

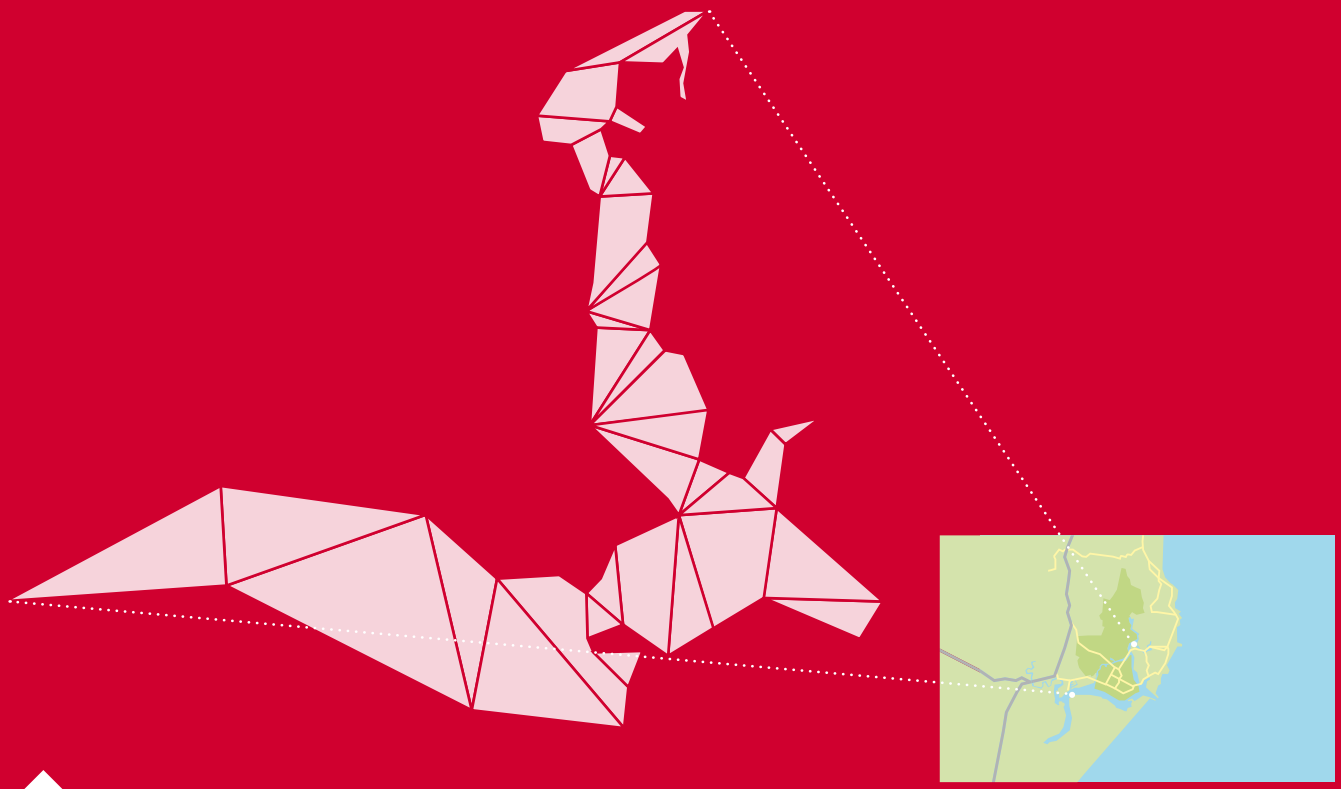
annual report

2019 - 2020



ballina
shire council

annual report 2019/2020



© NSW Spatial Services 2018. This map is illustrative and not to scale.

Our design rationale for this document is based on a conceptual interpretation of its contents. To symbolise the strategic community approach, we have used segmented shapes to represent the elements of the community that fit into the geographic focus – Ballina. Together, the shapes form the Ballina River map. Every element impacts on the challenges, direction and ultimately the future of its entire form – our community. We hope you enjoy the journey and the view. Ballina Shire Council acknowledges that we are here on the land of the Bundjalung people. The Bundjalung are the traditional owners of this land and are part of the oldest surviving continuous culture in the world.

OUR VISION

The Ballina Shire is safe, with a connected community, a healthy environment and a thriving economy.

OUR VALUES (CARES)

Creative • **A**ccessible • **R**espect • **E**nergetic • **S**afe

ballina
shire council

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mayoral message

It has been a less than perfect year with the Covid-19 pandemic throwing up global challenges. I am very proud of our community abiding by the State and Federal Governments regulations to help contain the virus in our shire.



During this time of change, Ballina Shire Council has followed the Covid-19 guidelines yet continued to deliver projects as planned. We have taken up opportunities, particularly in the visitor economy, to support local business by providing direct air services to Canberra and now Dubbo. We supported our business community, commercial tenants and ratepayers during this difficult financial period by providing a financial support package.

Below is a snapshot of projects delivered in 2019/20:

- Terminal upgrade at the Ballina Byron Gateway Airport
- Ballina Indoor Sports Centre (BISC) and held the Get Active Expo
- River Street upgrade, between Moon and Grant Streets, in time for Christmas trade
- Lake Ainsworth Foreshore improvements
- Hutley Drive/Byron Bay Road roundabout and access road
- Skennars Head Sports Fields expansion.

But it's not all about tangible projects, our work also focuses on building community capacity and engagement:

- Establishment of Business Connect to link local business and residents in self-isolation
- Launched a new website and delivered more online services for the community to access more user friendly content
- Implemented Recycle Right waste education campaign
- Provided \$100,000 in donations to community and sporting groups

- Endorsed the Lennox Head Village Vision concept plans
- Commenced design for the River Street Duplication project
- Obtained planning approval for the new Wollongbar District Park.

The following projects continued or commenced in 2019/20:

- Lennox Head Cultural Centre enhancements
- Airport Boulevard construction project to open up land in the Southern Cross Industrial Estate and provide a statement road to the airport
- Final leg of the Coastal Shared Path to provide connectivity between Ballina and Lennox Head
- Shaws Bay Coastal Zone Management Plan to improve the health of the ecosystem and local amenity
- Emigrant Creek Rehabilitation.

Yet we have much to look back on and so much more to look forward to. I encourage you to read our annual report as it provides a snapshot of our community and what we can achieve by working together.

A handwritten signature in black ink that reads "D Wright".

Cr David Wright
Mayor



Refer to pages 14 to 15 for a snapshot of achievements for 2019/20.

your councillors



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Cr Eoin Johnston
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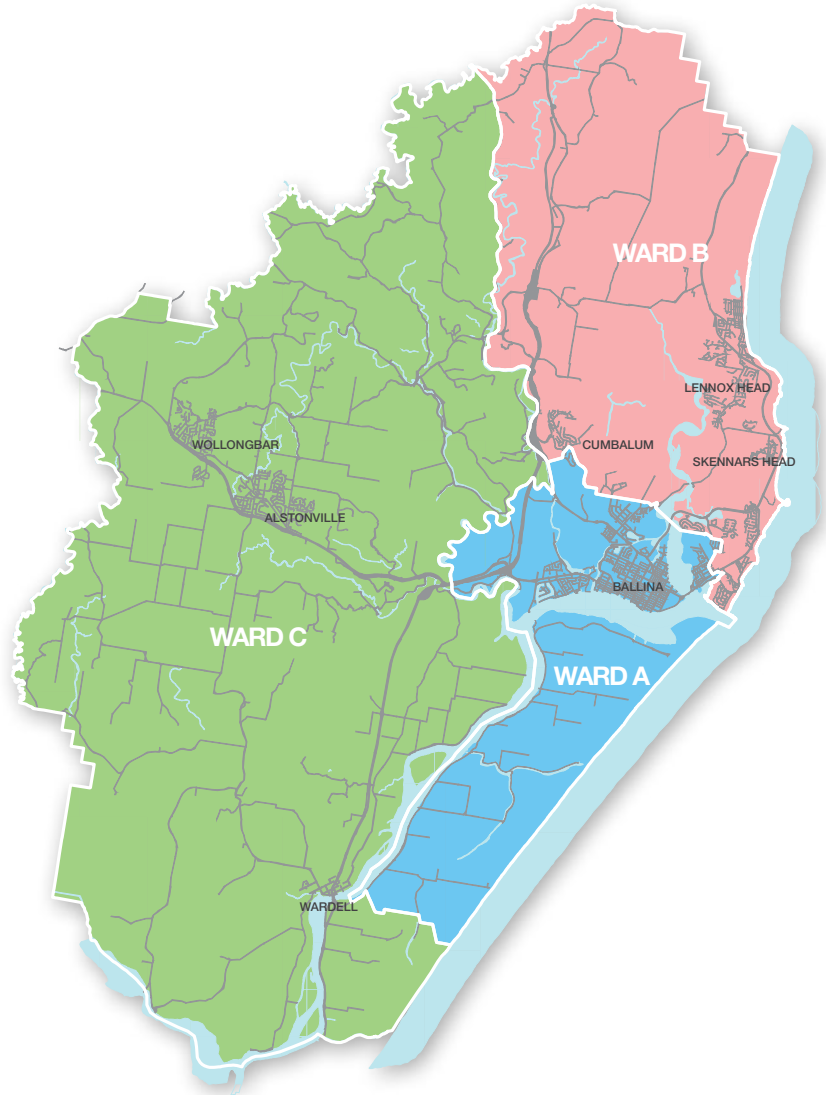
Councillors are elected in Wards, yet each Councillor represents the entire community and can be contacted on any matter. You can contact Councillors in person, by phone or email.

MAYOR

WARD A

WARD B

WARD C



getting involved

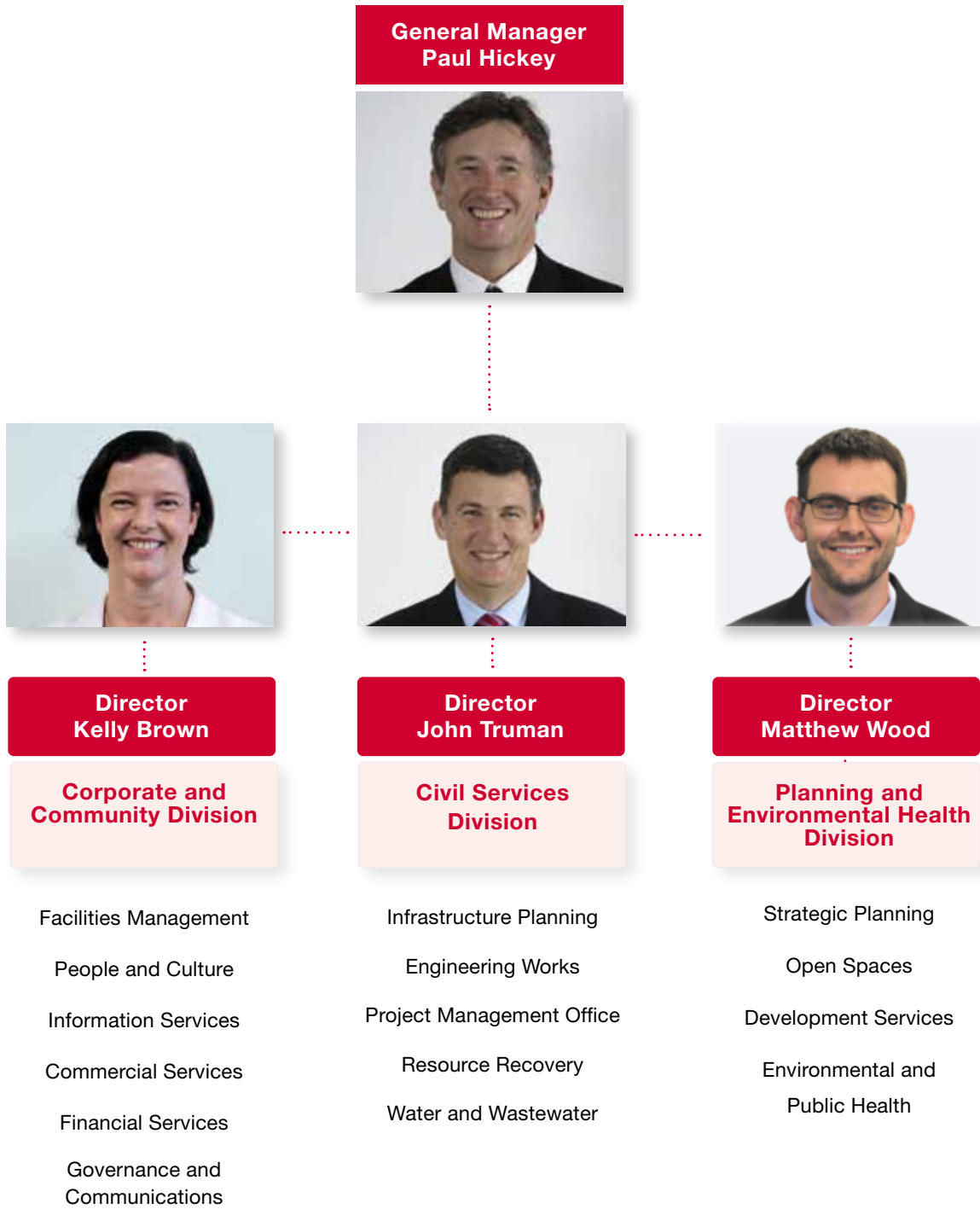
There are a number of ways you can get involved and help shape decisions for our community by:

- Attending Council meetings
- Making an appointment to speak with the Mayor or Councillors
- Making an appointment to speak with the General Manager or relevant Director
- Writing to or telephoning Council about the issues important to you
- Attending a public meeting or forum to discuss specific issues
- Joining a Council committee or reference group.

For further details on how you can get involved please refer to Appendix 1.

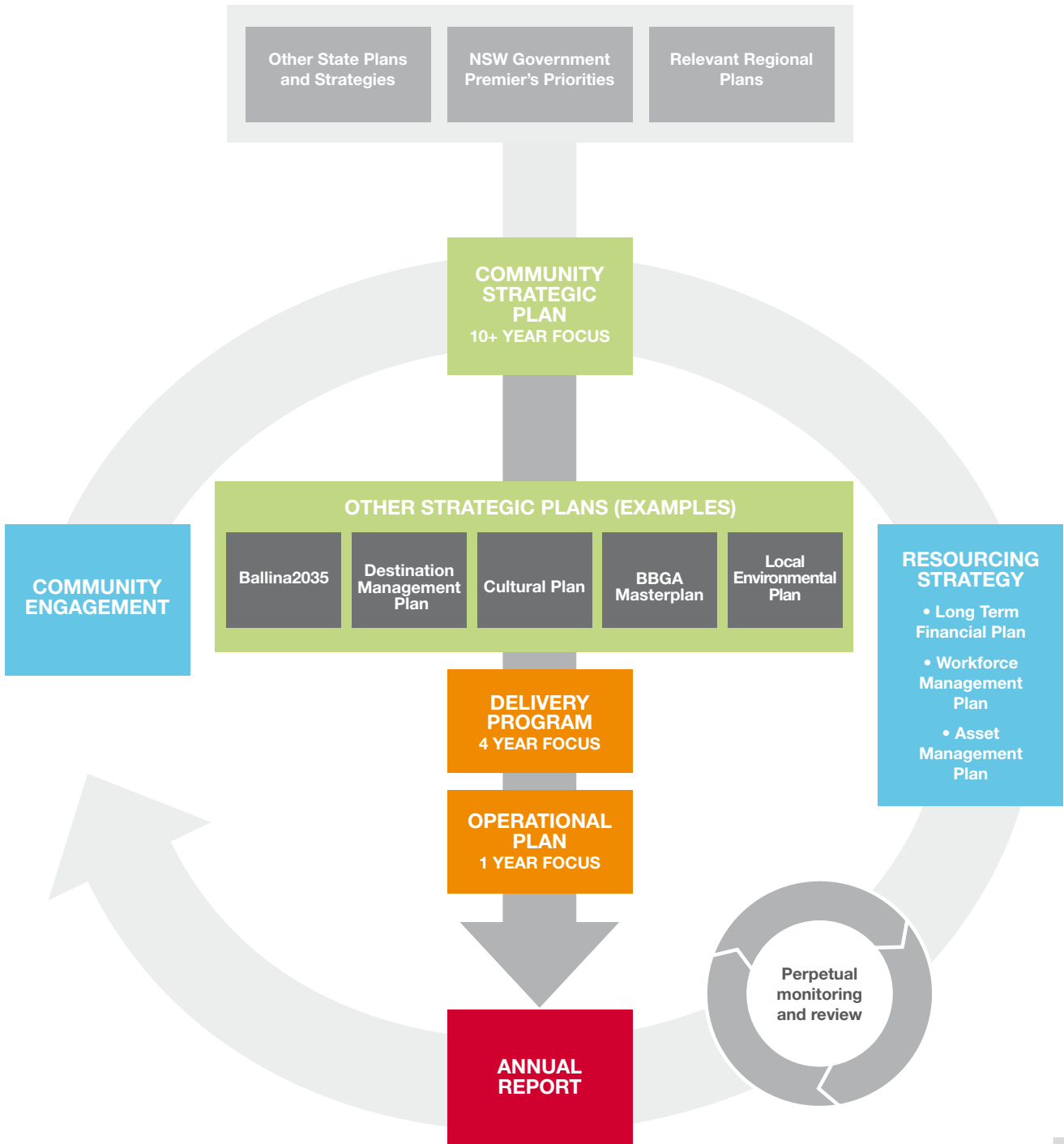
our team

Our team includes 353 staff who are responsible for the delivery of effective and efficient services for our community and support the General Manager in implementing the Strategies and Actions identified in the Delivery Program and Operational Plan. The adopted structure is as follows.



integrated planning + reporting framework

The Annual Report forms part of the NSW Office of Local Government's Integrated Planning and Reporting Framework. There are a number of key elements in the framework that focus on planning and reporting requirements. The diagram below illustrates where the Annual Report fits in the overall framework and how our plans interrelate. The IPR Framework is more fully explained on pages 8 and 9.

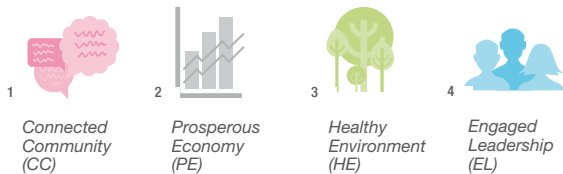


ipr framework

“The Ballina Shire is safe, with a connected community, a healthy environment and a thriving economy.”

This vision, together with our priorities and aspirations for the future are encompassed in the Ballina Shire Community Strategic Plan and then translated into actions and activities in our four-year Delivery Program and annual Operational Plan.

Our Community Strategic Plan is built around four key themes:



The NSW Government’s Integrated Planning and Reporting framework (illustrated overpage) outlines how local government’s capture the community’s main priorities and aspirations for the future and outlines how these will be achieved. These documents are linked through a series of cascading actions that detail how the community’s long term aspirations and outcomes will be achieved. All councils have a:

1. Community Strategic Plan
2. Delivery Program and Operational Plan
3. Resourcing Strategy

Council reports to its community how it has progressed in achieving these plans through:

1. Quarterly Reports
2. Annual Report
3. End of Term Report.

COMMUNITY STRATEGIC PLAN



The **Community Strategic Plan** identifies the community’s future goals, and strategies to achieve those goals by posing four key questions:

- Where are we now?
- Where do we want to be in 10 years time?
- How will we get there?
- How will we know when we’ve arrived?

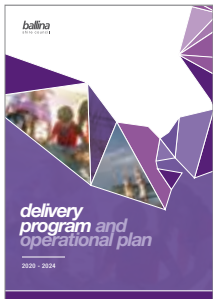
Our Community Our Future is supported by other plans in the planning framework which reflect the priorities and aspirations identified in the Community Strategic Plan.

The Community Strategic Plan (CSP) is the visionary long term document within the Integrated Planning and Reporting Framework. It provides the broader strategic direction for a council and outlines the key outcomes that the council, other agencies and the community will be working to achieve such as improved services for health, education, and transport, modern community infrastructure and viable businesses.

It translates the community’s key priorities and aspirations into long-term strategic goals that guide the future direction of Ballina Shire. Safe, healthy and happy communities and protection of the environment were key concerns identified during the community engagement undertaken to develop this plan.

Whilst the Community Strategic Plan is Ballina Shire Council’s work, its success inevitably depends upon collaboration and partnership with the community and State and Federal Governments.

DELIVERY PROGRAM & OPERATIONAL PLAN (COMBINED DOCUMENT)



This is the point where the directions outlined in the CSP are systematically translated into actions. The Delivery Program & Operational Plan (combined document) is designed as a single point of reference for all key activities to be undertaken by the Council during their elected term.

This document is reviewed annually with Council receiving progress reports every quarter.

The Delivery Program Final Quarter Report for 2019/20 is attached as Appendix 2. This report provides actual results against the goals and priorities set out in the Delivery Program and the Operational Plan for the quarter ending June 2020. This information is also linked to the CSP Objectives. The traffic light indicators provide a picture of whether or not programmed actions and service delivery targets have been achieved. Commentary is also provided on project progress and any shortfalls.

RESOURCING STRATEGY



The Community Strategic Plan can not be fulfilled without sufficient resources – time, money, assets and people – to actually carry them out.

The Resourcing Strategy has three components:

- Asset Management Planning
- Workforce Management Planning
- Long Term Financial Planning

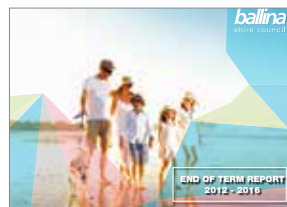
The Resourcing Strategy assists Council to translate the outcomes identified in the CSP, for which it is responsible, into actions. Some issues will be the responsibility of Council, some will be the responsibility of other levels of government and some will rely on input from community groups or individuals.

ANNUAL REPORT



The Annual Report focuses on our implementation of the Delivery Program & Operational Plan (combined document). The report also includes some information that is prescribed by the Local Government (General) Regulation 2005. This information has been included in the Regulation to help

community members understand how council has been performing both as a business entity and a community leader.



END OF TERM REPORTS

Councils are required every four years to produce an End of Term Report on the progress in implementing the Community Strategic

Plan. The Report covers the term of office for an elected Council.

The most recent End of Term Report 2012 - 2016 can be downloaded from Council's website ballina.nsw.gov.au

PROGRESS REPORTS

In accordance with the Integrated Planning and Reporting requirements progress reports must be provided to Council at least every 6 months. At Ballina Shire Council we present quarterly reviews to Council. This monitoring mechanism provides a snapshot of accomplishments and any shortfalls in achieving Council's goals and priorities. Council's achievements in implementing its Delivery Program are outlined in Appendix 2 of this Annual Report.



shire profile

LOCATION

The Ballina Shire is located in the Northern Rivers region of NSW, the traditional country of the Bundjalung people.

Our main town and commercial centre is Ballina, which is supported by other small towns and centres including Lennox Head, Alstonville, Wollongbar and Wardell. There are also a number of small villages and districts along the coast and in the hinterland.

Our coast, the Richmond River and the escarpment and plateau near Alstonville are the standout geographic features in the shire. Their associated waterways, natural habitats, farming landscape and cultural and heritage values, along with the beaches and ocean, help to define our place and communities.

The total area of the Ballina Shire is 485km² and some 93 percent is zoned rural or environmental protection. A large proportion of the remaining native vegetation is on private land.



OUR ECONOMY

Ballina Shire's Annual Gross Regional Product is estimated at \$2.1billion and we support almost 4,563 local businesses which provide 17,983 local jobs.

The services sector accounts for the majority of jobs in the shire, with 17.7 percent of the workforce employed in health care and social assistance jobs and 12 percent employed in the retail sector.

We have a diverse industry base including construction, tourism, agriculture, forestry and fishing and manufacturing.

OUR COMMUNITY

Between 2020 and 2036 the Ballina Shire population is forecast to increase by approximately 6,840 persons, or 15.4% growth, at an average annual change of 0.9%.

Our population in 2019 was 44,628 people and this is expected to increase to about 51,238 by 2036 when over 20% of our residents are expected to be over the age of 65 years.

We are proud of our cultural heritage, with just over three percent of our residents identifying as Aboriginal and Torres Strait Islanders.

OUR FUTURE

In the future Ballina Shire is recognised as a place that has balanced residential growth with protection of the amenity and the environment. The shire has a more diversified economy, attractive and comparatively affordable housing and our transportation networks, road and air, are the envy of other localities. Our residents are proud to be part of the Ballina Shire and keenly participate in activities that promote and enhance our local attributes.

We have created a picture of the future based on our extensive community engagement process. To create our future we identify our vision, our values and the directions we will focus on to guide us to that future.





01

*our
achievements +
progress*

2019/2020 stats & facts

connected community



44,628
POPULATION

GROWN BY 420 FROM THE PREVIOUS YEAR. POPULATION FORECAST FOR 2036 IS 51,238

134 NEW
CITIZENS FROM
33 DIFFERENT
COUNTRIES

11% OF PEOPLE
IN BALLINA SHIRE WERE
BORN OVERSEAS

485km²
TOTAL **AREA**

0.92
PEOPLE PER
HECTARE

63.6% RESIDENTS
LIVE AND WORK
IN BALLINA SHIRE
31.8% LIVE IN THE SHIRE,
BUT WORK OUTSIDE

667km
OF **ROADS** IN BALLINA
SHIRE

23% RESIDENTS
PROVIDE **VOLUNTARY**
WORK (REGIONAL NSW
AVERAGE IS 21%)

MEDIAN AGE
OF SHIRE POPULATION
44 YEARS

100% OF BARKING
DOG **COMPLAINTS**
RESPONDED TO IN
7-DAYS

254,249*
LIBRARY LOANS

15,411*
VISITORS TO THE
NORTHERN RIVERS
COMMUNITY **GALLERY**

232,790*
SWIMMING
POOL PATRONS
AT THE ALSTONVILLE
AQUATIC CENTRE AND
BALLINA WAR MEMORIAL
SWIMMING POOL.

19,101
ACTIVE **LIBRARY**
MEMBERS IN BALLINA
SHIRE

engaged leadership



93%
CUSTOMER
REQUESTS
RESOLVED WITHIN
SERVICE DELIVERY
TARGETS

OVER **15,525**
POTHOLE
DEFECTS
REPAIRED (29%
INCREASE)

94%
BUILDING
CERTIFICATES
DETERMINED WITHIN 10
DAYS

96% OF
ENGINEERING
MAINTENANCE
PROGRAMS ARE 10%
WITHIN BUDGET

62% COMPLYING
DEVELOPMENT
CERTIFICATES
ISSUED WITHIN 10 DAYS

27 **GRANT**
APPLICATIONS
SUBMITTED TO NSW
AND AUSTRALIAN
GOVERNMENTS

93%
DEVELOPMENT
APPLICATIONS
DETERMINED UNDER
DELEGATED AUTHORITY
(ASSESSMENT
TIMES IMPACTED BY
38% INCREASE IN
APPLICATIONS)

390,954
EXTERNAL **VISITS** TO
COUNCIL'S **WEBSITE**

855
HOURS LOST DUE
TO **WORKERS**
COMPENSATION

69%* OF
FOOD PREMISES
AUDITED THIS YEAR

85% OF
STAFF UNDERTAKING
FORMAL
TRAINING PER
ANNUM

182*
FOOD
PREMISES
INSPECTED

HEALTH
INSPECTIONS OF
5* HAIR/BEAUTY/SKIN
PENETRATION PREMISES

prosperous economy



405,942*
PASSENGERS

THROUGH THE BALLINA
BYRON GATEWAY
AIRPORT (SECOND
BUSIEST AIRPORT IN
NSW)

24%*

NET OPERATING
SURPLUS AT
**BALLINA BYRON
GATEWAY AIRPORT**

2%
VACANCY

RATE ON
COUNCIL OWNED
**COMMERCIAL
PROPERTIES**

31,973*
**VISITOR
ENQUIRIES**

TO THE
VISITOR INFORMATION
CENTRE

4,472
**LOCAL
BUSINESSES**

17,983
LOCAL JOBS

LARGEST INDUSTRY
- HEALTH CARE AND
SOCIAL ASSISTANCE,
FOLLOWED BY RETAIL
TRADE, CONSTRUCTION,
THEN EDUCATION AND
TRAINING.

