 Basis of preparation (continued)

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### **New accounting standards adopted during the year**

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective for the first time at 30 June 2021.

Those newly adopted standards had no material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures.

The new standard AASB 1059 Service Concession Arrangements: Grantors however will have an impact on future financial reports, as it coincides with council entering into such an arrangement which is expected to commence during the 2021-2022 financial year.

The arrangement involves the design, construction and operation of an organics processing facility at council's waste management site by an external contractor. This will require the recognition of a service concession asset of around \$11M and corresponding liability. The asset is required to have a design life of 30 years with a full handover to council at no cost after the initial contract period of ten years, unless a further five year option is agreed to. Council will make capital contributions to the contractor of around \$7M by instalments over the design and construction phase, which will be deducted from the liability on recognition. The balance of the liability will be extinguished over the ten year initial contract period through payment of the agreed processing fees.

The Statement of Financial Position for 30 June 2021 includes an amount of \$4.4M in Infrastructure, Property, Plant and Equipment as Work In Progress, for the capital contribution payments made.

## B Financial Performance

### B1 Functions or activities

#### B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>Functions or activities</b>										
Natural resource management	1,614	1,244	5,648	5,234	(4,034)	(3,990)	1,572	1,034	45,307	44,842
Asset protection	8,612	4,557	6,041	10,474	2,571	(5,917)	8,708	4,708	208,379	200,009
Utility services	106,589	101,479	74,295	74,522	32,294	26,957	11,624	6,920	1,373,050	1,371,285
Managing community growth	88	86	828	1,208	(740)	(1,122)	12	12	–	–
Built environment	4,918	4,652	6,268	6,213	(1,350)	(1,561)	1,124	1,544	–	1
Engagement	74,870	74,050	13,178	12,390	61,692	61,660	7,748	8,038	238,260	213,918
People	4,407	5,612	12,937	12,643	(8,530)	(7,031)	2,049	3,405	61,490	60,431
Places	19,503	18,804	30,563	29,254	(11,060)	(10,450)	7,290	7,753	340,421	331,437
Moving around	23,489	12,951	39,250	32,407	(15,761)	(19,456)	23,246	12,247	1,081,461	1,079,777
Assurance	542	1,483	5,691	5,394	(5,149)	(3,911)	414	1,334	57,652	57,874
Support services	907	948	4,383	3,006	(3,476)	(2,058)	–	–	27,359	28,171
<b>Total functions and activities</b>	<b>245,539</b>	<b>225,866</b>	<b>199,082</b>	<b>192,745</b>	<b>46,457</b>	<b>33,121</b>	<b>63,787</b>	<b>46,995</b>	<b>3,433,379</b>	<b>3,387,745</b>

## B1-2 Components of functions or activities

---

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### **Natural resource management**

Biodiversity, bushland, coastal, and waterways management. Environmental sustainability and sustainable agriculture

### **Asset protection**

Floodplain management and stormwater drainage

### **Utility services**

Rubbish & recycling, Tweed Laboratory, sewerage services and water supply

### **Managing community growth**

Strategic land use planning

### **Built environment**

Building certification, development assessment and development engineering

### **Engagement**

Animal management, communications, contact centre, councillor & civic business and financial services

### **People**

Cemeteries, community & cultural development, community services, compliance services, economic development, environmental health, events, lifeguard services, local emergency management, pest management, public toilets and tourism

### **Places**

Aquatic centres, art gallery, auditoriums, holiday parks, libraries, museums, parks & gardens, saleyards and sporting fields

### **Moving around**

Airfield, construction services, design services, roads, traffic and footpaths & cycleways

### **Assurance**

Governance, audit and legal services

### **Support services**

Fleet management, Human resources & workplace health & safety, information technology and procurement services

## B2 Sources of income

### B2-1 Rates and annual charges

\$ '000	2021	2020
<b>Ordinary rates</b>		
Residential	55,577	53,740
Farmland	3,111	3,042
Business	5,549	5,361
Less: pensioner rebates (mandatory)	(1,786)	(1,764)
<b>Rates levied to ratepayers</b>	<b>62,451</b>	<b>60,379</b>
Pensioner rate subsidies received	982	970
<b>Total ordinary rates</b>	<b>63,433</b>	<b>61,349</b>
<b>Special rates</b>		
Koala beach	88	86
Cobaki Lakes	606	591
<b>Total special rates</b>	<b>694</b>	<b>677</b>
<b>Annual charges</b>		
<small>(pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</small>		
Domestic waste management services	16,298	16,055
Water supply services	7,009	6,846
Sewerage services	31,591	30,840
Waste management services (non-domestic)	3,130	3,382
Less: pensioner rebates (mandatory)	(1,697)	(1,696)
<b>Annual charges levied</b>	<b>56,331</b>	<b>55,427</b>
Pensioner subsidies received:		
– Water	377	375
– Sewerage	364	362
– Domestic waste management	192	196
<b>Total annual charges</b>	<b>57,264</b>	<b>56,360</b>
<b>Total rates and annual charges</b>	<b>121,391</b>	<b>118,386</b>

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

#### Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

## B2-2 User charges and fees

\$ '000	Timing	2021	2020
<b>Specific user charges</b>			
(per s.502 - specific 'actual use' charges)			
Domestic waste management services	2	737	677
Water supply services	2	22,789	23,202
Sewerage services	2	3,128	3,109
Waste management services (non-domestic)	2	4,648	4,213
<b>Total specific user charges</b>		<b>31,302</b>	<b>31,201</b>
<b>Other user charges and fees</b>			
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>			
Private works – section 67	2	47	112
Section 603 certificates	2	264	200
Town planning	2	1,504	1,034
Animal control	2	127	130
Health approvals	2	765	722
Building	2	1,637	1,317
<b>Total fees and charges – statutory/regulatory</b>		<b>4,344</b>	<b>3,515</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>			
Aerodrome	2	36	32
Caravan park	2	10,255	8,552
Cemeteries	2	927	769
Leaseback fees – Council vehicles	2	407	460
Library and art gallery	2	734	316
Parking fees	2	14	12
Water connection fees	2	328	311
Beach vehicles	2	19	20
Parks and gardens	2	116	120
Pools	2	1,355	1,540
Sewer/drainage	2	461	318
Other	2	1,195	1,123
Sportsgrounds	2	73	51
Tweed laboratory	2	594	614
<b>Total fees and charges – other</b>		<b>16,514</b>	<b>14,238</b>
<b>Total user charges and fees</b>		<b>52,160</b>	<b>48,954</b>
<b>Timing of revenue recognition for user charges and fees</b>			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		52,160	48,954
<b>Total user charges and fees</b>		<b>52,160</b>	<b>48,954</b>

### Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay the balance of the booking on arrival. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as membership fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

## B2-3 Other revenue

\$ '000	Timing	2021	2020
Fines – parking	2	342	219
Fines – other	2	143	346
Legal fees recovery – rates and charges (extra charges)	2	7	62
Legal fees recovery – other	2	–	66
Diesel rebate	2	193	183
Short-term rent and facilities hire	2	554	561
Insurance claims recoveries	2	233	147
Other	2	1,040	1,207
<b>Total other revenue</b>		<b>2,512</b>	<b>2,791</b>

### Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	–	–
Other revenue recognised at a point in time (2)	2,512	2,791
<b>Total other revenue</b>	<b>2,512</b>	<b>2,791</b>

### Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees are recognised as revenue when the service has been provided or the payment is received, whichever occurs first.

Fines are recognised as revenue when the payment is received.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

## B2-4 Grants and contributions

\$ '000	Timing	Operating 2021	Operating 2020	Capital 2021	Capital 2020
<b>General purpose grants and non-developer contributions (untied)</b>					
<b>General purpose (untied)</b>					
<b>Current year allocation</b>					
Financial assistance – general component	2	3,744	3,899	–	–
Financial assistance – local roads component	2	1,453	1,463	–	–
<b>Payment in advance - future year allocation</b>					
Financial assistance – general component	2	4,004	4,135	–	–
Financial assistance – local roads component	2	1,560	1,554	–	–
<b>Amount recognised as income during current year</b>		<b>10,761</b>	<b>11,051</b>	<b>–</b>	<b>–</b>

### Special purpose grants and non-developer contributions (tied)

#### Cash contributions

##### Previously specific grants:

Water supplies	2	–	13	–	–
Bushfire and emergency services	2	158	158	–	–
Community centres	1	–	–	626	510
Economic development	1	–	–	–	757
Library	2	307	295	–	–
LIRS subsidy	2	–	98	–	–
Other waste and sustainability improvement	2	122	122	–	–
Art gallery	2	113	100	–	3
Community service	2	235	631	–	–
Cycleways/walkways	1	–	–	427	393
Street lighting	2	1,720	156	–	–

**B2-4 Grants and contributions (continued)**

\$ '000	Timing	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Environment (incl. coastal/estuary management)	2	1,143	1,421	151	233
Museums	2	–	91	–	–
Positions funded by other govt. dept	2	59	43	–	–
Transport (other roads and bridges funding)	1/2	1,377	241	7,228	2,203
Other specific grants	1/2	708	137	3,467	5,930
<b>Previously contributions:</b>					
Bushfire services	2	–	1,275	–	–
Community services	1/2	480	455	–	–
Heritage/cultural	2	–	245	–	–
Recreation and culture	2	–	–	970	451
Transport for NSW contributions (regional roads, block grant)	2	2,317	2,317	152	152
Sewerage (excl. section 64 contributions)	2	219	240	–	–
Other contributions	2	32	336	165	10
Environment	2	196	298	–	–
Roads	2	–	–	–	842
<b>Total special purpose grants and non-developer contributions – cash</b>		<b>9,186</b>	<b>8,672</b>	<b>13,186</b>	<b>11,484</b>
<b>Non-cash contributions</b>					
Recreation and culture		–	–	–	118
Sewerage (excl. section 64 contributions)		–	–	4,573	1,270
Water supplies (excl. section 64 contributions)		–	–	1,298	194
Art gallery	2	–	–	431	700
Dedications (other than by s7.11) – land	2	–	–	2,370	1,102
Dedications (other than by s7.11) – drainage	2	–	–	7,654	380
Dedications (other than by s7.11) – land under roads	2	–	–	69	156
Dedications (other than by s7.11) – open space	2	–	–	182	112
Dedications (other than by s7.11) – roads	2	–	–	4,151	400
<b>Total other contributions – non-cash</b>		<b>–</b>	<b>–</b>	<b>20,728</b>	<b>4,432</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>		<b>9,186</b>	<b>8,672</b>	<b>33,914</b>	<b>15,916</b>
<b>Total grants and non-developer contributions</b>		<b>19,947</b>	<b>19,723</b>	<b>33,914</b>	<b>15,916</b>
<b>Comprising:</b>					
– Commonwealth funding		11,258	11,934	7,258	2,734
– State funding		6,761	2,623	4,792	7,295
– Other funding		1,928	5,166	21,864	5,887
		<b>19,947</b>	<b>19,723</b>	<b>33,914</b>	<b>15,916</b>

## B2-4 Grants and contributions (continued)

### Developer contributions

\$ '000	Notes	Timing	Operating 2021	Operating 2020	Capital 2021	Capital 2020
<b>Developer contributions:</b>						
<b>(s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>						
<b>Cash contributions</b>						
S 7.11 – contributions towards amenities/services		2	–	–	6,225	6,286
S 64 – water supply contributions		2	–	–	2,049	2,914
S 64 – sewerage service contributions		2	–	–	1,652	2,156
<b>Total developer contributions – cash</b>			<b>–</b>	<b>–</b>	<b>9,926</b>	<b>11,356</b>
<b>Total developer contributions</b>			<b>–</b>	<b>–</b>	<b>9,926</b>	<b>11,356</b>
<b>Total contributions</b>			<b>–</b>	<b>–</b>	<b>9,926</b>	<b>11,356</b>
<b>Total grants and contributions</b>			<b>19,947</b>	<b>19,723</b>	<b>43,840</b>	<b>27,272</b>
<b>Timing of revenue recognition for grants and contributions</b>						
Grants and contributions recognised over time (1)			197	117	12,050	4,659
Grants and contributions recognised at a point in time (2)			19,750	19,606	31,790	22,613
<b>Total grants and contributions</b>			<b>19,947</b>	<b>19,723</b>	<b>43,840</b>	<b>27,272</b>

### Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
<b>Unspent grants and contributions</b>				
Unspent funds at 1 July	2,867	2,809	3,656	3,134
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	–	–
<b>Add:</b> Funds received and not recognised as revenue in the current year	1,878	1,531	4,706	1,151
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	–	–	–	–
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	(1,327)	(1,473)	(1,548)	(629)
<b>Unspent funds at 30 June</b>	<b>3,418</b>	<b>2,867</b>	<b>6,814</b>	<b>3,656</b>
<b>Contributions</b>				
Unspent funds at 1 July	–	–	49,230	44,619
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	–	–	6,605	7,128
	–	–	–	–

## B2-4 Grants and contributions (continued)

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
<b>Add:</b> contributions received and not recognised as revenue in the current year	-	-	-	-
<b>Add:</b> contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate	-	-	-	-
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	-	-	(1,140)	(2,517)
<b>Unspent contributions at 30 June</b>	<b>-</b>	<b>-</b>	<b>54,695</b>	<b>49,230</b>

### Accounting policy

#### Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include meeting planning and construction milestones for most projects. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

#### Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

#### Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

#### Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

## B2-5 Interest and investment income

\$ '000	2021	2020
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	164	398
– Cash and investments	5,195	8,093
– Deferred debtors	2	2
<b>Fair value adjustments</b>		
– Movements in investments at fair value through profit and loss	61	(167)
Finance income on the net investment in the lease	–	–
<b>Total interest and investment income (losses)</b>	<b>5,422</b>	<b>8,326</b>
<b>Interest and investment income is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)	39	234
General Council cash and investments	935	1,513
<b>Restricted investments/funds – external:</b>		
Development contributions		
– Section 7.11	663	1,171
Water fund operations	1,189	1,714
Sewerage fund operations	1,790	2,211
Domestic waste management operations	398	614
<b>Restricted investments/funds – internal:</b>		
Internally restricted assets	408	869
<b>Total interest and investment income</b>	<b>5,422</b>	<b>8,326</b>

### Accounting policy

Interest income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Interest income is accounted for using the effective interest rate at the date that interest is earned.

## B2-6 Other income

\$ '000	Notes	2021	2020
<b>Rental income</b>			
Rental Income		267	317
<b>Total rental income</b>	C2-2	<b>267</b>	<b>317</b>
<b>Net share of interests in joint ventures and associates using the equity method</b>			
Joint Ventures <sup>1</sup>	D2-1	–	97
<b>Total other income</b>		<b>267</b>	<b>414</b>

(1) The joint venture incurred a net operating loss for the year and this is reported in Note B3-5 Other expenses

## B3 Costs of providing services

### B3-1 Employee benefits and on-costs

\$ '000	2021	2020
Salaries and wages	48,815	48,640
Travel expenses	67	71
Employee leave entitlements (ELE)	8,755	8,866
Superannuation	6,011	6,867
Workers' compensation insurance	2,833	1,304
Fringe benefit tax (FBT)	135	137
Payroll tax	921	1,021
Training costs (other than salaries and wages)	250	498
Other	174	145
<b>Total employee costs</b>	<b>67,961</b>	<b>67,549</b>
Less: capitalised costs	(7,148)	(7,612)
<b>Total employee costs expensed</b>	<b>60,813</b>	<b>59,937</b>

#### Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

#### Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to one defined benefit plan and various defined contribution plans on behalf of its employees.

#### Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

### B3-2 Materials and services

\$ '000	Notes	2021	2020
Raw materials and consumables		52,675	52,229
Audit Fees	F2-1	148	127
Councillor and Mayoral fees and associated expenses	F1-2	265	231
Electricity		4,460	4,627
Insurance		2,032	1,758
Street lighting		906	1,008
Telephone and communications		724	529
Other expenses		37	–
Legal expenses: planning and development		592	789
Legal expenses: other		68	84
Expenses from short-term leases		34	22
Expenses from leases of low value assets		340	365
Expenses from Peppercorn leases		2	2
<b>Total materials and services</b>		<b>62,283</b>	<b>61,771</b>

#### Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

### B3-3 Borrowing costs

\$ '000	Notes	2021	2020
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**B3-3 Borrowing costs (continued)**

\$ '000	Notes	2021	2020
<b>(i) Interest bearing liability costs</b>			
Interest on leases		6	9
Interest on loans		9,732	11,209
<b>Total interest bearing liability costs</b>		<b>9,738</b>	<b>11,218</b>
<b>(ii) Other borrowing costs</b>			
Amortisation of discounts and premiums:			
- Remediation liabilities	C3-5	897	141
- Interest free loan received		-	139
<b>Total other borrowing costs</b>		<b>897</b>	<b>280</b>
<b>Total borrowing costs expensed</b>		<b>10,635</b>	<b>11,498</b>

**Accounting policy**

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

## B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2021	2020
<b>Depreciation and amortisation</b>			
Plant and equipment		3,300	3,390
Office equipment		162	108
Furniture and fittings		148	108
<b>Infrastructure:</b>	C1-7		
– Buildings		2,676	2,658
– Other structures		14	11
– Roads		14,171	12,598
– Bridges		2,269	2,299
– Footpaths		761	729
– Stormwater drainage		2,664	2,596
– Water supply network		7,609	7,574
– Sewerage network		11,810	11,748
– Swimming pools		265	303
– Other open space/recreational assets		1,742	1,806
– Other infrastructure		687	677
Right of use assets	C2-1	84	78
<b>Reinstatement, rehabilitation and restoration assets:</b>			
– Tip assets	C3-5,C1-7	385	99
– Quarry assets	C3-5,C1-7	80	110
Intangible assets	C1-8	353	315
<b>Total depreciation and amortisation costs</b>		<b>49,180</b>	<b>47,207</b>
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>49,180</b>	<b>47,207</b>

### Accounting policy

#### Depreciation and amortisation

Depreciation and amortisation are generally calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

#### Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

## B3-5 Other expenses

\$ '000	Notes	2021	2020
<b>Net share of interests in joint ventures and associates using the equity method</b>			
Joint ventures	D2-1	115	–
<b>Other</b>			
Contributions/levies to other levels of government			
– Emergency services levy (includes FRNSW, SES, and RFS levies)		855	796
– Waste levy		547	693
– Department of Lands levy – holiday parks		493	405
Donations, contributions and assistance to other organisations (Section 356)		2,806	2,661
<b>Total other expenses</b>		<b>4,816</b>	<b>4,555</b>

### Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

**B4 Gains or losses****B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2021	2020
<b>Gain (or loss) on disposal of property (excl. investment property)</b>			
Proceeds from disposal – property		45	49
Less: carrying amount of property assets sold/written off		<b>(630)</b>	(733)
<b>Gain (or loss) on disposal</b>		<b>(585)</b>	<b>(684)</b>
<b>Gain (or loss) on disposal of plant and equipment</b>			
	C1-7		
Proceeds from disposal – plant and equipment		1,366	660
Less: carrying amount of plant and equipment assets sold/written off		<b>(1,167)</b>	(763)
<b>Gain (or loss) on disposal</b>		<b>199</b>	<b>(103)</b>
<b>Gain (or loss) on disposal of infrastructure</b>			
	C1-7		
Less: carrying amount of infrastructure assets sold/written off		<b>(10,969)</b>	(6,990)
<b>Gain (or loss) on disposal</b>		<b>(10,969)</b>	<b>(6,990)</b>
<b>Gain (or loss) on disposal of investments</b>			
	C1-2		
Proceeds from disposal/redemptions/maturities – investments		189,500	166,350
Less: carrying amount of investments sold/redeemed/matured		<b>(189,500)</b>	(166,350)
<b>Gain (or loss) on disposal</b>		<b>–</b>	<b>–</b>
<b>Net gain (or loss) on disposal of assets</b>		<b>(11,355)</b>	<b>(7,777)</b>

**Accounting policy**

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 17/06/2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
<b>REVENUES</b>				
Rates and annual charges	121,402	121,391	(11)	0% <b>U</b>
User charges and fees	50,589	52,160	1,571	3% <b>F</b>
Other revenues	1,953	2,512	559	29% <b>F</b>
Council received income from insurance claim recoveries and Container Deposit Scheme refunds for which no budget had been provided.				
Operating grants and contributions	20,662	19,947	(715)	(3)% <b>U</b>
Capital grants and contributions	15,346	43,840	28,494	186% <b>F</b>
Council received a number of grants which were unforeseen and therefore not included in the budget. In addition, non-cash contributions, representing asset dedications, are not included in the budget.				
Interest and investment revenue	9,645	5,422	(4,223)	(44)% <b>U</b>
Low interest rates have had an adverse impact on investment revenue.				
Other income	281	267	(14)	(5)% <b>U</b>
<b>EXPENSES</b>				
Employee benefits and on-costs	60,198	60,813	(615)	(1)% <b>U</b>
Materials and services	69,386	62,283	7,103	10% <b>F</b>
Borrowing costs	9,826	10,635	(809)	(8)% <b>U</b>
Depreciation, amortisation and impairment of non-financial assets	45,577	49,180	(3,603)	(8)% <b>U</b>
Other expenses	6,006	4,816	1,190	20% <b>F</b>
The waste levy charges were well below budget.				
Net losses from disposal of assets	-	11,355	(11,355)	∞ <b>U</b>
This mainly includes the written down value of assets replaced for which a budget is not provided.				

### STATEMENT OF CASH FLOWS

Cash flows from operating activities	75,342	97,639	22,297	30% <b>F</b>
Grants and contributions receipts exceeded budget expectations while costs for operating materials and services were well below budget.				
Cash flows from investing activities	(50,720)	(89,442)	(38,722)	76% <b>U</b>

**B5-1 Material budget variations (continued)**

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
Due to favourable cash flows, more funds than anticipated were able to be invested.				
<b>Cash flows from financing activities</b>	(26,229)	(26,305)	(76)	0% <b>U</b>

## C Financial position

### C1 Assets we manage

#### C1-1 Cash and cash equivalents

\$ '000	2021	2020
<b>Cash and cash equivalents</b>		
Cash on hand and at bank	437	570
Cash-equivalent assets		
– Deposits at call	26,913	44,888
<b>Total cash and cash equivalents</b>	<b>27,350</b>	<b>45,458</b>

#### Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	27,350	45,458
<b>Balance as per the Statement of Cash Flows</b>	<b>27,350</b>	<b>45,458</b>

#### Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

#### C1-2 Financial investments

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>Debt securities at amortised cost</b>				
Long term deposits	146,248	147,000	160,066	112,000
<b>Total</b>	<b>146,248</b>	<b>147,000</b>	<b>160,066</b>	<b>112,000</b>
<b>Equity securities at fair value through other comprehensive income</b>				
NCD's, FRN's (with maturities > 3 months)	16,198	78,422	20,892	55,925
<b>Total</b>	<b>16,198</b>	<b>78,422</b>	<b>20,892</b>	<b>55,925</b>
<b>Total financial investments</b>	<b>162,446</b>	<b>225,422</b>	<b>180,958</b>	<b>167,925</b>
<b>Total cash assets, cash equivalents and investments</b>	<b>189,796</b>	<b>225,422</b>	<b>226,416</b>	<b>167,925</b>

#### Equity securities designated as at FVOCI

The investments shown designated as equity securities as at FVOCI represent investments that council intends to hold for long-term strategic purposes.

No strategic investments were disposed of during 2021, and there were no transfers of any cumulative gain or loss within equity relating to these investments.

#### Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

## C1-2 Financial investments (continued)

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### Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

### Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

### Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and/or interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

### Fair value through other comprehensive income – equity instruments

Council has a number of strategic investments in entities over which they do not have significant influence or control. Council has made an irrevocable election to classify these equity investments at fair value through other comprehensive income as they are not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to accumulated surplus and is not reclassified to profit or loss.

Other net gains and losses excluding dividends are recognised in Other Comprehensive Income Statement.

### Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

## C1-3 Restricted cash, cash equivalents and investments

\$ '000	2021		2020	
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	<b>189,796</b>	<b>225,422</b>	226,416	167,925
<b>attributable to:</b>				
External restrictions	176,352	91,000	182,324	82,000
Internal restrictions	1,569	134,422	33,285	85,925
Unrestricted	11,875	–	10,807	–
	<b>189,796</b>	<b>225,422</b>	226,416	167,925

\$ '000	2021	2020
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### Details of restrictions

#### External restrictions – included in liabilities

Specific purpose unexpended grants – general fund	10,232	6,523
Specific purpose unexpended loans – sewer	–	6,174
Other – security deposits	3,257	3,321
<b>External restrictions – included in liabilities</b>	<b>13,489</b>	<b>16,018</b>

#### External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	54,581	49,230
Water fund	3,567	2,809
Water supplies – asset replacement	67,072	65,752
Sewer fund	3,660	1,815
Sewerage services – Banora Point laboratory	1,319	1,137
Sewerage services – asset replacement	96,499	101,091
Domestic waste management	26,894	26,220
Special rate – Koala Beach	271	252
<b>External restrictions – other</b>	<b>253,863</b>	<b>248,306</b>

#### Total external restrictions

<b>267,352</b>	<b>264,324</b>
----------------	----------------

#### Internal restrictions

Council has internally restricted cash, cash equivalents and investments as follows:

Tweed Holiday Parks	17,761	14,755
Employees leave entitlement	13,298	13,298
Carry over works	17,676	11,805
Unexpended loans	3,306	3,332
Asset management reserve – infrastructure	18,793	15,600
Community facilities asset management	9,419	12,482
Drainage infrastructure	321	321
Software and equipment – asset management	4,308	4,719
Access funding	136	168
Art gallery construction	276	255
Beach vehicle licence income	248	229
Catchment water quality	563	524
Insurance	500	380
Land development	610	676
Museum donations	7	2
Non-DWM management	27,228	23,393
Plant operations	10,345	8,110
Revolving energy fund	248	267
Road land sale	92	92
7 year plan	5,016	4,019

**C1-3 Restricted cash, cash equivalents and investments (continued)**

<b>\$ '000</b>	<b>2021</b>	<b>2020</b>
Voluntary Planning Agreements	<b>5,840</b>	4,783
<b>Total internal restrictions</b>	<b>135,991</b>	119,210
<b>Total restrictions</b>	<b>403,343</b>	383,534

Internal restrictions over cash, cash equivalents and investments are those assets restricted only by a resolution of the elected Council.

## C1-4 Receivables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>Purpose</b>				
Rates and annual charges	4,623	–	4,799	–
Interest and extra charges	665	–	742	–
User charges and fees	3,878	–	4,165	–
Capital debtors (being sale of assets)				
– Other asset sales	–	–	139	–
Accrued revenues				
– Interest on investments	1,736	–	2,393	–
Deferred debtors	14	54	13	57
Government grants and subsidies	4,820	–	5,706	–
Loans to sporting clubs	20	435	20	165
Net GST receivable	860	–	931	–
<b>Total</b>	<b>16,616</b>	<b>489</b>	<b>18,908</b>	<b>222</b>
<b>Less: provision of impairment</b>				
Doubtful debts	(99)	–	(99)	–
<b>Total provision for impairment – receivables</b>	<b>(99)</b>	<b>–</b>	<b>(99)</b>	<b>–</b>
<b>Total net receivables</b>	<b>16,517</b>	<b>489</b>	<b>18,809</b>	<b>222</b>
<b>Externally restricted receivables</b>				
<b>Water supply</b>				
– Specific purpose grants	11	–	12	–
– Rates and availability charges	244	–	254	–
– Other	3,569	–	3,474	–
<b>Sewerage services</b>				
– Specific purpose grants	10	–	12	–
– Rates and availability charges	1,180	–	1,202	–
– Other	838	–	1,453	–
<b>Domestic waste management</b>	<b>676</b>	<b>–</b>	<b>675</b>	<b>–</b>
<b>Total external restrictions</b>	<b>6,528</b>	<b>–</b>	<b>7,082</b>	<b>–</b>
<b>Internally restricted receivables</b>				
Tweed Holiday Parks	24	–	82	–
<b>Internally restricted receivables</b>	<b>24</b>	<b>–</b>	<b>82</b>	<b>–</b>
<b>Unrestricted receivables</b>	<b>9,965</b>	<b>489</b>	<b>11,645</b>	<b>222</b>
<b>Total net receivables</b>	<b>16,517</b>	<b>489</b>	<b>18,809</b>	<b>222</b>

### Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

### Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

## C1-4 Receivables (continued)

The Council uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

## C1-5 Inventories

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>(i) Inventories at cost</b>				
Stores and materials	766	-	759	-
<b>Total inventories</b>	<b>766</b>	<b>-</b>	<b>759</b>	<b>-</b>

### Accounting policy

#### Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

## C1-6 Contract assets and Contract cost assets

\$ '000	2021	2020
Contract assets	1,998	763
<b>Total contract assets and contract cost assets</b>	<b>1,998</b>	<b>763</b>

### Contract assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Work relating to infrastructure grants	1,998	-	763	-
<b>Total contract assets</b>	<b>1,998</b>	<b>-</b>	<b>763</b>	<b>-</b>

### Accounting policy

#### Contract assets

Contract assets represent Councils right to payment in exchange for goods or services the Council has transferred to a customer when that right is conditional on something other than the passage of time.

Contract assets arise when the amounts billed to customers are based on the achievement of various milestones established in the contract and therefore the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer. Once an invoice or payment claim is raised or the relevant milestone is reached, Council recognises a receivable.

Impairment of contract assets is assessed using the simplified expected credit loss model where lifetime credit losses are recognised on initial recognition.

## C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period								At 30 June 2021		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>														
Capital work in progress	25,424	–	25,424	16,018	9,650	–	–	(13,052)	(218)	–	–	37,822	–	37,822
Plant and equipment	40,884	(15,385)	25,499	3,240	983	(1,166)	(3,300)	54	–	–	–	42,383	(17,073)	25,310
Office equipment	1,480	(1,014)	466	256	–	–	(162)	–	–	–	–	1,609	(1,049)	560
Furniture and fittings	3,293	(2,397)	896	–	9	–	(148)	–	–	–	–	3,302	(2,545)	757
<b>Land:</b>														
– Operational land	334,292	–	334,292	–	2,880	(50)	–	79	–	–	–	337,201	–	337,201
– Community land	71,564	–	71,564	–	1,296	–	–	–	–	–	–	72,860	–	72,860
– Crown land	74,842	–	74,842	–	–	–	–	–	–	(940)	–	73,902	–	73,902
– Land under roads (pre 1/7/08)	58,814	–	58,814	–	–	(144)	–	–	–	(359)	–	58,311	–	58,311
– Land under roads (post 30/6/08)	1,413	–	1,413	–	78	–	–	–	–	–	–	1,491	–	1,491
<b>Infrastructure:</b>														
– Buildings	187,110	(45,509)	141,601	938	1,299	(435)	(2,676)	1,210	–	–	111	190,009	(47,961)	142,048
– Other structures	695	(379)	316	–	3	–	(14)	22	–	–	–	720	(393)	327
– Roads	736,171	(123,697)	612,474	8,525	5,022	(4,507)	(14,171)	5,149	–	(120)	19	746,573	(134,182)	612,391
– Bridges	201,932	(24,215)	177,717	3	–	(122)	(2,269)	507	–	(209)	–	202,036	(26,409)	175,627
– Footpaths	43,133	(18,618)	24,515	50	968	(15)	(761)	507	–	–	110	44,718	(19,344)	25,374
– Bulk earthworks (non-depreciable)	164,971	–	164,971	–	613	–	–	78	–	–	–	165,662	–	165,662
– Stormwater drainage	243,386	(87,790)	155,596	25	8,287	(55)	(2,664)	133	–	–	455	252,274	(90,497)	161,777
– Water supply network	627,678	(120,278)	507,400	2,560	2,258	(5,072)	(7,609)	2,354	(603)	–	5,099	630,961	(124,574)	506,387
– Sewerage network	716,212	(179,560)	536,652	320	7,033	(956)	(11,810)	1,223	–	–	5,565	729,070	(191,043)	538,027
– Swimming pools	5,180	(3,026)	2,154	–	–	–	(265)	–	2	–	–	5,182	(3,291)	1,891
– Other open space/recreational assets	46,070	(16,261)	29,809	–	656	(241)	(1,742)	1,473	–	–	–	47,561	(17,606)	29,955
– Other infrastructure	21,021	(7,721)	13,300	–	438	–	(687)	263	–	–	1,451	24,090	(9,325)	14,765
<b>Other assets:</b>														
– Artworks	8,416	–	8,416	–	433	–	–	–	–	–	–	8,849	–	8,849
<b>Reinstatement, rehabilitation and restoration assets</b>														
– Tip assets	2,228	(1,336)	892	–	–	–	(385)	–	2,961	–	–	5,190	(1,722)	3,468
– Quarry assets	847	(531)	316	–	–	–	(80)	–	(58)	–	–	788	(610)	178
<b>Total infrastructure, property, plant and equipment</b>	<b>3,617,056</b>	<b>(647,717)</b>	<b>2,969,339</b>	<b>31,935</b>	<b>41,906</b>	<b>(12,763)</b>	<b>(48,743)</b>	<b>–</b>	<b>2,084</b>	<b>(1,628)</b>	<b>12,810</b>	<b>3,682,564</b>	<b>(687,624)</b>	<b>2,994,940</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

## C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2019			Asset movements during the reporting period								At 30 June 2020		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
<b>\$ '000</b>														
Capital work in progress	17,458	–	17,458	10,891	7,145	–	–	(10,070)	–	–	–	25,424	–	25,424
Plant and equipment	42,421	(14,932)	27,489	1,717	341	(734)	(3,390)	76	–	–	–	40,884	(15,385)	25,499
Office equipment	1,313	(1,099)	214	–	390	(30)	(108)	–	–	–	–	1,480	(1,014)	466
Furniture and fittings	2,982	(2,289)	693	–	311	–	(108)	–	–	–	–	3,293	(2,397)	896
<b>Land:</b>														
– Operational land	331,741	–	331,741	–	2,679	–	–	75	–	(203)	–	334,292	–	334,292
– Community land	70,649	–	70,649	–	915	–	–	–	–	–	–	71,564	–	71,564
– Crown land	74,677	–	74,677	–	187	–	–	–	–	(22)	–	74,842	–	74,842
– Land under roads (pre 1/7/08)	58,814	–	58,814	–	–	–	–	–	–	–	–	58,814	–	58,814
– Land under roads (post 30/6/08)	1,257	–	1,257	–	156	–	–	–	–	–	–	1,413	–	1,413
<b>Infrastructure:</b>														
– Buildings	185,398	(43,200)	142,198	1,463	734	(733)	(2,658)	572	–	–	25	187,110	(45,509)	141,601
– Other structures	695	(368)	327	–	–	–	(11)	–	–	–	–	695	(379)	316
– Roads	716,611	(192,117)	524,494	8,122	6,527	(1,691)	(12,598)	2,105	–	–	85,515	736,171	(123,697)	612,474
– Bridges	195,260	(33,624)	161,636	–	374	(142)	(2,299)	2,700	–	–	15,448	201,932	(24,215)	177,717
– Footpaths	42,331	(9,100)	33,231	45	86	(5)	(729)	–	–	(8,113)	–	43,133	(18,618)	24,515
– Bulk earthworks (non-depreciable)	150,293	–	150,293	261	164	(12)	–	–	–	–	14,265	164,971	–	164,971
– Stormwater drainage	240,917	(82,507)	158,410	578	380	(679)	(2,596)	126	–	(623)	–	243,386	(87,790)	155,596
– Water supply network	622,180	(113,220)	508,960	1,895	964	(2,838)	(7,574)	1,815	–	–	4,178	627,678	(120,278)	507,400
– Sewerage network	709,486	(170,235)	539,251	2,144	1,785	(1,554)	(11,748)	1,399	–	–	5,375	716,212	(179,560)	536,652
– Swimming pools	5,262	(2,805)	2,457	–	–	–	(303)	–	–	–	–	5,180	(3,026)	2,154
– Other open space/recreational assets	41,712	(13,192)	28,520	54	1,102	(68)	(1,806)	568	1	–	1,438	46,070	(16,261)	29,809
– Other infrastructure	20,746	(7,042)	13,704	148	108	–	(677)	19	(2)	–	–	21,021	(7,721)	13,300
<b>Other assets:</b>														
– Artworks	7,683	–	7,683	–	733	–	–	–	–	–	–	8,416	–	8,416
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>														
– Tip assets	2,228	(1,237)	991	–	–	–	(99)	–	–	–	–	2,228	(1,336)	892
– Quarry assets	593	(420)	173	–	253	–	(110)	–	–	–	–	847	(531)	316
<b>Total infrastructure, property, plant and equipment</b>	<b>3,542,707</b>	<b>(687,387)</b>	<b>2,855,320</b>	<b>27,318</b>	<b>25,334</b>	<b>(8,486)</b>	<b>(46,814)</b>	<b>(615)</b>	<b>(1)</b>	<b>(8,961)</b>	<b>126,244</b>	<b>3,617,056</b>	<b>(647,717)</b>	<b>2,969,339</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

## C1-7 Infrastructure, property, plant and equipment (continued)

### Accounting policy

#### Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment are acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

#### Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is generally calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

<b>Plant and equipment</b>	<b>Years</b>	<b>Buildings</b>	<b>Years</b>
Office equipment	3 to 10	Buildings - floor	60 to 130
Office furniture	4 to 20	Buildings - envelope	45 to 125
Computer equipment	4	Buildings - roof	40 to 90
Vehicles	2.5 to 3		
Heavy plant/road making equipment	5 to 10		
Other plant and equipment	5 to 10		
<b>Water and sewer assets</b>		<b>Stormwater assets</b>	
Dams and reservoirs	100	Drains	100
Reticulation pipes: PVC and other	40 to 140	Culverts	75
Pumps and telemetry	14 to 25		
<b>Transportation assets</b>			
Sealed roads: surface	15 to 30	Bridges - concrete	80 to 100
Concrete/paved road	80	Bridges - other	30 to 100
Road pavement - gravel	10	Footpaths	30 to 60
Road pavement - sealed	60 to 100	Kerb and guttering	80
Road pavement - sub-base	180 to 300	Traffic facilities	20 to 80
<b>Other Infrastructure Assets</b>			
Bulk earthworks	Infinite	Flood control structures	80

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

#### Revaluation Model

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

#### Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

## C1-7 Infrastructure, property, plant and equipment (continued)

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Council has elected to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

### **Crown reserves**

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's consolidated Income Statement.