98%
**SATISFIED
VISITORS**

TO
THE BALLINA VISITOR
INFORMATION CENTRE

**\$2.113
MILLION***
GENERATED FROM
**COMMERCIAL
PROPERTY**

20,199
**EMPLOYED
RESIDENTS**

healthy environment



30,000
KERBSIDE **BINS**
COLLECTED
EVERY WEEK

90 NEW APPROVALS
ISSUED FOR **ONSITE
SEWERAGE
SYSTEMS**

163kl
OF **WATER** PER
HOUSEHOLD (TARGET IS
190KL)

CO2 EMISSIONS
FROM COUNCIL'S
BUILT ASSETS ENERGY
CONSUMPTION
ACHIEVED TARGET OF

**<9,800
TONNES**

2,054
TOTAL NUMBER OF
**RECYCLED
WATER**
CONNECTIONS

590 KW
**RENEWABLE
ENERGY**

GENERATED ON COUNCIL
SITES

100%
COMPLIANCE
WITH **RECYCLED
WATER** MONITORING

Want to know more

Visit the following sources:

- ▶ forecast.id.com.au/ballina
- ▶ profile.id.com.au/ballina
- ▶ economy.id.com.au/ballina
- ▶ atlas.id.com.au/ballina
- ▶ Ballina Shire Council
2019/2020 Annual Report (to
be published 30 November)
- ▶ discoverballina.com.au



achievements 2019/2020

connected community



We feel safe

- ✔ Confirmed preferred site for new Lennox Head Rural Fire Service Shed
- ✔ Completed road safety risk audit for Lennox Head Public School
- ✔ Established the Business Connect Program to support those in the community who were self-isolating



We feel connected to the community

- ✔ Continued to support volunteer programs at the Northern Rivers Community Gallery, Visitor Information Centre and Ballina Byron Gateway Airport
- ✔ Provided \$80,000 in community donations to community groups
- ✔ Held an Open Day at the Animal Shelter to build awareness of the services provided in rehoming animals



Services to suit your needs

- ✔ Completed the Skennars Head Sports Fields Expansion
- ✔ Adopted the Ballina Sports and Recreation Facilities Plan
- ✔ Opened the Ballina Indoor Sports Centre and held the Get Active Expo



prosperous economy



We attract new business

- ✔ Established a digital visitor services hub in the new BP Highway Service Centre
- ✔ Completed the River Street upgrade (Moon Street to Grant Street)
- ✔ Endorsed the Lennox Head Village Vision concept plans for public consultation



My business can grow and diversify

- ✔ Finalised the terminal upgrade at the Ballina Byron Gateway Airport
- ✔ Progressed rezoning of land at the Southern Cross Industrial Estate and the construction of Airport Boulevard
- ✔ Commenced design for the River Street four laning project



Improve liveability in Ballina Shire

- ✔ Completed Lake Ainsworth Foreshore improvements
- ✔ Completed the Hutley Drive/Byron Bay Road roundabout and access road
- ✔ Commenced the upgrade works to the Lennox Head Community Centre



This is a snapshot of achievements in Ballina Shire for 2019/2020, it includes works commenced and completed. For a complete look at our progress refer to the Quarterly Review for June 2020 (Appendix 2)

engaged leadership

Council works with the community

- ✔ Online Council meetings, public meetings and ward committee meetings held in response to COVID-19 lockdown
- ✔ Information sessions and community consultation for the River Street duplication project
- ✔ Held weekend design workshop with wide range of stakeholders for the Lennox Village Vision project



Council's finance assets are well managed

- ✔ Reviewed Heavy Haulage Developer Contributions Plan to ensure charges reflect contemporary cost of road damage
- ✔ Completed road condition assessments to determine overall asset condition to assist in reviewing required funding levels
- ✔ Continued roll-out of field based mobile technology to generate efficiencies in service delivery and reduce administration



We are all valued citizens

- ✔ Provided a new website for community to access more user friendly content
- ✔ Delivered more online services through the Community Portal
- ✔ Prepared a Community Participation Plan for land use planning functions

healthy environment

We understand the environment

- ✔ Lake Ainsworth Coastal Management Plan adopted
- ✔ Improved access and health of Shaws Bay
- ✔ Emigrant Creek Rehabilitation Project commenced



We use our resources wisely

- ✔ Implemented a Recycle Right waste education campaign
- ✔ Introduced new waste collection trucks that improve customer service through technology
- ✔ Continued to expand the recycled water program with total connections close to 1,800 residences



Our built environment blends with the natural environment

- ✔ Obtained planning approval for the new Wollongbar District Park
- ✔ Continued construction of the Coastal Shared Path
- ✔ Awarded construction contract for the Coastal Walk

01

our progress






Council has made significant progress against its Delivery Program and Operational Plan. Appendix 2 outlines our progress against each action which are grouped under the four directions:

- connected community
- prosperous economy
- healthy environment
- engaged leadership.

Service Delivery targets are also measured and provide a comparison of results over the previous four/five years.

The progress of our Program Actions and Service Delivery Targets are noted as either:

-  Achieved
-  Substantially achieved
-  Not achieved





02

***statutory
information***

02

statutory information

councillor attendance



COUNCILLOR	ORDINARY MEETINGS # 12	EXTRAORDINARY MEETINGS # 1
Cr David Wright	12	1
Cr Phillip Meehan	12	1
Cr Stephen McCarthy	12	1
Cr Nathan Willis	9	0
Cr Sharon Cadwallader	11	1
Cr Keith Williams	12	1
Cr Jeff Johnson	11	1
Cr Sharon Parry	12	0
Cr Ben Smith	10	1
Cr Eoin Johnston	12	1

Cr David Wright is the popularly elected Mayor from the September 2016 Local Government Election. Each September the Councillors elect a Deputy Mayor. The Deputy Mayor from September 2018 to September 2019 was Cr Nathan Willis. The Deputy Mayor from September 2019 to September 2020 was Cr Eoin Johnston.

staffing profile

The table below provides details of the staffing resources available to deliver the works and services identified in the Operational Plan. The numbers are based on equivalent full-time employment (EFTs) and include permanent full-time and part-time staff. The figures exclude temporary and casual appointments and also apprentices and trainees, who are typically employed by external training providers



DIVISION	2019/20
CORPORATE AND COMMUNITY	
Governance	10
Communications	12
Financial Services	12
Information Services	19
People and Culture	7
Commercial Services	10
Facilities Management	10
SUB TOTAL	80
PLANNING AND ENVIRONMENTAL HEALTH	
Development Services	28
Public and Environmental Health	16
Open Spaces	39
Strategic Planning	8
SUB TOTAL	91
CIVIL SERVICES	
Infrastructure Planning	15
Engineering Works	71
Water and Wastewater	47
Resource Recovery	16
Support Operations	33
SUB TOTAL	182
TOTAL	353

02

achievements 2019/2020

LGA s428(1) and (3)

Council's achievements in implementing the Delivery Program / Operational Plan are summarised in section one of this report.

Our Operational Report for June 2020 further outlines how we are progressing in implementing the Actions in our Delivery Program. Service Delivery Targets are also measured and provide a comparison of results over the previous four/five years.

See Appendix 2 for the June 2020 Delivery Program Report.

audited financial statements

LGA s428(4)(a) LG code of accounting practice & financial reporting

Ballina Shire Council places ongoing emphasis on prudent financial management. The Audit Office of New South Wales audit Council's financial records.

See Appendix 8 for the full set of financial reports including the auditor's report, for 1 July 2019 to 30 June 2020.

local government environmental upgrade agreement

LGA s54P

Ballina Shire Council did not enter into any environmental upgrade agreements.

overseas visits

LG REG cl217(1)(a)

Ballina Shire Councillors were not involved in any overseas travel during the year. One staff member travelled to China for business development purposes (film industry) and this was sponsored by Regional Development Australia.

special variation to general income

LGA s508A

The Minister for Local Government approved special variations to the notional ordinary rate yield for various years. These approvals enabled Council to raise additional ordinary rate income. The tables on the following pages detail the ways in which these funds were applied in **2019/20**.

Note: The 2017/18 special variation was a temporary approval only, and was reported in the 2017/2018 Annual Report.

2010/11 RATE RISE

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Airport Boulevard	173,100	173,100	Construction of new pavement
Pimlico Road	240,900	240,900	Reconstruction of failed pavement
Footpaths/Cycleways			
Links Avenue	42,100	42,100	Shared path
Freeborn Place	22,200	22,200	Footpath
Suvla Street, Shelly Beach Road	62,700	62,700	Footpath
Open Spaces			
Skennars Head	94,000	94,000	New sportsfields, lighting and carparking
total expenditure	635,000	635,000	

2011/12 RATE RISE

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Airport Boulevard	426,000	426,000	Construction of new pavement
Footpaths/Cycleways			
Main Street	8,700	8,700	Footpath
Buildings and Facilities			
Ballina Indoor Sports Centre	79,000	79,000	New two-court indoor sports centre
total expenditure	513,700	513,700	

special variation to general income (cont')

LGA s508A

2012/13 RATE RISE

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Airport Boulevard	481,000	481,000	Construction of new pavement
Footpaths/Cycleways			
Main Street	9,000	9,000	Footpath
Buildings and Facilities			
Ballina Indoor Sports Centre	7,000	7,000	New two-court indoor sports centre
total expenditure	497,000	497,000	

2013/14 RATE RISE

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Airport Boulevard	599,000	599,000	Construction of new pavement
Footpaths/Cycleways			
Main Street	7,800	7,800	Footpath
Buildings and Facilities			
Ballina Indoor Sports Centre	4,600	4,600	New two-court indoor sports centre
total expenditure	611,400	611,400	

02

special variation to general income (cont')

LGA s508A

2015/16 RATE RISE

expenditure items	income from special variation	actual expense to date	comment
Pools Loan			
Repayment of pools loan	502,300	502,300	Council completed the major refurbishment of Ballina and Alstonville pools during 2017/18. The first loan was taken in June 2016/17 with two subsequent loans taken during 2017/18. The special variation funds are being used to repay loans taken out to finance the work.
Capital improvements	31,700	31,700	
Operating Deficit			
Funding to reduce operating deficit	65,000	65,000	Council has been striving to achieve a break even operating result in General Fund, in accord with the 'Fit for the Future' requirements. Funds not applied to the pools loan repayment will be used to help Council meet the 'Fit for the Future' ratios.
total expenditure	599,000	599,000	

2016/17 RATE RISE

expenditure items	income from special variation	actual expense to date	comment
Pools			
Repayment of pools loan	440,000	440,000	Council completed the major refurbishment of Ballina and Alstonville pools during 2017/18. The first loan was taken in June 2016/17 with two subsequent loans taken during 2017/18. The special variation funds are being used to repay loans taken out to finance the work.
Operating Deficit			
Funding to reduce operating deficit	42,000	42,000	Council has been striving to achieve a break even operating result in General Fund, in accord with the 'Fit for the Future' requirements. Funds not applied to the pools loan repayment will be used to help Council meet the 'Fit for the Future' ratios.
total expenditure	482,000	482,000	

special variation to general income (cont')

LGA s508A

2018/19 RATE RISE

expenditure items	income from special variation	actual expense to date	comment
Roads Construction			
Airport Boulevard	730,100	730,100	Reconstruction of failed pavement
Buildings and Facilities			
Ballina Indoor Sports Centre	154,000	154,000	New two-court indoor sports centre
Open Spaces			
Commemoration Park	112,800	112,800	New playground
Ballina Skate Park	58,300	58,300	Shade shelters
Ferngrove Park	48,700	48,700	Shade shelter
Skennars Head Sportsfields	57,200	57,200	
Environment			
Healthy Waterways Programs	324,300	324,300	<ul style="list-style-type: none"> Richmond River governance and funding Emigrant Creek stabilisation Lake Ainsworth Management Plan implementation Shaws Bay Management Plan implementation Other Healthy Waterways programs
total expenditure	1,485,400	1,485,400	

2019/20 RATE RISE

expenditure items	income from special variation	actual expense to date	comment
Buildings and Facilities			
Ballina Indoor Sports Centre	280,000	280,000	New two-court indoor sports centre
Open Spaces			
Skennars Head Fields	480,000	480,000	
Environment			
Healthy Waterways Programs	423,623	423,623	Purchase of vacant land at North Teven to develop into a recreational/fishing area plus riparian revegetation along Emigrant Creek.
total expenditure	1,183,623	1,183,623	

rates and charges debt recovery

LG REG cl 132

The table below is a summary of rates & charges legal debt recovery action statistics from 2018/19 to 2019/20.

The 2019/20 rates, charges and interest written off totalled \$28,728.38.

	2018/19 RATES/ CHARGES	2019/20 RATES/ CHARGES	2018/19 DEBTORS	2019/20 DEBTORS
Statements of Claim issued	42	3	0	1
Number of assessments currently with debt recovery agency	144	95	5	0
Balance payable on assessments currently managed by debt recovery agency at 30 June	\$334,170	\$296,988	\$10,441	\$0
Total assessments referred to debt recovery agency for recovery action during financial year	463	226	8	9
Total principal amount referred to debt recovery agency for recovery action during financial year	\$861,414	\$417,232	\$12,080	\$1,132
Legal costs incurred (recoverable from ratepayers)	\$34,643	\$3,183	\$0.00	\$652



councillor expenses and facilities

LG REG cl 217 (1)(a1)

The Mayoral and Councillor fees for the reporting period totalled \$340,662. The Councillors Expenses and Facilities Policy allows for the payment of appropriate and reasonable expenses and the provision of facilities to assist in discharging their roles as elected persons and members of the governing body of the Council. Expenditure outlined in the table (excl GST) below is in accordance with Council's Councillor Expenses & Facilities Policy (Appendix 3)

	Cr D Wright	Cr J Johnson	Cr S Cadwallader	Cr K Williams	Cr B Smith	Cr P Meehan	Cr S Parry	Cr E Johnston	Cr S McCarthy	Cr N Willis	Combined	TOTAL
Councillor/Mayoral Allowance	64,530	20,280	20,280	20,280	20,280	20,280	20,280	20,280	20,280	20,280		247,050
Additional facilities for the Mayor												
<i>motor vehicle</i>	12,000											12,000
Civic Activities/Functions/Meetings											14,648	14,648
Insurance											35,131	35,131
General Travel Expenses	91	141	1,703			541	816	1,588	46	255		5,181
Information and Communication Technology	727	1,171	1,672	862	520	1,432		580	1,016	514		8,494
Home Office	156		22		145			5				328
Incidentals/Newspapers	562	659	532	77	249	515	601	527	247			3,969
Joint Regional Planning Panel			1,200									1,200
Professional Development and Corporate Training	395	395	1,925	395	395	3,078	395	478	844	2,711		11,011
TOTAL	78,461	22,646	27,334	21,614	21,589	25,846	22,092	23,458	22,433	23,760	49,779	339,012



contracts awarded

LG REG cl 217(1)(a2)

The following contracts, over \$150,000, were awarded during the reporting year:

REF	CONTRACTOR	NATURE OF GOODS/SERVICES	AMT(\$) EXCL GST
RFT1181	All Above Earth Landscapes Pty Ltd	Installation of Pavers Ballina CBD Stage 4	\$252,472
RFT1162	Douse Fire Protection Pty Ltd	Fire Equipment Inspection; Testing, Maintenance and Reporting	Schedule of Rates
RFT902	Eire Constructions Pty Ltd	Construction and Upgrade of Booster Pump Stations	\$1,052,036
RFT1194	AGS Commercial Pty Ltd	Lennox Head Community Centre Enhancements	\$2,275,014
RFT1191	Parker and Kissane Solicitors & Attorneys	Legal Services Panel	Schedule of Rates
	Marsdens Law Group		Schedule of Rates
	Maddocks		Schedule of Rates
	Bartier Perry Lawyers		Schedule of Rates
	Sparke Helmore Lawyers		Schedule of Rates
	Allens Linklaters		Schedule of Rates
	Lindsay Taylor Lawyers		Schedule of Rates
RFT1197	Eire Constructions Pty Ltd	Skennars Head Sewer Pump Station Upgrade	\$437,710
RFT1204	B&S Landscaping and Earthworks	Coastal Recreational Walk Construction	\$1,081,471
RFT1199	The Trustee for Rico Family Trust t/a Solo Resource Recovery	Kerbside Collection of FOGO	Schedule of Rates
RFT1207	Good Hydration Pty Ltd	Management - Ballina War Memorial Swimming Pool	Schedule of Rates
RFT1216	G & K Fettell Pty Ltd	Management - Alstonville Aquatic Centre	Schedule of Rates
RFT1150	Avisure Pty Ltd	Wildlife Management Services - Ballina Byron Gateway Airport	Schedule of Rates
RFT1228	Stinson Projects Pty Ltd t/a Blaze Projects	Alstonville Aquatic Centre Amenities Upgrade	\$365,993
RFT1243	Veolia Environmental Services (Australia) Pty Ltd & J.J Richards Ti Tree Pty Ltd t/a Ti Tree Bioenergy	Transport and Disposal of Waste and Recyclables	Schedule of Rates

02

legal proceedings and results

LG REG cl 217(1)(a)3

DEVELOPMENT REGULATORY FUNCTIONS

Proceedings related to development consents and regulatory functions, including costs for obtaining ancillary legal advice.

CASE REF	COSTS 2019/20	ACTION	STATUS
Planners North v BSC	37,000	Land and Environment Court – Class 1 Appeal Proceedings – Challenge deemed refusal of development application 2016/184. The substantially different application was approved with conditions. Council was awarded costs of \$493,816.99.	Finalised
BSC v The Beach	16,000	Land and Environment Court – Class 4 Civil Enforcement Proceedings.	Finalised
Palm Lake Works v BSC	497,000	Land and Environment Court – Class 1 Appeal Proceedings – Challenge deemed refusal of development application 2018/321.	Finalised subject to settlement of costs
Ardill Payne and Partners v BSC	36,000	Land and Environment Court – Class 1 Appeal Proceedings – Challenge refusal of development application 2017/707.	Finalised
Northern Rivers Land Solutions v BSC	300,000	Land and Environment Court – Class 1 Appeal Proceedings – Challenge deemed refusal of three modification applications to development application 2016/184 and associated construction certificate application and deemed refusal of development application 2018/616.	Finalised
Stephen Plummer v BSC	2,000	Land and Environment Court – Class 1 Appeal Proceedings – Challenge refusal of development application 2018/546. The Applicant withdrew its appeal prior to the first directions hearing.	Finalised
Jeffrey Gibbs v BSC and North Coast Recycling P/L	7,000	Land and Environment Court – Class 1 Appeal Proceedings – Third Party Challenge to Consent Granted by the NRPP to development application 2017/600.	Ongoing
Jason and Joanne White v BSC and Martin Kenny	22,000	Land and Environment Court – Class 1 Appeal Proceedings – Challenge refusal of development application 2018/381.	Ongoing
Veronesi v BSC	0	Land and Environment Court – Class 1 Appeal Proceedings – Challenge deemed refusal of development application 2019/170.	Finalised
Griffani and Griffani v BSC and Strahan	17,000	Land and Environment Court – Class 1 Appeal Proceedings – Challenge Council's refusal of development application 2019/30.	Ongoing
Intrapac Skennars Head Pty Ltd v BSC	28,000	Land and Environment Court – Class 1 Appeal Proceedings – Challenge to deemed refusal of modification application relating to developer contributions payable under to conditions of consent for development application 2017/244.	Ongoing
Other	21,000	Ancillary advice	As required

CONTRACT DISPUTES

Contract disputes can at times involve legal action. Disputes in respect to contracts are as follows:

CONTRACT	DETAILS	STATUS
Haslin Constructions	Completion of Contract not awarded for Ballina Wastewater Treatment Plant Design as works are not considered to be defect free. Contractor disputes this position. The Expert Determination and proceedings are continuing.	Ongoing
Ridgemill Pty Ltd	Council issued contractor a letter of demand in respect to additional costs due to reliance on design advice with respect to electrical infrastructure for upgrade of Ballina and Alstonville Pools.	Finalised

PUBLIC LIABILITY AND PROFESSIONAL INDEMNITY

During this period, legal proceeding costs paid by Council (being payment of excess of claims) associated with public liability insurance claim representation was approximately \$15,000, and nil for professional indemnity.

INDUSTRIAL RELATIONS

During this period, there were no legal costs associated with industrial relations advice and assistance provided by Local Government New South Wales (LGNSW) or Council's appointed legal service providers.

private works

LGA s67(3) and LG REG cl 217(1)(a4)

In accordance with section 67 of the Local Government Act, Council is permitted to provide, at current approved market rates, specific services on private land. Any private works carried out in 2019/2020 were charged as per Council's adopted fees and charges.

voluntary planning agreements

environmental planning and assessment act 1979 s7.5(5)

A voluntary planning agreement (VPA) is an agreement entered into by a planning authority (such as Ballina Shire Council) and a developer and/or property owner. Under the agreement a developer agrees to provide or fund public amenities and public services, transport or other infrastructure. The following agreements were current in 2019/2020.

- 550 – 578 River Street West Ballina (Burns Point Ferry Road) – (June 2017)
- Teven Road Transport Precinct Planning Agreement (June 2016)
- Cumbalum B Precinct Planning Agreement - Part 1 (September 2012)
- Cumbalum B Precinct Planning Agreement - Part 2 (September 2012)
- Henderson Farm Voluntary Planning Agreement (May 2011).

02

contributions and donations

LGA s356 and LG REG cl 217(1)(a5)

Section 356 of the Local Government Act enables Council to make donations or provide financial assistance to persons or groups. This assistance includes contributions for:

- Donations - Financial Assistance \$69,383
- Sporting Groups - Capital Assistance \$21,910
- Festival and Event funding \$110,000
- Rates and charges for community groups \$61,894 (includes estimate water and wastewater usage)

For the 2019/20 financial year contributions and donations are listed in the following tables.

FINANCIAL ASSISTANCE PROGRAM 2019/2020		\$
Ballina Junior Chamber of Commerce	Cost of building mobile 'book exchanges' and a 'Boomerang Bag' bay in River Street, Ballina	300
Lifeball	Venue hire for members of Lifeball to carry out their activities	1,000
Ballina and District Local History Group	Operating costs required to incorporate and operate a new community group	500
Rotary Club of Ballina-on-Richmond Inc.	Costs for traffic control/plan required to hold White Ribbon Day Walk	500
Riding for the Disabled Association	Costs associated with sending the coaching team to a compulsory training workshop	3,000
Ballina Schools Historical Society	Costs associated with mounting student honour boards from the old Ballina High School and spotlights in the museum	500
Ballina Salt & Light Inc. T/A Ballina Community Men's Shed	Reimbursement of development application charges for DA 2019/9	2,025
Ballina & District Orchid Society	Venue hire costs to hold competitions	400
Ballina & District Ministers Associations	Costs associated with holding the Riverside Carols event	5,000
Ballina Coastcare Inc.	Costs for land care maintenance and registering a new trailer	317
Rainbow Region Dragon Boat Club	Costs to run a Level 1 Official course	400
Lennox Longboarders Club	Replace shade tents	900
Ballina Lions Club Inc.	Costs associated with running the 2019 Annual Fun Run Walk	1,000
Air Force Association Ballina Branch Inc.	Cost to provide shade for members of the public attending the Battle for Australia and Battle of Britain service	790
		continued overpage

contributions and donations (cont)

FINANCIAL ASSISTANCE PROGRAM 2019/2020		\$
Ballina Jet Boat Surf Rescue Inc.	Consumables and maintenance items for rescue vehicles	3,000
Ballina Jet Boat Surf Rescue Inc.	Insurances and renewals for rescue vehicles	6,000
Ballina Country Music Club Inc.	Costs associated with holding fundraising events to raise funds for Ballina SES	2,000
Ballina Shire Concert Band Inc.	Purchase of two new wall mounted air conditioners for the band practice room	2,000
Ballina Al-Anon Family Group	Venue hire at the Richmond Room for meetings	780
Ballina Breast Cancer Support	Venue hire at the Kentwell Community Centre for meetings	360
Lennox Head Residents Association Inc. Boomerang Bags	Venue hire for the group to make environmental friendly bags	330
Lennox Head Residents Association Inc. Coast Care Committee	Costs associated with carrying out land care	1,950
Lennox Head Residents Association Inc. venue hire	Venue hire for monthly meetings	264
Lennox Head Combined Sports Carols Committee	Costs associated with holding the Christmas Carols in the Park at Lennox Head	5,000
Veterans Advocacy Centre Inc.	Purchase of a more cost effective telecommunication system	2,500
Lennox Head Landcare	Purchase of a gazebo for protection during community plantings	750
Lions Club of Lennox Head	Costs associated with fundraising for various charities	1,000
Alstonville Baptist Church	Costs associated with holding the Christmas on the Plateau event	5,000
Sprung Integrated Dance Theatre Inc.	Costs associated with the 2019 audit against the National Disability Insurance Scheme Practice Standards	2,000
Alstonville Plateau Historical Society Inc. (rates)	2019/20 rates and charges for Crawford House (estimate)	4,475
Lennox Head Residents Association Inc. Heritage Committee	Venue hire at the Lennox Community Centre for meetings	447
Wollongbar Community Preschool Inc.	Cost of constructing and installing an outdoor shed to store equipment	1,000
Cabbage Tree Island RLFC	Accommodation and travel costs for teams selected for the Knock Out Carnival	2,000
Rous Mill & District Memorial Hall Inc.	Costs towards painting interior fixtures at the Hall	1,000
Meerschaum Vale Hall Committee	Costs towards restoring timber floor and stage in the Hall	1,000
Alstonville Maguires Creek Landcare	Costs associated with land care maintenance	1,000
Tibouchina RSL Day Club	Venue hire at the ALEC and other ongoing costs	2,500
Ballina RSL Sub Branch	Costs associated with centenary celebrations	2,000
Ballina Charity Quilters	Costs associated with venue hire Northlakes Hall	1,560
Ballina Lighthouse RSL Day Care Club	Costs associated with venue hire Richmond Room	1,920
Northlakes Sewing Group	Costs associated with venue hire Northlakes Hall	715
TOTAL		\$69,383

02

CAPITAL ASSISTANCE - SPORTING GROUPS		\$
Ballina Hockey Club Inc.	Supply and installation of roof-top ventilators on the clubhouse roof above the canteen and storerooms	1,410
Fripp Oval Sports Club Inc.	Purchase of a 6kw solar system for the Club	3,000
Ballina Rugby Union Club	Assistance towards costs of works associated with development consent DA 2018/153	10,000
Alstonville Junior Cricket Club	Costs for various repairs and installations needed by the Club	7,500
TOTAL		\$21,910

FESTIVAL AND EVENT FUNDING		\$
Rotary Club of Ballina on Richmond	Ballina Food and Wine Festival 2019	10,000
Quota International of Alstonville/Wollongbar	Quota Club of Alstonville Craft and Garden Fair 2019	5,000
Alstonville Agricultural Society Inc	New Year's Eve Family Event	20,000
Le Ba Boardriders	Skullcandy Oz Grom Open 2019	25,000
Lennox Head Chamber of Commerce	Love Lennox Festival June 2020 *	15,000
Cherry Street Sports Club	Ballina Country Music Fest 2019	35,000
TOTAL		\$110,000

* Event not held or funds provided due to COVID-19 restrictions



RATES AND CHARGES FOR COMMUNITY GROUPS		\$
Ballina Lighthouse & Lismore SLSC		2,558
Lennox/Alstonville SLSC		5,236
Surf Life Saving FNC Branch Inc.		4,316
Ballina CWA		1,515
Biala School		959
Fox St Preschool		959
Ballina Playgroup		959
River Street Childrens Centre		959
Lennox Preschool		959
Wollongbar Preschool		959
Rainbow Children's Centre		6,710
Alstonville Community Preschool		1,034
Alstonville Agricultural Society		8,776
Meerschaum Vale Hall		1,442
McLeans Ridges Hall		2,268
Newrybar Hall		1,928
Pearces Creek Hall		1,673
Rous Mill Hall		2,005
Tintenbar School of Arts Trustees		1,817
Wardell Hall		5,580
Wigmore Hall		959
Alstonville RSL Sub Branch Hall		2,877
Wollongbar Community Hall		1,009
Lennox Scouts		959
Alstonville Scouts		61
Ballina Scouts		959
Ballina Jetboat Surf Rescue		1,019
Marine Rescue NSW		1,439
	TOTAL	\$61,894

02

delegates external bodies

LG REG cl 217(1)(a6)

COUNTY COUNCILS

Ballina Shire Council is a constituent member of Rous County Council which exercises Water Supply, Weed Biosecurity and Flood Mitigation functions on our behalf.