### **Rural Fire Service assets**

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Notwithstanding the above, Council has determined that it does not control Rural Fire Service plant and vehicles, in accordance with SAC 4, AASB 10, and the Framework for the Preparation of Financial Statements. Council therefore does not recognise these assets.

Figures provided to council for these assets indicate a net asset value of \$1,352,000, which is 0.05% of council's net value of IPP&E, and an annual depreciation expense of \$204,000, which is 0.4% of council's total depreciation expense.

## Externally restricted infrastructure, property, plant and equipment

\$ '000	as at 30/06/21			as at 30/06/20		
	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount	Gross carrying amount	Accumulated depn. and impairment	Net carrying amount
<b>Water supply</b>						
WIP	10,200	–	10,200	6,583	–	6,583
Plant and equipment	299	218	81	249	187	62
Office equipment	9	9	–	9	7	2
Furniture and fittings	20	20	–	20	20	–
Land						
– Operational land	54,572	–	54,572	54,353	–	54,353
– Community land	130	–	130	130	–	130
Buildings	2,639	872	1,767	2,639	835	1,804
Infrastructure	630,234	124,574	505,660	626,951	120,278	506,673
Other assets	728	–	728	728	–	728
<b>Total water supply</b>	<b>698,831</b>	<b>125,693</b>	<b>573,138</b>	<b>691,662</b>	<b>121,327</b>	<b>570,335</b>
<b>Sewerage services</b>						
WIP	4,945	–	4,945	3,072	–	3,072
Plant and equipment	1,330	995	335	1,150	925	225
Office equipment	25	25	–	25	23	2
Furniture and fittings	92	90	2	92	90	2
Land						
– Operational land	57,404	–	57,404	56,959	–	56,959
– Community land	258	–	258	258	–	258
Buildings	7,237	1,920	5,317	7,220	1,816	5,404
Infrastructure	729,070	191,044	538,026	716,212	179,560	536,652
<b>Total sewerage services</b>	<b>800,361</b>	<b>194,074</b>	<b>606,287</b>	<b>784,988</b>	<b>182,414</b>	<b>602,574</b>
<b>Domestic waste management</b>						
Plant and equipment	36	23	13	36	18	18
Office equipment	27	27	–	27	27	–
Furniture and fittings	198	198	–	198	198	–
Land						
– Operational land	3,827	–	3,827	3,796	–	3,796
Buildings	1,367	350	1,017	1,367	328	1,039
Other structures	66	66	–	66	66	–
<b>Total domestic waste management</b>	<b>5,521</b>	<b>664</b>	<b>4,857</b>	<b>5,490</b>	<b>637</b>	<b>4,853</b>
<b>Holiday Parks</b>						
– Capital WIP	15	–	15	59	–	59
– Plant & Equipment	8,370	1,082	7,288	8,313	852	7,461
– Office Equipment	41	7	34	41	4	37
– Operational Land	30,511	–	30,511	30,511	–	30,511
– Buildings	18,656	3,757	14,899	18,697	3,500	15,197
– Swimming Pools	189	178	11	189	168	21
<b>Total other restrictions</b>	<b>57,782</b>	<b>5,024</b>	<b>52,758</b>	<b>57,810</b>	<b>4,524</b>	<b>53,286</b>
<b>Total restricted infrastructure, property, plant and equipment</b>	<b>1,562,495</b>	<b>325,455</b>	<b>1,237,040</b>	<b>1,539,950</b>	<b>308,902</b>	<b>1,231,048</b>

## C1-8 Intangible assets

Intangible assets are as follows:

\$ '000	2021	2020
<b>Software</b>		
<b>Opening values at 1 July</b>		
Gross book value	5,132	4,582
Accumulated amortisation	(3,887)	(3,533)
<b>Net book value – opening balance</b>	<b>1,245</b>	<b>1,049</b>
<b>Movements for the year</b>		
Purchases	496	511
Amortisation charges	(353)	(315)
Gross book value written off	–	(39)
Accumulated amortisation charges written off	–	39
<b>Closing values at 30 June</b>		
Gross book value	5,628	5,132
Accumulated amortisation	(4,240)	(3,887)
<b>Total intangible assets – net book value</b>	<b>1,388</b>	<b>1,245</b>

### Accounting policy

#### IT development and software

Costs incurred in developing products or systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems.

Costs capitalised include external direct costs of materials and services. No direct payroll, and payroll related costs of employees' time spent on the project are capitalised. IT development costs include only those costs directly attributable to the development phase and are only recognised following completion of technical feasibility, and where Council has an intention and ability to use the asset.

Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.

## C2 Leasing activities

### C2-1 Council as a lessee

Council has leases over a range of assets including land, buildings and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

#### Terms and conditions of leases

##### Land and buildings

Council leases land and buildings for a variety of purposes, including open space, marine infrastructure, visitor centre, art gallery, car parking, and operational needs; the leases are generally between 1 and 40 years and some of them include an option to continue the lease for an undefined term at either party's discretion.

These leases often contain an annual pricing mechanism, typically based on either fixed increases or CPI movements at each anniversary of the lease inception.

##### Office and IT equipment

Leases for office and IT equipment are generally for low value assets, except for significant items such as servers. The leases are for between 3 and 6 years with no renewal option with fixed payments.

#### (a) Right of use assets

\$ '000	Office Equipment	Land	Total
<b>2021</b>			
<b>Opening balance at 1 July</b>	<b>118</b>	<b>393</b>	<b>511</b>
<b>Adjustments to right-of-use assets due to re-measurement of lease liability</b>	<b>–</b>	<b>(60)</b>	<b>(60)</b>
<b>Depreciation charge</b>	<b>(40)</b>	<b>(44)</b>	<b>(84)</b>
<b>Balance at 30 June</b>	<b>78</b>	<b>289</b>	<b>367</b>
<b>2020</b>			
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	65	438	503
Additions to right-of-use assets	86	–	86
Depreciation charge	(33)	(45)	(78)
<b>Balance at 30 June</b>	<b>118</b>	<b>393</b>	<b>511</b>

#### (b) Lease liabilities

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Lease liabilities	72	311	76	445
<b>Total lease liabilities</b>	<b>72</b>	<b>311</b>	<b>76</b>	<b>445</b>

#### (c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
<b>2021</b>					
<b>Cash flows</b>	<b>78</b>	<b>158</b>	<b>226</b>	<b>462</b>	<b>383</b>

## C2-1 Council as a lessee (continued)

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2020					
Cash flows	85	227	340	652	521

### (d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2021	2020
Interest on lease liabilities	6	9
Depreciation of right of use assets	84	78
Expenses relating to short-term leases	34	22
Expenses relating to low-value leases	340	365
Expenses relating to Peppercorn leases	2	2
	<b>466</b>	<b>476</b>

### (e) Statement of Cash Flows

Total cash outflow for leases	1,019	467
	<b>1,019</b>	<b>467</b>

### (f) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

- Museum Uki
- RFS storage facility Burringbar
- Carparking Murwillumbah

The leases are generally between 3 and 20 years and require payments of a maximum amount of \$1,000 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

#### Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

## C2-1 Council as a lessee (continued)

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

### Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

## C2-2 Council as a lessor

### Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

- investment property – where the asset is held predominantly for rental or capital growth purposes (refer note C1-9)
- property, plant and equipment – where the rental is incidental, or the asset is held to meet Councils service delivery objective (refer note C1-8).

\$ '000	2021	2020
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#### (i) Assets held as investment property

Council does not have any assets held as investment property.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

#### (ii) Assets held as property, plant and equipment

Council provides operating leases on Council buildings for the purpose of various community and recreational services. The table below relates to operating leases on assets disclosed in C1-7.

Lease income (excluding variable lease payments not dependent on an index or rate)	267	317
<b>Total income relating to operating leases for Council assets</b>	<b>267</b>	<b>317</b>

#### (iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

< 1 year	267	317
<b>Total undiscounted lease payments to be received</b>	<b>267</b>	<b>317</b>

### Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

## C2-2 Council as a lessor (continued)

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If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

## C3 Liabilities of Council

### C3-1 Payables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>Payables</b>				
– Interest on leases	4	–	5	–
Prepaid rates	3,277	–	2,905	–
Goods and services – operating expenditure	6,899	–	4,359	–
Goods and services – capital expenditure	6,516	–	2,890	–
Accrued expenses:				
– Borrowings	305	–	358	–
– Salaries and wages	849	–	1,671	–
– Other expenditure accruals	191	–	121	–
Security bonds, deposits and retentions	2,477	780	2,467	854
<b>Total payables</b>	<b>20,518</b>	<b>780</b>	<b>14,776</b>	<b>854</b>

#### Payables relating to restricted assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>Externally restricted assets</b>				
Water	7,009	–	3,361	–
Sewer	653	–	492	–
Other – bonds and deposits	2,477	780	3,312	–
<b>Payables relating to externally restricted assets</b>	<b>10,139</b>	<b>780</b>	<b>7,165</b>	<b>–</b>
<b>Internally restricted assets</b>				
Other – Tweed Holiday Parks	1,044	–	624	–
<b>Payables relating to internally restricted assets</b>	<b>1,044</b>	<b>–</b>	<b>624</b>	<b>–</b>
<b>Total payables relating to restricted assets</b>	<b>11,183</b>	<b>780</b>	<b>7,789</b>	<b>–</b>
<b>Total payables relating to unrestricted assets</b>	<b>9,335</b>	<b>–</b>	<b>6,987</b>	<b>854</b>
<b>Total payables</b>	<b>20,518</b>	<b>780</b>	<b>14,776</b>	<b>854</b>

#### Accounting policy

Council measures financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

#### Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

## C3-2 Contract Liabilities

\$ '000	Notes	2021 Current	2021 Non-current	2020 Current	2020 Non-current
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	6,614	-	3,245	-
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	357	-	161	-
<b>User fees and charges received in advance:</b>					
Other		6,761	-	5,793	-
<b>Total contract liabilities</b>		<b>13,732</b>	<b>-</b>	<b>9,199</b>	<b>-</b>

### Notes

(i) Council receives funding to construct infrastructure and other assets. The funds received are under enforceable contracts which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15/AASB 1058 being satisfied since the performance obligations are ongoing.

### Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2021	2020
<b>Grants and contributions received in advance:</b>		
Capital grants (to construct Council controlled assets)	1,548	643
Operating grants (received prior to performance obligation being satisfied)	184	149
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>	<b>1,732</b>	<b>792</b>

### Significant changes in contract liabilities

There was a net increase of \$3.4M to contract liabilities in the period for unexpended capital grants. This included the transfer of \$1.7M of previous years liabilities to revenue for contract obligations met, offset by the receipt of \$5.1M for 25 new grant projects relating to various recreational, environmental and transport infrastructure. There was also an increase in advance payments for holiday parks of \$1M.

### Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

### C3-3 Borrowings

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Loans – secured <sup>1</sup>	7,133	118,469	8,159	143,670
<b>Total borrowings</b>	<b>7,133</b>	<b>118,469</b>	<b>8,159</b>	<b>143,670</b>

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1-1.

#### Borrowings relating to restricted assets

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
<b>Externally restricted assets</b>				
Water	1,912	53,852	1,794	55,764
Sewer	–	–	1,586	20,053
Borrowings relating to externally restricted assets	1,912	53,852	3,380	75,817
<b>Total borrowings relating to restricted assets</b>	<b>1,912</b>	<b>53,852</b>	<b>3,380</b>	<b>75,817</b>
<b>Total borrowings relating to unrestricted assets</b>	<b>5,221</b>	<b>64,617</b>	<b>4,779</b>	<b>67,853</b>
<b>Total borrowings</b>	<b>7,133</b>	<b>118,469</b>	<b>8,159</b>	<b>143,670</b>

#### (a) Changes in liabilities arising from financing activities

\$ '000	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	151,829	(28,253)	2,026	–	–	–	125,602
Lease liability (Note C2-1b)	521	(77)	–	(61)	–	–	383
<b>Total liabilities from financing activities</b>	<b>152,350</b>	<b>(28,330)</b>	<b>2,026</b>	<b>(61)</b>	<b>–</b>	<b>–</b>	<b>125,985</b>

### C3-3 Borrowings (continued)

\$ '000	2019		Non-cash movements				2020
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	158,953	(7,263)	–	139	–	–	151,829
Lease liability (Note C2-1b)	–	(68)	–	–	589	–	521
<b>Total liabilities from financing activities</b>	<b>158,953</b>	<b>(7,331)</b>	<b>–</b>	<b>139</b>	<b>589</b>	<b>–</b>	<b>152,350</b>

#### (b) Financing arrangements

\$ '000	2021	2020
<b>Total facilities</b>		
Bank overdraft facilities <sup>1</sup>	<b>1,000</b>	1,000
Credit cards/purchase cards	<b>300</b>	300
<b>Total financing arrangements</b>	<b>1,300</b>	<b>1,300</b>
<b>Drawn facilities</b>		
– Credit cards/purchase cards	<b>19</b>	15
<b>Total drawn financing arrangements</b>	<b>19</b>	<b>15</b>
<b>Undrawn facilities</b>		
– Bank overdraft facilities	<b>1,000</b>	1,000
– Credit cards/purchase cards	<b>281</b>	285
<b>Total undrawn financing arrangements</b>	<b>1,281</b>	<b>1,285</b>

#### Additional financing arrangements information

##### Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice. The facility is secured against rate revenue.

##### Accounting policy

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Income Statement over the period of the borrowings using the effective-interest method.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

## C3-4 Employee benefit provisions

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Annual leave	4,730	–	4,612	–
Sick leave	5,128	1,010	4,923	1,493
Long service leave	12,054	907	12,222	920
ELE on-costs	2,063	141	1,319	89
<b>Total employee benefit provisions</b>	<b>23,975</b>	<b>2,058</b>	<b>23,076</b>	<b>2,502</b>

### Employee benefit provisions relating to restricted assets

<b>Total employee benefit provisions relating to restricted assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total employee benefit provisions relating to unrestricted assets</b>	<b>23,975</b>	<b>2,058</b>	<b>23,076</b>	<b>2,502</b>
<b>Total employee benefit provisions</b>	<b>23,975</b>	<b>2,058</b>	<b>23,076</b>	<b>2,502</b>

### Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	16,532	17,513
	<b>16,532</b>	<b>17,513</b>

### Description of and movements in provisions

#### Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

#### Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

#### Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

#### On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

## C3-5 Provisions

\$ '000	2021 Current	2021 Non-Current	2020 Current	2020 Non-Current
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	49	7,382	368	3,359
<b>Total provisions</b>	<b>49</b>	<b>7,382</b>	<b>368</b>	<b>3,359</b>
<b>Provisions relating to restricted assets</b>				
<b>Externally restricted assets</b>				
Domestic waste management	–	3,326	–	1,445
Provisions relating to externally restricted assets	–	3,326	–	1,445
<b>Internally restricted assets</b>				
Non-Domestic waste management	–	3,326	–	1,445
<b>Provisions relating to internally restricted assets</b>	<b>–</b>	<b>3,326</b>	<b>–</b>	<b>1,445</b>
<b>Total provisions relating to restricted assets</b>	<b>–</b>	<b>6,652</b>	<b>–</b>	<b>2,890</b>
<b>Total provisions relating to unrestricted assets</b>	<b>49</b>	<b>730</b>	<b>368</b>	<b>469</b>
<b>Total provisions</b>	<b>49</b>	<b>7,382</b>	<b>368</b>	<b>3,359</b>

### Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

All are expected to be settled.

### Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Net carrying amount
<b>2021</b>		
At beginning of year	3,727	3,727
Changes to provision:		
– Revised discount rate	866	866
– Revised life	2,903	2,903
Unwinding of discount	32	32
Amounts used (payments)	(97)	(97)
Total other provisions at end of year	<b>7,431</b>	<b>7,431</b>
<b>2020</b>		
At beginning of year	3,338	3,338
– Revised discount rate	121	121
– Revised life	253	253
Unwinding of discount	20	20
Amounts used (payments)	(5)	(5)
Total other provisions at end of year	<b>3,727</b>	<b>3,727</b>

### Nature and purpose of provisions

#### Asset remediation

## C3-5 Provisions (continued)

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The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the tip and quarry as a result of past operations.

### Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

### Asset remediation – tips and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

## C4 Reserves

### C4-1 Nature and purpose of reserves

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#### **Infrastructure, property, plant and equipment revaluation reserve**

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

## D Council structure

### D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

#### D1-1 Income Statement by fund

\$ '000	General 2021	Water 2021	Sewer 2021
<b>Income from continuing operations</b>			
Rates and annual charges	83,261	6,736	31,555
User charges and fees	24,202	24,148	3,810
Interest and investment revenue	2,695	1,376	1,351
Other revenues	2,165	186	161
Grants and contributions provided for operating purposes	19,728	–	219
Grants and contributions provided for capital purposes	33,824	3,346	6,670
Other income	267	–	–
<b>Total income from continuing operations</b>	<b>166,142</b>	<b>35,792</b>	<b>43,766</b>
<b>Expenses from continuing operations</b>			
Employee benefits and on-costs	48,026	5,407	7,380
Materials and services	42,261	10,332	9,851
Borrowing costs	5,742	4,000	893
Depreciation, amortisation and impairment of non-financial assets	29,473	7,692	12,015
Other expenses	1,250	1,224	2,342
Net losses from the disposal of assets	5,387	5,072	896
<b>Total expenses from continuing operations</b>	<b>132,139</b>	<b>33,727</b>	<b>33,377</b>
<b>Operating result from continuing operations</b>	<b>34,003</b>	<b>2,065</b>	<b>10,389</b>
<b>Net operating result for the year</b>	<b>34,003</b>	<b>2,065</b>	<b>10,389</b>
<b>Net operating result attributable to each council fund</b>	<b>34,003</b>	<b>2,065</b>	<b>10,389</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>179</b>	<b>(1,281)</b>	<b>3,719</b>

## D1-2 Statement of Financial Position by fund

\$ '000	General 2021	Water 2021	Sewer 2021
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	32,233	(6,361)	1,478
Investments	76,446	44,000	42,000
Receivables	10,665	3,824	2,028
Inventories	766	–	–
Contract assets and contract cost assets	1,998	–	–
Other	414	52	56
<b>Total current assets</b>	<b>122,522</b>	<b>41,515</b>	<b>45,562</b>
<b>Non-current assets</b>			
Investments	134,422	33,000	58,000
Receivables	489	–	–
Infrastructure, property, plant and equipment	1,815,515	573,138	606,287
Investments accounted for using the equity method	1,174	–	–
Intangible assets	1,328	26	34
Right of use assets	367	–	–
<b>Total non-current assets</b>	<b>1,953,295</b>	<b>606,164</b>	<b>664,321</b>
<b>TOTAL ASSETS</b>	<b>2,075,817</b>	<b>647,679</b>	<b>709,883</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	19,217	648	653
Contract liabilities	13,732	–	–
Lease liabilities	72	–	–
Borrowings	5,221	1,912	–
Employee benefit provision	23,975	–	–
Provisions	49	–	–
<b>Total current liabilities</b>	<b>62,266</b>	<b>2,560</b>	<b>653</b>
<b>Non-current liabilities</b>			
Payables	780	–	–
Lease liabilities	311	–	–
Borrowings	64,617	53,852	–
Employee benefit provision	2,058	–	–
Provisions	7,382	–	–
<b>Total non-current liabilities</b>	<b>75,148</b>	<b>53,852</b>	<b>–</b>
<b>TOTAL LIABILITIES</b>	<b>137,414</b>	<b>56,412</b>	<b>653</b>
<b>Net assets</b>	<b>1,938,403</b>	<b>591,267</b>	<b>709,230</b>
<b>EQUITY</b>			
Accumulated surplus	1,068,287	223,126	271,796
Revaluation reserves	870,116	368,141	437,434
<b>Council equity interest</b>	<b>1,938,403</b>	<b>591,267</b>	<b>709,230</b>
<b>Total equity</b>	<b>1,938,403</b>	<b>591,267</b>	<b>709,230</b>

## D2 Interests in other entities

\$ '000	Council's share of net assets	
	2021	2020
<b>Council's share of net assets</b>		
<b>Net share of interests in joint ventures and associates using the equity method – assets</b>		
Associates	1,174	1,289
<b>Total net share of interests in joint ventures and associates using the equity method – assets</b>	<b>1,174</b>	<b>1,289</b>
<b>Total Council's share of net assets</b>	<b>1,174</b>	<b>1,289</b>

### D2-1 Interests in associates

Council has incorporated the following associates into its consolidated financial statements. On 1 July 2017 Council entered into an agreement with other local councils to operate regional library services. Richmond Tweed Regional Library (RTRL) was previously controlled by Lismore City Council. The execution of the new agreement has resulted in RTRL becoming an associate of Council. Council cannot access the assets of RTRL, but is entitled to, on termination of the agreement, equal share of the total equity as at 1 July 2017 and a share of the changes in equity from this date in the same proportion as Council's financial contributions over the duration of the agreement.

#### Summarised financial information for individually immaterial associates

Council has interest in an individually immaterial joint venture - Richmond Tweed Regional Library - that has been accounted for using the equity method.

\$ '000	2021	2020
<b>Individually immaterial associates</b>		
<b>Aggregate carrying amount of individually immaterial associates</b>	<b>1,174</b>	<b>1,289</b>
<b>Aggregate amounts of Council's share of individually immaterial:</b>		
Profit/(loss) from continuing operations	(115)	97
<b>Total comprehensive income – individually immaterial associates</b>	<b>(115)</b>	<b>97</b>

#### Accounting policy

Interests in associates are accounted for using the equity method in accordance with *AASB128 Investments in Associates and Joint Ventures*.

Under this method, the investment is initially recognised as a cost and the carrying amount is increased or decreased to recognise the Council's share of the profit or loss and other comprehensive income of the investee after the date of acquisition.

If the Council's share of losses of an associate equals or exceeds its interest in the associate, the Council discontinues recognising its share of further losses.

The Council's share in the associates gains or losses arising from transactions between itself and its associate are eliminated.

Adjustments are made to the associates accounting policies where they are different from those of the Council for the purposes of the consolidated financial statements.

### D2-2 Subsidiaries, joint arrangements and associates not recognised

The following subsidiaries, joint arrangements and associates have not been recognised in this financial report.

Name of entity/operation	Principal activity/type of entity	2021	2021
		Net profit	Net assets
<b>North East Weight of Loads Group (NEWLOG)</b>	Enforcement of load weights carried by heavy vehicles.	(208)	214

#### Reasons for non-recognition

Council's share of NEWLOG net assets is 12.74%. Council considers this immaterial to the consolidated financial statements.

## E Risks and accounting uncertainties

### E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2021	Carrying value 2020	Fair value 2021	Fair value 2020
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	27,350	45,458	27,350	45,458
Receivables	17,006	19,031	18,335	19,031
Investments				
– Debt securities at amortised cost	293,248	272,066	293,248	272,066
<b>Fair value through other comprehensive income</b>				
Investments				
– Equity securities at fair value through other comprehensive income	94,620	76,817	94,620	76,817
<b>Total financial assets</b>	<b>432,224</b>	<b>413,372</b>	<b>433,553</b>	<b>413,372</b>
<b>Financial liabilities</b>				
Payables	21,298	15,630	21,298	15,630
Loans/advances	125,602	151,829	164,153	203,229
<b>Total financial liabilities</b>	<b>146,900</b>	<b>167,459</b>	<b>185,451</b>	<b>218,859</b>

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and measure at amortised cost investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **at fair value through profit and loss** or (ii) **at fair value through other comprehensive income** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's Financial Services unit manages the cash and investments portfolio.

Council has an investment policy which complies with the Local Government Act 1993 and the Minister's investment order. This policy is reviewed periodically by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether their changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.

## E1-1 Risks relating to financial instruments held (continued)

- **Liquidity risk** – the risk that Council will not have sufficient liquid assets to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and concentrating on investments with high credit ratings or capital guarantees.

### (a) Market risk – interest rate and price risk

\$ '000	2021	2020
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	3,600	3,943
Impact of a 10% movement in price of investments		
– Equity / Income Statement	9,462	7,682

### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are predominantly financial institutions with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

### Credit risk profile

#### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
<b>2021</b>						
Gross carrying amount	–	615	1,364	2,199	445	4,623
<b>2020</b>						
Gross carrying amount	–	2,072	1,356	1,107	264	4,799

#### Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

## E1-1 Risks relating to financial instruments held (continued)

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
<b>2021</b>						
Gross carrying amount	11,878	–	161	29	414	12,482
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>ECL provision</b>	–	–	–	–	–	–
<b>2020</b>						
Gross carrying amount	13,641	–	105	17	568	14,331
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>ECL provision</b>	–	–	–	–	–	–

### (c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient liquid funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in:		Total cash outflows	Actual carrying values
				1 - 5 Years	> 5 Years		
<b>2021</b>							
Trade/other payables	0.00%	3,257	14,764	–	–	18,021	18,021
Loans and advances	6.84%	–	15,586	58,691	118,854	193,131	125,602
<b>Total financial liabilities</b>		<b>3,257</b>	<b>30,350</b>	<b>58,691</b>	<b>118,854</b>	<b>211,152</b>	<b>143,623</b>
<b>2020</b>							
Trade/other payables	0.00%	3,321	9,404	–	–	12,725	12,725
Loans and advances	7.15%	–	20,087	70,266	146,408	236,761	151,829
<b>Total financial liabilities</b>		<b>3,321</b>	<b>29,491</b>	<b>70,266</b>	<b>146,408</b>	<b>249,486</b>	<b>164,554</b>

## E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Financial assets

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

\$ '000	Notes	Fair value measurement hierarchy				Total	
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		2021	2020
		2021	2020	2021	2020	2021	2020
<b>Recurring fair value measurements</b>							
<b>Financial assets</b>							
Financial investments	C1-2						
At fair value through profit or loss		–	–	–	–	–	–
At fair value through other comprehensive income		94,620	76,817	–	–	94,620	76,817
<b>Total financial assets</b>		<b>94,620</b>	<b>76,817</b>	<b>–</b>	<b>–</b>	<b>94,620</b>	<b>76,817</b>
<b>Infrastructure, property, plant and equipment</b>							
	C1-7						
Operational land		337,201	334,292	–	–	337,201	334,292
Community land including Crown land		–	–	146,762	146,406	146,762	146,406
Land under roads		–	–	59,802	60,227	59,802	60,227
Buildings		–	–	142,048	141,602	142,048	141,602
Roads (including bulk earthworks)		–	–	778,053	777,445	778,053	777,445
Bridges		–	–	175,627	177,717	175,627	177,717
Footpaths		–	–	25,374	24,515	25,374	24,515
Stormwater drainage		–	–	161,777	155,596	161,777	155,596
Water supply network		–	–	506,387	507,400	506,387	507,400
Sewerage network		–	–	538,027	536,652	538,027	536,652
<b>Total infrastructure, property, plant and equipment</b>		<b>337,201</b>	<b>334,292</b>	<b>2,533,857</b>	<b>2,527,560</b>	<b>2,871,058</b>	<b>2,861,852</b>

## E2-1 Fair value measurement (continued)

### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### Financial assets

Council's financial assets are held in a number of forms including cash on hand and at bank, deposits at call, term deposits, floating rate notes and fixed rate bonds. Of these, floating rate notes and fixed rate bonds are fair valued.

These investments are valued by Laminar Group Pty Ltd, using marked to market methodology. Laminar has elected to use the mid-price, that is, the price point that falls halfway between the bid and offer spread to value securities held in portfolios within the Treasury Direct system. Typically when an asset has no bid price or ask price, other level 2 inputs are used to determine the most appropriate fair value, such as quoted prices for similar assets, interest rates, yield curves and credit spreads. Appropriateness may change depending upon market conditions and asset type.

Movements in investments, including fair value movements, are reported to Council monthly.

### Infrastructure, property, plant and equipment (IPPE)

#### Operational Land

Council's operational land includes all of Council's land classified as operational land under the Local Government Act 1993. Land use is extremely varied and includes public parks, drainage reserves, sportsfields, sewer pump stations and other uses.

Valuation indices are applied on an annual basis only where the percentage indexation results in a material change. A comprehensive revaluation is ordinarily completed every five years, the most recent one being performed for 1 July 2018 by APV Valuers and Asset Management.

Where there is an active and liquid market, Fair Value is Market Value being highest and best use. When there is no active and liquid market, assessment is made as to whether there is alternative market evidence such as sales of dissimilar but comparable land. Where there is no observable market evidence, Fair Value is then determined by the cost to acquire it (Current Replacement Cost) rather than the amount for which it could be sold (Market Value).

Operational land has historically been valued at highest and best use; that is at values provided by independent professional valuers. The *Local Government Code of Accounting Practice and Financial Reporting – Appendix F* – references NSW Treasury Policy Paper TPP14-01 which promotes the need to take restrictions on assets into account in determining asset values. As crown land has restrictions imposed by the state government that Council cannot remove – Council has used the Valuer Generals' valuations as a proxy for these restricted land parcels. Likewise canal land which is predominately under water has also been re assessed using Valuer Generals' valuations.

The key unobservable input to the valuation is the rate per square metre. Influencing elements in determining a rate per square metre include market movements, location, size, shape, access, topography, exposure to traffic and facilities, condition (Impairment), use / zoning and flooding risk levels.

This asset class is categorised as Level 2.

#### Community Land

Council's Community Land is land owned by Council and Council Administered Crown Land (CACL). It is land intended for public access and use or where other restrictions applied to the land create some obligation to maintain public access. Many of these parcels of land have no practical use other than for parks, reserves and cemeteries. Community Land cannot be sold, cannot be leased or licensed for more than 21 years at a time and must have a plan of management for it.

A revaluation was performed for 1 July 2018 (value date), when the Valuer General issued Unimproved Capital Values (UCV) for properties with a base date of 1 July 2017. Only in a couple of instances where the Valuer has not yet provided a land value, a unit rate per square metre is applied at the same rate as a similar community land parcel within close proximity.

The key unobservable input to the valuation is the rate per square metre. Influencing elements in determining rate per square metre include market movements, location, size, shape, access, topography, exposure to traffic and facilities, condition (Impairment), use / zoning and flooding risk levels.

## E2-1 Fair value measurement (continued)

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

### Land under Roads

Land under Roads is land under roadways, and road reserves, including land under footpaths, nature strips and median strips, as per AASB1051.

Land under Roads was recognised for the first time at 30 June 2011. Council elected to recognise Land under Roads acquired pre 1 July 2008 and post 30 June 2008 as per ASSB 116 - Property, Plant and Equipment. Fair Value for Land under Roads was determined using the Englobo methodology derived from the Local Government Code of Accounting Practice and Financial Reporting. This method applies the total shires road reserve in square metres to the average shires rate calculated from the latest Valuers General Unimproved Capital Values (UCV), with a 90% discount.

A revaluation was performed for 1 July 2018 (value date), when the Valuer General issued Unimproved Capital Values (UCV) for properties with a base date of 1 July 2017.

This asset class is categorised as Level 3 as inputs used in the valuation require significant professional judgement and are therefore unobservable.

### Buildings

Buildings are owned or controlled. They are componentised into Floor, Building Envelope, Floor Fit-out, Internal Screens Fit-out, Roof, Mechanical Services, Fire Services and Transportation and Security Services. Building use is extremely varied and includes civic centre administration, depot, community and cultural services such as museums, art galleries, libraries, childcare and aged care, sport and recreation clubhouse amenities and public amenities.

A comprehensive revaluation is ordinarily completed every five years, the most recent one being performed for 1 July 2018 by a registered valuation company.

Where there is an active and liquid market, Fair Value is Market Value being highest and best use. When there is no active and liquid market, assessment is made as to whether there is alternative market evidence; Such as sales of dissimilar but comparable buildings or if the value is driven by its cash generation, a Discounted Cash Flow (DCF) approach is used to determine its fair value. Where there is no observable market evidence, Fair Value is then determined by the cost to acquire it (Depreciated Current Replacement Cost) rather than what you could sell it for (Market Value).

This asset class is categorised as Level 3 with the key unobservable input to the valuation being the Gross Replacement Cost which is influenced by changes in construction costs. Other unobservable inputs are condition changes to any of the buildings components and hence patterns of consumption and remaining useful life. Professional judgement is required to establish the value of a building which is intrinsically linked to the value of the associated land, as combined, they represent fair value of the entire parcel.

The depreciation method used for this asset class is straight line.

### Roads

This asset class comprises the Road Carriageway, Car Parks, Kerb and Gutter, Retaining Walls and Traffic Facilities. The road carriageway consists of the trafficable portion of a road, between but not including the kerb and gutter. The road carriageway is componentised into surface, pavement, pavement sub base and formation and further separated into segments for inspection and valuation.

A valuation of Road assets is undertaken on a five year cycle with values indexed in others years - only where the percentage indexation results in a material change - as per the Producer Price Index – Road and Bridge Construction New South Wales published by the Australian Bureau of Statistics.

The valuation process commences with a condition assessment of each asset. A condition scale of 1 to 5 is assigned to each asset, with 1 representing excellent condition and 5 representing very poor condition. The condition of Tweed Shire Council's road segment asset stock is determined by visual inspection in a revaluation year, with the latest condition assessment undertaken in 2020.

Valuations for this asset class were assessed and provided by a registered valuation company. Technical information for the valuation was extracted from Council's asset management system.