OTHER GROUPS

Council has formal arrangements with several local management groups that have authority for the care, control and management of reserves, surf clubs, halls, sporting facilities, preschools, cultural facilities and youth centres. Licenses are reviewed within twelve months of each local government general election. A list of these committees together with general license conditions is available from Council's Customer Service Centre.

controlling interest in companies

LG REG cl 217(1)(a7)

Council held no controlling interests in any company for the reporting period.

corporations, partnerships, cooperatives and joint ventures

LG REG cl 217(1)(a8)

Council was party to the following partnerships, cooperatives and joint ventures:

STATEWIDE MUTUAL

Pooling arrangement with various NSW local government authorities to acquire insurance coverage and best practice systems for risk management.

RICHMOND-TWEED REGIONAL LIBRARY

A jointly funded relationship with other Councils in the Richmond-Tweed to provide library services throughout the region. Lismore City Council delivers these services on behalf of the member Councils.

NORTH EAST WEIGHT OF LOADS GROUP (NEWLOG)

Enforces vehicle weight limits, to reduce damage to Council classified roads and thus decrease road maintenance costs.

NORTH EAST WASTE FORUM (NEWASTE)

This cooperative pursues effective disposal of waste on a local and regional basis. This group operates in lieu of a Regional Waste Council under NSW legislation.

equal employment opportunity

LG REG cl 217(1)(a9)

Ballina Shire Council has a firm commitment to the anti-discrimination laws of the Commonwealth and NSW Governments. The Local Government Act 1993 further focuses Council's attention on Equal Employment Opportunity and the implementation of an EEO Management Plan. Council's four priority target groups identified in our EEO Management Plan are women, Aboriginal and Torres Strait Islander people, people with a disability and people from non-English speaking backgrounds.

During 2019/20 Council achieved the following management plan strategies, objectives, goals and targets such as:

- Recruitment processes continued to focus on merit based strategies to increase the number of women in professional management positions. During this period Council successfully increased the representation of women in management and professional positions, with 5 additional females placed in leadership roles.
- Council supported development for female leaders in the region through participation in the organising committee for the North Coast Regional Women's Leadership Forum 2019.
- Our indigenous employment in the period remained at 13 employees representing 3.8% of the workforce.
- To support our strategy to increase aboriginal employment, Council hosted four indigenous school based trainees who continued to work and study remotely with Council's support.
- Council provided ongoing support and achieved ongoing accreditation to provide employment to Council's Regional Works and Nursery Crew providing employment for 11 employees with a low to medium intellectual and physical disabilities.
- Council in collaboration with community organisation 'Ballina for Refugees' are seeking to provide a traineeship for people from non-English speaking backgrounds with refugee status.
- Council has focused on embedding it's core values throughout the organisation, including the value of respect. This has resulted in employees' professional standards of conduct, reflecting those values. These are included in Council's recruitment processes.
- All new staff were inducted through Council's online onboarding program which included information on EEO expectations.

02

senior staff remuneration

LG REG cl 217(1)(b)&(c)

The number of staff designated as senior staff employed by Ballina Shire Council under the Local Government Act is four. All senior staff are employed under five year performance based contracts.

The total value of the remuneration packages of senior staff is:

\$995,802 for the period 2019/2020 financial year.

Total remuneration packages for each senior staff member for the reporting period:

General Manager \$333,259

Other senior staff (combined) \$662,543.

These remuneration figures includes the salary component, super contributions (employer or salary sacrifice), non-cash benefits and FBT for non-cash benefits for the senior staff.

stormwater levy and services

LG REG cl 217(1)(e)

Income raised from the stormwater levy in 2019/2020 to fund the replacement and upgrade of stormwater networks at the following locations:

SITE / LOCATION	\$
Ballina Indoor Sports Centre	69,000
Moon Street, Ballina	30,000
Pacific Parade, Lennox Head	78,400
Tanamera Drive, Alstonville	18,000
Shelly Beach Cafe	51,000
Asset Data Collection	27,900
Total	\$274,300

coastal protection services

LG REG cl 217(1)(e1)

Ballina Shire Council applied no annual charge for coastal protection services during the reporting period.

The coastal protection works provided and coordinated by Council included the maintenance of rock walls and groynes and the replenishment of sand.

Volunteers erected dune forming shadecloth fences and planted natives to assist in sand accretion at several dune locations along the shire's coastline.



02

enforcement and compliance with companion animals act

LG REG cl 217(1)(f) and companion animals act 1998

LODGEMENT OF POUND COLLECTION DATA TO THE OFFICE OF LOCAL GOVERNMENT (OLG)

Animal Shelter collection data for the reporting period was lodged with the Office of Local Government in September 2020.

POUND DATA SUMMARY 2019/2020	CATS	DOGS	TOTAL
Seized and transferred to council's facility	39	107	146
Surrendered by owners	5	22	27
Released to owners	18	92	110
Euthanised	4	5	9
Sold	0	0	0
Released for rehoming	21	34	55
Died at council's facility	0	1	1
Stolen or escaped from council's facility	0	0	0

LODGEMENT OF DATA RELATING TO DOG ATTACKS WITH OLG

Council notifies the OLG within 72-hours where possible when Council officers have investigated complaints of dog attacks. A total of 90 dog attacks either on a person and/or animal were reported to the OLG for the 2019/20.

COMPANION ANIMALS FUND EXPENDED AS PER S85(1A)

Council received approximately \$47,205 from the Companion Animals Fund for the 2019/20 year. These funds were used for companion animal management, education programs, the maintenance and upkeep of Council's Animal Shelter and towards the wages of Rangers.

The Minister for the Office of Local Government has requested local councils conduct audits of the NSW Companion Animals Register for dogs and cats not registered.

Council regularly reviews the NSW Register for Ballina Shire and every three months conducts audits of animals not registered. This has resulted in an increase in animals registered and has improved the accuracy of information held.

ANIMAL MANAGEMENT ACTIVITIES EXPENDITURE

Expenditure for animal management activities including wages, cleaning and maintenance of the animal shelter, and veterinary expenses were in excess of \$443,000 for 2019/2020.

COMPANION ANIMALS MANAGEMENT PLAN

Council reviewed its Companion Animals Management Plan in November 2017. This Plan sets out how Council will fulfill its responsibilities under the NSW Companion Animals Act.

Council is aware how important pets, particularly dogs and cats, are to many people and this plan aims to work with the community to promote responsible dog and cat ownership and to provide a healthy environment in which animals, their owners and the wider community can comfortably live.

The Management Plan also details the areas where dogs can be exercised off-leash and areas where dogs are prohibited.

In order for Council to achieve the objectives of the Companion Animals Management Plan a series of actions outline how the plan will be delivered and the measures to assess the effectiveness our implementation.

So far we have implemented procedures and processes for:

- Barking dogs
- Roaming dogs
- Dangerous dog management
- Dog attack investigation
- Animal release procedure from the Animal Shelter
- Chip N' Check Program Microchip and Desexing Marketing Campaign

Council understands the joy people get from owning animals and is trying to find a balance that suits the entire community. We have continued to promote 'Pippa' the Dog Poo Fairy - a mythical creature that encourages dog owners to pick up after their pets and use bags from the dispensers publicly available at various sites around the Ballina Shire.

Council has also completed works to improve the safety of the Compton Drive off-leash dog exercise area.

The Companion Animal Management Plan can be viewed on Council's website ballina.nsw.gov.au

OFF-LEASH DOG AREAS

Council recognises the importance of dogs being allowed time to exercise unrestrained and provides seven (7) off-leash dog exercise areas in Ballina Shire.

- Bicentennial Gardens, the northern area of reserve, Ballina
- Compton Drive, East Ballina
- Gap Road, Alstonville
- Seven Mile Beach, north of Lake Ainsworth Reserve (old 4WD access point), Lennox Head
- Ballina Heights Estate, eastern reserve area, Ballina Heights
- Headlands Drive Drainage Reserve, Skennars Head
- The Spit, Ballina

DOG PROHIBITED AREAS

Council has a number of beaches where dogs are not permitted to enable people to visit and enjoy these places without undesired interaction with dogs.

- Lighthouse Beach
- Shelly Beach
- Flat Rock Reef
- Sharpes Beach (when surf life saving services are provided)
- Seven Mile Beach (south of the Lennox Head Surf Lifesaving Club)
- Chickiba Lake, north/eastern corner surrounding the bird migratory area
- Lake Ainsworth and surrounding reserve
- Shaws Bay and surrounding foreshore

Under the Act, dogs are not permitted in certain public places and Council monitors these areas for non-compliance.

02

capital expenditure

office of local government capital expenditure guidelines

Ballina Shire Council's capital works projects are reported in Appendix 7.

carers recognition

carer's recognition act 2010 s8(2)

Council is not considered a 'human service agency' under the Carers Recognition Act 2010.

fisheries management

fisheries management act 1994 s220ZT

Council has not had proposals or obligations under this act.



disability inclusion

disability inclusion act 2014 s13(1)

Council's Disability Inclusion Action Plan (DIAP) has been prepared to meet the requirements of the NSW Disability Inclusion Act 2014. The DIAP has been developed by listening to people with disabilities, their families, carers and local organisations who work with people with disabilities.

A Disability Access Reference Group has also operated in Ballina Shire Council for over 20 years. The group includes individuals with a range of abilities and lived experiences that provide Council with advice on development applications, proposed redevelopments and a broad range of access and inclusion issues.

Council has undertaken a range of projects and implemented actions that directly support the needs of people with disabilities. We aim to ensure that access and inclusion is a key consideration in all areas of our services and operations.

Recent projects delivered under the four key areas as identified by the NSW Government and in Council's DIAP include:

1. DEVELOPING POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS

- Access Reference Group meets bi-monthly and provides advice to Council on disability access issues.
- Membership of Ballina Shire Dementia Friendly Community Alliance.

2. CREATING LIVEABLE COMMUNITIES

- Upgraded Alstonville Aquatic Centre's amenities block to include compliant accessible change rooms including the provision of an accessible transfer hoist.
- MLAK keys given to residents free of charge.
- Accessible toilets remain unlocked throughout the day, and residents gain access after hours via use of MLAK keys.
- Shared pathway from Ballina CBD to Lennox Head was completed in October 2020.
- Ongoing audits of pathways.
- Lake Ainsworth and Shaws Bay foreshore improvements include accessible pathways, parking spaces, seating, BBQs and drinking fountains.
- Updated pedestrian crossing points throughout the shire to improve accessibility for people using mobility aids.
- Accessible design elements included in approved plans for Wollongbar District Park.
- Stage 3 upgrade of River Street included improved accessibility.

3. SUPPORTING ACCESS TO MEANINGFUL EMPLOYMENT

- Continue to support the employment of individuals with low to medium physical and intellectual disabilities within Council's Open Spaces section.
- Accredited employer under the NDIS.
- Recruitment methods provide people with a disability the opportunity to apply for positions with Council.

4. IMPROVING ACCESS TO SERVICES THROUGH BETTER SYSTEMS AND PROCESSES

- Website has been updated and is compliant with Website Content Accessibility Guidelines (WCAG) 2.0 Level AA.
- Footpath inspections carried out via mobility scooter to identify hazards and access issues.
- Auslan interpreter at Council meetings and community consultations as requested.
- Council information and communication material accessible to people who use mobility aids.
- Council design engineers are incorporating accessible design features into public space designs.

The Disability Inclusion Action Plan 2017 – 2021 can be viewed in Appendix 6.

02

swimming pool inspections

swimming pools act 1992, s22F(2) swimming pools reg 2008 cl 18BC

Inspections of private swimming pools conducted in 2019/20 included:

- **43** inspections of tourist and visitor accommodation sites
- **137** inspections of premises with more than 2 dwellings

The results of these inspections included:

- **141** Compliance Certificates plus 69 Final (or Interim) Occupation Certificates (OC) as recorded in Council's DA Register (under Occupation Certificates)
- **132** inspections resulting in the issuing of certificates of non-compliance under clause 18BA of the Regulation.

public interest disclosure

public interest disclosures act 1994 no.92

Council lodges a six-monthly return to the NSW Ombudsman reporting any disclosures made under the NSW Public Interest Disclosure Act 1994. Nil disclosures were made in the reporting period. The six-monthly reports are included in Appendix 4.

public access to information

government information (public access) act 2009 s125

Council is committed to the proactive release of information under the Government Information (Public Access) Application (GIPA Act 2009). The GIPA Act stipulates access arrangements as follows:

MANDATORY DISCLOSURE allows a large amount of information to be available free of charge on Council's website.

PROACTIVE RELEASE allows some types information not published on Council's website to be available for viewing unless there is an overriding public interest against its release.

INFORMAL ACCESS allows information to be released in response to an informal request unless there is an overriding public interest against its disclosure.

FORMAL ACCESS where informal access is not possible, formal GIPA procedures and associated fees apply.

Formal applications for information under GIPAA should be accompanied by a \$30 application fee. A \$30 per hour processing fee is charged to access documents that are not for personal information (about the applicant) and cannot be obtained under other legislation.

Council's GIPA Act Annual Report 2019/2020 was developed in accordance with Section 125 of the GIPA Act and outlines access requests made during the reporting period (see Appendix 5).



03

appendices



appendices

A1 GETTING INVOLVED

A2 DELIVERY PROGRAM FINAL REPORT JUNE 2020

A3 COUNCILLORS FACILITIES + EXPENSES POLICY

A4 PUBLIC INTEREST DISCLOSURES 2019/2020

A5 GIPA ACT 2009 ANNUAL REPORT 2019/2020

A6 DISABILITY INCLUSION ACTION PLAN REPORT

A7 CAPITAL EXPENDITURE

A8 FINANCIAL STATEMENTS

A1

getting involved

3. PUBLIC PARTICIPATION + FEEDBACK

There are a number of ways in which the community can get involved in Council's decision making, such as attendance at Council meetings, representations to Councillors and by nominating for election to Council. Submissions and comments may also be relayed to the Council by contacting the General Manager's office.



TALK TO YOUR COUNCILLORS

The councillors are here to represent your views, refer to the following page for their contact details.

COUNCIL MEETINGS

Council and committee meetings are held in Council's Customer Service Centre, situated at 40 Cherry Street, Ballina. Ordinary Council Meetings are held on the fourth Thursday of each month commencing at 9.00 am. You have the opportunity to participate in the Council Meetings by:

- view the council meetings via the livestream on Council's website.
- making a deputation on an agenda item. Deputations are allocated five minutes to address Council, and are limited to one speaker in the affirmative and one in the negative for each agenda item. Deputations can also be made via online functions. Deputation requests must be lodged with the General Manager by noon on the day preceding the meeting. Deputations are held at 9am.

- asking questions during Public Question Time. This session is conducted at 12.45pm on the day of Council's Ordinary meetings. This is a 15-minute session for members of the public to ask a question on any topic.

Availability of business papers

Business papers are available on the Monday preceding the Council meeting at Community Access Points:

- Council's Customer Service Centre
- Alstonville, Ballina and Lennox Head Libraries
- Council's website **ballina.nsw.gov.au**

Livestreaming council meetings

Meetings are live-streamed to council's website. Video recordings of meetings are also made available following the meeting on council's website

ballina.nsw.gov.au

COVID-19 restrictions meant that meetings were held online throughout March-June 2020. The public were unable to attend in person.

PUBLIC PARTICIPATION (CON'T)

There are also avenues for members of the public to personally participate in the policy development and the functions of the Council. Several Reference Groups and Committees comprise or include members of the public.

Standing Committees

Council has three Standing Committees, as follows:

Commercial Services Committee

Introduces, evaluates and reviews commercial proposals for Council typically related to property matters.

Facilities Committee

Identifies priorities for community infrastructure projects and provides oversight and on-going review of approved projects from initial feasibility through to final completion and commissioning.

Finance Committee

Considers financial matters of a strategic nature including Council's annual budget deliberations.

The Committees listed above have no delegated authority and minutes are submitted to Council for confirmation.

Other Committees

Council also has a range of Advisory Committees that include members of our community to assist in providing feedback to Council:

Australia Day Committee

Consisting of all Councillors to determine award recipients for Australia Day.

Donations Working Party

Considers applications for donations and makes recommendations to Council.

Public Art Advisory Panel

Provides guidance on the implementation of Council's Public Art Policy. Consists of three Councillors and a representative from Arts Northern Rivers.

Local Traffic Committee

This Committee is a requirement of Council's statutory obligations as delegated by Transport for NSW in respect to the Roads Act 1993. The role of the Committee is to consider the technical aspects of any proposal and make recommendations to Council. The public perspective is the responsibility of Council and thus residents' views should be considered by Council rather than the Local Traffic Committee.

Port Ballina Taskforce

Consists of the Mayor and four Councillors, representatives from Ballina Chamber of Commerce, Ballina Fishermen's Co-operative, the State Department of Premier and Cabinet, Transport for NSW, recreational fishers and three community representatives. The Taskforce's goal is to improve the overall marine infrastructure and marine environment for Ballina through promotion and lobbying.

Audit, Risk and Improvement Committee

The Audit, Risk and Improvement Committee provide independent assurance and assistance to Council on its risk, control and compliance framework. The Committee aims to keep under review Council operations, such as compliance, risk management, fraud control, financial management and governance. The Committee also reviews the implementation of the strategic plan, delivery program and strategies including service reviews, collection of performance measurement data by council and any other matters prescribed by the regulations.

Reference Group

Access Reference Group

This group identifies the major access needs of different disability groups in the Ballina Shire and makes recommendations to Council to resolve identified issues in priority order.

A, B and C Ward Committees

Council's area is divided into three Wards. Each Ward is represented by its own Ward Committee. The Ward Committees are designed to provide Council with feedback and policy advice on matters referred by Council and/or raised by members on behalf of their community. They are made up of community organisations, councillors and community members within each Ward. The Ward Committees have no delegated authority and minutes are distributed to members for confirmation at the next meeting.

Our Senior Leadership Team provide a presentation at each Ward Committee. This increases communication between the community representatives on the committee and Council staff.

Ward Committee Application – Council reviews the membership of each Ward Committee in September so that the committees maintain relevance (we also call for nominations each term). The application for nomination to a Ward committee is also through a formal application.

Council started livestreaming the Ward Committee meetings in May 2020.

Delegates

Councillors represent Ballina Shire Council on a number of external committees:

ORGANISATIONS	DELEGATES
Alstonville Wollongbar Chamber Of Commerce	Three "C" Ward Councillors plus the Mayor and Cr Sharon Cadwallader
Arts Northern Rivers	Cr Sharon Parry, Lee Mathers (as alternate delegate)
Ballina Chamber Of Commerce & Industry	Three "A" Ward Councillors plus the Mayor, Cr Sharon Cadwallader
Ballina Naval Museum	Cr Sharon Cadwallader, Cr Jeff Johnson
Cape Byron Marine Park (Authority Advisory Committee)	Cr Keith Williams
Country Mayors' Association	Mayor General Manager
Lennox Head Chamber of Commerce	Three "B" Ward Councillors plus the Mayor
Northern Rivers Joint Organisation	Cr David Wright, Mayor (As per constitution, delegate is the Mayor)
Richmond Tweed Regional Library Committee	Cr Sharon Cadwallader Cr Sharon Parry Cr Eoin Johnston (as alternate delegate)
Rural Fire Service Management Committee	Cr Sharon Cadwallader
COUNTY COUNCIL	DELEGATES
Rous County Council	Cr Keith Williams Cr Sharon Cadwallader



COUNCIL NEWS AND INFORMATION

We aim to better inform our community about Council's activities. We do this through a number of activities:

Using communication channels

Ballina Shire Council proactively uses traditional and digital media to relay information and seek information from the community. The General Manager has a regular program on local community radio, 101.9 Paradise FM, after the council meeting.

Consultation engagement

Council staff engage, consult and educate the community through various consultation channels including door knocks, pop-up shops and market stalls. Refer to Council's Community Consultation Policy.

Council notices

Publish weekly notices on council's website ballina.nsw.gov.au.

Community Connect newsletter

Is distributed to all shire residents four times a year and is available at Council's Libraries, Community Centres, Visitor Information Centre, Ballina-Byron Gateway Airport, and website.

Community members can subscribe to council news and updates at ballina.nsw.gov.au/communityconnect

Social media

Ballina Shire Council's Facebook page facebook.com/ballinashirecouncil

Media releases, advertisements and documents on exhibition are available on Council's website ballina.nsw.gov.au

PUBLIC SUBMISSIONS

All significant plans, strategies and policies of Ballina Shire Council are placed on exhibition in draft form so that interested members of the public may view them and make comments should they wish to.

Exhibition documents are available at Council's Community Access Points. The Community Access Points include Council's Customer Service Centre 40 Cherry Street, Ballina; the Alstonville, Ballina and Lennox Head libraries, and Council's website ballina.nsw.gov.au.

Submissions should be addressed to: The General Manager | Ballina Shire Council | PO Box 450 | Ballina NSW 2478 | Email council@ballina.nsw.gov.au

Online Feedback can be made Council's website ballina.nsw.gov.au/exhibitiondocuments

A2





*delivery program
final report june 2020*





**Delivery Program / Operational Plan
Program Actions
as at 30 June 2020**




A Connected Community (CC)





WE FEEL SAFE

Code	Program Action	Responsible Position	Comments	On Target?
CC1.1.a	Implement Road Safety Plan to maximise road safety awareness	Manager Infrastructure Planning	Council has completed the 2019/2020 Local Government Road Safety Program (LGRSP) School Zone (Lennox Head Public) project. The Park & Walk/Ride map has been completed and distributed, along with road safety footprint stickers and fridge magnets. Council was in a fortunate position to fully complete the project during COVID19 restrictions. Council completed a Road Safety Action Plan which draws on the priorities of the Road Safety Strategy and a project proposal for Road Safety at Work has been submitted to Transport for NSW for LGRSP 2020/21. Council is establishing a Road Safety Steering Committee comprising representatives of Council, Transport for NSW and police. The committee will meet every two months with the first meeting scheduled for 12 August 2020.	
CC1.1b	Implement NSW State Government Pool Barrier Inspection Program	Manager Development Services	Swimming Pool Audit is well advanced and is identifying additional mandatory swimming pools not previously included in Register.	
CC1.2a	Implement proactive infrastructure asset inspection and condition assessment programs	Manager Infrastructure Planning	The road and stormwater revaluation project has been completed during the last quarter. This project included asset inspections and assessments.	
CC1.2g	Implement Development Compliance Work Program	Manager Development Services	Results reflect significant development compliance caseload and a decline in proactive audit inspections as a consequence of COVID 19.	
CC1.3a	Facilitate the Local Emergency Management Committee (LEMC)	Manager Support Operations	During COVID-19 events, Ballina has been providing representation at weekly/fortnightly Northern Rivers LEMC meetings. To further prepare for the current pandemic, Ballina prepared a Consequence Management Guide (CMG) for Communicable Disease, this was endorsed by agencies at the May LEMC meeting.	

Code	Program Action	Responsible Position	Comments	On Target?
CC1.3c	Deliver Ballina SES Headquarters and Lennox Head RFS Shed	Manager Support Operations	Specifications prepared, quotes sought for a planning consultant to prepare a development application for the Lennox Head RFS Shed, and to undertake a preliminary planning assessment for the proposed site for the Ballina SES Headquarters. Works to be awarded in early July.	
CC1.3d	Ensure Business Continuity Plans (BCPs) remain contemporary	Director Corporate and Community	Review completed for all business impact analysis (BIA) and BCP.	

WE FEEL CONNECTED TO THE COMMUNITY



Code	Program Action	Responsible Position	Comments	On Target?
CC2.1a	Implement Cultural Plan	Manager Strategic Planning	Grant application to fund interpretive materials (phase 2) for the Cultural Ways project was lodged under the Regional Tourism Bushfire Recovery grants program in May and approval was announced in July. Public Art Advisory Panel met in June to consider a number of public art opportunities.	
CC2.1b	Implement Public Art Program	Manager Strategic Planning	Review of Public Art Policy, including amendments to the DCP, was adopted by Council at May 2020 Ordinary meeting. Bundjalung artist Otis Carey completed a mural at the Epiq Marketplace Shopping Centre in Lennox Head.	
CC2.1c	Promote the Northern Rivers Community Gallery and Ignite Studio	Manager Community Facilities	Gallery exhibitions and face to face programs were impacted during this quarter by Covid-19. During this period a strong focus was placed on on-line programs. These free programs were promoted through website and media.	
CC2.2a	Support Council initiated volunteer programs (Airport, Gallery etc)	Manager Community Facilities	Volunteer program suspended due to Covid-19. Although program was suspended, a focus on connection continued during this period. Thank you cards and appreciation video (presented by Mayor) distributed to all volunteers to celebrate National Volunteer Week.	

Code	Program Action	Responsible Position	Comments	On Target?
CC2.2b	Implement Companion Animals Management Plan	Manager Public and Environmental Health	<p>Implementing of the Plan ongoing through projects and daily work programs. Improvements to the Compton Drive off leash dog exercise area have been completed with additional fencing to increase safety and vegetation and gardening works.</p> <p>Popularity of this site has increased since the works have been completed.</p> <p>Next stage of works includes the installation of dog agility equipment and bench seats planned for next financial year.</p>	
CC2.3a	Support the Access Committee	Manager Strategic Planning	<p>Meetings of the Access Committee have been suspended due to COVID-19. Communication has been continuing among members via email.</p> <p>Development applications have been reviewed via email communication in this quarter.</p> <p>Members have been asked to review the Lennox Village Vision draft concept plan to provide feedback.</p>	
CC2.3b	Implement Equal Employment Opportunity Management Plan	Manager People and Culture	<p>Council have worked with a local community organisation Ballina4Refugees to create employment opportunities for people with refugee status that may wish to relocate from an Australian city to live and work in the Ballina Shire.</p> <p>Elsa Dixon ATSI school based trainees continue to progress toward completion of their traineeship.</p> <p>Council procedures have been reviewed to ensure barriers to equal employment opportunity are avoided.</p> <p>Council's Disability Employment Program remains compliant with NDIS standards.</p>	
CC2.3c	Implement Disability Employment Program	Manager People and Culture	<p>The number of participants in Council's Disability Employment Program remains stable and the program remains compliant with NDIS requirements.</p>	

Code	Program Action	Responsible Position	Comments	On Target?
CC2.3d	Implement Disability Inclusion Action Plan	Manager Strategic Planning	<p>Accessible design elements included in approved reconstruction of Alstonville swimming pool amenities block. Access audit tool kit has been completed and will be used to progressively audit council buildings and facilities.</p> <p>Design guide for improved disability access continues to be progressed.</p>	●
CC2.3e	Support Aboriginal employment (number and percentage of Aboriginal Employees)	Manager People and Culture	<p>As at 30 June, Council employed 12 staff who chose to identify as ATSI at the point of recruitment. This represents 3% of the total staff headcount.</p> <p>Council continues to support Elsa Dixon school based trainees through provision of an ATSI mentor and Trainee and Apprentice support officer.</p>	●
CC2.3f	Improve engagement with the Aboriginal Community	Manager Strategic Planning	<p>Meetings have been held on a number of occasions during this quarter with Jali LALC CEO and board members covering a number of discussion topics including National Bushfire Recovery Agency grant funding and Aboriginal cultural mapping.</p>	●




THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS







Code	Program Action	Responsible Position	Comments	On Target?
CC3.1a	Implement Ageing Strategy	Manager Strategic Planning	<p>River Street upgrade includes design elements to assist older residents to access the space.</p> <p>Ballina Indoor Sports Centre (BISC) was running activities for seniors prior to the closing of the centre due to COVID-19.</p> <p>Approved plan for Wollongbar District Park includes design elements to meet needs of older residents i.e. seating, connected pathways etc.</p>	●

Code	Program Action	Responsible Position	Comments	On Target?
CC3.1b	Evaluate actions to become a Dementia Friendly Community	Manager Strategic Planning	Documentation has been submitted to Dementia Australia to be recognised as a Dementia Friendly Community. A Dementia Australia representative has advised verbally that a response to the application is expected soon and the Ballina Dementia Alliance is now awaiting formal advice of this.	
CC3.2a	Enhance sporting field facilities	Manager Open Spaces	Ballina Heights drainage improvements have been scheduled to commence at the completion of this year's football season, following the recent receipt of Part V approval. Works have commenced on irrigation installation at Wollongbar Sports Fields. Skennars Head Sports Fields expansion almost complete.	
CC3.2b	Implement Playground Upgrade and Renewal Plan (PURP)	Manager Open Spaces	New playgrounds installations have been completed, with works completed at Shelly Beach, Commemoration Park and Megan Reserve. Shade structure at Ferngrove completed in addition to the installation of swing.	
CC3.3d	Ensure Ballina Indoor Sports Centre is well patronised	Manager Community Facilities	Facility operations continued to be impacted by COVID-19 and Public Health Order requirements during this quarter.	
CC3.3f	Implement Pedestrian Access and Mobility Plan (PAMP)	Manager Engineering Works	Two PAMP projects were completed for the quarter comprising Tamar Street / Moon Street roundabout improvements and Freeborn Place, Alstonville. The remaining PAMP project for 2019/20 was commenced (not completed) at Bugden Avenue, Alstonville and this sees the completion of the 2019/20 PAMP program.	
CC3.3g	Implement Pop Denison Master Plan	Manager Open Spaces	Part V application lodged for development assessment.	





A Prosperous Economy (PE)

WE ATTRACT NEW BUSINESS AND VISITORS








Code	Program Action	Responsible Position	Comments	On Target?
PE1.1a	Implement regional visitor services strategy	Manager Communications	Completed Action 13. Facebook is updated several times per week showcasing local experiences and destination imagery. A Northern Rivers Regional Digital Visitor Hub has been installed within the BP Travel Centre and is open to the public. A trial ambassador program was organised with induction manuals prepared. This trial is to commence on 1 July 2020. Staff attended two Accredited Visitor Information Centre network meetings via Zoom.	
PE1.1b	Participate in and leverage opportunities to market the Ballina Coast and Hinterland	Manager Communications	Our Volunteer Tourism Ambassadors were involved with inaugural Qantaslink flight into Ballina and inaugural FlyPelican Canberra service. Packs prepared and provided to arriving passengers. Staff assisted local conference organiser with a conference pitch to Economic Development Australia. DFAT gift bags list provided to local artisan suppliers to enable supply items for gift bags. Tree Trunk Digital offered to prepare videos as a result of delay to Pitt Street video placement with two videos completed. Updated all material possible with the discoverballina.com.au URL. Printed and distributed second edition of Northern Rivers Motorcycle Guide. Created an accessible tourism page on the destination website.	
PE1.1c	Implement Destination Management Plan	Manager Communications	Weekly updates made by staff on social media sites to promote experiences. VIC staff provided regular updates to industry via weekly newsletter. The 2021 -2030 Destination Management Plan prepared and to be reported to Council in July 2020.	





Code	Program Action	Responsible Position	Comments	On Target?
PE1.1e	Improve Promotional and Interpretative Signage	Manager Communications	Wardell Highway Signage community consultation on image selection is now finalised. Kerry Saxby Walkway signage design is finalised, this will be installed and launched in August 2020. Trialing pavement stickers for Road Safety Programs and for public order requirements relating to COVID-19 practices.	
PE1.2a	Progress Lennox Head Town Centre Village Renewal	Manager Strategic Planning	Council endorsed for exhibition a draft concept design for the village centre renewal. The draft concept plan is on exhibition from 12 June until 10 July 2020. A post exhibition report is scheduled for Council's August 2020 Ordinary meeting.	
PE1.2b	Implement Ballina Town Centre enhancement program	Manager Engineering Works	The Ballina Town Centre enhancement program comprises the upgrade of River Street between Moon Street and Grant Street. The project commenced in late May 2019 and achieved practical completion in December 2019. The completion of the electrical installation and power crossover which included an Essential Energy shutdown was completed in March 2020.	
PE1.2c	Examine planning options to expedite the delivery of commercial and retail shops in the Ballina Heights Estate	Manager Strategic Planning	The owner of the Ballina Heights Estate existing commercial zoned land is pursuing construction of the commercial centre. Pre-lodgement meetings have been held between the proponent and development assessment staff, as a precursor to the lodgement of a fresh development application for the commercial centre.	
PE1.3b	Implement economic development strategy	Manager Strategic Planning	Rural Farm Gate Retail LEP amendment published and took effect on 1 May 2020.	
PE1.3c	Promote Ballina Marina (Trawler Harbour) Master Plan	Manager Strategic Planning	No meetings with State agency and industry representatives have occurred in quarter three. Correspondence to relevant Ministers reinforcing Council's interest in the project has been issued.	

MY BUSINESS CAN GROW AND DIVERSIFY

Code	Program Action	Responsible Position	Comments	On Target?
PE2.1a	Prepare information to assist small business engage with Council	Manager Strategic Planning	Initial investigations have shown that the online business events portal will not be able to easily integrate with Council's new website platform. The idea will be raised with Regional Development Australia to pursue as a regional online business events portal.	
PE2.1b	Support Small Business Friendly Council Program	Manager Communications	The Ballina Business Connect campaign continued through April and May 2020, with 120 registered businesses as part of the program.	
PE2.2a	Implement Ballina Byron Gateway Airport upgrades	Manager Commercial Services	Consultation with stakeholders completed re revised carpark design. Minor changes now being made to enable feasibility to proceed.	
PE2.3a	Determine operational future of Council quarries and Airport Sandpit	Manager Support Operations	Quarries - Consultancy brief being prepared to look at the feasible rehabilitation opportunities possible at Tuckombil and Stokers Quarry. Works to be awarded during the next quarter. The outcome this engagement will allow for sufficient information to be presented in a report to Council that details the various options for consideration with it comes the future of the quarries. Sandpit - The past quarter has involved liaising with the key stakeholders on the future Southern Cross Industrial land development. As this is the proposed site for the use of the Sandpit fill material, this is critical step to allow for the development consent modification application to be prepared and submitted.	





IMPROVE LIVEABILITY IN THE SHIRE

Code	Program Action	Responsible Position	Comments	On Target?
PE3.1b	Progress construction of Airport Boulevard and associated developments	Manager Commercial Services	Part V Amendment to planning approval granted. EOI called for civil contractors to complete the project. Proponents will now be invited to submit prices.	
PE3.1c	Adopt forward concept plan for northern precinct of the Southern Cross Industrial Estate	Manager Commercial Services	Rezoning and planning for the balance of the Southern Cross Expansion Precinct awaiting outcome of hydraulic/flood study being undertaken by BMT to determine amount of land availability for rezoning / development. Environmental ecological assessment to be peer reviewed as next part of process.	
PE3.1d	Progress availability of land at the Southern Cross Industrial Estate	Manager Commercial Services	Development application being finalised for lodging in August 2020.	
PE3.2a	Prepare shire residential land and housing report	Manager Strategic Planning	Population and housing report completed and published.	
PE3.2b	Release land at Council's Wollongbar Residential Land Holding	Manager Commercial Services	Council has resolved to proceed with this project. Tender documents calling civil contractors being prepared for issuing in July.	
PE3.2c	Monitor infrastructure to support the identified growth areas at Lennox Head, Skennars Head, Wollongbar and Cumbalum	Manager Strategic Planning	Construction of Skennars Head Sportsfields, Sharpes Beach roundabout and Hutley Drive North completed within this quarter.	
PE3.2d	Facilitate local affordable housing planning and policy framework	Manager Strategic Planning	Finalisation of MoU between North Coast Community Housing and Council for presentation to the Executive Team nearing completion. Review of other NSW council's affordable housing policy provisions continues and will inform the Housing Strategy discussion paper.	







Code	Program Action	Responsible Position	Comments	On Target?
PE3.3a	Progress delivery of Hutley Drive - northern section	Manager Infrastructure Planning	Road construction completed and road open for public use. The land subdivision to create road reserve is in progress and is to be finalised in Q1 2020-21.	
PE3.3b	Progress delivery of Hutley Drive - southern section	Manager Infrastructure Planning	Following community consultation on the 2020/21 Delivery Program and Operational Plan, Council's adopted 2020/21 budget now includes an allocation of funds to complete the next set of work for the pre-construction activities for this project.	
PE3.3c	Progress delivery of Angels Beach Drive/Bangalow Road roundabout lane extensions and additional lane for Bangalow Road	Manager Infrastructure Planning	The project is progressing with the final design nearing completion. The land survey to create a new road reserve over Crown land is in progress. Discussions with Ballina Central have been difficult to initiate, but recent contact confirms a local planning firm has been engaged to review our request for land acquisition.	
PE3.3d	Progress dual laning of River Street and Tamarind Drive	Manager Infrastructure Planning	The concept designs have been finalised and an external Road Safety Audit has been completed on the design. Transport for NSW has provided concurrence for Stage 2 (Barlows Road to Burns Point Ferry Road) and their road safety design reports have generated discussions regarding the possible provision of an on-road cycleway.	




A Healthy Environment (HE)

WE UNDERSTAND THE ENVIRONMENT



Code	Program Action	Responsible Position	Comments	On Target?
HE1.1a	Implement Ballina Coastline Management Plan and ensure Plan remains contemporary	Manager Engineering Works	An action item under the CMP comprises erosion protection at a vulnerable location at Boulders Beach. A concept plan for revetment work has been developed and a grant application under the DPIE Coastal and Estuary Grants Program was successful. The revetment work will be coordinated with the Coastal Walk project and undertaken during October 2020.	
HE1.1b	Implement Floodplain Management Plans	Manager Engineering Works	An action item under the Ballina Floodplain Risk Management Plan comprises a further detailed overland flow and flood study across Ballina Island and West Ballina. A consultant was appointed in early 2019 and in late 2019 two Councillor briefing sessions were held to present project history plus an introduction to the new project. Finalisation of survey data (by external survey team) has delayed the consultant's progress and update briefings are now proposed for the next quarter.	
HE1.1c	Ensure Environmental Action Plan remains contemporary	Manager Strategic Planning	Review of Environmental Action Plan (EAP) to be included in review of Climate Action Strategy (CAS). Outcome of review and consultation with Councillors and Staff will determine if the EAP is to remain separate from the CAS or included in new CAS. Options for Council's response to climate change continue to be prepared. Councillor briefing to present these options, is scheduled for August.	
HE1.1d	Ensure Climate Action Strategy remains contemporary	Manager Strategic Planning	Options for Council's response to climate change continue to be prepared. Councillor briefing, to present these options, is scheduled for August.	


Code	Program Action	Responsible Position	Comments	On Target?
HE1.2a	Implement Richmond River Coastal Management Plan	Manager Public and Environmental Health	<p>Rous County Council recently held a CZMP Implementation Committee Meeting to finalise the brief for Stage 1 of CMP development.</p> <p>Council's contribution to initial stages paid for from Healthy Waterways 19/20 budget allocation.</p>	●
HE1.2b	Implement Shaws Bay Coastal Management Plan	Manager Public and Environmental Health	<p>Tender now closed for dredging and foreshore improvement works and is to be reported to the July Ordinary Council Meeting. Anticipated start date is early August 2020.</p> <p>Design works for new shelters and reserve improvements finalised.</p>	●
HE1.2c	Implement Lake Ainsworth Coastal Management Plan	Manager Public and Environmental Health	<p>The Lake Ainsworth Coastal Management Program has been completed and adopted by Council at its March 2020 meeting.</p> <p>Despite initial approval by local representatives from the Department of Planning, Industry and Environment the report has also been sent to the regional office for review.</p> <p>Comments are yet to be received in relation to that review. Depending on the outcomes of that review, amendments may need to be made prior to submission of the document to the Minister for approval.</p> <p>Despite this alternative grant funding is being applied for as it is identified to support action implementation.</p>	●
HE1.2d	Implement North Creek Coastal Management Plan	Manager Public and Environmental Health	<p>Scoping Study completed and was report to Ordinary Council Meeting on 25 June 2020. Quotations now in preparation for Stage 2 of North Creek CMP Water Quality Monitoring and Hydrological / Hydrodynamic Modelling.</p> <p>New grant applications being prepared for works as per Council recommendations.</p> <p>Stage 2 of North Creek CMP to commence now.</p>	●



Code	Program Action	Responsible Position	Comments	On Target?
HE1.2e	Implement Urban Stormwater Management Plan	Manager Engineering Works	<p>Council has been awarded a grant under the Increasing Resilience to Climate Change program for a flood gate pilot project for Ballina CBD. This will commence during late 2020.</p> <p>Other activities have included an ongoing condition assessment and review process for the renewal program to ensure current priorities are appropriate. With this review the renewal program is being assessed for preparation of a tender for targeting relining projects for the next two years.</p> <p>This tender has commenced with Expression of Interest being completed and Tender documents being prepared for selected tenderers.</p>	
HE1.3a	Implement a proactive street tree planting program	Manager Open Spaces	Program completed for 2019/20 year	
HE1.3b	Maintain contemporary vegetation management plans	Manager Open Spaces	<p>Existing plans remain current, with consolidation continuing of existing plans.</p> <p>REF for the Lennox Head VMP currently being assessed.</p>	
HE1.3c	Implement a proactive fig tree management program	Manager Open Spaces	<p>Richmond Street fig tree mitigation works scheduled to be undertaken in July to coincide with required civil infrastructure works.</p> <p>Higher costs exceeding allocated budget associated with with the increased number of fig trees requiring management intervention.</p>	
HE1.3d	Implement Wardell Strategic Plan Street Tree Plan	Manager Open Spaces	Draft Plan has been developed and awaiting exhibition. Following exhibition planting to occur with funds allocated for implementation in the 2020/21 budget.	
HE1.3e	Implement management plans for Killen and Tosha Falls	Manager Open Spaces	Works completed for 2019/20 program	



Code	Program Action	Responsible Position	Comments	On Target?
HE1.3f	Implement management plan for Ocean Breeze Reserve	Manager Open Spaces	Works were put on hold until the completion of Hutley Drive civil works. Project to recommence in 2020/21 financial year.	
HE1.3g	Prepare management plan for Kingsford Smith Reserve	Manager Strategic Planning	Initial project planning has commenced. The Sport and Recreation Facilities Plan adopted by Council in March 2020 will be taken into consideration in the preparation of this management plan.	
HE1.3h	Prepare management plan for Cawarra Park	Manager Strategic Planning	Initial discussions with a number of stakeholders and preliminary project planning has commenced. The Sport and Recreation Facilities Plan adopted by Council in March 2020 will be taken into consideration in the preparation of this management plan.	

WE USE OUR RESOURCES WISELY




Code	Program Action	Responsible Position	Comments	On Target?
HE2.1a	Improve collection and management of water and wastewater information	Manager Water and Wastewater	The telemetry network upgrade is complete, and operation of the network has been stabilised, with optimisation work ongoing. A calibrated hydraulic model for Council's water, wastewater and recycled water networks has been completed, and will provide a valuable planning tool for future work, as well as operational tool for improving the operation of our networks.	
HE2.1b	Increase the provision of recycled water to dual Reticulated Properties	Manager Water and Wastewater	There were 165 new connections to the dual reticulation network in the reporting quarter. Over the reporting year, there were 221 new connections to Council's dual reticulation network. At the end of the reporting year, the network supplies 1,869 residential properties, as well as 81 commercial properties and twelve urban open spaces.	

Code	Program Action	Responsible Position	Comments	On Target?
HE2.2a	Implement revised waste strategy that reflects current legislation and waste management practices	Manager Resource Recovery	<p>Staff continue to participate in the steering committee for the regional Waste Investment Project being led by Richmond Valley Council.</p> <p>Project consultants have completed stage 1 of the report compiling the initial baseline waste stocktake review.</p> <p>This has informed the subsequent project stage involving an options analysis for effective waste management options for the waste generated in the mid north and northern rivers local government areas.</p> <p>A draft report on stage 2 has been completed by the consultants and is currently under review by Staff.</p> <p>The contract for the transport and disposal of the Shires waste and recyclable materials was awarded at the June Council meeting providing short to medium term strategic direction for the transport and disposal of waste and recyclable material generated in the shire.</p> <p>Council resolved to call for expressions of interest from suitably qualified operators to licence a portion of land at the Waste Management Facility to operate a Specialised Resource Recovery Facility.</p> <p>This project provides a potential commercial opportunity to Council whilst also providing a local and regional solution for recycling a range of construction and demolition waste materials.</p> <p>Staff have responded to COVID-19 related lockdown and social distancing impacts through a campaign utilising increased use of online and social media platforms for the delivery of waste education and messaging.</p>	






Code	Program Action	Responsible Position	Comments	On Target?
HE2.2b	Provide an effective and efficient waste management operation	Manager Resource Recovery	<p>Staff have maintained the effective operation of the Waste Management Centre despite record numbers of customers using the facility as a result of COVID-19. The lockdown measures led to the community generating an increased volume of waste from household clean-ups. There was also an influx of out-of-shire customers due to closures/restricted operations being imposed by other facilities in the region.</p> <p>An internally commissioned review of the organisation's waste management services was conducted by Grant Thornton Consultants. A draft report has been completed and is being reviewed by Staff. Final results will be presented to Council's Audit Risk and Improvement Committee.</p>	
HE2.2c	Implement water loss reduction program	Manager Water and Wastewater	<p>The commissioning of the pressure management zones has been the main project of the water loss reduction program in the reporting year. The zones not only offer water saving through pressure reduction, they also provide improved monitoring of flows within our network, enabling a more timely response to identified changes.</p> <p>The zones are now all operating, with the exception of the Shaws Bay zone which requires some valve reconfiguration.</p> <p>The next stage of this project will be to formally assess current water savings achieved, and document opportunities for ongoing improvement.</p> <p>Work has commenced on a program of water main and valve renewals in Alstonville, which will result in approximately 1,700m of aging water main being replaced in the next quarter.</p> <p>It is reasonable to anticipate that water losses in the Alstonville will be reduced as a result.</p>	

Code	Program Action	Responsible Position	Comments	On Target?
HE2.2d	Reduce the volume of unaccounted water	Manager Water and Wastewater	The unaccounted water percentage for the reporting quarter was 16.4%, an increase from the previous quarter result of 15.2%. The unaccounted water percentage was 15.4% at the start of the reporting year, and reached a high of 16.9% and a low of 15.2% over the year, and finished the year 16.4%. Water loss reduction program activities have continued over this time.	
HE2.3a	Implement technologies to generate efficiencies	Manager Communications	The Community Portal now has over 600 registered users since its launch in November 2019. This has significantly improved customer service for our community.	

OUR BUILT ENVIRONMENT BLENDS WITH THE NATURAL ENVIRONMENT

Code	Program Action	Responsible Position	Comments	On Target?
HE3.1a	Implement Ballina Major Regional Centre Strategy	Manager Strategic Planning	Detailed engineering design for River Street lane duplication upgrade (West Ballina) progressing. Grant application lodged in June for state funded Streets as Shared Spaces program. The application proposes construction (and subsequent temporary installation in CBD of Ballina and Lennox Head) of a modular mobile parklet prototype which is a type of pop-up infrastructure that temporarily converts a car parking space to people space in order to activate that part of the street in which it is located.	
HE3.1b	Implement Place Based Strategic Plans	Manager Strategic Planning	Wardell Attached Dual Occupancy planning proposal exhibited. Planning proposal preparation to rezone certain R2 Low Density Residential Areas to R3 Medium Density in Alstonville has commenced.	
HE3.1c	Review planning framework for Wollongbar	Manager Strategic Planning	Wollongbar Strategic Plan was adopted at the June 2019 Ordinary meeting.	







Code	Program Action	Responsible Position	Comments	On Target?
HE3.1f	Review environmental protection zone framework	Manager Strategic Planning	Additional mapping data was received in Q4. A meeting to clarify adequacy and utility of the information with the contractor engaged to provide the data has been scheduled for July 2020.	●
HE3.1h	Review Development Control Plan (DCP)	Manager Strategic Planning	A second set of draft DCP amendments for the 2019/20 year were reported to Council's May Ordinary meeting where they were endorsed for exhibition. The draft DCP amendments are on exhibition until 24 July 2020.	●
HE3.1i	Review Local Growth Management Strategy	Manager Strategic Planning	Housing strategy discussion paper in progress which will inform the Local Growth Management Strategy.	●
HE3.1k	Manage LEP amendment requests	Manager Strategic Planning	As at 30 June 2020 there were nine LEP amendments underway.	●
HE3.1l	Ensure Generic Plan of Management for Community Land remains contemporary	Manager Strategic Planning	Drafting of a revised Community Land Plan of Management (PoM) has commenced. An audit of all land classified as Community Land owned or managed by Council is currently being undertaken.	●
HE3.1m	Prepare Plans of Management for Crown Land	Manager Strategic Planning	Drafting of a revised Community Land Plan of Management (PoM) has commenced. The PoM will include all Crown Land managed by Council, and classified as Community Land.	●
HE3.1n	Ensure site specific Master Plans and Plans of Management remain contemporary	Manager Strategic Planning	Existing Master Plans and Plans of Management have been included in the framework for the revised Community Land Plan of Management (PoM). Drafting of the PoM has commenced.	●
HE3.1o	Implement Crown Land Management Act reforms	Manager Open Spaces	Continue to work with Department of Primary Industry - Lands regarding management pathway and reform implementation. Briefing held with Council 17 June to provide update.	●

Code	Program Action	Responsible Position	Comments	On Target?
HE3.1p	Review Mosquito DCP and Prevention Measures	Manager Public and Environmental Health	Feedback from Councils review team has been incorporated into modified part of DCP. The modified version to be sent back to consultant to provide further comment. Completion is planned early in 2020/21.	
HE3.1q	Implement Illegal Dumping Strategy	Manager Public and Environmental Health	The Illegal Dumping strategy is progressing in draft form. Several other strategies have been reviewed and used to develop Ballinas draft document. The document needs to be further developed for internal consultation and then will be reported to Council to be placed on exhibition for public comments.	
HE3.1r	Implement Cigarette Butt Littering Education Campaign	Manager Public and Environmental Health	To be incorporated into Illegal Dumping Strategy.	
HE3.2c	Implement Emigrant Creek Bank Stabilisation Project	Manager Public and Environmental Health	Work is progressing well with significant removal/treatment of camphor laurels, coral trees and other weeds. Some planting of endemic flora has occurred with much more to be undertaken once the weather warms up and the large weed trees have fallen. Some fauna boxes and holes have been installed and bank stabilisation works are due to occur this year also.	
HE3.2e	Implement trade waste management program	Manager Water and Wastewater	There are currently 411 active trade waste businesses known to Council, an increase from 408 in the last reporting quarter. There are 286 trade waste businesses now operating with a valid approval. Of the remaining businesses, 59 are operating with an expired approval and 66 businesses are operating with no trade waste approval. During the reporting quarter, fifteen new approvals were issued, ten inspections undertaken, and ten letters sent requesting an application be submitted. The total number of trade waste customers operating with a valid approval has increased from 194 in July 2019 to 286 at the end of June 2020. This number represents 70% of the known active trade waste businesses in the shire.	

Code	Program Action	Responsible Position	Comments	On Target?
HE3.2g	Implement Ballina Shire Koala Management Strategy	Manager Strategic Planning	<p>Koala Toolbox for Roadwork Activities program requires edits and updates to Council's internal e-forms and reporting system. This is being investigated by the Business Systems Support team.</p> <p>National Bush Fire Recovery Agency has endorsed program for funding. Spending approach for the \$200k allocated to Koala Management and Biodiversity Conservation is being refined with key stakeholders of the land affected by recent bushfires within the shire.</p>	●
HE3.2h	Prepare a biodiversity strategy for the Shire	Manager Strategic Planning	A project plan for the Biodiversity Strategy has been prepared and the framework for the strategy is currently being refined. An article to inform the community about the preparation of the Biodiversity Strategy is featured in the July issue of Community Connect.	●
HE3.2i	Implement Alstonville and East Ballina Cemeteries Master Plans	Manager Open Spaces	New signage at East Ballina Cemetery ordered, including updated maps and location references. Audit completed on cemetery operations to input into Alstonville Cemetery masterplan review.	●
HE3.2k	Investigate steam spraying for weed control to minimise environmental impacts	Manager Open Spaces	Reported to October 2019 Council meeting	●
HE3.3a	Maintain contemporary Developer Contribution Plans for Water and Wastewater Services	Manager Water and Wastewater	A large body of work has been undertaken this year to construct hydraulic models of council's water, wastewater and recycled water networks.	●
HE3.3b	Maintain contemporary Developer Contribution Plan for Car Parking	Manager Infrastructure Planning	Project completed.	●
HE3.3d	Maintain contemporary Developer Contribution Plan for Heavy Haulage Plans	Manager Infrastructure Planning	Plans reviewed and updated.	●






Engaged Leadership (EL)








OUR COUNCIL WORKS WITH THE COMMUNITY

Code	Program Action	Responsible Position	Comments	On Target?
EL1.1a	Ensure Council policies reflect contemporary community standards (review 100% of policies of each term)	Manager Communications	All policies reviewed within the four year term with exceptions being Liquid Trade Waste and Voluntary Planning Agreements as these are subject to legislative changes. Policies reviewed in the quarter include: 4WD Beach Access, Cemetery Management, Community Property Leasing and Licensing, Asbestos Management, Markets on Public Land, Public Art, Events on Public Land, and Naming of Roads, Bridges and Places.	
EL1.1b	Ensure land classifications reflect community standards	Manager Strategic Planning	Land classification for 6 Riberry Grove, Wollongbar completed by Council at the May 2020 Ordinary meeting.	
EL1.2a	Implement consultation methods that increase community awareness and involvement in our activities	Manager Communications	Consulted with the community on: Delivery Program and Operational Plan, Destination Management Plan, River Street duplication project, Business Connect program.	
EL1.2b	Prepare a Community Participation Plan in relation to land use planning functions of Council	Manager Strategic Planning	The Community Participation Plan was adopted at Council's November 2019 meeting and took effect on 1 December 2019.	
EL1.2c	Develop business plans for Community Facilities	Manager Community Facilities	First draft business plans for Baling Indoor Sports Centre and Lennox Head Cultural and Community Centre completed.	
EL1.3a	Approach State and Federal Governments on local issues	Manager Communications	Tamara Smith, Member for Ballina, Hon Matthew Kean MP, Minister for Energy and Environment, Hon Shelley Hancock MP, Minister for Local Government, Hon Dominic Perrottet MP, NSW Treasurer, Hon Gladys Berejiklian MP, Premier, Jodi McKay MP, Opposition Leader, Kate Washington MP, Shadow Minister for Environment and Heritage, Greg Warren MP, Shadow Minister for Local Government Save our Recycling Campaign	




Code	Program Action	Responsible Position	Comments	On Target?
			<p>Tamara Smith and Ben Franklin, Hon Michael McCormack, Deputy Prime Minister - seeking representations to have Sydney-Ballina flights during Covid-19 restricted travel period</p> <p>Tamara Smith, Ben Franklin, Justine Elliot Cumbalum Interchange need for both north and south facing ramps</p> <p>Andrew Constance MP, State Minister for Transport and Roads Cumbalum Interchange need for both north and south facing ramps</p> <p>Hon Michael McCormack, Deputy Prime Minister - Cumbalum Interchange north and south facing ramps</p> <p>Tamara Smith, Ben Franklin, Justine Elliot, Andrew Constance MP, State Minister for Transport & Roads, Hon Michael McCormack, Deputy Prime Minister Ross Lane flooding - possible funding</p> <p>Justine Elliot's office - follow up on Land Transport Infrastructure Boost projects</p> <p>Justine Elliot, Kevin Hogan, Tamara Smith, Ben Franklin Covid-19 and support for Local Government</p> <p>Prime Minister, Federal Treasurer, NSW Premier, NSW Treasurer - Covid-19 and support for Local Government</p> <p>Minister for Local Government Covid-19 and support for Local Government</p> <p>Adam Marshall, Minister for Agricultural future of NSW Shark Management Strategy</p> <p>Ben Franklin future of NSW Shark Management Strategy</p>	

COUNCILS FINANCES AND ASSETS ARE WELL MANAGED

Code	Program Action	Responsible Position	Comments	On Target?
EL2.1a	Deliver effective and efficient procurement	Director Corporate and Community	Full implementation of education / support new procurement procedure and AP Workflow completed. Procurement training delivered to all relevant staff by Coordinator Procurement.	
EL2.1b	Monitor and update the Annual Procurement Plan	Director Corporate and Community	Draft plan prepared 2020/21. Review being undertaken to identify opportunities to automate the preparation and monitoring of this plan through existing systems.	
EL2.1f	Enhance online employee services	Manager People and Culture	Online incident accident and hazard reporting platform continues to be refined. The development of eForms in the field for WHS have delivered significant efficiencies.	
EL2.1g	Pursue compliance with the Fit for the Future Program	Manager Financial Services	Council generated an operating surplus for 2018/19 and for 2019/20 a small consolidated operating surplus (inclusive of General, Water and Wastewater) is still forecast despite the COVID-19 pandemic. The General Fund is forecast to have an operating deficit for 2019/20 and for the next two years before returning to an operating surplus in 2022/23.	
EL2.2a	Implement technology solutions that generate productivity gains	Manager Information Services	Work commenced on a solution to enable large-scale remote access for staff to 'work anywhere, anytime'. Council has experienced productivity gains in recent months through enabling large numbers of staff to work remotely where feasible. Current remote working arrangements will remain in place for some time so it is important to ensure that a robust and scalable platform to facilitate remote work on an ongoing basis is available. Council eforms platform has now been determined and works have commenced migrating from the old platform, as well as developing connectivity to various Council systems. Commenced the introduction of Microsoft 365 into Council's IT environment. Microsoft 365 readiness health check has been completed. Next stage is the development of a Microsoft 365 Implementation Roadmap and putting in place a governance framework - estimate completion in December 2020.	