Assets were valued using the cost approach. The unit rates are then applied to square or lineal meters as applicable to establish replacement cost at component level. The value of each component is summed to arrive at an overall fair value for an individual asset.

## E2-1 Fair value measurement (continued)

This asset class is categorised Level 3 as extensive professional judgment was required in applying unobservable inputs including the pattern of consumption and remaining service potential. These inputs impacted significantly on the determination of fair value.

The depreciation method used for this asset class is condition based straight-line.

### Bridges

Council's Bridge asset register consists of all pedestrian and vehicle access bridges. Bridge assets are componentised into significant parts with different useful lives and patterns of consumption, including the Sub Structure (abutments and foundations), Super Structure, Rails and Surface (where applicable).

A valuation of Bridge assets is undertaken on a five year cycle with values indexed in others years - only where the percentage indexation results in a material change - as per the Producer Price Index – Road and Bridge Construction New South Wales published by the Australian Bureau of Statistics.

The valuation process commences with a condition assessment of each asset. Bridges were physically inspected to determine condition. A condition scale of 1 to 5 is assigned to each asset, with 1 representing excellent condition and 5 representing very poor condition. The data collected is used to calculate the remaining service potential of each asset with the latest condition assessment undertaken in 2020.

Valuations for this asset class were assessed and provided by a registered valuation company. Technical information for the valuation was extracted from Council's asset management system.

Assets were valued using the cost approach. The unit rates are then applied to square or lineal meters as applicable to establish replacement cost at component level. The value of each component is summed to arrive at an overall fair value for an individual asset.

This asset class is categorised Level 3 as extensive professional judgment was required in applying unobservable inputs including the pattern of consumption, useful life and remaining life. These inputs impacted significantly on the determination of fair value.

The depreciation method used for this asset class is condition based straight-line.

### Footpaths

This asset class consists of footpaths on road reserves and cycle-ways on Council owned and controlled reserves. Footpaths are segmented to match the adjacent road segment. No further componentisation is undertaken.

A valuation of Footpath assets is undertaken on a five year cycle with values indexed in others years - only where the percentage indexation results in a material change - as per the Producer Price Index – Road and Bridge Construction New South Wales published by the Australian Bureau of Statistics.

A condition assessment was undertaken by an external provider in 2020 to determine footpath condition ratings. A condition scale of 1 to 5 is assigned to each asset, with 1 representing excellent condition and 5 representing very poor condition. Footpath unit rates were developed by a registered valuation company. Assets were valued using the cost approach.

This asset class is categorised Level 3 as extensive professional judgement based on historical information and experience was applied in determining and remaining useful life. The depreciation method used for this asset class is condition based straight-line.

### Drainage Infrastructure

This asset class consists of pits, pipes, open channels, culverts and headwalls. Pipes are segmented from node to node. No further componentisation is undertaken.

A valuation of Drainage assets is undertaken on a five year cycle with values indexed in others years - only where the percentage indexation results in a material change - as per the Producer Price Index – Road and Bridge Construction New South Wales published by the Australian Bureau of Statistics.

Fair Values were calculated by a registered valuation company as at 30 June 2020. Assets were valued using the cost approach.

This asset class is categorised Level 3 as extensive professional judgment was required in applying unobservable inputs including the pattern of consumption, useful life, and remaining life. Asset conditions are assumed based on the age of the pipe with some sample testing via CCTV inspections. A condition scale of 1 to 5 is assigned to each asset, with 1 representing

## E2-1 Fair value measurement (continued)

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excellent condition and 5 representing very poor condition. The depreciation method used for this asset class is condition based straight-line.

### **Water Supply Network**

Assets within this class comprise dams, weirs, reservoirs, water treatment plant, water pumping stations and water pipelines. This asset class is classified as being valued using Level 3 inputs.

The water supply network, was valued by APV Valuers & Asset Management for 1 July 2016. The Gross Current Replacement Value had been assessed on the basis of replacement with a new asset having similar service potential and includes allowances for installation and professional fees. The Gross Current Replacement Value costings were derived from reference to costing guides issued by the Australian Institute of Quantity Surveyors, NSW Reference Rates Manual, Rawlinson's (Australian Construction Handbook), Tweed Shire Council and APV internal database of costs. The Fair Value is the Gross Current Replacement Value less accumulated depreciation calculated to reflect the consumed or expired service potential of the asset. The depreciation of the assets was carried out by conducting a condition assessment of each asset at component level. Components have varying useful lives and consumption patterns.

These assets are indexed annually using the rate as determined by NSW DPI Water, being 0.92% for the 2020/21 reporting period. This asset class is classified as being valued using Level 3 inputs.

### **Sewerage Network**

Assets within this class comprise sewer treatment plants, sewer pumping stations, sewer pipelines. This asset class is classified as being valued using Level 3 inputs.

The sewerage network, was valued by APV Valuers & Asset Management for 1 July 2016. The Gross Current Replacement Value had been assessed on the basis of replacement with a new asset having similar service potential and includes allowances for installation and professional fees. The Gross Current Replacement Value costings were derived from reference to costing guides issued by the Australian Institute of Quantity Surveyors, NSW Reference Rates Manual, Rawlinson's (Australian Construction Handbook), Tweed Shire Council and APV internal database of costs. The Fair Value is the Gross Current Replacement Value less accumulated depreciation calculated to reflect the consumed or expired service potential of the asset. The depreciation of the assets was carried out by conducting a condition assessment of each asset at component level. Components have varying useful lives and consumption patterns.

These assets are indexed annually using the rate as determined by NSW DPI Water, being 0.92% for the 2020/21 reporting period.

## E2-1 Fair value measurement (continued)

### Fair value measurements using significant unobservable inputs (level 3)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Community Land		Land under Roads		Buildings		Roads	
	2021	2020	2021	2020	2021	2020	2021	2020
<b>Opening balance</b>	<b>146,406</b>	145,326	<b>60,227</b>	60,071	<b>141,602</b>	142,198	<b>777,445</b>	674,787
<b>Total gains or losses for the period</b>								
Recognised in other comprehensive income – revaluation surplus	(940)	–	(359)	–	110	26	(101)	99,780
<b>Other movements</b>								
Purchases (GBV)	1,296	1,102	78	156	3,447	2,769	19,387	17,179
Disposals (WDV)	–	–	(144)	–	(435)	(733)	(4,507)	(1,703)
Depreciation and impairment	–	–	–	–	(2,676)	(2,658)	(14,171)	(12,598)
Other movement	–	(22)	–	–	–	–	–	–
<b>Closing balance</b>	<b>146,762</b>	146,406	<b>59,802</b>	60,227	<b>142,048</b>	141,602	<b>778,053</b>	777,445

\$ '000	Bridges		Footpaths		Stormwater drainage		Water supply network	
	2021	2020	2021	2020	2021	2020	2021	2020
<b>Opening balance</b>	<b>177,717</b>	161,636	<b>24,515</b>	33,231	<b>155,596</b>	158,410	<b>507,400</b>	508,960
<b>Total gains or losses for the period</b>								
Recognised in other comprehensive income – revaluation surplus	(209)	15,448	110	–	455	(623)	5,099	4,178
<b>Other movements</b>								
Purchases (GBV)	510	3,074	1,525	131	8,445	1,084	7,172	4,674
Disposals (WDV)	(122)	(142)	(15)	(5)	(55)	(679)	(5,072)	(2,838)
Depreciation and impairment	(2,269)	(2,299)	(761)	(729)	(2,664)	(2,596)	(7,609)	(7,574)
Other movement	–	–	–	(8,113)	–	–	(603)	–
<b>Closing balance</b>	<b>175,627</b>	177,717	<b>25,374</b>	24,515	<b>161,777</b>	155,596	<b>506,387</b>	507,400

\$ '000	Sewerage network		Total	
	2021	2020	2021	2020
<b>Opening balance</b>	<b>536,652</b>	539,251	<b>2,527,560</b>	<b>2,423,870</b>
Recognised in other comprehensive income – revaluation surplus	5,565	5,375	9,730	124,184
Purchases (GBV)	8,576	5,328	50,436	35,497
Disposals (WDV)	(956)	(1,554)	(11,306)	(7,654)
Depreciation and impairment	(11,810)	(11,748)	(41,960)	(40,202)
Other movement	–	–	(603)	(8,135)
<b>Closing balance</b>	<b>538,027</b>	536,652	<b>2,533,857</b>	<b>2,527,560</b>

### Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

## E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

### LIABILITIES NOT RECOGNISED

#### 1. Guarantees

##### (i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

##### *Description of the funding arrangements.*

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

\* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending 30 June 2021 (increasing to 7.5% in line with the increase in the Superannuation Guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2019 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

##### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

## E3-1 Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$1,137,703.57. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2020.

The amount of additional contributions included in the total employer contribution advised above is \$650,500.00. Council's expected contribution to the plan for the next annual reporting period is \$1,105,652.64.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

\* excluding member accounts and reserves in both assets and liabilities.

The share of any funding surplus or deficit that can be attributed to Council is 1.63%

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

\* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2021

### 2. Other liabilities

#### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

### ASSETS NOT RECOGNISED

#### (i) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

## F People and relationships

### F1 Related party disclosures

#### F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those councillors and management personnel having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2021	2020
<b>Compensation:</b>		
Short-term benefits	1,996	1,984
Post-employment benefits	153	151
Other long-term benefits	61	61
<b>Total</b>	<b>2,210</b>	<b>2,196</b>

#### Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the transaction	Ref	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000						
<b>2021</b>						
Employee expenses relating to close family members of KMP	1	137	-		-	-
<b>2020</b>						
Employee expenses relating to close family members of KMP	1	143	-		-	-

<sup>1</sup> Close family members of Council's KMP are employed by Council under the relevant pay award on an arm's length basis. There is 1 close family member of KMP currently employed by Council.

## F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2021	2020
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	59	44
Councillors' fees	187	165
<b>Total</b>	<b>246</b>	<b>209</b>

## F2 Other relationships

### F2-1 Audit fees

\$ '000	2021	2020
During the year, the following fees were incurred for services provided by the auditors of Council and its controlled entity		
<b>Auditors of the Council - NSW Auditor-General:</b>		
<b>(i) Audit and other assurance services</b>		
Audit and review of financial statements	148	122
<b>Remuneration for audit and other assurance services</b>	<b>148</b>	<b>122</b>
<b>Total Auditor-General remuneration</b>	<b>148</b>	<b>122</b>
<b>Auditors of controlled entity - Non NSW Auditor-General audit firms</b>		
<b>(ii) Non-assurance services</b>		
Other services – grant acquittals	–	5
<b>Remuneration for non-assurance services</b>	<b>–</b>	<b>5</b>
<b>Total remuneration of non NSW Auditor-General audit firms</b>	<b>–</b>	<b>5</b>
<b>Total audit fees</b>	<b>148</b>	<b>127</b>

## G Other matters

### G1-1 Statement of Cash Flows information

#### (a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2021	2020
<b>Net operating result from Income Statement</b>	<b>46,457</b>	33,121
<b>Adjust for non-cash items:</b>		
Depreciation and amortisation	49,180	47,207
Net losses/(gains) on disposal of assets	11,355	7,777
Non-cash capital grants and contributions	(20,728)	(4,432)
Adoption of AASB 15/1058	-	(2,930)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investments classified as 'at fair value' or 'held for trading'	(61)	167
Amortisation of premiums, discounts and prior period fair valuations		
– Interest exp. on interest-free loans received by Council (previously fair valued)	-	139
- Unwinding of discount rates on reinstatement provisions	898	141
Share of net (profits)/losses of associates/joint ventures using the equity method	115	(97)
<b>+/- Movement in operating assets and liabilities and other cash items:</b>		
Decrease/(increase) in receivables	1,884	(1,134)
Decrease/(increase) in inventories	(7)	32
Decrease/(increase) in other current assets	(55)	83
Decrease/(increase) in contract assets	(1,235)	(763)
Increase/(decrease) in payables	2,540	(243)
Increase/(decrease) in accrued interest payable	(54)	(22)
Increase/(decrease) in other accrued expenses payable	(752)	445
Increase/(decrease) in other liabilities	308	(5,642)
Increase/(decrease) in contract liabilities	4,533	9,199
Increase/(decrease) in provision for employee benefits	455	597
Increase/(decrease) in other provisions	2,806	248
<b>Net cash provided from/(used in) operating activities from the Statement of Cash Flows</b>	<b>97,639</b>	<b>83,893</b>

#### (b) Non-cash investing and financing activities

Other dedications	-	118
Art gallery	431	700
Development contributions – general	13,980	2,150
Development contributions – water	1,298	194
Development contributions – sewerage	5,019	1,270
<b>Total non-cash investing and financing activities</b>	<b>20,728</b>	<b>4,432</b>

### G2-1 Commitments

#### Capital commitments (exclusive of GST)

\$ '000	2021	2020
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Buildings	400	3,586
Plant and equipment	697	415

## G2-1 Commitments (continued)

\$ '000	2021	2020
Infrastructure	26,514	12,709
<b>Total commitments</b>	<b>27,611</b>	<b>16,710</b>
<b>These expenditures are payable as follows:</b>		
Within the next year	22,959	11,019
Later than one year and not later than 5 years	4,652	5,691
<b>Total payable</b>	<b>27,611</b>	<b>16,710</b>

### Details of capital commitments

Capital commitments represent the unfulfilled portion of contracts awarded for asset related capital works, such as roads, water and sewer infrastructure.

## G3-1 Events occurring after the reporting date

Council is aware of the following 'non-adjusting events' that merit disclosure:

### COVID-19

Council has disclosed the impact that COVID-19 has had on operations and financial reporting for the year ended 30 June 2021 at Note 1.

COVID-19 is ongoing, however it is not practical to estimate the potential future impact, positive or negative, after 30 June 2021.

There are no other known events occurring after the reporting date that would have a significant affect on the financial statements.

## G4 Changes from prior year statements

### G4-1 Changes in accounting policy

#### Adoption of new accounting standards – not retrospective

There were no new accounting standards adopted during 2020/21 that impacted the 2020/21 Annual Financial Statements.

## G5 Statement of developer contributions as at 30 June 2021

### G5-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Drainage	345	9	–	5	(59)	–	300	–
Roads	24,496	2,671	–	385	(244)	–	27,308	–
Traffic facilities	192	18	–	3	1	–	214	–
Parking	1,707	–	–	26	(227)	–	1,506	–
Open space	14,211	2,218	–	110	(425)	–	16,114	–
Community facilities	5,269	809	–	83	(97)	–	6,064	–
Other	2,004	429	–	33	(454)	–	2,012	–
Path/cycleways	744	43	–	11	(24)	–	774	–
Street trees	262	25	–	4	(2)	–	289	–
<b>S7.11 contributions – under a plan</b>	<b>49,230</b>	<b>6,222</b>	<b>–</b>	<b>660</b>	<b>(1,531)</b>	<b>–</b>	<b>54,581</b>	<b>–</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>49,230</b>	<b>6,222</b>	<b>–</b>	<b>660</b>	<b>(1,531)</b>	<b>–</b>	<b>54,581</b>	<b>–</b>
<b>Total contributions</b>	<b>49,230</b>	<b>6,222</b>	<b>–</b>	<b>660</b>	<b>(1,531)</b>	<b>–</b>	<b>54,581</b>	<b>–</b>

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

### G5-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
<b>CONTRIBUTION PLAN NUMBER 1</b>								
Open space	5,350	360	–	69	(18)	–	5,761	–
<b>Total</b>	<b>5,350</b>	<b>360</b>	<b>–</b>	<b>69</b>	<b>(18)</b>	<b>–</b>	<b>5,761</b>	<b>–</b>
<b>CONTRIBUTION PLAN NUMBER 2</b>								
Drainage	101	–	–	1	(58)	–	44	–
<b>Total</b>	<b>101</b>	<b>–</b>	<b>–</b>	<b>1</b>	<b>(58)</b>	<b>–</b>	<b>44</b>	<b>–</b>
<b>CONTRIBUTION PLAN NUMBER 3</b>								
Community facilities	2	–	–	–	–	–	2	–
<b>Total</b>	<b>2</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2</b>	<b>–</b>

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## G5-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
<b>CONTRIBUTION PLAN NUMBER 4</b>								
Roads	24,389	2,671	-	384	(244)	-	27,200	-
<b>Total</b>	<b>24,389</b>	<b>2,671</b>	<b>-</b>	<b>384</b>	<b>(244)</b>	<b>-</b>	<b>27,200</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 5</b>								
Open space	1,020	96	-	6	(132)	-	990	-
<b>Total</b>	<b>1,020</b>	<b>96</b>	<b>-</b>	<b>6</b>	<b>(132)</b>	<b>-</b>	<b>990</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 6</b>								
Street trees	262	25	-	4	(2)	-	289	-
<b>Total</b>	<b>262</b>	<b>25</b>	<b>-</b>	<b>4</b>	<b>(2)</b>	<b>-</b>	<b>289</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 7</b>								
Drainage	244	9	-	4	(1)	-	256	-
Open space	901	19	-	13	(1)	-	932	-
<b>Total</b>	<b>1,145</b>	<b>28</b>	<b>-</b>	<b>17</b>	<b>(2)</b>	<b>-</b>	<b>1,188</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 11</b>								
Community facilities (libraries)	1,223	254	-	20	(70)	-	1,427	-
<b>Total</b>	<b>1,223</b>	<b>254</b>	<b>-</b>	<b>20</b>	<b>(70)</b>	<b>-</b>	<b>1,427</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 12</b>								
Traffic facilities – bus shelters (other)	192	18	-	3	1	-	214	-
<b>Total</b>	<b>192</b>	<b>18</b>	<b>-</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>214</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 13</b>								
Other (cemeteries)	114	35	-	2	(23)	-	128	-
<b>Total</b>	<b>114</b>	<b>35</b>	<b>-</b>	<b>2</b>	<b>(23)</b>	<b>-</b>	<b>128</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 14</b>								
Roads (mebbin springs)	107	-	-	1	-	-	108	-
<b>Total</b>	<b>107</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>108</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 15</b>								
Community facilities	2,652	307	-	40	(15)	-	2,984	-
<b>Total</b>	<b>2,652</b>	<b>307</b>	<b>-</b>	<b>40</b>	<b>(15)</b>	<b>-</b>	<b>2,984</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 16</b>								
Other (surf lifesaving)	109	-	-	1	-	-	110	-
<b>Total</b>	<b>109</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>110</b>	<b>-</b>

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## G5-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
<b>CONTRIBUTION PLAN NUMBER 18</b>								
Other (council admin fees)	1,781	394	-	30	(431)	-	1,774	-
<b>Total</b>	<b>1,781</b>	<b>394</b>	<b>-</b>	<b>30</b>	<b>(431)</b>	<b>-</b>	<b>1,774</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 19</b>								
Open space	(437)	14	-	1	512	-	90	-
Community facilities	1,349	248	-	23	(12)	-	1,608	-
Path/cycleways	121	-	-	2	-	-	123	-
<b>Total</b>	<b>1,033</b>	<b>262</b>	<b>-</b>	<b>26</b>	<b>500</b>	<b>-</b>	<b>1,821</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 21</b>								
Open space	2	-	-	-	-	-	2	-
Community facilities	43	-	-	-	-	-	43	-
<b>Total</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 22</b>								
Path/cycleways (shire wide cycleways)	623	43	-	9	(24)	-	651	-
<b>Total</b>	<b>623</b>	<b>43</b>	<b>-</b>	<b>9</b>	<b>(24)</b>	<b>-</b>	<b>651</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 23</b>								
Parking (shire wide car parking)	1,707	-	-	26	(227)	-	1,506	-
<b>Total</b>	<b>1,707</b>	<b>-</b>	<b>-</b>	<b>26</b>	<b>(227)</b>	<b>-</b>	<b>1,506</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 25</b>								
Open space (salt open space)	1,293	-	-	15	(265)	-	1,043	-
<b>Total</b>	<b>1,293</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>(265)</b>	<b>-</b>	<b>1,043</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 26</b>								
Open space (shirewide)	4,409	1,629	-	(3)	(244)	-	5,791	-
<b>Total</b>	<b>4,409</b>	<b>1,629</b>	<b>-</b>	<b>(3)</b>	<b>(244)</b>	<b>-</b>	<b>5,791</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 27</b>								
Open space	619	-	-	9	-	-	628	-
<b>Total</b>	<b>619</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>628</b>	<b>-</b>
<b>CONTRIBUTION PLAN NUMBER 28</b>								
Open space	1,055	100	-	-	(277)	-	878	-
<b>Total</b>	<b>1,055</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>(277)</b>	<b>-</b>	<b>878</b>	<b>-</b>

## G6 Statement of performance measures

### G6-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020      2019		Benchmark
<b>1. Operating performance ratio</b>					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>14,026</b>	<b>6.96%</b>	6.89%	11.19%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>201,638</b>				
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	<b>181,691</b>	<b>74.02%</b>	79.20%	77.41%	> 60.00%
Total continuing operating revenue <sup>1</sup>	<b>245,478</b>				
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	<b>26,503</b>	<b>0.80x</b>	1.92x	2.31x	> 1.50x
Current liabilities less specific purpose liabilities	<b>33,025</b>				
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>73,841</b>	<b>1.90x</b>	3.48x	3.86x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<b>38,966</b>				
<b>5. Rates and annual charges outstanding percentage</b>					
Rates and annual charges outstanding	<b>5,288</b>	<b>4.16%</b>	4.47%	4.42%	< 10.00%
Rates and annual charges collectable	<b>127,103</b>				
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits	<b>320,598</b>	<b>23.08</b>	25.05	23.43	> 3.00
Monthly payments from cash flow of operating and financing activities	<b>13,893</b>	<b>mths</b>	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

## G6-2 Statement of performance measures by fund

\$ '000	General Indicators <sup>3</sup>		Water Indicators		Sewer Indicators		Benchmark
	2021	2020	2021	2020	2021	2020	
<b>1. Operating performance ratio</b>							
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>4.25%</b>	4.74%	<b>11.68%</b>	17.36%	<b>12.44%</b>	4.95%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>							
<b>2. Own source operating revenue ratio</b>							
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>67.72%</b>	73.53%	<b>90.65%</b>	90.37%	<b>84.26%</b>	90.05%	> 60.00%
Total continuing operating revenue <sup>1</sup>							
<b>3. Unrestricted current ratio</b>							
Current assets less all external restrictions	<b>0.83x</b>	1.96x	<b>5.37x</b>	8.49x	<b>69.77x</b>	29.79x	> 1.50x
Current liabilities less specific purpose liabilities							
<b>4. Debt service cover ratio</b>							
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>4.07x</b>	2.84x	<b>2.44x</b>	3.91x	<b>0.73x</b>	7.09x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
<b>5. Rates and annual charges outstanding percentage</b>							
Rates and annual charges outstanding	<b>4.27%</b>	4.42%	<b>3.77%</b>	6.28%	<b>3.97%</b>	4.23%	< 10.00%
Rates and annual charges collectable							
<b>6. Cash expense cover ratio</b>							
Current year's cash and cash equivalents plus all term deposits	<b>16.74</b>	16.72	<b>40.60</b>	36.84	<b>28.92</b>	51.46	> 3.00
Monthly payments from cash flow of operating and financing activities	<b>mths</b>	mths	<b>mths</b>	mths	<b>mths</b>	mths	mths

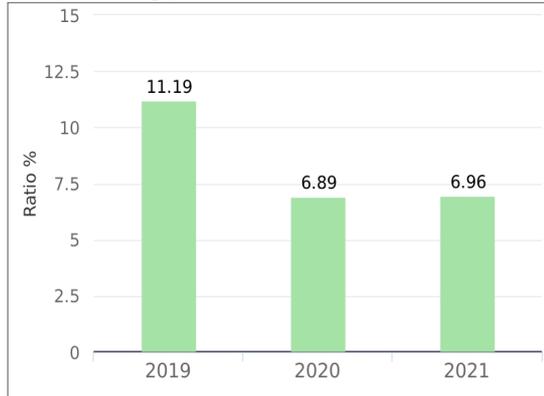
(1) - (2) Refer to Notes at Note G6-1 above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

## H Additional Council disclosures (unaudited)

### H1-1 Statement of performance measures – consolidated results (graphs)

#### 1. Operating performance ratio



#### Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

#### Commentary on 2020/21 result

**2020/21 ratio 6.96%**

Operating performance ratio is a strong positive result and remains above the benchmark of 0%.

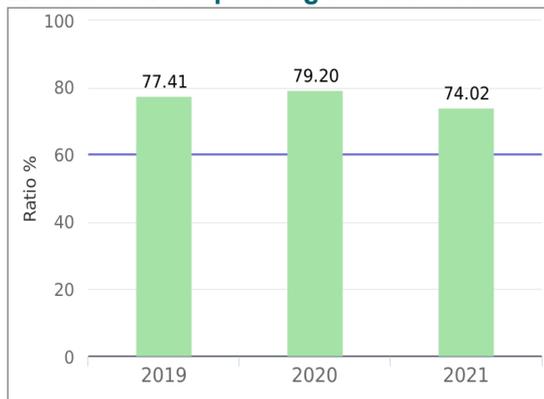
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### 2. Own source operating revenue ratio



#### Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

#### Commentary on 2020/21 result

**2020/21 ratio 74.02%**

Ratio remains at an acceptable level and above benchmark.

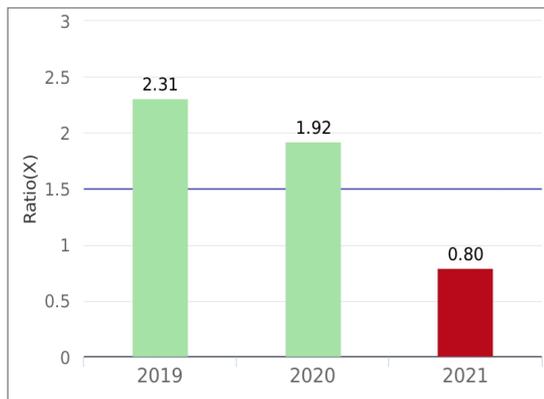
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

#### 3. Unrestricted current ratio



#### Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

#### Commentary on 2020/21 result

**2020/21 ratio 0.80x**

The ratio has fallen below bench mark due to an increase in unrestricted funds held in investments classified as non-current as at 30 June.

Benchmark: — > 1.50x

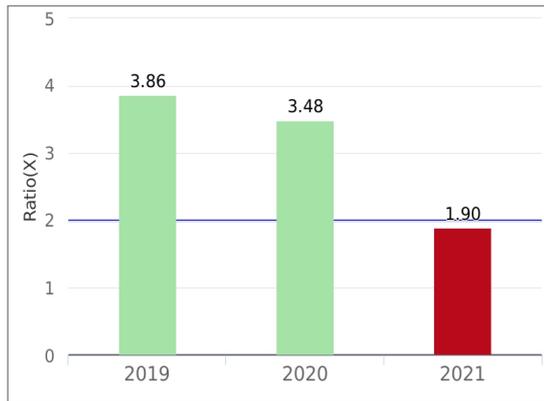
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

# H1-1 Statement of performance measures – consolidated results (graphs) (continued)

## 4. Debt service cover ratio



**Purpose of debt service cover ratio**

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

**Commentary on 2020/21 result**

**2020/21 ratio 1.90x**

The 2021 ratio has been significantly impacted by a principal repayment of \$21.6m in Council's Sewer Fund which has resulted in the Sewer Fund being debt free and future year's ratios are predicted to return to above benchmark levels.

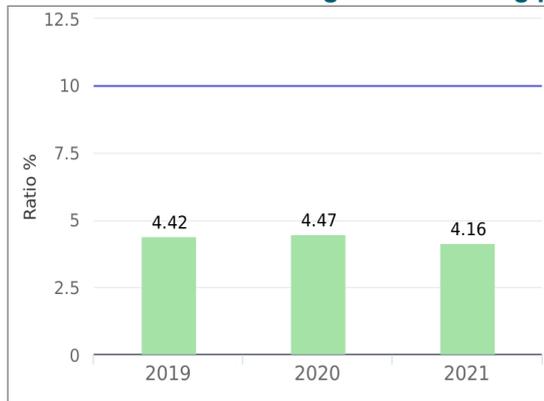
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

## 5. Rates and annual charges outstanding percentage



**Purpose of rates and annual charges outstanding percentage**

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

**Commentary on 2020/21 result**

**2020/21 ratio 4.16%**

Ratio at an acceptable level and well below benchmark.

Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

## 6. Cash expense cover ratio



**Purpose of cash expense cover ratio**

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

**Commentary on 2020/21 result**

**2020/21 ratio 23.08 mths**

Ratio remains well above benchmark.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

## H1-2 Council information and contact details

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**Principal place of business:**

Civic & Cultural Centre  
10-14 Tumbulgum Road  
Murwillumbah NSW 2484

**Contact details**

**Mailing Address:**

PO Box 816  
Murwillumbah NSW 2484

**Telephone:** 02 6670 2400

**Opening hours:**

9:00am - 4:00pm  
Monday to Friday  
Closed Public Holidays

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

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

**Officers**

**General Manager**  
Troy Green

**Responsible Accounting Officer**

Michael Chorlton

**Auditor**

Audit Office of New South Wales

**Elected members**

**Mayor**  
Chris Cherry

**Councillors**

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

**Other information**

**ABN:** 90 178 732 496



**INDEPENDENT AUDITOR'S REPORT**  
**Report on the general purpose financial statements**  
**Tweed Shire Council**

To the Councillors of the Tweed Shire Council

## Opinion

I have audited the accompanying financial statements of Tweed Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

## Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Other Information**

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Gearoid Fitzgerald  
Delegate of the Auditor-General for New South Wales

29 October 2021  
SYDNEY



Ms Chris Cherry  
Mayor  
Tweed Shire Council  
PO Box 816  
MURWILLUMBAH NSW 2484

Contact: Gearoid Fitzgerald  
Phone no: 02 9275 7392  
Our ref: D2123924/1795

29 October 2021

Dear Mayor

**Report on the Conduct of the Audit  
for the year ended 30 June 2021  
Tweed Shire Council**

I have audited the general purpose financial statements (GPFS) of the Tweed Shire Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

## **SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS**

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

### **Rural fire-fighting equipment not recognised in the financial statements**

Council did not record rural fire-fighting equipment in the financial statements.

Rural fire fighting equipment, specifically the red fleet vehicles, is controlled by the Council and should be recognised in its financial statements. This is supported by the requirements of the *Rural Fires Act 1997* and service agreements between councils and the RFS.

The Department of Planning, Industry and Environment (inclusive of the Office of Local Government) confirmed in the 'Report on Local Government 2020' (tabled in Parliament on 27 May 2021) their view that rural firefighting equipment is not controlled by the NSW Rural Fire Service.

## INCOME STATEMENT

### Operating result

	2021 \$m	2020 \$m	Variance %
Rates and annual charges revenue	121.4	118.4	 2.5
Grants and contributions revenue	63.8	47.0	 35.7
Operating result from continuing operations	46.5	33.1	 40.5
Net operating result before grants and contributions for capital purposes	2.6	5.8	 55.2

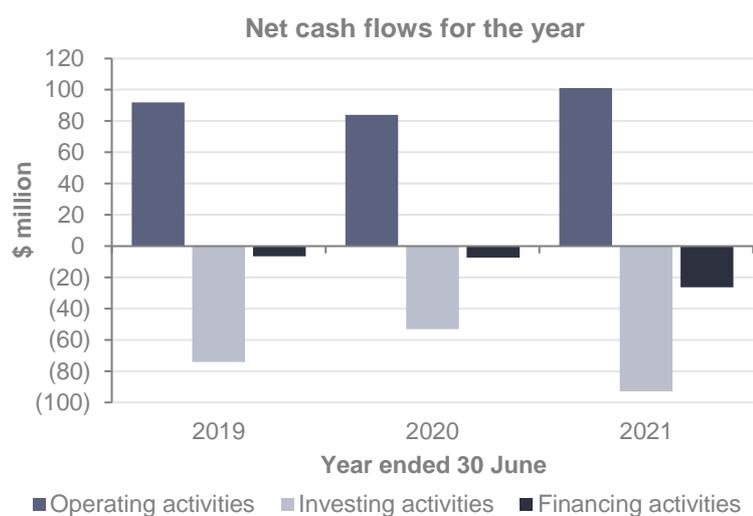
The Council's operating result from continuing operations (\$46.5 million including depreciation, amortisation and impairment for non-financial assets of \$49.2 million) was \$13.4 million higher than the 2019–20 result.

The increase in operating result is largely attributable to the following:

- rates and annual charges revenue (\$121.4 million) increased by \$3.0 million (2.5 per cent)
- grants and contributions revenue (\$63.8 million) increased by \$16.8 million (35.7 per cent)
- user charges and fees (\$52.2 million) increased by \$3.2 million (6.5 per cent)
- a net loss (\$11.4 million) on disposal of assets was recorded in 2020–21 (\$7.8 million net loss in 2019–20). An increased loss on disposal of infrastructure (\$4.0 million) was the main contributor.
- employee benefits and on-cost expense (\$60.8 million) increased by \$0.9 million (1.5 per cent)
- materials and services expense (\$62.3 million) increased by \$0.5 million (0.8 per cent)
- depreciation, amortisation and impairment for non-financial assets (\$49.2 million) increased by \$2.0 million (4.2 per cent).

## STATEMENT OF CASH FLOWS

- Net cash provided by operating activities increased by \$17.3 million. This is largely due to an increase in rates, annual charges, user charges and fees as well as grants and contributions.
- Net cash used in investing activities increased by \$40.0 million. Most of the increase relates to Council's Treasury function investing surplus cash assets in higher yielding investments.
- Net cash used in financing activities increased by \$19.0 million and relates to a greater reduction of borrowings when compared to the prior year.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>415.2</b>	<b>394.3</b>	<ul style="list-style-type: none"> <li>• Externally restricted cash and investments has marginally increased by \$3.2 million.</li> <li>• The level of internally restricted cash and investments has increased by \$16.8 million primarily due cash surpluses generated by Tweed Holiday Parks and commercial waste activities as well as cash reserves set aside for carried forward works.</li> </ul>
Restricted cash and investments:			
• External restrictions	267.5	264.3	
• Internal restrictions	136.0	119.2	

## PERFORMANCE

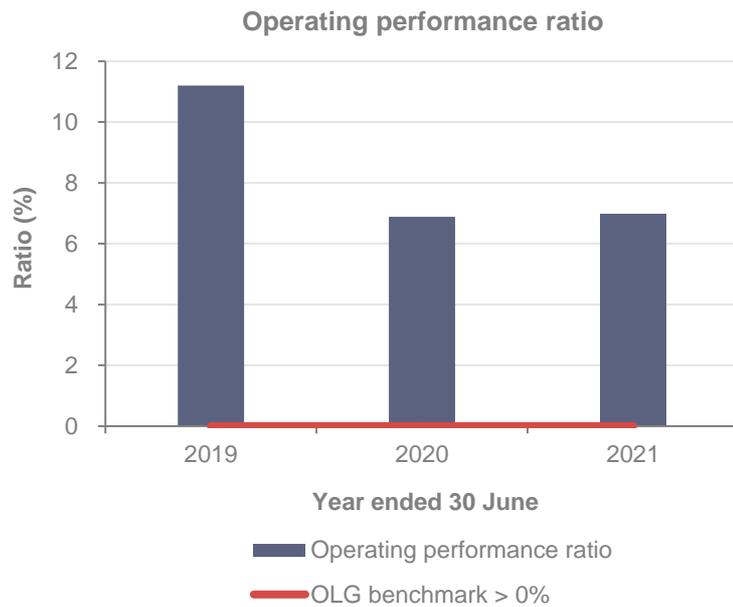
### Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

### Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

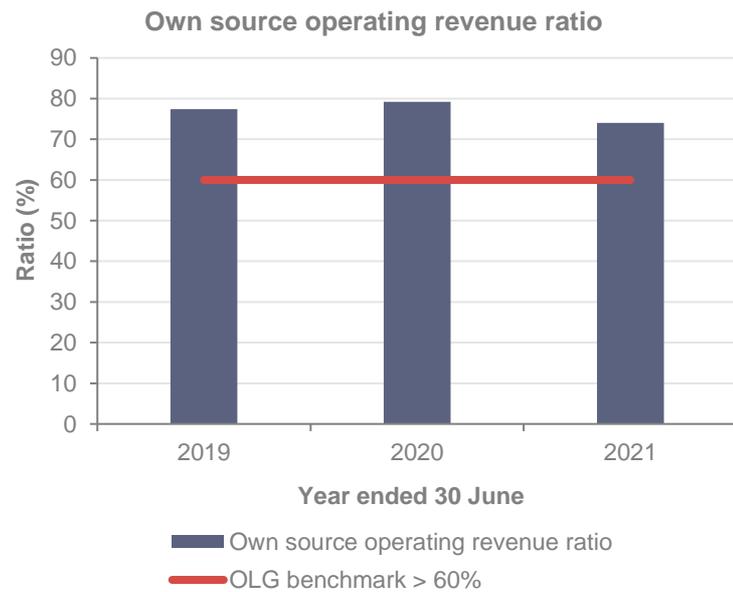
The Council met the OLG benchmark for the current and comparative reporting periods.



### Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

The Council met the OLG benchmark for the current and comparative reporting periods.

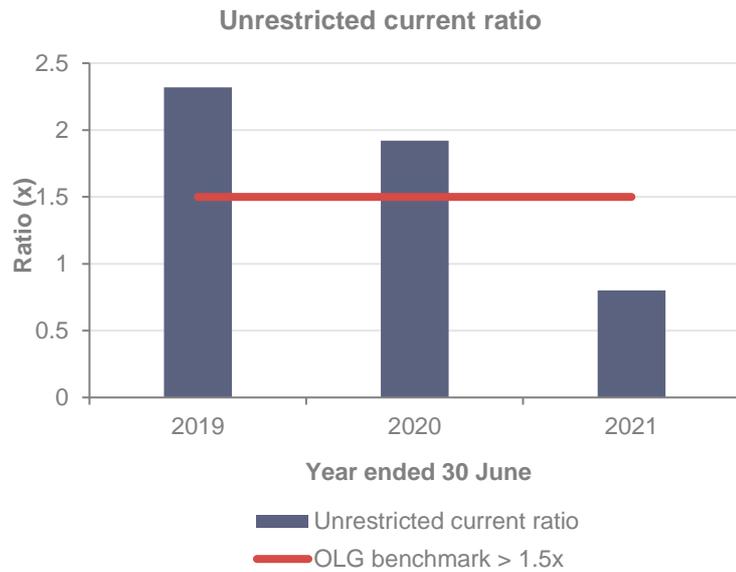


### Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

The Council did not meet the OLG benchmark for the current reporting period.

The reduction in this ratio has arisen as Council has invested surplus cash in longer term investments which now are classified as non-current assets in the Statement of Financial Position.

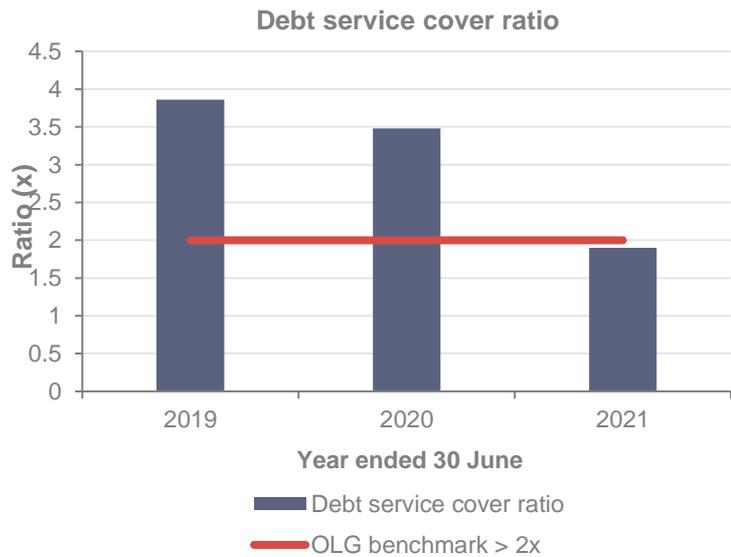


### Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

The Council did not meet the OLG benchmark for the current reporting period.

Council's loan principal repayments increased in the current year, resulting in a decrease in the ratio at 30 June 2021.

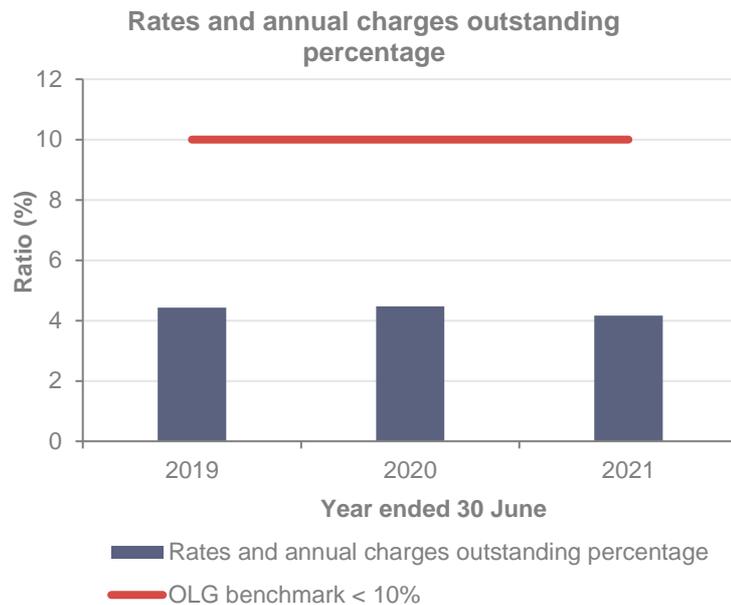


## Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

The Council met the OLG benchmark for the current reporting period.

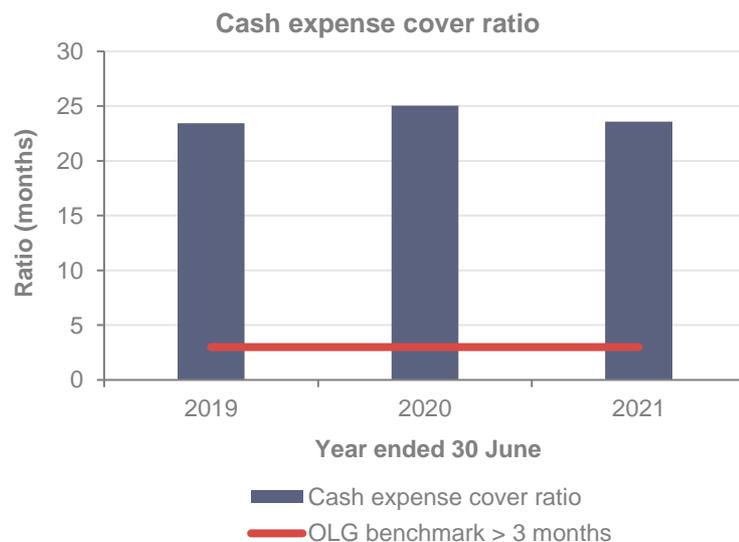
The ratio has remained consistent with the comparative reporting periods.



## Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council met the OLG benchmark for the current and comparative reporting periods.



## Infrastructure, property, plant and equipment renewals

Council's asset renewal expenditure in the 2020–21 year was \$32.6 million (2019–20 - \$27.3 million). Renewal expenditure continues to be below the rate at which these assets are depreciating.

## OTHER MATTERS

### Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Gearoid Fitzgerald  
Delegate of the Auditor-General for New South Wales

cc: Mr Troy Green, General Manager  
Mr Colin Wight, Chair of the Audit, Risk and Improvement Committee



# Tweed Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2021

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# Tweed Shire Council

## Special Purpose Financial Statements

for the year ended 30 June 2021

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### Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

## Tweed Shire Council

### Special Purpose Financial Statements

for the year ended 30 June 2021

### Statement by Councillors and Management

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#### Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

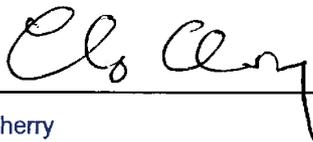
- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

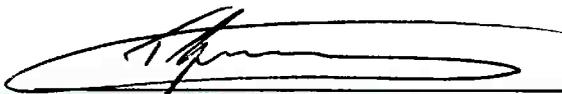
Signed in accordance with a resolution of Council made on 28 October 2021.



Chris Cherry  
Mayor  
28 October 2021



Reece Byrnes  
Councillor  
28 October 2021



Troy Green  
General Manager  
28 October 2021



Michael Chorlton  
Responsible Accounting Officer  
28 October 2021

## Tweed Shire Council

### Income Statement of Water Supply Business Activity

for the year ended 30 June 2021

\$ '000	2021	2020
<b>Income from continuing operations</b>		
Access charges	6,736	6,200
User charges	24,148	24,755
Interest	1,376	1,714
Grants and contributions provided for non-capital purposes	–	388
Other income	186	197
<b>Total income from continuing operations</b>	<b>32,446</b>	<b>33,254</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	5,407	5,289
Borrowing costs	4,000	4,154
Materials and services	10,332	10,079
Depreciation, amortisation and impairment	7,692	7,660
Loss on sale of assets	5,072	2,892
Calculated taxation equivalents	1,064	1,060
Debt guarantee fee (if applicable)	279	288
Other expenses	1,224	1,377
<b>Total expenses from continuing operations</b>	<b>35,070</b>	<b>32,799</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(2,624)</b>	<b>455</b>
Grants and contributions provided for capital purposes	3,346	3,115
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>722</b>	<b>3,570</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>722</b>	<b>3,570</b>
Less: corporate taxation equivalent [based on result before capital]	–	(125)
<b>Surplus (deficit) after tax</b>	<b>722</b>	<b>3,445</b>
<b>Plus accumulated surplus</b>	<b>221,490</b>	<b>216,682</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	1,064	1,060
– Debt guarantee fees	279	288
– Corporate taxation equivalent	–	125
<b>Less:</b>		
– Tax equivalent dividend paid	(110)	(110)
<b>Return on capital %</b>	<b>0.2%</b>	<b>0.8%</b>
<b>Subsidy from Council</b>	<b>7,164</b>	<b>–</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	722	3,445
Less: capital grants and contributions (excluding developer contributions)	(1,297)	(201)
<b>Surplus for dividend calculation purposes</b>	<b>–</b>	<b>3,244</b>
<b>Potential dividend calculated from surplus</b>	<b>–</b>	<b>1,622</b>

## Tweed Shire Council

### Income Statement of Sewerage Business Activity

for the year ended 30 June 2021

\$ '000	2021	2020
<b>Income from continuing operations</b>		
Access charges	31,555	30,442
Liquid trade waste charges	3,128	3,109
Fees	682	665
Interest	1,351	2,211
Grants and contributions provided for non-capital purposes	219	602
Other income	161	34
<b>Total income from continuing operations</b>	<b>37,096</b>	<b>37,063</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	7,380	7,502
Borrowing costs	893	2,065
Materials and services	9,851	10,378
Depreciation, amortisation and impairment	12,015	11,959
Loss on sale of assets	896	1,555
Calculated taxation equivalents	1,123	1,115
Debt guarantee fee (if applicable)	–	108
Other expenses	2,342	2,236
<b>Total expenses from continuing operations</b>	<b>34,500</b>	<b>36,918</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>2,596</b>	<b>145</b>
Grants and contributions provided for capital purposes	6,670	3,426
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>9,266</b>	<b>3,571</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>9,266</b>	<b>3,571</b>
Less: corporate taxation equivalent [based on result before capital]	(675)	(40)
<b>Surplus (deficit) after tax</b>	<b>8,591</b>	<b>3,531</b>
<b>Plus accumulated surplus</b>	<b>261,513</b>	<b>256,824</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	1,123	1,115
– Debt guarantee fees	–	108
– Corporate taxation equivalent	675	40
<b>Less:</b>		
– Tax equivalent dividend paid	(106)	(105)
<b>Return on capital %</b>	<b>0.6%</b>	<b>0.4%</b>
<b>Subsidy from Council</b>	<b>5,545</b>	<b>–</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	8,591	3,531
Less: capital grants and contributions (excluding developer contributions)	(5,018)	(1,270)
<b>Surplus for dividend calculation purposes</b>	<b>3,573</b>	<b>2,261</b>
<b>Potential dividend calculated from surplus</b>	<b>1,787</b>	<b>1,131</b>

## Tweed Shire Council

### Income Statement of Holiday Parks

for the year ended 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
<b>Income from continuing operations</b>		
Fees	9,811	8,224
Interest	89	224
Other income	652	594
<b>Total income from continuing operations</b>	<b>10,552</b>	<b>9,042</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	678	561
Materials and services	1,848	2,696
Depreciation, amortisation and impairment	502	467
Loss on sale of assets	41	–
Calculated taxation equivalents	580	581
Other expenses	4,443	4,010
<b>Total expenses from continuing operations</b>	<b>8,092</b>	<b>8,315</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>2,460</b>	<b>727</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>2,460</b>	<b>727</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>2,460</b>	<b>727</b>
Less: corporate taxation equivalent [based on result before capital]	(640)	(200)
<b>Surplus (deficit) after tax</b>	<b>1,820</b>	<b>527</b>
<b>Plus accumulated surplus</b>	<b>32,412</b>	<b>32,328</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	580	581
– Corporate taxation equivalent	640	200
<b>Less:</b>		
– Dividend paid	(1,918)	(1,224)
<b>Return on capital %</b>	<b>4.7%</b>	<b>1.4%</b>

## Tweed Shire Council

### Income Statement of Commercial Waste

for the year ended 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
<b>Income from continuing operations</b>		
Access charges	3,374	3,240
User charges	5,495	5,039
Other income	7	6
<b>Total income from continuing operations</b>	<b>8,876</b>	<b>8,285</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	579	533
Borrowing costs	400	67
Materials and services	4,325	4,307
Depreciation, amortisation and impairment	220	77
Calculated taxation equivalents	46	44
Other expenses	304	373
<b>Total expenses from continuing operations</b>	<b>5,874</b>	<b>5,401</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>3,002</b>	<b>2,884</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>3,002</b>	<b>2,884</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>3,002</b>	<b>2,884</b>
Less: corporate taxation equivalent [based on result before capital]	(781)	(793)
<b>Surplus (deficit) after tax</b>	<b>2,221</b>	<b>2,091</b>
<b>Plus accumulated surplus</b>	<b>25,611</b>	<b>22,683</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	46	44
– Corporate taxation equivalent	781	793
<b>Return on capital %</b>	<b>51.6%</b>	<b>55.7%</b>

## Tweed Shire Council

### Statement of Financial Position of Water Supply Business Activity

as at 30 June 2021

\$ '000	2021	2020
<b>ASSETS</b>		
<b>Current assets</b>		
Investments	44,000	40,000
Receivables	3,824	3,740
Other	52	35
<b>Total current assets</b>	<b>47,876</b>	<b>43,775</b>
<b>Non-current assets</b>		
Investments	33,000	31,000
Infrastructure, property, plant and equipment	573,138	570,333
Intangible assets	26	22
<b>Total non-current assets</b>	<b>606,164</b>	<b>601,355</b>
<b>Total assets</b>	<b>654,040</b>	<b>645,130</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Bank overdraft	6,361	2,438
Payables	648	923
Borrowings	1,912	1,794
<b>Total current liabilities</b>	<b>8,921</b>	<b>5,155</b>
<b>Non-current liabilities</b>		
Borrowings	53,852	55,764
<b>Total non-current liabilities</b>	<b>53,852</b>	<b>55,764</b>
<b>Total liabilities</b>	<b>62,773</b>	<b>60,919</b>
<b>Net assets</b>	<b>591,267</b>	<b>584,211</b>
<b>EQUITY</b>		
Accumulated surplus	223,126	221,490
Revaluation reserves	368,141	362,721
<b>Total equity</b>	<b>591,267</b>	<b>584,211</b>

## Tweed Shire Council

### Statement of Financial Position of Sewerage Business Activity

as at 30 June 2021

\$ '000	2021	2020
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	1,478	3,217
Investments	42,000	56,000
Receivables	2,028	2,667
Other	56	29
<b>Total current assets</b>	<b>45,562</b>	<b>61,913</b>
<b>Non-current assets</b>		
Investments	58,000	51,000
Infrastructure, property, plant and equipment	606,287	602,573
Intangible assets	34	27
<b>Total non-current assets</b>	<b>664,321</b>	<b>653,600</b>
<b>Total assets</b>	<b>709,883</b>	<b>715,513</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	653	492
Borrowings	-	1,586
<b>Total current liabilities</b>	<b>653</b>	<b>2,078</b>
<b>Non-current liabilities</b>		
Borrowings	-	20,053
<b>Total non-current liabilities</b>	<b>-</b>	<b>20,053</b>
<b>Total liabilities</b>	<b>653</b>	<b>22,131</b>
<b>Net assets</b>	<b>709,230</b>	<b>693,382</b>
<b>EQUITY</b>		
Accumulated surplus	271,796	261,513
Revaluation reserves	437,434	431,869
<b>Total equity</b>	<b>709,230</b>	<b>693,382</b>

## Tweed Shire Council

### Statement of Financial Position of Holiday Parks

as at 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	12,513	7,688
Investments	5,248	7,066
Receivables	24	82
Other	70	70
<b>Total current assets</b>	<b>17,855</b>	<b>14,906</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	52,759	53,286
<b>Total non-current assets</b>	<b>52,759</b>	<b>53,286</b>
<b>Total assets</b>	<b>70,614</b>	<b>68,192</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	6,110	4,810
<b>Total current liabilities</b>	<b>6,110</b>	<b>4,810</b>
<b>Total liabilities</b>	<b>6,110</b>	<b>4,810</b>
<b>Net assets</b>	<b>64,504</b>	<b>63,382</b>
<b>EQUITY</b>		
Accumulated surplus	33,534	32,412
Revaluation reserves	30,970	30,970
<b>Total equity</b>	<b>64,504</b>	<b>63,382</b>

## Tweed Shire Council

### Statement of Financial Position of Commercial Waste

as at 30 June 2021

\$ '000	2021 Category 1	2020 Category 1
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	3,613	584
Investments	26,750	23,393
<b>Total current assets</b>	<b>30,363</b>	<b>23,977</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	6,592	5,298
<b>Total non-current assets</b>	<b>6,592</b>	<b>5,298</b>
<b>Total assets</b>	<b>36,955</b>	<b>29,275</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	2,921	202
<b>Total current liabilities</b>	<b>2,921</b>	<b>202</b>
<b>Non-current liabilities</b>		
Employee benefit provisions	3,326	1,445
<b>Total non-current liabilities</b>	<b>3,326</b>	<b>1,445</b>
<b>Total liabilities</b>	<b>6,247</b>	<b>1,647</b>
<b>Net assets</b>	<b>30,708</b>	<b>27,628</b>
<b>EQUITY</b>		
Accumulated surplus	28,659	25,611
Revaluation reserves	2,049	2,017
<b>Total equity</b>	<b>30,708</b>	<b>27,628</b>

## Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993 (Act)*, the *Local Government (General) Regulation 2005 (Regulation)* and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

### National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

### Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

#### Category 1

(where gross operating turnover is over \$2 million)

- a. Tweed Water  
Supply of water
- b. Tweed Sewerage  
Sewerage Services
- c. Tweed Holiday Parks  
Holiday/Caravan parks
- d. Commercial Waste  
Non-domestic solid waste collection and disposal

#### Category 2

(where gross operating turnover is less than \$2 million)

Nil

### Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

## Note – Significant Accounting Policies (continued)

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

### Notional rate applied (%)

Corporate income tax rate – 26%

Land tax – the first \$755,000 of combined land values attracts **0%**. For the combined land values in excess of \$755,001 up to \$4,616,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$4,616,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **4.85%** on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with the Department of Industry (DoI) – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the DoI – Water guidelines as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the DoI – Water guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

### Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 26%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 26% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

### Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

#### (i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

#### (ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

## Note – Significant Accounting Policies (continued)

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Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

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### Operating result before capital income + interest expense

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#### Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.49% at 30/6/21.