Code	Program Action	Responsible Position	Comments	On Target?
EL2.2b	Enhance our core integrating platforms to improve customer service and efficiencies	Manager Information Services	Upgraded core server platforms to improve performance. Commenced upgrade of Council's electronic document management system - go live in August 2020.	
EL2.2c	Enhance our online services provided to external customers	Manager Information Services	Further enhancements made to Council website to enhance usability. Work continues on the development of a comprehensive forms platform to replace paper-based forms with eforms, and integrate same with Council's internal systems. This platform is currently being developed for internal use but will ultimately be extending to Council's customer-facing website.	
EL2.2d	Maintain a contemporary network infrastructure	Manager Information Services	Completed a major server and workstation refresh for core platforms, as well as upgraded network connectivity to ten sites. Flat Rock Tent Park will also be brought onto Council's network to facilitate improved services at the Park.	
EL2.2e	Ensure Asset Management Policy, Strategy and Plans remain contemporary	Manager Infrastructure Planning	The Road and Stormwater revaluation project has been the primary focus for the asset engineer during the reporting period.	
EL2.2f	Implement Fleet Replacement Plan	Director Corporate and Community	85% of plant identified for replacement in 2019/20 delivered. Remaining 15% commenced and will be finalised early in 2020/21. Plan for 2020/21 developed.	
EL2.3b	Risk management practices align with insurer and legislative requirements	Director Corporate and Community	Risk Management action plan developed and monitored by Internal Risk Management Group. Monitoring of progress tracked through PULSE.	
EL2.3c	Implementation organisation wide Risk Management Framework	Director Corporate and Community	Review of BCP's, strategic and operational risks in alignment with risk management framework (which were identified as priority for 2019/20) completed. Action plan for 2020/21 priorities developed and will be reported on through quarterly review process.	

WE ARE ALL VALUED CITIZENS

Code	Program Action	Responsible Position	Comments	On Target?
EL3.2a	Implement strategies to expand staff skills and plan for the needs of the future workforce	Manager People and Culture	Staff learning and development needs identified through strategic workforce planning and performance appraisal process have been met through implementation of the Corporate Training Plan. Technology enabled the successful delivery of most training within social distancing limitations. Job rotations have enhanced skills and capability in field staff with positive outcomes.	
EL3.3f	Deliver maintenance intervention actions as per response targets	Manager Engineering Works	3,775 pothole defects were repaired for the quarter, which is a 30% increase on the long term average of approximately 2,900 potholes per quarter. The ongoing wet weather during the quarter has contributed to the increased demands although not as significant as the third quarter. Only eight Category 2 potholes were recorded and they were accomplished within the seven day response time. All Category 1 potholes were repaired within the 21 day response time.	
EL3.3g	Deliver annual unsealed rural road maintenance program	Manager Engineering Works	Unsealed rural road maintenance resulted in grading of 29,200 m2 (6%) of our gravel road pavements. This is well below our quartile target of 25% per period. The lower production this period was due to the ongoing contribution by the maintenance team towards preparation for the dust sealing of selected gravel roads. These roads are all within the Emigrant Creek catchment and are part of the Marine Estate Management Strategy grant. The works under this grant program represent significant additional works hence the impact to our routine program, where the outcome will be a reduction in unsealed rural roads. The reduced amount of coverage this year has resulted in targeted maintenance actions.	

ballina





shire council

**Delivery Program / Operational Plan
Service Delivery Indicators**





as at 30 June 2020

Corporate and Community Division

Commercial Services (Airport)

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Number of passengers for Airport (#)	469,300	503,000	528,800	533,000	≥ 530,000	405,942		Airlines scaled back flights from mid-March 2020 culminating in Jetstar, Virgin and Rex withdrawing all services by the final week of March 2020 with Fly Pelican cutting back to two services per week. From June, some services returned with the inaugural Qantaslink flight, the introduction of a Canberra service, and Virgin Australia's planned return in July.
Operating revenue for Airport (\$)	\$5,112,000	\$5,494,000	\$6,402,000	\$6,552,000	≥ \$7,100,000	\$5,497,000		Target was revised to \$5,490,000 due to financial impacts of COVID-19. Income is in line with revised budget.
Operating surplus is greater than 28% of revenue (%)	27%	27%	38%	36%	≥ 28%	24%		Surplus revised downwards due to COVID-19
Financial management of capital programs (within 20% of budget)	N/A	N/A	N/A	66%	≥ 80% ≤ 120%	88%		

Commercial Services (Property)




Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Operating revenue for Tent Park (\$)	\$421,000	\$414,900	\$418,000	\$475,000	\$450,000	\$348,000		Park was closed from 24 March to 1 July.
Operating surplus Tent Park (% of revenue)	\$170,400	\$38	\$165,000	42.00%	≥ 30%	21%		
Vacancy rate for Council owned commercial properties (buildings) (% by number)	0%	3.70%	0%	0.00%	≤ 10%	2%		Vacancy exists in the Crown owned commercial tenancies, being Alstonville Hall.
Revenue generated from commercial property (\$)	\$2,060,000	\$2,197,000	\$2,215,000	\$2,243,000	≥ \$2,100,000	\$2,113,000		







Governance

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Average CO2 rating (light fleet grams per km) (#)	0.00	211	206	197	≥ 220	194		
Operating surplus from fleet and plant operations (excluding depreciation) (\$ pa)	\$1,647,000	\$1,540,000	\$1,101,100	\$1,041,000	\$1,250,000	\$1,628,000		










Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Value of store stock control bin errors (\$)	\$741	\$32	\$431	\$418	≤ \$500	\$8,179		Findings from December 2019 and June 2020 stocktake audits identified deficiencies in stock issuance records impacted by a number of large stock items located in depot grounds (outside of secure store) where the issue is not being recorded. A review of store processes currently being undertaken.
Number of insurance claims (#)	28	31	15	29	≤ 30	18		





Communications



Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Enquiries to Visitor Information Centre (#)	58,509	53,387	44,757	42,752	≥ 45,000	31,973		Visitor Information Centre was closed for most of the quarter due to COVID-19 public order requirements..
Number of visits to tourism website (#)	57,903	54,691	61,952	80,401	≥ 70,000	80,369		
Proportion of satisfied visitors to Ballina Visitor Information Centre (%)	99%	100%	100%	99%	≥ 95%	98%		

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Comply with customer service standards for management of complaints within 15 days (%)	85%	73%	80%	82%	≥ 80%	79%		The total compliance rate for the year is just off target. Communications section reviewing complaints process in 2020/21.
Number of external visits to Council website (#)	215,951	268,066	250,287	264,762	≥ 250,000	390,954		
Number of grant applications submitted (total Council) (#)	15	27	33	29	≥ 25	27		
Percentage of customer requests dealt with effectively and promptly (% within allocated timeframe)	89%	89.%	92%	93%	≥ 85%	93%		
Revenue generated from Visitor Services (\$)	\$54,600	\$44,300	\$54,859	\$41,000	≥ \$50,000	\$38,000		The Visitor Centre was forced to close from March to June due to COVID-19 public order requirements.
Revenue raised from marketing (\$)	\$90,000	\$20,000	\$171,000	\$110,000	≥ \$15,000	\$122,000		


Community Facilities

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Bookings for the Richmond Room (# pa)	199	277	376	333	≥ 380	145		Bookings affected by COVID-19 forced closure.
Number of bookings for the Ballina Surf Club (#)	399	385	406	414	≥ 400	364		Bookings affected by COVID-19 forced closure.
Number of bookings for the Kentwell Centre (#)	1,063	986	1,073	1,026	≥ 1,000	772		Bookings affected by COVID-19 closure.
Number of bookings for the Lennox Community Centre (#)	4,506	4,689	2,694	3,047	≥ 1,500	1,155		Bookings affect by COVID-19 forced closure.
Number of swimming pool patrons (#)	158,764	164,750	0	253,000	≥ 250,000	232,790		Figures down due to COVID-19 forced closure.
Number of visits to Community Gallery (#)	19,801	23,346	24,951	27,615	≥ 28,000	15,411		Visitation impacted by COVID-19 forced closure.
Number of visits to Gallery website (#)	N/A	14,933	21,206	23,927	≥ 30,000	24,865		There has been a continual increase in visits to the Gallery website over the past three years. It is anticipated that the predicted target of 30,000 will be able to be reached in 2020/21.
Total library loans per annum (#)	392,952	409,085	369,571	337,809	≥ 370,000	254,249		There has been a steep decrease in library loans due to the COVID-19 forced closure.
Total library membership for Ballina Shire (excluding inactive for three years) (#)	22,604	21,130	20,212	19,310	≥ 19,000	19,101		






Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Total library PC usage per annum (#)	25,366	26,309	24,781	24,074	≥ 24,000	16,127		PC usage impacted by COVID-19 forced shutdown of the library.
Total library wireless usage per annum (#)	20,098	27,933	26,919	21,614	≥ 24,000	12,198		Library wireless usage affected by COVID-19 forced shutdown of the library.
Net operating deficit for Community Facilities (excluding depreciation) (\$ pa)	\$325,800	\$389,007	(\$436,200)	(\$514,200)	≤ (\$840,000)	(\$869,000)		COVID-19 had a significant impact on community facilities income.
Net operating deficit for Gallery (excluding depreciation) (\$)	\$166,000	\$193,000	(\$150,100)	(\$290,000)	≤ (\$260,000)	(\$262,000)		During the closure a range of Creative Programs were developed and delivered online to support the Creative Life of the community including: Abstract Photography for Young People - 4-wk course with Natalie Grono as part of LOUD youth week, Abstract Painting 6-part online course, Weekly Free Bright Sparks Creative Activities for homeschooling families and fortnightly Boldsparks Creative Activities for Aged Care providers to share with residents onsite. The gallery developed a social media campaign Ap[art] using facebook and Instagram to collectively celebrate the art that the community was making whilst physically apart.

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Net operating deficit for swimming pools (excluding depreciation) (\$)	\$282,700	\$284,000	(\$433,000)	(\$78,400)	≤ (\$300,000)	\$(260,000)		Prior to Covid-19 the pools were achieving excellent results.
Financial management of capital programs (within 20% of budget)					≥ 80% ≤ 120%	74%		Capital expenditure on large projects included the completion of the Ballina Indoor Sports Centre, commencement of the Lennox Head Cultural and Community Centre enhancements, a number of painting programs have been completed and ground work and plant room improvements at the Alstonville Aquatic Centre. Some of these large works carry over to 2020/21 for completion.


Information Services

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Efficiently attend to employee requests for assisting with technology systems (%)	87%	85%	88%	88%	≥ 85%	85%		9,255 support requests out of a total of 10,836 closed within 1 day

People and Culture




Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Average number of days sick leave per employee (# days pa)	7.39	6.78	8.10	8.98	≤ 7	9.33		There has been a number of serious illnesses during this financial year resulting in extended sick leave and a few staff needing to access sick leave to self-isolate in response to required precautionary measures.
Hours of lost time due to workers' compensation claims (# hours)	260	204	104	165	≤ 1,000	855		In the one instance where lost time was significant, Council doctor was used for treatment and advice following an unusual injury. Provision of suitable duties enabled a safe return to work.
Number of workers' compensation claims (#)	6	7	7	8	≤ 20	16		
Percentage of staff turnover per year (%)	6.00%	4.48%	9.62%	7.52%	≤ 10%	7%		
Percentage of staff undertaking formal training per year (%)	89%	93%	89%	88%	≥ 80%	85%		

Financial Services


Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Investment returns greater than 90 day bank bill rate (# basis points above benchmark)	88	111	89	127	≥ 75	127		

Civil Services Division




Engineering Works

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Minimise operating deficit for Burns Point Ferry (\$)	(\$188,200)	(\$67,700)	(\$255,000)	(\$32,000)	≤ (\$300,000)	(\$428,400)		Ferry income was well below budget due to Council resolving not to charge fees for the final quarter.
Financial management of capital programs (within 20% of budget)	79%	57%	80%	85%	≥ 80% ≤ 120%	81%		
Financial management of maintenance programs (within 10% of budget)	105%	91%	98	99%	≥ 90% ≤ 110%	96%		


Infrastructure Planning





Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Percentage of development application referrals completed within 21 days (%)	71%	63%	84%	79%	≥ 70%	71%		

Open Spaces






Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Number of events supported / approved by Council (#)	41	44	59	57	≥ 50	53		No events held during this quarter due to impacts of Covid-19.
Financial management of capital programs (within 20% of budget)	48%	79%	71%	58%	≥ 80% ≤ 120%	78%		Majority of capital works projects completed and to budget. Projects yet to be finalised and reflect the underspent in budget include sportsfield lighting installation at Hutley Drive, Wollongbar District Park and Pop Denison Master plan works.
Financial management of maintenance programs (within 10% of budget)	97%	95%	103%	94.%	≥ 90% ≤ 110%	102%		Budget within target but slightly over due to increased costs associated with tree management, sportsfield maintenance and Covid-19 management.






Support Operations







Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
CO2 emissions from Council's Built Assets energy consumption (# tonnes)	9,228	8,492	8,492	8,545	≤ 9,800	7,518		

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Energy consumption from Council's Built Asset (MWh)	0	0	7,905	9,090.00	≤ 9,000	8,798		
Renewable energy generated on Council sites (KiloWatts)	380	380	514	569	≥ 700	590		A contract was awarded for the installation of additional solar. The successful contractor has commissioned the installation of the 10kW solar system at the Kentwell Community Centre, and is currently installing the 70kW system at the Admin Building. As part of the Lennox Head Community Centre refurbishment currently underway, the existing 40kW system is being upgraded to a 80kW system. Specifications are completed for the installations of solar systems at the Works Depot and the Waste Centre for tendering in 2020/21.
Financial management of capital programs (within 20% of budget)	71%	39%	75%	35%	≥ 80% ≤ 120%	78%		
Financial management of maintenance programs (within 10% of budget)	92%	95%	104%	99%	≥ 90% ≤ 110%	102%		

Water and Wastewater






Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Number of notifiable drinking water health incidents at Marom Creek Water Treatment Plant (#)	N/A	1	1	0	= 0	1		There were no notifiable drinking water health incidents at Marom Creek WTP in the reporting quarter, leaving the total for the reporting year as one incident.
Number of unplanned water supply interruptions greater than four hours in duration (#)	N/A	1	2	1	= 0	4		There were no main breaks resulting in an unplanned water supply outage of more than four hours in the reporting quarter, leaving the annual total of outages at four.
Percentage of drinking water reticulation monitoring compliance with ADWG (Chemical and Physical) (%)	N/A	99.70%	99.90%	99.17%	= 100%	100%		
Percentage of drinking water reticulation monitoring compliance with ADWG (Microbial) (%)	N/A	100%	100%	100%	= 100%	100%		
Percentage of fire hydrants inspected per annum (%)	34%	0%	42%	47.80%	≥ 50%	39%		403 hydrants were inspected in the reporting quarter, bringing the total number inspected for the reporting year to 1,405, or a percentage inspected of 39.25%. The new tablet technology for recording inspection results introduced in the third quarter has generated some efficiency improvements, and the resourcing required for next financial year to achieve the goal has been reviewed accordingly.

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
100% Quarterly compliance license reports for water and wastewater submitted within 30 days of quarter (%)	N/A	N/A	100%	100%	= 100%	100%		
Average water consumption per connection (# kl pa)	172	175	179	188	≤ 190	163		
Number of notifiable pollution incidents triggering formal regulatory response (#)	N/A	N/A	0	5	= 0	6		A spill from the Serpentine Sewer Pump Station required formal reporting during the reporting quarter, bringing the total number of reportable incidents to six for the year.
Number of notifiable recycled water health incidents at Ballina and Lennox Head Wastewater Treatment Plants (#)	N/A	0	0	0	= 0	2		A positive e-coli result was recorded on 29 May, which requires retesting and notification of NSW Health under council's Recycled Water Management System. The retest subsequently showed that the initial result was a false positive, meaning there was no impact to the quality of water supplied.
Percentage of compliance with Environmental Protection License concentration limits at all times (%)	N/A	N/A	100%	99%	= 100%	95%		Five licence exceedances were recorded in the reporting quarter, all related to the algal growth in the Alstonville WWTP tertiary pond.








Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox Head (Chemical and Physical) (%)	N/A	95.70%	95.40%	100%	= 100%	100%		
Percentage of Recycled Water Reticulation Monitoring Compliance with AGWR in Ballina and Lennox Head (Microbial) (%)	N/A	100%	100%	100%	= 100%	100%		
Recycled water during dry weather (% ADWF)	32.00%	7.00%	20.00%	11.29%	≥ 20%	16%		Persistent wet weather during the reporting quarter combined with the cooler temperatures has resulted in low levels of recycled water use for irrigation, leaving consumption over the year at 16%.
Water main breaks per 30km of main (#)	1.20	5.80	1.71	1.61	≤ 1	1.55		There were two main breaks in the reporting quarter, bringing the total breaks for the year to seventeen.
Financial management of capital programs (within 20% of budget)	70.00%	54.00%	92.00%	80%	≥ 80% ≤ 120%	81%		Water 84% and Wastewater 66% for a combined result of 81%.
Financial management of maintenance programs (within 10% of budget)	99.00%	95.00%	96.80%	99%	≥ 90% ≤ 110%	98%		Water 97% and Wastewater 98% for a combined result of 98%.

Planning and Environmental Health Division








Building Services





Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Median days for determination of building development applications (excluding integrated development) (# days)	25	23	21	26.50	≤ 40	36		
Percentage of Building Certificates (Section 149D of EPA Act) determined within 10 working days (%)	90%	94%	97%	94%	≥ 90%	94%		Target time has been achieved despite a 65% increase in the number of applications from FY18/19. This is an indication of the increase in unapproved works being carried out within the shire.
Percentage of building development applications determined within 40 days (%)	86%	81%	87%	72%	≥ 80%	62%		Assessment times impacted by a range of factors including high application numbers, application complexity, increasing allocation of staff time to compliance matters and staff absences.
Percentage of complying development certificates issued within 10 working days (%)	89%	100%	100%	85%	≥ 90%	72%		38% increase in number of applications received and 18% increase in applications determined within target time.
Percentage of construction Certificates issued by Council (%)	91%	82%	77%	59%	≥ 70%	54%		Similar number of Certificates issued this year (376) compared to 2018/19 (378)

Development Services

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Record of fire safety certificates provided on time (%)	87	89	84	88	≥ 85	88		88% of properties on the register that were due to lodge their Annual Fire Safety Statement this quarter have done so on time.
Percentage of development applications determined within 40 days (excluding integrated development) (%)	74%	60%	56%	59%	≥ 50%	42%		Result reflects complexity of applications, legislative framework, workload and resources
Percentage of Section 10.7 certificates issued within four days of receipt (%)	93%	94%	93%	94%	≥ 90%	96%		
Percentage of Section 4.55 applications determined within 40 days (excluding integrated development) (%)	61%	56%	35%	61%	≥ 60%	43%		Result reflects complexity of applications, legislative framework, workload and resourcing.
Time taken to determine development applications (excluding integrated development) (# days)	25	34	38	36	≤ 60	49		
Time taken to determine Section 4.55 applications (excluding integrated development) (# days)	37	43	48	34	≤ 40	58		Result reflects the ongoing complexity of current legislative planning framework and complexity of a number of the modifications.
Percentage of development applications determined under delegated authority (%)	91%	94%	90%	97%	≥ 90%	93%		

Public and Environmental Health

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Percentage of reported dog attacks responded to within 48 hours (%)	100%	95%	92%	95%	= 100%	94%		Increase in the number of reported dog attacks during this quarter.
Percentage of barking dog complaints responded to within 7 days (%)	99%	85%	100%	100%	= 100%	100%		
1/3 of Semi-Public Pools audited (% pa)	N/A	N/A	N/A	100%	≥ 33%	33%		.
Non-compliance with National Health & Medical Research Council drinking water standards (#)	2.00	4.00	0.00	1.00	= 0	0		
Percentage of drinking water sites monitored per week (%)	100%	99.50%	100%	100%	= 100%	100%		
Percentage of food premises audited per year (%)	99%	100%	100%	100%	= 100%	69%		Suspension of inspection programs at the end of March due to COVID-19 public health orders has resulted in lower figures for the last quarter.
Percentage of other commercial premises audited (% pa)	99%	67%	40%	48.50%	≥ 20%	17%		Suspension of inspection programs end of March due to COVID-19 public health orders has resulted in lower figures for the last quarter.

Service Delivery Indicator	15/16	16/17	17/18	18/19	19/20 Indicator	19/20 June	On Target Y/N	Comments
Percentage of public pools (as defined in the Public Health Act) monitored for water quality (% pa)	100%	100%	30%	100%	= 100%	0%		Inspection and sampling program usually occurs in the first half of March. The program has been delayed due to COVID 19.
Number of on-site sewage management system (OSSM) Approvals to Install issued (#)	68	20	32	79	≥ 30	90		
Number of on-site sewage management system (OSSM) effluent disposal systems inspected per annum (#)	176	17	65	115	≥ 100	181		
Number of on-site sewage management system (OSSM) Approvals to Operate issued (#)	130	103	1,313	202	≥ 100	94		

A3

***councillor expenses +
facilities policy***

POLICY NAME: COUNCILLOR EXPENSES AND FACILITIES

POLICY REF: C04

MEETING ADOPTED: 22 March 2018
Resolution No. 220318/17

POLICY HISTORY: 060917/1; 250816/21, 270815/19; 250914/14;
260913/28; 280313/17; 281112/20



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POLICY SUMMARY

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to councillors to help them undertake their civic duties. It ensures accountability and transparency, and seeks to align councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (the Regulation), and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed. The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
General travel expenses	\$3,000 per councillor \$6,000 for the mayor	Per year
Interstate, overseas and long distance intrastate travel expenses	Included in general travel expenses	Per year
Accommodation and meals	As per the Australian Taxation Office reasonable travel allowances, adjusted annually, based on the top salary threshold. Refer to Appendix III	Per meal/night
Professional development	\$5,000 per councillor inclusive of travel expenses	Per year
Conferences and seminars		Per year
ICT expenses	\$80 per councillor, excluding hardware provided by Council, as determined by the general manager	Per month
Carer expenses	\$2,000 per councillor	Per year
Home office expenses	\$1,000 per councillor	Per year
Postage stamps	Nil	Per year
Christmas or festive cards	Nil per councillor \$100 for the mayor	Per year
Access to facilities in a Councillor common room	Provided to all councillors	Not relevant
Council vehicle and fuel card	Provided to the mayor	Not relevant
Reserved parking space at Council offices	Provided to the mayor	Not relevant
Furnished office	Provided to the mayor	Not relevant
Number of exclusive staff supporting Mayor and Councillors	Provided to the mayor and councillors	Not relevant
Joint Regional Planning Panel	\$600 per councillor	Per meeting

Additional costs incurred by a councillor in excess of these limits are considered a personal expense that is the responsibility of the councillor.

Councillors must provide claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a council meeting every six months and published in full on council's website. These reports will include expenditure summarised by individual councillor and as a total for all councillors.

PART A – INTRODUCTION

1. Introduction

- 1.1. The provision of expenses and facilities enables councillors to fulfil their civic duties as the elected representatives of Ballina Shire Council.
- 1.2. The community is entitled to know the extent of expenses paid to councillors, as well as the facilities provided.
- 1.3. The purpose of this policy is to clearly state the facilities and support that are available to councillors to assist them in fulfilling their civic duties.
- 1.4. Council staff are empowered to question or refuse a request for payment from a councillor when it does not accord with this policy.
- 1.5. Expenses and facilities provided by this policy are in addition to fees paid to councillors. The minimum and maximum fees a council may pay each councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

2. Policy Objectives

- 2.1 The objectives of this policy are to:
 - enable the reasonable and appropriate reimbursement of expenses incurred by councillors while undertaking their civic duties
 - enable facilities of a reasonable and appropriate standard to be provided to councillors to support them in undertaking their civic duties
 - ensure accountability and transparency in reimbursement of expenses and provision of facilities to councillors
 - ensure facilities and expenses provided to councillors meet community expectations
 - support a diversity of representation
 - fulfil the council's statutory responsibilities.

3. Principles

- 3.1 Council commits to the following principles:
 - **Proper conduct:** councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions
 - **Reasonable expenses:** providing for councillors to be reimbursed for expenses reasonably incurred as part of their role as councillor
 - **Participation and access:** enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor
 - **Equity:** there must be equitable access to expenses and facilities for all councillors
 - **Appropriate use of resources:** providing clear direction on the appropriate use of council resources in accordance with legal requirements and community expectations
 - **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to councillors.

4. Private or political benefit

- 4.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2 Private use of council equipment and facilities by councillors may occur from time to time. For example, telephoning home to advise that a council meeting will run later than expected.
- 4.3 Such incidental private use does not require a compensatory payment back to council.
- 4.4 Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of council facilities does occur, councillors must reimburse the council.
- 4.5 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
- production of election material
 - use of council resources and equipment for campaigning
 - use of official council letterhead, publications, websites or services for political benefit
 - fundraising activities of political parties or individuals, including political fundraising events.

PART B – EXPENSES

5. General expenses

- 5.1 All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.
- 5.2 Expenses not explicitly addressed in this policy will not be paid or reimbursed.

6. Specific Expenses

General travel arrangements and expenses

- 6.1 All travel by councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2 Each councillor may be reimbursed up to a total of \$3,000 per year, and the mayor may be reimbursed up to a total of \$6,000 per year, for travel expenses incurred while undertaking official business. This includes reimbursement:
- for public transport fares
 - for the use of a private vehicle or hire car
 - for parking costs for Council and other meetings
 - for tolls
 - by Cabcharge card or equivalent
 - for documented ride-share programs, such as Uber, where tax invoices can be issued.
 - for entry fees or cover charges
 - where a partner or accompanying person could reasonably be expected to attend, Council will meet their reasonable expenses such as the entry fee or cover charge.

The general manager, in consultation with the mayor, shall prepare a weekly list of approved meetings / events / functions for which travel by councillors may be reimbursed. Councillors who wish an event to be included on this list should forward details to the general manager a minimum of one week in advance.

The general travel arrangements and expenses limits of \$3,000 and \$6,000 are separate to the \$5,000 limits as per Clauses 6.24 and 6.30.

- 6.3 Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate determined by the Australian Taxation Office.
- 6.4 Councillors seeking to be reimbursed for use of a private vehicle must submit a claim to Council that records the date, distance and purpose of travel being claimed. The claim must be in the form provided by the General Manger for all travel expenses incurred.

Interstate, overseas and long distance intrastate travel expenses

- 6.5 Given Council's location near an interstate border, travel to south-east Queensland will be considered as general travel. Arrangements and expenses for this travel will be governed by Clauses 6.1-6.4.
- 6.6 In accordance with Section 4, Council will scrutinise the value and need for councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be

established for the council and the local community. This includes travel to sister and friendship cities.

- 6.7 Total interstate, overseas and long distance intrastate travel expenses for all councillors will be capped at a maximum of \$3,000 per year, per councillor, which is inclusive of the \$3,000 councillor allowance and \$6,000 for the mayor in Clause 6.2. This means a total of \$3,000 per councillor and \$6,000 for the mayor is available per annum for general travel and other expenses.
- 6.8 Councillors seeking approval for any interstate and long distance intrastate travel must submit a case to, and obtain the approval of, the general manager prior to travel.
- 6.9 Councillors seeking approval for any overseas travel must submit a case to, and obtain the approval of, a full council meeting prior to travel.
- 6.10 The case should include:
- objectives to be achieved in travel, including an explanation of how the travel aligns with current council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the councillor's civic duties
 - who is to take part in the travel
 - duration and itinerary of travel
 - a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.11 For interstate and long distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.
- 6.12 For interstate journeys by air of more than three hours, the class of air travel may be premium economy.
- 6.13 For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14 Bookings for approved air travel are to be made through the general manager's office.
- 6.15 For air travel that is reimbursed as council business, councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

Travel expenses not paid by Council

- 6.16 Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

Accommodation and meals

- 6.17 In circumstances where it would introduce undue risk for a councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the general manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am and the councillor lives more than 50 kilometres from the meeting location.
- 6.18 Council will reimburse costs for accommodation and meals while councillors are attending approved professional development activities and conferences.
- 6.19 The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out by the Australian Taxation Office in their annual Taxation Determination in respect to reasonable travel allowances, as adjusted annually.
- 6.20 The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the elected council, being mindful of Clause 6.19.
- 6.21 Councillors will not be reimbursed for alcoholic beverages.

Refreshments for council related meetings

- 6.22 Appropriate refreshments will be available for council meetings, council committee meetings, councillor briefings, approved meetings and engagements, and official council functions as approved by the general manager.
- 6.23 As an indicative guide for the standard of refreshments to be provided at council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

Professional development

- 6.24 Council will allow a total of \$5,000 (which includes funding provided for professional development, conferences and seminars as per point 6.30) per councillor annually to facilitate professional development of councillors through programs, training, education courses and membership of professional bodies. This allowance excludes induction training and corporate training as outlined in clauses 6.25 and 6.26.
- 6.25 In the first year of a new council term, Council will provide a comprehensive induction program for all councillors, as determined by the general manager, which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development allowance mentioned in clause 6.24.
- 6.26 In addition to the induction program mentioned in clause 6.25, to assist Councillors in undertaking desirable training as identified in Council's Councillor Training and Development Policy, the General Manager will co-ordinate training annually, that will be provided locally to assist Councillors in attending that training. The cost of this training will be in addition to the ongoing professional development allowance mentioned in clause 6.24.
- 6.27 Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the councillor's civic duties, the councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.28 Approval for professional development activities is subject to a prior written request to the general manager outlining the:

- details of the proposed professional development
 - relevance to council priorities and business
 - relevance to the exercise of the councillor's civic duties.
- 6.29 In assessing a councillor request for a professional development activity, the general manager must consider the factors set out in Clause 6.27, as well as the cost of the professional development in relation to the councillor's remaining budget.

Conferences and seminars

- 6.30 Council is committed to ensuring its councillors are up to date with contemporary issues facing council and the community, and local government in NSW.
- 6.31 Council will allow \$5,000 (which includes funding provided for professional development, conferences and seminars as per point 6.24) per councillor annually to facilitate councillor attendance at conferences and seminars.
- 6.32 Approval to attend a conference or seminar is subject to a written request to the general manager. In assessing a councillor request, the general manager must consider factors including the:
- relevance of the topics and presenters to current council priorities and business and the exercise of the councillor's civic duties
 - cost of the conference or seminar in relation to the total remaining allowance per Councillor.
- 6.33 Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the general manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.18-6.21.

Information and communications technology (ICT) expenses

- 6.34 Council will provide or reimburse councillors for expenses associated with appropriate ICT devices and services up to a limit of \$80 per month annum for each councillor. This may include mobile phones and tablets, mobile phone and tablet services and data, and home internet costs.
- 6.35 Reimbursements will be made only for communications devices and services used for councillors to undertake their civic duties, such as:
- receiving and reading council business papers
 - relevant phone calls and correspondence
 - diary and appointment management.
- 6.36 Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a councillor, within the maximum limit.

Special requirement and carer expenses

- 6.37 Council encourages wide participation and interest in civic office. It will seek to ensure council premises and associated facilities are accessible, including provision for sight or hearing impaired councillors and those with other disabilities.
- 6.38 Transportation provisions outlined in this policy will also assist councillors who may be unable to drive a vehicle.
- 6.39 In addition to the provisions above, the general manager may authorise the provision of reasonable additional facilities and expenses in order to allow a councillor with a disability to perform their civic duties.

- 6.40 Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of carer's expenses up to a maximum of \$2,000 per annum for attendance at official business, plus reasonable travel from the principal place of residence.
- 6.41 Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 6.42 In the event of caring for an adult person, councillors will need to provide suitable evidence to the general manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

Home office expenses

- 6.43 Each councillor may be reimbursed up to \$1,000 per year for costs associated with the maintenance of a home office, such as minor items of consumable stationery and printer ink cartridges.
- 6.44 The general manager is entitled to authorise council staff to attend a councillor's residence to assist in resolving a council related matter. However this approval can only be given in the following circumstances:
- the councillor must declare that the matter is directly related to council business; and
 - the general manager has assessed that the issue can be resolved relatively quickly; and
 - there will be no additional expense incurred by council in providing that assistance; and
 - the work environment must be considered safe from work health and safety perspective; and
 - the general manager is of the opinion that the use of the council staff resource is the quickest and most effective method to resolve the matter.

7. Insurances

- 7.1 In accordance with Section 382 of the Local Government Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.
- 7.2 Insurance protection is only provided if a claim arises out of or in connection with the councillor's performance of his or her civic duties, or exercise of his or her functions as a councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 7.3 Council shall pay the insurance policy excess in respect of any claim accepted by council's insurers, whether defended or not.
- 7.4 Appropriate travel insurances will be provided for any councillors travelling on approved interstate and overseas travel on council business.

8. Legal assistance

- 8.1 Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
- a councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor
 - a councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor

- a councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the councillor.
- 8.2 In the case of a code of conduct complaint made against a councillor, legal costs will only be made available where the matter has been referred by the general manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the councillor.
- 8.3 Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a councillor acted corruptly would not be covered by this section.
- 8.4 Council will not meet the legal costs:
- of legal proceedings initiated by a councillor under any circumstances
 - of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
 - for legal proceedings that do not involve a councillor performing their role as a councillor.
- 8.5 Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a council meeting prior to costs being incurred.

PART C – FACILITIES

9. General facilities for all councillors

Facilities

- 9.1 Council will provide the following facilities to councillors to assist them to effectively discharge their civic duties:
- a councillor meeting room appropriately furnished to include telephone, computer terminal and pigeon holes and appropriate refreshments
 - a smart phone (1GB limit per month) including a suitable hands free device for the Councillor's private vehicle (one only)
 - tablet technology (ie IPAD or similar with a 3GB limit per month)
 - installation of one home telephone line
 - a laser multi-function centre device that allows scanning, copying, printing, telephone and answering machine (excluding facsimile)
 - access to shared car parking spaces while attending council offices on official business
 - personal protective equipment for use during site visits
 - a name badge which may be worn at official functions, indicating that the wearer holds the office of a councillor and/or mayor or deputy mayor
 - a council blazer
 - Northern Star newspaper delivered to their home each day or made available at a mutually convenient point should a home delivery service not be available, or an on-line subscription to the Northern Star, whichever method is chosen.
- 9.2 Councillors may book meeting rooms for official business in a specified council building at no cost. Rooms may be booked through a specified officer in the mayor's office or other specified staff member.
- 9.3 The provision of facilities will be of a standard deemed by the general manager as appropriate for the purpose.

Stationery

- 9.4 Council will provide the following stationery to councillors each year:
- letterhead, to be used only for correspondence associated with civic duties
 - business cards
 - Nil for ordinary postage stamps
 - Nil for Christmas or festive cards per year for councillors and up to \$100 for the mayor.

Administrative support

- 9.5 Council will provide administrative support to councillors to assist them with their civic duties only. Administrative support may be provided by staff in the mayor's office or by a member of council's administrative staff as arranged by the general manager or their delegate.
- 9.6 As per Section 4, council staff are expected to assist councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

10. Additional facilities for the mayor

- 10.1. Council will provide to the mayor a maintained vehicle to a similar standard of other council vehicles, with a fuel card. The vehicle will be supplied for use on business, professional development and attendance at the mayor's office.
- 10.2. The mayor must keep a log book setting out the date, distance and purpose of all travel, when requested by the general manager. This must include any travel for private benefit.
- 10.3. The mayor must make a monetary contribution to cover the cost of any private travel either through the direct payment of fuel or calculated on a per kilometre basis by the rate set by the Australian Taxation Office.
- 10.4. A parking space at council's offices will be reserved for the mayor's council-issued vehicle for use on official business, professional development and attendance at the mayor's office.
- 10.5. Council will provide the mayor with a furnished office incorporating a computer configured to council's standard operating environment, telephone and meeting space.
- 10.6. In performing his or her civic duties, the mayor will be assisted by a small number of staff providing administrative and secretarial support, as determined by the general manager.
- 10.7. The number of exclusive staff provided to support the mayor and councillors will not exceed 0.2 full time equivalents.
- 10.8. As per Section 4, staff in the mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning.
- 10.9. Council will provide the mayor an additional home telephone line, and rental thereon, if requested.
- 10.10. Council will provide the mayor with an annual Qantas Club Membership.

PART D – PROCESSES

11. Approval, payment and reimbursement arrangements

- 11.1 Expenses should only be incurred by councillors in accordance with the provisions of this policy.
- 11.2 Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 11.3 Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
- local travel relating to the conduct of official business
 - carer costs
 - ICT expenditure.
- 11.4 Final approval for payments made under this policy will be granted by the general manager or their delegate.

Direct payment

- 11.5 Council may approve and directly pay expenses. Requests for direct payment must be submitted to the general manager for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

Reimbursement

- 11.6 All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the general manager.

Advance payment

- 11.7 Council may pay a cash advance for councillors attending approved conferences, seminars or professional development.
- 11.8 The maximum value of a cash advance is \$100 per day of the conference, seminar or professional development to a maximum of \$400.
- 11.9 Requests for advance payment must be submitted to the general manager for assessment against this policy using the prescribed form with sufficient information and time to allow for the claim to be assessed and processed.
- 11.10 Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to council:
- 11.11 a full reconciliation of all expenses including appropriate receipts and/or tax invoices
- 11.12 reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

Notification

- 11.13 If a claim is approved, council will make payment directly or reimburse the councillor through accounts payable.
- 11.14 If a claim is refused, council will inform the councillor in writing that the claim has been refused and the reason for the refusal.

Reimbursement to council

- 11.15 If council has incurred an expense on behalf of a councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:
- 11.16 council will invoice the councillor for the expense
- 11.17 the councillor will reimburse council for that expense within 14 days of the invoice date.
- 11.18 If the councillor cannot reimburse council within 14 days of the invoice date, they are to submit a written explanation to the general manager. The general manager may elect to deduct the amount from the councillor's allowance.

Timeframe for reimbursement

- 11.19 Unless otherwise specified in this policy, councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

12. Disputes

- 12.1 If a councillor disputes a determination under this policy, the councillor should discuss the matter with the general manager.
- 12.2 If the councillor and the general manager cannot resolve the dispute, the councillor may submit a notice of motion to a council meeting seeking to have the dispute resolved.

13. Return or retention of facilities

- 13.1 All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a councillor or mayor ceasing to hold office or at the cessation of their civic duties.
- 13.2 Should a councillor desire to keep any equipment allocated by council, then this policy enables the councillor to make application to the general manager to purchase any such equipment. The general manager will determine an agreed fair market price or written down value for the item of equipment.
- 13.3 The prices for all equipment purchased by councillors under Clause 13.2 will be recorded in Council's annual report.

14. Publication

- 14.1 This policy will be published on council's website.

15. Reporting

- 15.1 Council will report on the provision of expenses and facilities to councillors as required in the Act and Regulations.
- 15.2 Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a council meeting every six months and published in full on council's website. These reports will include expenditure summarised by individual councillor and as a total for all councillors.

16. Auditing

- 16.1 The operation of this policy, including claims made under the policy, will be included in council's audit program and an audit undertaken at least every two years.

17. Breaches

- 17.1 Suspected breaches of this policy are to be reported to the general manager.
- 17.2 Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

PART E – APPENDICES**Appendix I: Related legislation, guidance and policies****Relevant legislation and guidance:**

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

Related Council policies:

- Code of Conduct
- Councillor Training and Development Policy

Appendix II: Definitions

The following definitions apply throughout this policy.

Term	Definition
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a councillor
appropriate refreshments	Means food and beverages provided by council to support councillors undertaking official business
Act	Means the <i>Local Government Act 1993</i> (NSW)
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of council who is not suspended, including the mayor
General Manager	Means the general manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided in the text and summarised in Appendix 1
NSW	New South Wales
official business	<p>Means functions that the mayor or councillors are required or invited to attend to fulfil their legislated role and responsibilities for council or result in a direct benefit for council and/or for the local government area, and includes:</p> <ul style="list-style-type: none"> • meetings of council and committees of the whole • meetings of committees facilitated by council • civic receptions hosted or sponsored by council • council co-ordinated events (i.e. Australia day, Citizenship ceremonies) • meetings where a councillor is the appointed council delegate (excluding organisations where travel expenses are paid such as Rous County Council) / representative to an external organisation • civic functions and meetings where asked by the mayor to represent council • meetings with council staff • meetings at the Council Chambers with constituents and • meetings, functions, workshops and other events to which attendance by a councillor has been requested or approved by council

professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a councillor or the mayor
Regulation	Means the Local Government (General) Regulation 2005 (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year

Appendix III: Australian Taxation Office Reasonable Travel Allowances



Australian Government
Australian Taxation Office

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Income tax: what are the reasonable travel and overtime meal allowance expense amounts for the 2017-18 income year?

0 This publication provides you with the following level of protection:

This publication (excluding appendixes) is a public ruling for the purposes of the *Taxation Administration Act 1953*.

A public ruling is an expression of the Commissioner's opinion about the way in which a relevant provision applies, or would apply, to entities generally or to a class of entities in relation to a particular scheme or a class of schemes.

If you rely on this determination, the Commissioner must apply the law to you in the way set out in the determination (unless the Commissioner is satisfied that the determination is incorrect and disadvantages you, in which case the law may be applied to you in a way that is more favourable for you – provided the Commissioner is not prevented from doing so by a time limit imposed by the law). You will be protected from having to pay any underpaid tax, penalty or interest in respect of the matters covered by this determination if it turns out that it does not correctly state how the relevant provision applies to you.

Ruling

1. This Determination sets out the amounts that the Commissioner considers are reasonable (reasonable amounts) for the substantiation exception¹ in Subdivision 900-B of the *Income Tax Assessment Act 1997* (ITAA, 1997)² for the 2017-18 income year in relation to claims made by employees for:

- (a) overtime meal expenses – for food and drink when working overtime
- (b) domestic travel expenses – for accommodation, food and drink, and incidentals when travelling away from home overnight for work (particular reasonable amounts are given for employee truck drivers, office holders covered by the Remuneration Tribunal and Federal Members of Parliament)
- (c) overseas travel expenses – for food and drink, and incidentals when travelling overseas for work.

2. The approach outlined can only be used where you receive an allowance to cover the particular expenses you are claiming - for example, you received an accommodation allowance and are claiming accommodation expenses. This Determination is not relevant to you where you do not receive an allowance to cover your expenses.

¹ This Determination should be read together with Taxation Ruling TR 2004/6 *Income tax: substantiation exception for reasonable travel and overtime meal allowance expenses* which explains the substantiation exception and the way in which these expenses are able to be claimed.

² All legislative references in this Determination are to this Act, unless otherwise specified.

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3. The reasonable amounts only provide the maximum amount you can claim without being required to substantiate your expenditure (refer to paragraph 33 of TR 2004/6). If you rely on the reasonable amounts and the ATO checks your income tax return, you will still be required to show:

- you spent the money in performing your work duties (for example, in travelling away from home overnight on a work trip)
- how you worked out your claim (for example, you kept a diary)
- you spent the money yourself (for example, using your credit card statement or other banking records) and were not reimbursed (for example, a letter from your employer), and
- you correctly declared your allowance as income in your tax return.

Reasonable amount for overtime meal expenses

4. For the 2017-18 income year the reasonable amount for overtime meal expenses is \$30.05.

Example 1

5. *Samantha works for the local government. She is asked to work overtime one night to complete an urgent task. Samantha works her 8 hour day followed by 4 hours of overtime. Samantha receives an overtime meal allowance of \$14.98 pursuant to her agreement which is shown on her payment summary. During the overtime Samantha takes a rest break to get a meal and returns to continue her overtime. Samantha spends \$20 on her meal.*

6. *Because Samantha has spent less than the reasonable amount for overtime meal expenses, she can claim a deduction for the \$20 she spends and she is not required to substantiate the expenditure (for example, get and keep the receipt for the meal).*

7. *If Samantha's tax return is checked by the ATO she may be asked to explain her claim for deduction. To do this, Samantha would show that she worked overtime, that she was paid an overtime meal allowance under an industrial instrument, that she correctly declared this allowance as income in her tax return, and that she costed her meal at \$20 based on the cost of the curry and drink she purchased from a nearby Thai restaurant.*

8. *If Samantha had spent more than the reasonable amount and wanted to claim the higher amount that she spent, she would need to get and keep the receipt for the meal.*

9. *If Samantha's overtime meal allowance was not shown on her payment summary and she fully spent the allowance, she can choose to leave it out of her tax return and not claim a deduction for the meal she purchases when working overtime.*

Reasonable amounts for domestic travel expenses

10. The following reasonable amounts do not apply to employee truck drivers³, office holders covered by the Remuneration Tribunal⁴, or Federal Members of Parliament.⁵

³ See paragraphs 23 to 30 for the rates for truck drivers.

⁴ Paragraphs 66 to 69 of TR 2004/6 says claims made by office holders covered by the Remuneration Tribunal are considered to be reasonable amounts if they do not exceed the rate of allowances set by the Remuneration Tribunal for that office holder.

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11. Reasonable amounts are provided for 3 salary levels. Salary excludes any allowances received. Use Table 1 if your salary is \$119,650 and below. Use Table 2 if your salary is between \$119,651 and \$212,950. Use Table 3 if your salary is \$212,951 or more.
12. Reasonable amounts are given for:
- accommodation at daily rates (for domestic travel only)
 - meals (showing breakfast, lunch and dinner), and
 - expenses incidental to travel.
13. These amounts are shown for the following travel destinations:
- each Australian State and Territory capital city (see Tables 1 to 3)
 - certain specified high cost regional and country centres (see Table 4 for individual amounts)
 - other specified regional and country centres (a common amount is given for locations listed in Table 5), and
 - all other regional and country centres (a common amount is given for all locations not listed in Tables 4 or 5).
14. The reasonable amount for accommodation applies only for short stays in commercial establishments like hotels, motels and serviced apartments. If a different type of accommodation is used (for example, a hostel or caravan park), the reasonable amount cannot be used even if you receive an allowance.
15. The reasonable amount for meals depends on the period and time of travel. That is, the reasonable amounts only apply to meals (that is breakfast, lunch, dinner) that fall within the time of day from the commencement of your travel to the end of your travel that is covered by the allowance. For example, if you leave at 10am on Monday and return home at 3pm on Tuesday you can apply the reasonable amounts for lunch and dinner on Monday and breakfast and lunch on Tuesday.
16. The reasonable amount for incidentals applies in full to each day of travel covered by the allowance, without the need to apportion for any part day travel on the first and last day.
17. The reasonable amounts for domestic travel expenses, according to salary levels and destinations, for the 2017-18 income year are shown in Tables 1 to 5 as follows:

Table 1: Employee's annual salary – \$119,650 and below				
Place	Accomm. (\$)	Food and drink (\$) breakfast 27.05 lunch 30.45 dinner 51.85 (total 109.35)	Incidentals (\$)	Daily total (\$)
Adelaide	157	as above	19.35	285.70
Brisbane	205	as above	19.35	333.70
Canberra	168	as above	19.35	296.70
Darwin	216	as above	19.35	344.70

⁵ Paragraphs 70 and 71 of TR 2004/6 says travel allowances paid to Federal Members of Parliament and Federal Parliamentary Secretaries, under the arrangements that commenced on 14 April 1998, are considered reasonable amounts for the recipients of those allowances. This includes the Capital City and Canberra travel allowance rates for domestic travel, having regard to the circumstances under which those allowances are paid.

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Table 1: Employee's annual salary – \$119,650 and below				
Place	Accomm. (\$)	Food and drink (\$) breakfast 27.05 lunch 30.45 dinner 51.85 (total 109.35)	Incidentals (\$)	Daily total (\$)
Hobart	138	as above	19.35	266.70
Melbourne	173	as above	19.35	301.70
Perth	203	as above	19.35	331.70
Sydney	185	as above	19.35	313.70
High cost country centres	see Table 4	as above	19.35	variable
Tier 2 country centres (see Table 5)	134	breakfast 24.25 lunch 27.65 dinner 47.70	19.35	252.95
Other country centres	110	breakfast 24.25 lunch 27.65 dinner 47.70	19.35	228.95

Table 2: Employee's annual salary – \$119,651 to 212,950				
Place	Accomm. (\$)	Food and drink (\$) breakfast 29.45 lunch 41.70 dinner 58.35 (total 129.50)	Incidentals (\$)	Daily total (\$)
Adelaide	208	as above	27.65	365.15
Brisbane	257	as above	27.65	414.15
Canberra	246	as above	27.65	403.15
Darwin	287	as above	27.65	444.15
Hobart	184	as above	27.65	341.15
Melbourne	228	as above	27.65	385.15
Perth	245	as above	27.65	402.15
Sydney	247	as above	27.65	404.15
High cost country centres	see Table 4	as above	27.65	variable
Tier 2 country centres (see Table 5)	152	breakfast 27.05 lunch 27.65 dinner 53.90	27.65	288.25
Other country centres	134	breakfast 27.05 lunch 27.65 dinner 53.90	27.65	270.25

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Place	Accomm. (\$)	Food and drink (\$) breakfast 34.75 lunch 49.20 dinner 68.85 (total 152.80)	Incidentals (\$)	Daily total (\$)
Adelaide	209	as above	27.65	389.45
Brisbane	257	as above	27.65	437.45
Canberra	246	as above	27.65	426.45
Darwin	287	as above	27.65	467.45
Hobart	195	as above	27.65	375.45
Melbourne	265	as above	27.65	445.45
Perth	265	as above	27.65	445.45
Sydney	265	as above	27.65	445.45
All country centres	\$195, or the relevant amount in Table 4 if higher	as above	27.65	variable

Country centre	\$	Country centre	\$
Albany (WA)	179	Horsham (VIC)	142
Alice Springs (NT)	150	Jabiru (NT)	216
Bordertown (SA)	140	Kalgoorlie (WA)	159
Bourke (NSW)	165	Karratha (WA)	250
Bright (VIC)	156	Katherine (NT)	138
Broome (WA)	260	Kununurra (WA)	195
Bunbury (WA)	155	Mackay (QLD)	161
Burnie (TAS)	160	Maitland (NSW)	152
Cairns (QLD)	153	Mount Isa (QLD)	160
Carnarvon (WA)	151	Mudgee (NSW)	135
Castlemaine (VIC)	146	Newcastle (NSW)	165
Chinchilla (QLD)	143	Newman (WA)	195
Christmas Island (WA)	180	Norfolk Island (NSW)	240
Cocos (Keeling) Islands (WA)	285	Northam (WA)	140
Colac (VIC)	138	Orange (NSW)	155
Dalby (QLD)	150	Port Hedland (WA)	200
Dampier (WA)	175	Port Lincoln (SA)	170
Derby (WA)	190	Port Macquarie (NSW)	152
Devonport (TAS)	145	Port Pirie (SA)	150
Emerald (QLD)	156	Roma (QLD)	139
Esperance (WA)	141	Thursday Island (QLD)	200
Exmouth (WA)	220	Townsville (QLD)	143
Geraldton (WA)	175	Wagga Wagga (NSW)	144

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Country centre	\$	Country centre	\$
Gladstone (QLD)	155	Weipa (QLD)	138
Gold Coast (QLD)	200	Whyalla (SA)	145
Gosford (NSW)	140	Wilpena-Pound (SA)	181
Halls Creek (WA)	170	Wollongong (NSW)	149
Hervey Bay (QLD)	157	Wonthaggi (VIC)	138
Horn Island (QLD)	200	Yulara (NT)	300

Country centre	Country centre
Albury (NSW)	Kingaroy (QLD)
Ararat (VIC)	Launceston (TAS)
Armidale (NSW)	Lismore (NSW)
Ayr (QLD)	Mildura (VIC)
Bairnsdale (VIC)	Mount Gambier (SA)
Ballarat (VIC)	Muswellbrook (NSW)
Bathurst (NSW)	Naracoorte (SA)
Bega (NSW)	Nowra (NSW)
Benalla (VIC)	Port Augusta (SA)
Bendigo (VIC)	Portland (VIC)
Broken Hill (NSW)	Queanbeyan (NSW)
Bundaberg (QLD)	Queenstown (TAS)
Ceduna (SA)	Renmark (SA)
Charters Towers (QLD)	Rockhampton (QLD)
Coffs Harbour (NSW)	Sale (VIC)
Cooma (NSW)	Seymour (VIC)
Dubbo (NSW)	Shepparton (VIC)
Echuca (VIC)	Swan Hill (VIC)
Geelong (VIC)	Tamworth (NSW)
Goulburn (NSW)	Tennant Creek (NT)
Griffith (NSW)	Toowoomba (QLD)
Gunnedah (NSW)	Tumut (NSW)
Hamilton (VIC)	Wangaratta (VIC)
Innisfail (QLD)	Warrnambool (VIC)
Kadina (SA)	Wodonga (VIC)

Example 2:

18. *Michelle is an accountant earning \$120,000 a year. As part of her duties, she is required to travel to and work in Sale for 4 days/3 nights each month. Michelle's employer pays for her accommodation directly and gives her a meal and incidental allowance of \$80 per day for the 4 days of travel. This allowance is shown on her payment summary.*

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Michelle's usual pattern is to eat 3 times a day, spending \$20 on breakfast, \$25 on lunch and \$40 on dinner (that is, a total of \$85 per day). Michelle calculates the daily reasonable amount for meals and incidentals as follows:

- *Table 2 applies because Michelle's salary is between \$119,651 and \$212,950*
- *Sale is listed as a Tier 2 country in Table 5*
- *Table 2 provides reasonable amounts for Tier 2 country centres as \$108.60 per day for meals and \$27.65 per day for incidentals (that is a total of \$136.25 per day).*

19. *Because Michelle has spent less than the reasonable amount on meals and incidentals, she can claim a deduction for the \$85 per day that she spends and she is not required to substantiate the expenditure (for example, get and keep all of the receipts for the meals and incidentals). Michelle cannot claim anything for accommodation because her employer paid for it.*

20. *If Michelle's tax return is checked by the ATO she may be asked to explain her claim for deduction. To do this Michelle would show she travelled to and worked in Sale for 4 days each month, that she received an allowance for the meals and incidentals for each day she travelled, that she correctly declared this allowance as income in her tax return, and that she typically spent \$85 a day on meals and incidental expenses (for example, by reference to diary entries, bank records and receipts that she kept for some of the trips).*

21. *If Michelle had spent more than the reasonable amount on meals and incidentals and wanted to claim the higher amount that she spent, she would need to get and keep all of the receipts.*

22. *If Michelle's meal and incidental allowance was not shown on her payment summary and she fully spent the allowance, she can choose to leave it out of her tax return and not claim any deductions for the meals and incidentals that she purchases whilst travelling and working in Sale.*

Reasonable amount for domestic travel expenses for employee truck drivers⁶

23. *Employee truck drivers who do not receive a travel allowance and truck drivers who are owner-drivers must substantiate all travel expenses with written evidence (refer to paragraphs 76 to 80 of TR 2004/6).*

24. *For the 2017-18 income year the reasonable amount for travel expenses (excluding accommodation) of employee truck drivers who have received a travel allowance and who are required to sleep (take their major rest break) away from home is \$55.30 per day.*

25. *Employee truck drivers who receive a travel allowance and spend less than the reasonable amount on food and drink they consume while travelling do not have to keep detailed written evidence of expenditure (for example, all of the receipts). On review or audit, employee truck drivers will be required to show how they calculated the amount they claimed, including evidence that they travelled for work on the relevant days and were required to sleep or take their major rest break away from home. They will also be required to show that they received a travel allowance for the relevant days, and correctly returned this allowance as income in their tax return.*

⁶ For further information on truck drivers refer to paragraphs 72 to 75 of TR 2004/6 and to TR 95/18 *Income tax: employee truck drivers-allowances, reimbursements and work-related deductions.*

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26. If an employee truck driver wants to claim more than the reasonable amount, the whole claim must be substantiated with written evidence, not just the amount in excess of the reasonable amount.