#### (iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2021 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.



**INDEPENDENT AUDITOR'S REPORT**  
**Report on the special purpose financial statements**  
**Tweed Shire Council**

To the Councillors of the Tweed Shire Council

### **Opinion**

I have audited the accompanying special purpose financial statements (the financial statements) of Tweed Shire Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2021, the Statement of Financial Position of each Declared Business Activity as at 30 June 2021 and the Significant accounting policies note.

The Declared Business Activities of the Council are:

- water supply
- Sewerage
- Holiday Parks
- Commercial Waste.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2021, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

### **Other Information**

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in cursive script that reads "Gearoid Fitzgerald".

Gearoid Fitzgerald

Delegate of the Auditor-General for New South Wales

29 October 2021  
SYDNEY



# Tweed Shire Council

SPECIAL SCHEDULES  
for the year ended 30 June 2021

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# Tweed Shire Council

## Special Schedules

for the year ended 30 June 2021

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Permissible income for general rates

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## Tweed Shire Council

### Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2021/22
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	63,741	65,652
Plus or minus adjustments <sup>2</sup>	b	250	555
<b>Notional general income</b>	c = a + b	<b>63,991</b>	<b>66,207</b>
<b>Permissible income calculation</b>			
Special variation percentage <sup>3</sup>	d	0.00%	4.35%
Or rate peg percentage	e	2.60%	0.00%
Plus special variation amount	h = d x (c + g)	–	2,880
Or plus rate peg amount	i = e x c	1,664	–
<b>Sub-total</b>	k = (c + i)	<b>65,655</b>	<b>69,087</b>
Plus (or minus) last year's carry forward total	l	1	4
<b>Sub-total</b>	n = l	<b>1</b>	<b>4</b>
<b>Total permissible income</b>	o = k + n	<b>65,656</b>	<b>69,091</b>
Less notional general income yield	p	65,652	68,688
<b>Catch-up or (excess) result</b>	q = o – p	<b>4</b>	<b>403</b>
<b>Carry forward to next year <sup>4</sup></b>	t	<b>4</b>	<b>403</b>

#### Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment. The amount in addition to the 2.0% rate peg is to be applied to the Kings Forrest Special rate only.
- (4) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



**INDEPENDENT AUDITOR'S REPORT**  
**Special Schedule – Permissible income for general rates**  
**Tweed Shire Council**

To the Councillors of Tweed Shire Council

### **Opinion**

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Tweed Shire Council (the Council) for the year ending 30 June 2022.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

### **Basis for Opinion**

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

## Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2021'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Gearoid Fitzgerald

Delegate of the Auditor-General for New South Wales

29 October 2021  
SYDNEY

## Tweed Shire Council

## Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring to the agreed level of service set by Council \$ '000	2020/21 Required maintenance <sup>a</sup> \$ '000	2020/21 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
<b>Buildings</b>	Civic Buildings/Admin	497	497	378	320	30,513	42,599	21.3%	37.4%	25.7%	15.0%	0.6%
	Community	311	311	153	210	14,965	20,375	34.7%	25.7%	28.9%	7.5%	3.3%
	Cultural	33	33	36	150	24,851	32,566	36.4%	56.7%	5.4%	1.4%	0.0%
	Emergency	108	108	46	53	2,519	3,828	10.0%	23.4%	49.9%	14.1%	2.6%
	Operational	302	302	195	154	31,139	40,932	12.5%	46.2%	27.8%	7.7%	5.8%
	Public Toilets	93	93	66	184	5,985	7,852	31.2%	25.3%	31.0%	8.6%	3.9%
	Recreation	287	287	274	307	29,107	38,071	14.1%	44.2%	31.8%	9.6%	0.4%
	Residential	69	69	38	45	2,969	3,786	64.2%	0.2%	13.9%	21.7%	0.0%
	<b>Sub-total</b>	<b>1,700</b>	<b>1,700</b>	<b>1,186</b>	<b>1,423</b>	<b>142,048</b>	<b>190,009</b>	<b>23.0%</b>	<b>41.2%</b>	<b>24.7%</b>	<b>9.1%</b>	<b>2.0%</b>
<b>Other structures</b>	Other structures	145	145	120	–	327	720	51.2%	4.7%	5.1%	30.6%	8.5%
	<b>Sub-total</b>	<b>145</b>	<b>145</b>	<b>120</b>	<b>–</b>	<b>327</b>	<b>720</b>	<b>51.2%</b>	<b>4.7%</b>	<b>5.1%</b>	<b>30.6%</b>	<b>8.5%</b>
<b>Roads</b>	Sealed roads	720	720	1,587	2,653	530,257	646,935	72.1%	21.4%	6.0%	0.5%	0.0%
	Unsealed roads	–	–	15	671	5,596	8,400	74.5%	21.7%	3.7%	0.0%	0.0%
	Bridges	–	–	69	330	175,627	202,036	93.2%	6.7%	0.0%	0.0%	0.0%
	Footpaths	57	57	583	520	25,374	44,718	7.7%	36.8%	55.0%	0.4%	0.1%
	Kerb and gutter	831	831	296	92	53,188	65,185	72.5%	13.7%	8.7%	4.4%	0.7%
	Street furniture	18	18	10	170	16,421	17,405	95.2%	3.2%	1.2%	0.3%	0.1%
	Car parks	106	106	39	3	6,929	8,648	75.2%	9.3%	10.9%	4.1%	0.5%
	Bulk earthworks	–	–	–	–	165,662	165,662	100.0%	0.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>1,732</b>	<b>1,732</b>	<b>2,599</b>	<b>4,439</b>	<b>979,054</b>	<b>1,158,989</b>	<b>77.7%</b>	<b>15.6%</b>	<b>6.1%</b>	<b>0.6%</b>	<b>0.1%</b>

## Tweed Shire Council

## Report on infrastructure assets as at 30 June 2021 (continued)

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring to the agreed level of service set by Council \$ '000	2020/21 Required maintenance <sup>a</sup> \$ '000	2020/21 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
<b>Water supply network</b>	Dams/weirs	75	75	467	317	67,572	78,582	10.0%	81.0%	9.0%	0.0%	0.0%
	Mains	1,560	1,560	2,950	2,834	315,977	377,849	76.0%	18.0%	5.0%	1.0%	0.0%
	Pumping station/s	576	576	983	868	12,226	24,761	13.0%	44.0%	33.0%	9.0%	1.0%
	Reservoirs	701	701	595	574	36,007	50,184	10.0%	39.0%	38.0%	13.0%	0.0%
	Treatment	289	289	2,723	2,752	73,878	98,858	60.0%	34.0%	5.0%	1.0%	0.0%
	Other	–	–	–	–	727	727	0.0%	0.0%	0.0%	0.0%	100.0%
	<b>Sub-total</b>		<b>3,201</b>	<b>3,201</b>	<b>7,718</b>	<b>7,345</b>	<b>506,387</b>	<b>630,961</b>	<b>57.5%</b>	<b>31.0%</b>	<b>9.2%</b>	<b>2.1%</b>
<b>Sewerage network</b>	Mains	7,272	7,272	2,481	2,150	330,470	408,198	66.0%	19.0%	6.0%	2.0%	7.0%
	Pumping station/s	508	508	4,597	3,710	55,957	93,964	20.0%	46.0%	31.0%	3.0%	0.0%
	Treatment	829	829	5,225	4,608	151,600	226,907	24.0%	42.0%	31.0%	3.0%	0.0%
	<b>Sub-total</b>		<b>8,609</b>	<b>8,609</b>	<b>12,303</b>	<b>10,468</b>	<b>538,027</b>	<b>729,069</b>	<b>47.0%</b>	<b>29.6%</b>	<b>17.0%</b>	<b>2.4%</b>
<b>Stormwater drainage</b>	Stormwater drainage	17,552	17,552	981	1,041	161,777	252,274	15.9%	23.3%	48.3%	1.6%	10.8%
	<b>Sub-total</b>		<b>17,552</b>	<b>17,552</b>	<b>981</b>	<b>1,041</b>	<b>161,777</b>	<b>252,274</b>	<b>15.9%</b>	<b>23.3%</b>	<b>48.3%</b>	<b>1.6%</b>
<b>Open space / recreational assets</b>	Swimming pools	387	387	42	34	1,891	4,992	0.3%	84.8%	1.1%	13.9%	0.0%
	Recreation other structures	2,644	2,644	828	761	29,955	47,561	32.4%	20.9%	5.4%	15.4%	25.8%
	<b>Sub-total</b>		<b>3,031</b>	<b>3,031</b>	<b>870</b>	<b>795</b>	<b>31,846</b>	<b>52,553</b>	<b>29.4%</b>	<b>27.0%</b>	<b>5.0%</b>	<b>15.3%</b>
<b>Other infrastructure assets</b>	Other	1,043	1,043	287	266	14,765	21,722	62.0%	5.0%	22.0%	5.0%	6.0%
	<b>Sub-total</b>		<b>1,043</b>	<b>1,043</b>	<b>287</b>	<b>266</b>	<b>14,765</b>	<b>21,722</b>	<b>62.0%</b>	<b>5.0%</b>	<b>22.0%</b>	<b>5.0%</b>
<b>Total – all assets</b>		<b>37,013</b>	<b>37,013</b>	<b>26,064</b>	<b>25,777</b>	<b>2,374,231</b>	<b>3,036,297</b>	<b>56.6%</b>	<b>24.5%</b>	<b>14.1%</b>	<b>2.3%</b>	<b>2.5%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

## Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required

## Tweed Shire Council

### Report on Infrastructure Assets (continued)

as at 30 June 2021

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5 **Very poor**

Urgent renewal/upgrading required

## Tweed Shire Council

### Report on infrastructure assets as at 30 June 2021

#### Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2021	Indicator 2021	Indicators		Benchmark
			2020	2019	
<b>Buildings and infrastructure renewals ratio</b>					
Asset renewals <sup>1</sup>	<b>29,083</b>	<b>65.11%</b>	48.46%	51.15%	>= 100.00%
Depreciation, amortisation and impairment	<b>44,668</b>				
<b>Infrastructure backlog ratio</b>					
Estimated cost to bring assets to a satisfactory standard	<b>37,013</b>	<b>1.53%</b>	1.44%	1.62%	< 2.00%
Net carrying amount of infrastructure assets	<b>2,412,053</b>				
<b>Asset maintenance ratio</b>					
Actual asset maintenance	<b>25,777</b>	<b>98.90%</b>	110.81%	91.37%	> 100.00%
Required asset maintenance	<b>26,064</b>				
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council	<b>37,013</b>	<b>1.22%</b>	1.18%	1.26%	
Gross replacement cost	<b>3,036,297</b>				

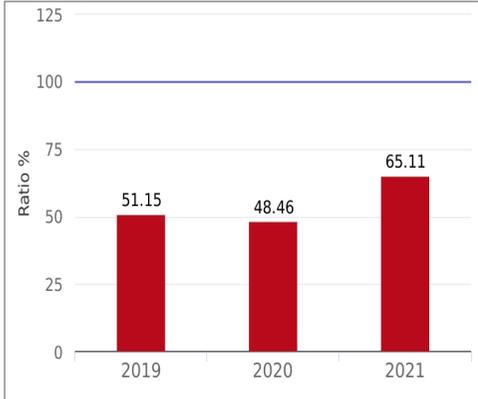
(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

# Tweed Shire Council

## Report on infrastructure assets as at 30 June 2021

### Buildings and infrastructure renewals ratio



**Buildings and infrastructure renewals ratio**

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

**Commentary on result**

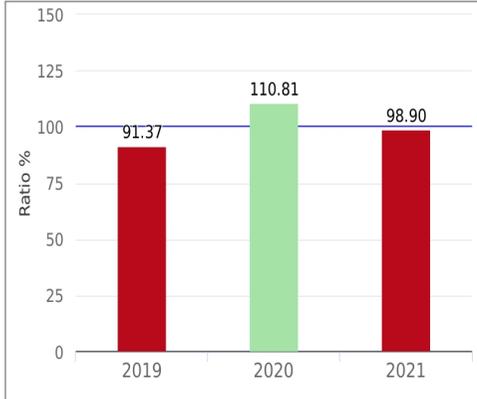
**20/21 ratio 65.11%**

Renewal of infrastructure assets typically occurs in a non-linear pattern, particularly for water and sewerage infrastructure. Whilst funding is reserved for future renewal expenditure, the expenditure itself does not occur evenly. Fluctuations in this ratio are expected.

Benchmark: —  $\geq 100.00\%$  ■ Ratio achieves benchmark ■ Ratio is outside benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

### Asset maintenance ratio



**Asset maintenance ratio**

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

**Commentary on result**

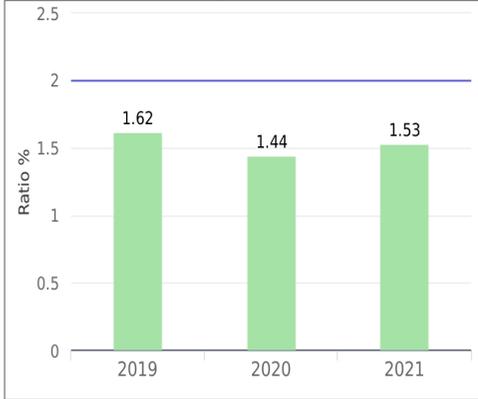
**20/21 ratio 98.90%**

This ratio remains strong.

Benchmark: —  $> 100.00\%$  ■ Ratio achieves benchmark ■ Ratio is outside benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

### Infrastructure backlog ratio



**Infrastructure backlog ratio**

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

**Commentary on result**

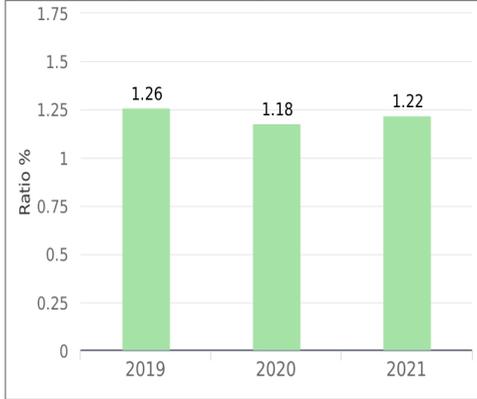
**20/21 ratio 1.53%**

This ratio remains strong.

Benchmark: —  $< 2.00\%$  ■ Ratio achieves benchmark ■ Ratio is outside benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

### Cost to bring assets to agreed service level



**Cost to bring assets to agreed service level**

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

**Commentary on result**

**20/21 ratio 1.22%**

Remains at an acceptable level.

## Tweed Shire Council

### Report on infrastructure assets as at 30 June 2021

#### Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2021	2020	2021	2020	2021	2020	
<b>Buildings and infrastructure renewals ratio</b>							
Asset renewals <sup>1</sup>	<b>83.24%</b>	67.67%	<b>85.66%</b>	28.33%	<b>13.11%</b>	22.73%	>= 100.00%
Depreciation, amortisation and impairment							
<b>Infrastructure backlog ratio</b>							
Estimated cost to bring assets to a satisfactory standard	<b>1.84%</b>	1.69%	<b>0.63%</b>	0.62%	<b>1.60%</b>	1.56%	< 2.00%
Net carrying amount of infrastructure assets							
<b>Asset maintenance ratio</b>							
Actual asset maintenance	<b>131.79%</b>	157.92%	<b>95.17%</b>	92.42%	<b>85.08%</b>	98.18%	> 100.00%
Required asset maintenance							
<b>Cost to bring assets to agreed service level</b>							
Estimated cost to bring assets to an agreed service level set by Council	<b>1.50%</b>	1.44%	<b>0.51%</b>	0.50%	<b>1.18%</b>	1.17%	
Gross replacement cost							

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

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