27. All accommodation expenses incurred by employee truck drivers as part of work-related travel must be substantiated with written evidence (refer to paragraph 72 of TR 2004/6).

Example 3:

28. *Kevin is required to travel regularly from Melbourne to Adelaide and sleep away from home in his truck cab, then return home to Melbourne the next day. Kevin is paid a travel allowance of \$40 per day for such trips. Kevin's usual pattern is to stop and eat four times at road houses over the two days. Kevin usually has a meal, a coffee and buys a drink for the road, and spends between \$25 and \$40 for each meal. In the 2017-18 income year, Kevin's records show that he made this trip 100 times, received an allowance of \$8,000, and spent \$14,000 on food and drink he consumed when travelling.*

29. *When completing his tax return, Kevin must correctly declare the travel allowance as income in his tax return. Because Kevin calculated that he spent more than the reasonable amount on food and drink when travelling, he has 2 choices, as follows:*

- *Kevin can claim \$14,000 as a travel expense if he got and kept all of his receipts for the food and drink he purchased and consumed when travelling; or*
- *Kevin can rely on the reasonable amount and claim \$11,060 (\$55.30 x 200 days) as a travel expense. If Kevin relies on the reasonable amount and his tax return is checked by the ATO, Kevin will be asked to show he travelled this route 100 times, that he received a travel allowance from his employer for the 200 days that he was required to travel, that he correctly declared this allowance as income in his tax return and that he typically spent \$55 or more a day on food and drink when making this trip (for example, by reference to diary entries, bank records and receipts that he kept for some of the trips).*

30. *If Kevin's travel allowance was not shown on his payment summary and he fully spent the allowance, he can choose to leave it out of his tax return and not claim any deductions for the meals and drinks he buys when travelling from Melbourne to Adelaide.*

Reasonable amounts for overseas travel expenses

31. If you are travelling overseas and are away from your usual residence for 6 or more nights in a row, you must still keep travel records even if you rely on the reasonable amounts and don't have to substantiate your expenses. Travel records may include ticketing information, diary entries or other information setting out the nature of your travel, the day and time it began, how long it lasted and where you travelled.

32. Reasonable amounts are provided for 3 salary levels. Salary excludes any allowances received. Use Table 6 if your salary is \$119,650 and below. Use Table 7 if your salary is between \$119,651 and \$212,950. Use Table 8 if your salary is \$212,951 or more.

33. Reasonable amounts are given for:

- meals (showing breakfast, lunch and dinner), and
- expenses incidental to travel.

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Any expenditure on accommodation overseas must be fully substantiated.

34. Reasonable amounts are shown for cost groups to which a country has been allocated. Table 9 sets out the cost group to which a country has been allocated.

35. If you travel to a country that is not shown in Table 9, use the reasonable amount for Cost Group 1 in the Table relevant to your salary range.

36. If you travel to two or more countries in the same day, use the cost group of the country that is in the higher cost group in determining the reasonable amount for that day.

37. The reasonable amount for incidentals applies in full to each day of travel covered by the allowance, without the need to apportion for any part day travel on the first and last day.

38. The reasonable amounts for overseas travel expenses per day according to salary levels and cost groups for the 2017-18 income year are shown in Tables 6 to 9 as follows:

Cost Group	Meals	Incidentals	Total
1	\$60	\$25	\$85
2	\$95	\$30	\$125
3	\$130	\$35	\$165
4	\$150	\$35	\$185
5	\$200	\$40	\$240
6	\$240	\$45	\$285

Cost Group	Meals	Incidentals	Total
1	\$75	\$25	\$100
2	\$110	\$35	\$145
3	\$150	\$40	\$190
4	\$170	\$45	\$215
5	\$240	\$50	\$290
6	\$295	\$50	\$345

Cost Group	Meals	Incidentals	Total
1	\$95	\$30	\$125
2	\$140	\$40	\$180
3	\$185	\$45	\$230
4	\$215	\$50	\$265
5	\$295	\$60	\$355
6	\$340	\$60	\$400

Taxation Determination

TD 2017/19

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Status: **legally binding**

Table 9: Table of countries			
Country	Cost Group	Country	Cost Group
Albania	2	El Salvador	3
Algeria	3	Eritrea	3
Angola	6	Estonia	3
Antigua and Barbuda	5	Ethiopia	3
Argentina	3	Fiji	3
Armenia	3	Finland	5
Austria	5	France	5
Azerbaijan	3	French Polynesia	5
Bahamas	6	Gabon	5
Bahrain	5	Gambia	2
Bangladesh	4	Georgia	3
Barbados	5	Germany	5
Belarus	2	Ghana	4
Belgium	5	Gibraltar	4
Bermuda	6	Greece	4
Bolivia	2	Guatemala	3
Bosnia	2	Guyana	3
Brazil	4	Hong Kong	5
Brunei	2	Hungary	3
Bulgaria	2	Iceland	5
Burkina Faso	3	India	3
Cambodia	3	Indonesia	3
Cameroon	3	Iran	3
Canada	4	Ireland	5
Chile	3	Israel	5
China	5	Italy	5
Colombia	3	Jamaica	4
Congo Democratic Republic	4	Japan	5
Cook Islands	4	Jordan	5
Costa Rica	3	Kazakhstan	3
Cote D'Ivoire	5	Kenya	4
Croatia	3	Korea	6
Cuba	3	Kosovo	2
Cyprus	4	Kuwait	5
Czech Republic	3	Kyrgyzstan	2
Denmark	6	Laos	3
Dominican Republic	4	Latvia	3
East Timor	3	Lebanon	5
Ecuador	4	Lithuania	3
Egypt	3	Luxembourg	5

Taxation Determination

TD 2017/19Status: **legally binding**

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Table 9: Table of countries continued			
Country	Cost Group	Country	Cost Group
Macau	5	Saint Lucia	4
Macedonia	2	Saint Vincent	3
Malawi	2	Samoa	5
Malaysia	3	Saudi Arabia	4
Mali	4	Senegal	4
Malta	3	Serbia	2
Mauritius	3	Sierra Leone	3
Mexico	3	Singapore	5
Monaco	6	Slovakia	3
Morocco	3	Slovenia	3
Mozambique	3	Solomon Islands	4
Myanmar	3	South Africa	2
Namibia	2	Spain	4
Nepal	2	Sri Lanka	3
Netherlands	5	Sudan	3
New Caledonia	5	Surinam	2
New Zealand	4	Sweden	5
Nicaragua	3	Switzerland	6
Nigeria	5	Taiwan	5
Norway	6	Tanzania	3
Oman	5	Thailand	4
Pakistan	2	Tonga	3
Panama	3	Trinidad and Tobago	5
Papua New Guinea	4	Tunisia	2
Paraguay	2	Turkey	3
Peru	4	Uganda	3
Philippines	3	Ukraine	2
Poland	3	United Arab Emirates	5
Portugal	3	United Kingdom	5
Puerto Rico	5	United States of America	5
Qatar	5	Uruguay	3
Romania	3	Vanuatu	5
Russia	5	Vietnam	3
Rwanda	3	Zambia	3

Taxation Determination

TD 2017/19

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Status: **legally binding****Example 4:**

39. *Toby travels to China on business for two weeks and is paid a travel allowance of \$500 per day (made up of \$250 for meals and incidentals and \$250 for accommodation). Toby's annual salary is \$191,000. Toby usually spends \$250 per day on meals and incidentals and \$300 per night on accommodation when travelling in China. Toby calculates the daily reasonable amount for his overseas travel as follows:*

- *Table 7 applies because Toby's salary is between \$119,651 and \$212,950*
- *Table 9 lists China as Cost Group 5*
- *Table 7 provides reasonable amounts for meals and incidental expenses for Cost Group 5 as \$240 per day for meals and \$50 per day for incidentals (that is a total of \$290 per day).*

40. *Because Toby has spent less than the reasonable amount on meals and incidentals, he can claim a deduction for the \$250 per day that he spends and he is not required to substantiate the expenditure (for example, get and keep all of the receipts for the meals and incidentals). Because he has spent more than 6 nights away in a row, Toby must keep travel records for the 2 weeks he is in China. Toby can claim a deduction for the \$300 per day he spends on accommodation but he must fully substantiate this expenditure (by getting and keeping a receipt or other documentary evidence of the expenditure).*

41. *If Toby's tax return is checked by the ATO he may be asked to explain his claim for deduction. To do this Toby would show he travelled to China for work, that he received an allowance for the meals and incidentals for each day he travelled, that he correctly declared this allowance as income in his tax return, and that he typically spent \$250 a day on meals and incidental expenses (for example, by reference to diary entries, bank records and some receipts that he kept).*

42. *If Toby's travel allowances were not shown on his payment summary and he fully spent the allowance, he can choose to leave them out of his tax return and not claim any deductions for the meals and incidentals he purchases when travelling and working in China.*

Date of effect

43. This Determination applies to the 2017-18 income year only. However, the Determination will not apply to taxpayers to the extent that it conflicts with the terms of settlement of a dispute agreed to before the date of issue of the Determination (see paragraphs 75 to 76 of TR 2006/10).

Commissioner of Taxation
3 July 2017

Taxation Determination

TD 2017/19Page status: **not legally binding**

Page 13 of 13

References

Previous draft:

Not previously issued as a draft

*Previous Rulings/Determinations:*TD 2012/17; TD 2013/16; TD 2014/19;
TD 2015/14; TD 2016/13*Related Rulings/Determinations:*

TR 95/18; TR 2004/6; TR 2006/10

Legislative references:

- ITAA 1997
 - ITAA 1997 Subdiv 900-B
 - TAA 1953
-

ATO references

NO: 1-BSN9T2A

ISSN: 2205-6211

BSL: IND

ATOlaw topic: Income tax ~~ Deductions ~~ Work related expenses ~~ Accommodation and
meal expenses

Income tax ~~ Deductions ~~ Work related expenses ~~ Travel expenses

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A4

public interest disclosure
2019/20

BALLINA SHIRE COUNCIL

Report to the NSW Ombudsman

Submitted On: 08 Jan 2020

Reporting Period: July to December 2019

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
No of public officials who made public interest disclosures to your public authority	0	0	0
No of public interest disclosure received by your public authority	0	0	0
Of public interest disclosures received, how many were primarily about:	0	0	0
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period		0	
Have you established an internal reporting policy?			Yes
Has the head of your public authority taken action to meet their staff awareness obligations?			Yes

If so, please select how staff have been made aware

Policy briefing from senior managers, Staff undertaking that they have read and understood your organisation's internal reporting policy, Training provided by your organisation, Links on your intranet site, Messages in staff newsletters, Training provided to new staff during induction

Report to the NSW Ombudsman

Submitted On: 21 Jul 2020

Reporting Period: January to June 2020

	Made by public officials performing their day to day functions	Under a statutory or other legal obligation	All other PIDs
No of public officials who made public interest disclosures to your public authority	0	0	0
No of public interest disclosure received by your public authority	0	0	0
Of public interest disclosures received, how many were primarily about:	0	0	0
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period		0	
Have you established an internal reporting policy?			Yes
Has the head of your public authority taken action to meet their staff awareness obligations?			Yes

If so, please select how staff have been made aware

Policy briefing from senior managers, Staff undertaking that they have read and understood your organisation's internal reporting policy, Training provided by your organisation, Links on your intranet site, Messages in staff newsletters, Training provided to new staff during induction

A5

***gipa act 2009
annual report 2019/20***

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

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

Ballina Council has a proactive approach to the release of information to the public. The council website is promoted as an important source of information for the community, and it is constantly updated. We also aim to inform the community about available information via a number of other avenues: • Council notices are published weekly in the local media, • Media releases, general advertisements and documents on exhibition are available under the noticeboard banner on Council's website, • Information and documentation provided to Ward Committees for advice and distribution to the community, • Community Connect quarterly newsletter is distributed to all residents, • Regular information spots and interviews on the Ballina community radio station, • Regular advice to the community via social media posts - facebook, instagram, • Active communications team working to provide as much information as possible to the public, An annual review and evaluation of available information is undertaken across the organisation as part of the Agency Information Guide review process. The review identifies any new information to be made publicly available and ensures that the existing document and information on the website is the most current version.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
15

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency 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)

Number of Applications Refused	Wholly	Partly	Total
	0	2	2
% of Total	0%	100%	

Schedule 2 Statistical information about access applications to be included in annual report

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	2	0	0	1	1	0	0	1	5	28%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	2	2	0	1	2	1	0	0	8	44%
Members of the public (other)	2	3	0	0	0	0	0	0	5	28%
Total	6	5	0	2	3	1	0	1	18	
% of Total	33%	28%	0%	11%	17%	6%	0%	6%		

* 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)	6	5	0	2	3	1	0	1	18	100%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	6	5	0	2	3	1	0	1	18	
% of Total	33%	28%	0%	11%	17%	6%	0%	6%		

* 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	No 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 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	2	100%
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%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	2	

*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 Act

	Number of times consideration used*	% of Total
Responsible and effective government	1	25%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	3	75%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	4	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	13	93%
Decided after 35 days (by agreement with applicant)	1	7%
Not decided within time (deemed refusal)	0	0%
Total	14	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	1	1	50%
Review by Information Commissioner*	1	0	1	50%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	1	1	2	
% of Total	50%	50%		

*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	2	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	2	

Table I: Applications transferred to other agencies.

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

A6

***disability inclusion
action plan***



Disability Inclusion Action Plan 2017-2021

prepared by Ballina Shire Council

05/2017

Disability Inclusion Action Plan

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version 1.7/49298



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Mayor's Message

I am very pleased to present Ballina Shire Council's Disability Inclusion Action Plan (DIAP) 2017-2021. I am proud of the work that Ballina Shire Council has undertaken over many years to improve access and inclusion in our shire. This DIAP formalises our actions as we continue to work at creating an accessible and inclusive Ballina Shire.

This Disability Inclusion Action Plan (DIAP) has been developed by listening to people with disabilities, their families, carers and local organisations who work with people with disabilities. We aim to ensure that access and inclusion is a key consideration in all areas of our services and operations. This includes:

- Promoting positive community attitudes and behaviours
- Working to ensuring that our built environment is accessible
- That our systems and processes deliver information and services that are accessible and inclusive; and
- Supporting employment opportunities for people with disability.

I would like to thank everyone who has taken the time to contribute his or her ideas. I would particularly like to acknowledge and thank the current and past members of Ballina Shire Council's Disability Access Reference Group (ARG).

The ARG has provided advice to Council on many projects and developments. They have had a key role in increasing Council's awareness of the importance of access and inclusion. The current members of the ARG have guided the development of our DIAP.

Our DIAP sets out actions that Council will follow to ensure that we are creating a community that is inclusive and accessible for all people regardless of ability.

Cr David Wright
Ballina Shire Council Mayor



Overview and Vision

The purpose of this Disability Inclusion Action Plan is to guide Council and the broader community in creating and maintaining an accessible and inclusive community for all residents and visitors, regardless of ability.



The plan has been prepared to meet the requirements of the NSW Disability Inclusion Act 2014 (DIA 2014) which requires all councils in NSW to undertake disability inclusion action planning (DIAP) by 1 July 2017. The DIA 2014 sets out four key areas that all councils must address:

- Developing positive community **attitudes and behaviours**
- Creating **liveable communities**
- Supporting access to **meaningful employment**
- Improving access to services through better **systems and processes**.

The strategies and actions set out in this plan address the key areas listed above. The actions are designed to help provide opportunities for all people, regardless of ability, to lead active fulfilling lives. Council will help to implement our strategies with the aim of increasingly accessible and inclusive Council facilities and services in the shire.

Ballina Shire Council's Vision for Inclusion

“ Working with our community partners to make Ballina Shire accessible and inclusive for all our residents and visitors regardless of ability ”

The DIAP is focused on Council's roles and responsibilities but it is not just for Council to follow; it should be seen as a guide for developing and creating partnerships between Council, our residents, local community providers and other levels of government.

Ballina Shire Council has a strong record of promoting access and inclusion. We have our Disability Access Reference Group (ARG), operating for over 20 years. The ARG has provided Council with input and guidance on a range of access issues over the years. One of the most recent achievements of the ARG was advocating for and supporting the construction of a changing place toilet facility in the Ballina CBD.



Summary of Consultation Methods

Partnership with councils in the Northern Rivers region

Ballina Shire forms part of the Northern Rivers Region of NSW. There are seven local councils within this region. Council staff with responsibility for access and inclusion from each council have been meeting regularly for a number of years. Ballina Shire Council along with Byron Shire Council, Clarence Valley Council, Kyogle Shire Council, Lismore City Council and Richmond Valley Council formed a regional partnership to work collaboratively to develop a DIAP for each council. Coffs Harbour City Council also participated in the development phase.

Collaboration between the councils has enabled the sharing of information and resources, which has strengthened partnerships and increased awareness of access and inclusion across the region.

Survey

A joint survey was developed based on the key focus areas found in the NSW DIAP guidelines. The survey was released simultaneously by each council and was available online, hard copies were placed at key locations, advertised through local media, distributed to local service organisations across the region, and promoted extensively. At the completion of the survey period, over 500 responses were received. The data collected can be analysed based on the region as a whole, or at an individual LGA level. Interestingly, similarities emerged across the region. For example, the need for continuous accessible paths of travel and the availability of accessible toilets was identified.

Community Forum

A community forum to assist in developing the DIAP was held in Ballina in May 2016, with over 70 participants from across the region. The purpose of the forum was to gather information and feedback from the community, particularly those with disability experience, and to identify opportunities for developing partnerships within the community.

Regional Stakeholder Analysis

A regional stakeholder analysis was undertaken which identified key groups that would need to be consulted. A targeted consultation plan was developed that saw Council staff teaming up and conducting consultations with key stakeholder groups.

Each partner council conducted local consultation with people with disabilities, carers, service providers and individuals, and the information gathered was shared by all partner councils.

In response to preparing its DIAP, Ballina Shire Council formed an internal Access and Inclusion Team made up of staff from all departments across the organisation. The team assesses current levels of services and identifies opportunities for improvement. It coordinates the delivery of inclusive services and infrastructure to meet the needs of people with disabilities.

Many of the actions listed later in this plan will form part of the ongoing work of the Access and Inclusion Team. Its role is to ensure that access and inclusion are considered to be a key factor in the delivery of Council's services and functions.



Policy and Legislative Context

Ballina Shire Council's DIAP sits under a range of international, Commonwealth and State responses that aim to reduce barriers and increase opportunities for access and inclusion. These are the policy instruments that require Ballina Shire Council to ensure that its services and facilities are accessible and inclusive.

International

United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)

In 2008, the Australian Government ratified the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) "to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity." (United Nations (2006), Convention on the Rights of Persons with Disabilities).

Commonwealth

Disability Discrimination Act 1992 (DDA)

The Commonwealth Disability Discrimination Act 1992 (DDA) makes it unlawful to discriminate on the basis of disability. Ballina Shire Council, along with other organisations, has an ongoing obligation to ensure that its facilities and services are accessible to all people.

National Disability Strategy (NDS) 2010-2020

The Commonwealth National Disability Strategy (NDS) 2010-2020 sets out a 10-year national plan for improving life for Australians with disability, their families

and carers. The NDS is underpinned by the UN human rights approach. The NDS aims to improve the life experiences of people with disability, their families and carers. The NDS seeks to develop an accessible and inclusive society that provides people with disability opportunities to participate in community life as equal citizens.

Disability (Access to Premises – Buildings) Standards 2010

The national Disability (Access to Premises – Buildings) Standards 2010 aim to improve the accessibility and safety of new or upgraded buildings to address the needs of a range of people including the aged, parents and children and people with disabilities.

New South Wales

Disability Inclusion Act 2014 (NSW)

The Disability Inclusion Act 2014 (NSW) provides the legislative framework to guide state and local government disability inclusion and access planning. The Act supports people with disabilities to access:

- The same human rights as other members of the community, facilitated by government and the community
- Independence and social and economic inclusion within the community
- Choice and control in the pursuit of their goals and the planning and delivery of their supports and services.

In meeting the requirements under the Disability Inclusion Act 2014 for disability inclusion and access planning, Council must:

1. Specify how it will incorporate the UN human rights disability principles into

its dealings with matters relating to people with disabilities.

2. Include strategies to support people with disabilities, for example, strategies to:
 - a) Provide access to buildings, events and facilities
 - b) Provide access to information
 - c) Accommodate the specific needs of people with disabilities
 - d) Support employment of people with disabilities
 - e) Encourage and create opportunities for people with disabilities to access services and activities.
 3. Include details of its consultation about the plan with people with disabilities.
 4. Explain how the plan supports the goals of the State Disability Inclusion Plan, (i.e. strategies that support the four key DIAP areas).
- Additional related legislation and standards for NSW:
- NSW Anti-Discrimination Act 1977 (ADA)
 - Local Government Act 1993 and Local Government (General) Regulation 2005
 - Disability Standards for Accessible Public Transport 2002
 - Carers (Recognition) Act 2010 (NSW)
 - NSW Disability Inclusion Act (DIA) 2014.
 - National Disability Strategy – NSW Implementation Plan 2012 – 2014.

Ballina Shire Council has a number of plans and policies that its DIAP will work



alongside. Council's principal planning document is "Our Community Our Future", Ballina Shire's Community Strategic Plan (CSP). The CSP has a set of core values which underpin the way Council works as an organisation. Ballina Shire Council's values are: creative, accessible, respectful, energetic, safe.

These values are reflected in the strategies and actions outlined later in this plan. Council's strategies and actions will also inform Council's Delivery Program and Operational Plan.

The DIAP will also work along with a number of additional Council plans including the Active Ageing Plan, the Pedestrian Access and Mobility Plan and the Equal Employment Opportunity Plan. The linkages between Council's plans and policies will assist in ensuring that the needs of people with disability will be included in all aspects of Ballina Shire Council's services, infrastructure and resources.

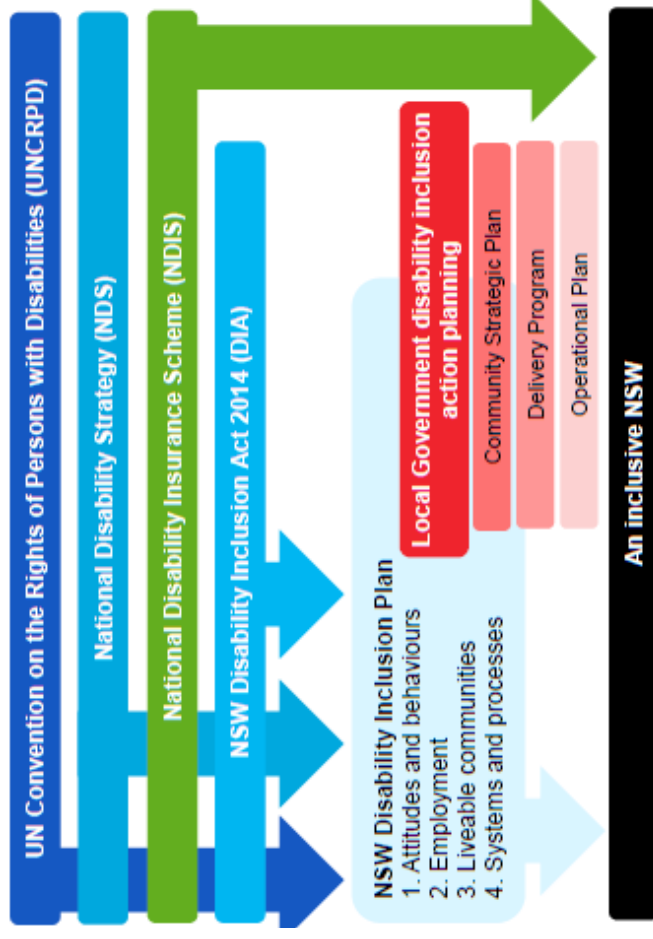


Figure 1: Relationship between the relevant policy and legislative instruments (Source NSW Disability Inclusion Action Planning Guidelines, November 2015)

Community Profile

What is a disability?

A disability can occur at any time in a person's life; prior to or at birth, as the result of accident, injury, chronic illness, or trauma, during childhood, adulthood or through older age. There is also a diverse range of psychological, biological, social and environmental factors which can impact on an individual's mental health, and can cause a person to experience psychiatric disability.

The Disability Discrimination Act 1992 (DDA) defines **disability** in relation to a person as:

- total or partial loss of the person's bodily or mental functions
- total or partial loss of a part of the body
- the presence in the body of organisms causing disease or illness
- the presence in the body of organisms capable of causing disease or illness
- the malfunction, malformation or disfigurement of a part of the person's body
- a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction, or
- a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour.

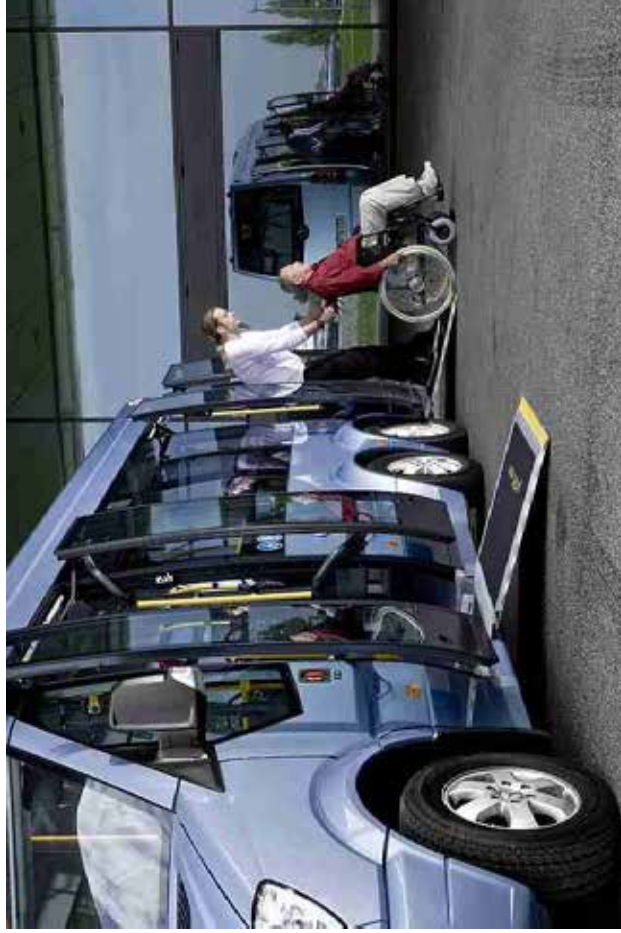
And includes a disability that:

- presently exists
- previously existed but no longer exists
- may exist in the future (including because of a genetic predisposition to that disability), or
- is imputed to a person.



To avoid doubt, a disability that is otherwise covered by this definition includes behaviour that is a symptom or manifestation of the disability.

The Australian Bureau of Statistics conducts regular surveys to measure the incidence of disability in Australia, and the need for support for older people and people with disabilities, to provide a demographic profile of people with disability compared with the general population. The most recent survey was conducted across Australia in 2015 and this is the fourth survey of its type since 2003, and the infographic on page 17 provides a summary of the results of the survey.



A profile of people with disability in Australia



The United Nations Convention on the Rights of Persons with Disabilities aims to enhance opportunities for people with disability to participate in all aspects of social and economic life. While there have been many improvements in the lives of people with disability, significant barriers still remain.

The results of the 2015 Survey of Disability, Ageing and Carers provide a profile of people with disability in Australia.



There were **4.3 million** Australians with disability in **2015**



The likelihood of living with disability increases with age, **2 in 5** people with disability were **65 years or older**



Almost **1/3** of people with disability had a profound or severe disability



Around **3 in 5** people with disability* needed assistance with at least one activity of daily life



Around **half** of people with disability used **aids or equipment** to help with their disability



Around **1 in 5** people with disability said their main long-term health condition was a mental or behavioural disorder



People with disability

People with disability* aged **15-24 years** were **10 times** more likely to report the experience of discrimination than those aged **65 years and over**



People with no reported disability

53% of people with disability participated in the workforce** compared with **83%** of people with **no reported disability**



\$465

The weekly median income** of people with disability was **\$465**, which was less than half of those with **no reported disability**

*Living in households

**Labour force and income figures are for persons aged between 15 and 64 living in households

Further information is available in Disability, Ageing and Carers, Australia: Summary of Findings 2015 (cat. no. 4430.0) available from the ABS website (www.abs.gov.au). A pdf version of the information sheet is available from the Downloads tab of the publication.

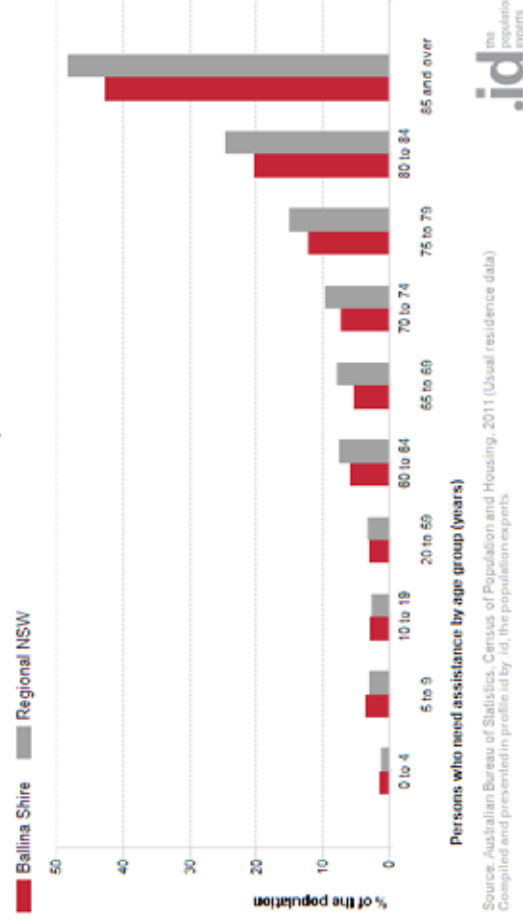
Levels of Disability in Ballina Shire

In 2011 Ballina Shire had a total resident population of 39,273 people, living in 18,074 dwellings with an average household size of 2.35. The census identified that 2,274 residents or 5.8% of our population reported needing help in their day-to-day lives due to disability.

Analysis of the need for assistance of people in Ballina Shire compared to New South Wales shows that there was a higher proportion of people who reported needing assistance with core activities.

Overall, 5.8% of the population reported needing assistance with core activities, compared with 4.9% for New South Wales.

Need for assistance with core activities, 2011



Need for assistance with core activities

Ballina Shire persons (usual residence)

assistance needed by age group (years)	2011			2006			change
	no.	% of total age group	% NSW	no.	% of total age group	% NSW	
0 to 4	29	1.4	1.0	28	1.4	0.9	+1
5 to 9	82	3.6	2.6	65	2.7	1.9	+17
10 to 19	143	2.9	2.2	110	2.1	1.6	+33
20 to 59	542	2.9	2.4	508	2.7	2.1	+34
60 to 64	164	5.7	6.7	98	4.6	5.8	+66
65 to 69	120	5.3	7.7	87	4.6	6.5	+33
70 to 74	132	7.2	10.6	99	6.2	9.6	+33
75 to 79	182	12.0	16.6	224	13.4	15.5	-42
80 to 84	286	20.2	26.4	332	24.7	27.0	-46
85 and over	594	42.6	48.3	482	46.6	47.7	+112
total persons needing assistance	2,274	5.8	4.9	2,033	5.3	4.2	+241

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented in profile.id by .id, the population experts. (Usual residence data)

In Ballina Shire there were 4,246 carers providing unpaid assistance to a person with a disability, long term illness or old age in 2011. The proportion of people providing unpaid care can be an important indicator of the level of demand for care services and the need for local and state governments to make provision for local facilities.. An increasing proportion of carers among the population may indicate inadequate care provision, the need for in-home support, or support for the carers themselves.



Unpaid care

Ballina Shire persons aged 15+ (usual residence)

assistance to a person with a disability, long term illness or old age	2011			2006			change 2006 to 2011
	no.	% regional NSW	%	no.	% regional NSW	%	
provided unpaid assistance	4,246	13.2	11.7	3,648	11.5	11.7	+598
no unpaid assistance provided	25,616	79.5	79.6	24,881	78.9	79.0	+735
not stated	2,370	7.4	8.7	2,720	8.6	9.5	-350
total persons aged 15+	32,232	100.0	100.0	31,249	100.0	100.0	+983

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id, the population experts. (Usual residence data)

A Disability Access Reference Group has operated in Ballina Shire Council for over 20 years. The group includes individuals with a range of abilities and lived experiences that provide Council with advice on development applications, proposed redevelopments and a broad range of access and inclusion issues.

Council has undertaken a range of projects and implemented actions that directly support the needs of people with disability. Some of the more recent examples include:

- Construction of the first fully Accredited Changing Place toilet facility in NSW
- Alteration of the design templates for the construction of footpaths to improve accessibility
- Construction of an extensive network of accessible shared pathways
- Ongoing condition audits of the pathway network
- Employment of the regional works crew
- Alteration of the design specification for public amenities such as picnic tables, drinking fountains and garbage bins
- Redevelopment of the public swimming pools in Ballina and Alstonville incorporating accessible pool entry ramps and change facilities
- Maintaining a network of accessible unisex toilets
- Providing MLAK keys free of charge to eligible residents.



Changing Places toilet facility in Tamar Street, Ballina

Community Consultation Outcomes

As detailed earlier in this plan, Ballina Shire Council worked collaboratively with neighbouring councils to develop a region-wide approach to consultation. A joint survey was developed which received over 500 responses from people with disabilities, carers, family and friends of people with a disability and a range of local disability service providers.

Councils also undertook additional joint consultation with regional stakeholder groups as well as groups within each LGA. Results of each consultation were shared between the councils in the region. Locally, Ballina Shire Council consulted with the Ballina Community Disability Information Alliance, St Andrews Indigenous Respite group, Ability Links, and vision impaired and deaf communities. Ballina Shire Council's Disability Access Reference Group also provided ongoing feedback in the preparation of this plan.

All consultations were developed to ensure that the four key areas identified by the NSW State Government were addressed, namely:

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

By focusing on these themes Council was able to combine the results of the survey and face-to-face meetings to identify priority areas for each theme and then formulate strategies and actions to address the identified priorities.



Throughout the consultation process, many issues were raised. Some sit within the responsibility of Council, whilst others are beyond the domain of local government. Analysis of the responses from the consultations identified a number of issues that impede the ability of a person with a disability to participate fully in community life.



There are a number of reoccurring issues raised in Ballina Shire that relate to access and inclusion, including:

- Lack of appropriate accessible paths of travel
- Inability to physically gain access into shops and cafes
- Having to ask businesses to put out ramps
- Inappropriate/limited access points along our pathway networks
- Kerb ramps not built to current standards
- Accessible parking bays that do not accommodate rear exiting passengers.



“Disability parking needs readdressing ...most (accessible) parking spots are designed for side entry... a lot of people unload from the rear of the vehicle ... we have to unload into traffic ... which is highly impracticable and dangerous”

- survey respondent

“Some of the shops down River Street cannot be accessed in my wheelchair due to there being a step or large obstacles in the doorway”

- survey respondent

The regional survey had a total of 540 responses across the seven local government areas, with 91 from the Ballina LGA. Overall, 72% of the respondents were individuals, 12% were from organisations and 16% were made on behalf of an organisation.

The majority of respondents from Ballina Shire were aged between 45-64 years. Ballina Island had the most respondents (43%) followed by residents of Lennox Head and Alstonville.

The survey asked respondents to indicate if they identified as having a type of disability. The following table provides a breakdown of what respondents from Ballina Shire identified with. (Please note that responders to the survey were able to tick more than one option and as such the results add up to more than 100%).

identify as having a/an	percentage of respondents
hearing impairment	10%
vision impairment	10%
user of mobility aids	40%
mental health issue	13%
intellectual disability	15%
other type of disability	30%



The majority of respondents from Ballina Shire identified that they were users of a mobility aid such as a wheelchair or a wheeled walker. This is perhaps a reflection of Ballina Island's suitability for users of mobility aids as for the most part the island itself is relatively flat and well connected via an extensive pathway network.

Respondents were asked to nominate up to three priority areas for each of the key themes. The following section provides a summary of the findings.

1

developing positive community ATTITUDES AND BEHAVIOURS

The survey asked **“What is most important for changing attitudes and behaviours towards people with a disability in the community?”**

Respondents were encouraged to nominate up to three actions. Key responses were:

- Public message campaigns should be developed and supported that highlight inclusion and recognises the rights and contribution of people with disabilities in the community (68%)
- People with disability should be involved in developing communication campaigns regarding inclusion (62%)
- Public events should be accessible (55%)
- Positive images of people with disability should be included in publications and promotions (51%)
- Council staff should be provided with training on access and inclusion (49%).

“The biggest access issue is human attitudes”

- survey respondent



2

creating LIVEABLE COMMUNITIES

The survey asked **“What is most important for making communities liveable and accessible for people with disabilities?”**

Respondents were encouraged to nominate up to three priority areas. Key responses were:

- Encouraging promotion of accessible-for-all design (universal design) in the planning of new housing, infrastructure and buildings (70%)
- Providing continuous accessible paths of travel between facilities and services in town centres and public areas e.g. accessible matting at beaches (68%)
- Providing accessible toilets in all public buildings (62%)
- Ensuring community programs and events are accessible through early consideration of venues, transport, toilets, parking (59%)
- Providing change tables (including adult change tables and hoists) in appropriate locations (20%).

“Good access is the concern of all
as it benefits everyone”

- survey respondent



accessible beach matting, Lennox Head

3

supporting access to MEANINGFUL EMPLOYMENT

The survey asked **“What is most important for improving employment opportunities for people with disabilities?”**

Respondents were encouraged to nominate up to three priority areas. Key responses were:

- Changing people’s attitudes (75%)
- Accessible workplaces (65%)
- Designing roles suitable for people with disabilities (54%)
- Inclusive recruitment processes (50%)
- Flexible working hours and locations (39%).

“I’ve tried many times to find work, but the opportunities for me just aren’t there”

- member of the Access Reference Group



members of Ballina Shire Council Regional Works Crew

4

improving access to services through SYSTEMS AND PROCESSES

We asked **“What is most important for improving accessibility of systems and processes?”**

Respondents were encouraged to nominate up to three priority areas. Key responses were:

- Ensuring all information is available in different formats for all abilities (70%)
- Access to communication supports such as hearing loops, touch screens, and translation services (55%)
- Knowing that there are ways to provide feedback and mechanisms for inclusion and accessibility e.g. Council access advisory committees (55%)
- Ensuring feedback and complaint mechanisms are accessible for people with disability (50%)
- Ensuring workplaces’ internal systems and processes are accessible (48%).

“There are so many services and activities that (most) people do and enjoy. These should be available for all folks to enjoy”

- survey respondent



Strategies and Actions

The following section sets out the actions that Council will take to promote access and inclusion in response to:

1

**developing positive community
ATTITUDES AND BEHAVIOURS**

2

**creating
LIVEABLE COMMUNITIES**

3








**supporting access to
MEANINGFUL EMPLOYMENT**


4




**improving access to services through
SYSTEMS AND PROCESSES**






River Street, Ballina

1. ATTITUDES AND BEHAVIOURS						
strategy	action	indicator	responsibility	estimated costs (exclusive of staff time)	time frame	CSP theme/ priority
1.1	Continue to support the role and function of the Ballina Shire Access Reference Group (ARG)	meetings held	Strategic and Community Facilities Group	\$0 integrated into existing access and inclusion activities	ongoing	 CC 2.3 Assist disadvantaged groups in our community
	Work with community event organisers to ensure that their events are inclusive and accessible	participation rates of people with disability at community events	Strategic and Community Facilities Group Events Support Officer	\$0 integrated into existing activities	1 year	 CC 2.3 Assist disadvantaged groups in our community
1.2	prepare inclusion and access guidelines for cultural and community events	images included	Corporate Communications	\$0 integrated into existing activities	ongoing	 CC2.2 Create events and activities that promote interaction and education as well as a sense of place
	review Council events and implement strategies to improve access					
1.3	Incorporate images of people with disability into plans and corporate documents	training conducted	Risk and Human Resources	\$0 integrated into existing training program	ongoing	 CC2.3 Assist disadvantaged groups in our community
	Council documents and websites to include people with a disability					
1.4	Increase Council staff awareness of access and inclusion	Council's Access and Inclusion Team to monitor articles in Community Connect	Strategic and Community Facilities Group	\$0 integrated into existing access and inclusion activities	ongoing	 CC2.3 Assist disadvantaged groups in our community
	conduct disability awareness training for staff					
1.5	ensure that our systems and services meet the needs of people with disabilities	articles in Community Connect	Strategic and Community Facilities Group	\$0 integrated into existing access and inclusion activities	ongoing	 CC2.3 Assist disadvantaged groups in our community
	utilise quarterly Community Connect publication to highlight the work of Council's Disability Access Reference Group					
1.5	Promote inclusion and recognise the contribution of people with disabilities	articles in Community Connect	Strategic and Community Facilities Group	\$0 integrated into existing access and inclusion activities	ongoing	 CC2.3 Assist disadvantaged groups in our community

2. LIVEABLE COMMUNITIES						
strategy	action	indicator	responsibility	estimated costs (exclusive of staff time)	time frame	CSP theme/ priority
2.1 Assess the suitability of existing community facilities	undertake disability access audits of Council's community facilities	audits undertaken	Strategic and Community Facilities Group	\$ 0 integrated into existing access and inclusion activities		 <p>CC 1.3 Monitor the built infrastructure and service delivered to the community to ensure relevant standards are met</p>
	implement a program to promote the location of accessible public toilets	accessible toilets listed on Council's website and the national toilet map	Strategic and Community Facilities Group	\$ 0 integrated into existing access and inclusion activities	1 year	
2.2 Improve awareness of accessible toilets throughout the shire	continue to construct CAPT and repair sections as required	additional CAPT constructed	Civil Services Group	\$ 0 integrated into existing Civil Services works program	ongoing	
	Maintain a network of Continuous Accessible Paths of Travel (CAPT)	all new community amenities to be accessible via CAPT				
2.3 Provide access to streetscapes and community spaces	ensure access and inclusion outcomes are key criteria in all new infrastructure projects	universal accessible open space and streetscapes constructed	Strategic and Community Facilities Group	\$ 0 integrated into existing access and inclusion activities	ongoing	
	develop accessible design guidelines for Ballina Shire	guidelines developed	Civil Services Group		2 years	

3. MEANINGFUL EMPLOYMENT						
strategy	action	indicator	responsibility	estimated costs (exclusive of staff time)	time frame	CSP theme/ priority
3.1	Maintain employment opportunities for people with disabilities	continue to support the employment of the Regional Works Crew	Regional Works Crew maintained	\$ 0 integrated into existing staffing costs	ongoing	 CC 2.3 Assist disadvantaged groups in our community
	3.2	Increase opportunities for people with disabilities to enter the workforce	Implement disability employment audit program	audit completed	\$ 0 integrated into planned Risk and Human Resources activity	2 years
register as an employment provider under the NDIS		Ballina Shire Council registered with the NDIS				
3.3	Increase awareness of working with people with a disability	provide access and inclusion training to all new staff	Risk and Human Resources	\$ 0 integrated into existing training program	2 years	 CC2.3 Assist disadvantaged groups in our community
3.4	Improve opportunities for participation in Council's workforce	ensure recruitment methods provide people with a disability the opportunity to apply for positions	Risk and Human Resources	\$ 0 integrated into planned Risk and Human Resources activity	ongoing	 CC2.3 Assist disadvantaged groups in our community

4. SYSTEMS AND PROCESSES						
strategy	action	indicator	responsibility	estimated costs (exclusive of staff time)	time frame	CSP theme/ priority
4.1 Council information is accessible to all people regardless of ability	provided training to staff in the creation of accessible documents	Council information is available in a range of formats that meet the needs of people with a disability	Risk and Human Resources	\$ 0 integrated into existing training program	1 year	 EL 1.1 Facilitate and develop strong relationships and partnerships with the community
	audit of Council's website to be compliant with WCAG 2.0 AA	Council documents and websites meet the requirements of the WCAG 2.0 AA				
4.2 People of all abilities have the opportunity to participate in community process	ensure that any new community facilities with meeting rooms incorporate hearing loops	new facilities are equipped with hearing loop systems	Strategic and Community Facilities Group	\$ 0 integrated into the building design process	ongoing	 EL 1.2 Involve our community in the planning and decision making process of Council
4.3 Ensure that Council's community engagement processes are accessible and inclusive	provided training to staff on inclusive community engagement	people with disabilities have the opportunity to participate in community consultations interpreter provided for Council meetings and community consultations upon request	all of Council	\$ 90 per hour of interpreter services	ongoing	 EL 1.2 Involve our community in the planning and decision making process of Council

Monitoring and Evaluation

Ballina Shire Council's Access and Inclusion Team will oversee and monitor the implementation of Council's DIAP. The actions will be integrated into Council's Delivery Program and progress on the plan will be reported each quarter.

The DIAP and its actions will become a permanent agenda item for Council's Access Reference Group (ARG). The ARG will suggest modifications of strategies and actions to ensure the anticipated outcomes are met. Council's Strategic and Community Facilities Group will continue to service the ARG and report on the actions arising out of the DIAP.

Many of the actions in the DIAP are a continuation of the work Council is already doing and will continue to do. Some of the actions listed in the DIAP are not funded and the funds will be subject to Council's annual budget process. When Council constructs new facilities or amenities the needs of people with a disability will become a key consideration in the process.

Council understands it has a legal responsibility to provide services and facilities that do not discriminate against people with a disability. Council will continue to improve access and inclusion to its services and facilities. This DIAP is a demonstration of Council's commitment to continually improving the Ballina Shire community to meet the needs of all residents regardless of ability.





ballina
shire council

A7

capital expenditure

Operational Plan Review
Capital Expenditure - Open Spaces - 2019/20
30-June-2020

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
Open Spaces and Reserves													
2160	Wollongbar Skate Park	500,000	450,000		(400,000)		50,000	10,100	20	Complete	Jun-20	Dec-20	Planning application approved
6532	Wollongbar District Park	1,002,000	1,002,000		(952,000)		50,000	28,800	58	Complete	Jun-20	Mar-21	Planning application approved
2844	Community Garden	31,000	0		30,000		30,000	31,000	103	Complete	Complete	Complete	
5488	Crown Reserve Improvements	74,000	27,000		47,000		74,000	73,700	100	Complete	Complete	Complete	
5516	Ballina Skate Park - Shade Structure	60,000	0	43,700			43,700	58,400	134	Complete	Complete	Complete	
5609	Ocean Pool - Design and Approvals	50,000	0	39,100			39,100	32,400	83	Uncertain	Uncertain	Uncertain	Project being managed by community group
6501	Killen Falls - Plan of Management	5,000	20,000		(15,000)		5,000	5,200	104	Complete	Complete	Complete	
6503	Ocean Breeze Reserve Playground Equipment	90,000	90,000		(90,000)		0	0	100	Complete	Jul-20	Sep-20	To be installed following completion of Hutley Drive Extension
6504	Megan Crescent Playground Equipment	90,000		90,000			90,000	9,500	11	Complete	Apr-20	Jul-20	
6506	Commemoration Park (Exercise Playground)	130,000		130,000			130,000	4,300	3	Complete	Apr-20	Jul-20	
6507	Ferngrove Shade Provision	35,000		34,900			34,900	48,700	140	Complete	Complete	Complete	
6508	Shelly Beach Playground Equipment	35,000		35,000			35,000	28,900	83	Complete	Complete	Complete	
6531	Ross Park	0	25,000		(25,000)		0	6,600	100	Sep-20	Oct-20	Jun-21	
6533	Wardell Wharf Structures	35,000	35,000				35,000	23,600	67	Complete	Complete	Complete	
2372	Pop Denison Master Plan	845,000	845,000		(745,000)		100,000	25,100	25	Jul-20	Aug-20	Jun-21	Planning application lodged
	Sub Total	2,982,000	2,494,000	372,700	(2,150,000)	0	716,700	386,300	54				
Sports Fields													
2136	Wollongbar Sports Fields Irrigation and Drainage	307,000	200,000	106,800			306,800	10,500	3	Complete	Jul-20	Sep-20	Irrigation underway
2306	Kingsford Smith Reserve - Amenities	260,000			260,000		260,000	292,000	112	Complete	Complete	Complete	
2377	Skennars Head Sports Fields Expansion	2,740,000	2,000,000	(327,600)	365,000		2,037,400	2,141,600	105	Complete	Complete	Complete	
2402	Williams Reserve Lighting	236,000		228,200			228,200	249,700	109	Complete	Complete	Complete	
2414	Saunders Oval Lighting	414,000		409,300			409,300	414,300	101	Complete	Complete	Complete	
2434	Quays Reserve - Noise Attenuation	50,000		23,300			23,300	25,000	107	Complete	Complete	Complete	
2439	Kingsford Smith Reserve - Retaining Wall	30,000		26,300			26,300	1,900	7	Complete	May-20	Jun-20	Grant funds received by Club
2440	Fripp Oval Fencing	50,000		50,000			50,000	57,700	115	Complete	Complete	Complete	
2446	Pacific Pines - Lighting	500,000	500,000				500,000	84,600	17	Complete	Jun-20	Aug-20	Installation underway
2446	Ballina Heights - Drainage and Layout	150,000			150,000		150,000	600	0	Complete	Aug-20	Dec-20	
	Sub Total	4,737,000	2,700,000	516,300	775,000	0	3,991,300	3,277,900	82				
	Total - Open Spaces	7,719,000	5,194,000	889,000	(1,375,000)	0	4,708,000	3,664,200	78%				

Capital Expenditure - Resource Recovery - 2019/20
30-June-2020

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
6487	Waste Centre - Resource Recovery Centre	300,000	300,000		(300,000)		0	0	100	N/A	N/A	N/A	
6540	Waste Centre - Solar	75,000	75,000		(75,000)		0	0	100	N/A	N/A	N/A	
6574	Public Place Recycling	100,000	0		100,000		100,000	106,800	107	Complete	Complete	Complete	
6542	Recycling Dome Load-out Area	25,000	0		25,000		25,000	13,600	54	Complete	Complete	Complete	
7404	DWM - Trucks	2,140,000	2,100,000		38,500		2,138,500	2,139,000	100	Complete	Complete	Complete	
	Total - Resource Recovery	2,640,000	2,475,000	0	(211,500)	0	2,263,500	2,259,400	100%				

Operational Plan Review
Capital Expenditure - Support Operations - 2019/20
30-June-2020

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Likely Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
	Administration Centre and Depot Facilities												
1350	Depot - Workshop Welders Bay - Stage 1 - Fitout	462,000	395,000	42,000	(387,000)		50,000	8,300	17	Aug-20	Oct-20	Dec-20	
1351	Depot - Open Spaces Storage Area - Stage A and B	169,000	150,000	19,000	(120,000)		49,000	10,000	20	Aug-20	Oct-20	Dec-20	
2276	Depot - Solar	120,000	120,000		(120,000)		0	0	100	Complete	Oct-20	Dec-20	Forms part of above works
2290	Administration Centre - Solar	90,000	90,000		(90,000)		0	0	100	Complete	Jul-20	Oct-20	Underway
6523	Depot - Hardstand	0	25,000		(25,000)		0	0	100	N/A	N/A	N/A	
8511	Depot - Lions Club Storage	20,000	0		20,000		20,000	20,000	100	Complete	Complete	Complete	
	Sub Total	861,000	780,000	61,000	(722,000)	0	119,000	38,300	32				
	Asset Management and Emergency Services												
2216	Surveying Equipment	20,000	0	20,000			20,000	3,400	17	N/A	On-going	On-going	
	SES Building	25,000	0		25,000		25,000	0	0	Jun-21	Uncertain	Uncertain	
	Sub Total	45,000	0	20,000	25,000	0	45,000	3,400	8				
	Public Amenities												
2207	Kerr Street	140,000	140,000				140,000	2,000	1	Complete	May-20	Jul-20	
	Sub Total	140,000	140,000	0	0	0	140,000	2,000	1				
	Plant and Fleet												
2215	Light Vehicles and Heavy Plant (Net)	2,826,000	1,246,000	1,441,200	139,100		2,826,300	2,391,800	85	N/A	On-going	On-going	
	Sub Total	2,826,000	1,246,000	1,441,200	139,100	0	2,826,300	2,391,800	85				
	Total - Operations Support	3,872,000	2,166,000	1,522,200	(557,900)	0	3,130,300	2,435,500	78%				

**Operational Plan Review
Capital Expenditure - Commercial Services - 2019/20
30-June-2020**

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
	Airport												
3963	Miscellaneous Works	50,000	50,000	151,000	(151,000)		50,000	17,500	35	N/A	Complete	Complete	
4165	Terminal Expansion	7,000,000	0	1,491,700	(441,700)		1,050,000	971,900	93	Complete	Complete	Complete	
4169	Drainage	0	300,000		(300,000)		0	0	100	N/A	N/A	N/A	
4170	Lighting Equip Room / Pilot Activated Light	370,000	0	319,300	700		320,000	6,400	2	Complete	Jul-20	Sep-20	
4184	Apron Overlay	400,000	400,000		(380,000)		20,000	18,500	93	N/A	N/A	N/A	
4188	Certified Air Ground Radio Operations	300,000	300,000		(285,000)		15,000	10,700	71	N/A	N/A	N/A	
6483	Car Park, Solar and Boom Gates	2,000,000	1,500,000		(1,450,000)		50,000	48,600	97	Dec-20	Feb-21	Jun-21	Major works planned for 2020/21
6518	Baggage Area	1,000,000	1,000,000		(1,000,000)		0	0	100	N/A	N/A	N/A	
6519	Crown Land Revetment Wall	50,000	50,000		(50,000)		0	0	100	N/A	N/A	N/A	
	Sub Total	11,170,000	3,600,000	1,962,000	(4,057,000)	0	1,505,000	1,073,600	71				
	Camping Ground												
2375	Flat Rock	230,000	100,000	78,600	50,000		228,600	193,500	85	Complete	Complete	Complete	
	Sub Total	230,000	100,000	78,600	50,000	0	228,600	193,500	85				
	Property												
2336	Shelly Beach Café	83,000	43,000		40,000		83,000	46,700	56	Complete	Mar-20	Jun-20	
2331	West End Hall - Demolition and Removal	30,000	0		30,000		30,000	22,300	74	Complete	Complete	Complete	
2320	Southern Cross Industrial - Boeing Avenue	7,000,000	5,597,400	1,259,000	(3,256,400)		3,600,000	3,416,500	95	Complete	Aug-19	Jun-21	Project on hold
2325	Wollongbar Urban Expansion Area - Stage 3	5,700,000	4,723,300	428,200	(5,031,500)		120,000	128,400	107	Complete	Dec-19	Jun-21	
2326	54 North Creek Road	2,000,000	0		17,000		17,000	21,300	125	Complete	Complete	Complete	
	Sub Total	14,813,000	10,363,700	1,687,200	(8,200,900)	0	3,850,000	3,635,200	94				
	TOTAL - COMMERCIAL SERVICES	26,213,000	14,063,700	3,727,800	(12,207,900)	0	5,583,600	4,902,300	88%				

**Operational Plan Review
Capital Expenditure - Community Facilities - 2019/20
30-June-2020**

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
	Community Facilities												
4193	Naval Museum	50,000	50,000				50,000	2,500	5	Dec-20	Uncertain	Uncertain	Project scope reviewed
6538	Kentwell Centre - Solar	25,000	25,000				25,000	0	0	Complete	Jul-20	Aug-20	Underway
6910	Ballina Surf Club - Various	50,000	50,000		(14,500)		35,500	35,200	99	N/A	Complete	Complete	
6913	Ballina Surf Club - Air-conditioning	50,000	0		14,500		14,500	0	0	N/A	Aug-20	Sep-20	
6911	Ballina Indoor Sports Centre	8,800,000	1,500,000	(655,100)			844,900	790,400	94	Complete	Complete	Complete	
7899	Lennox Head Community Centre - Refurb	2,194,000	1,981,500	133,100	(350,000)		1,764,600	1,179,100	67	Complete	Jan-20	Jul-20	
7899	Kentwell Centre - Painting	12,000	12,000				12,000	11,000	92	N/A	Complete	Complete	
7928	ALEC - Refurbishment including Solar	890,000	609,000	80,900	(650,000)		39,900	3,000	8	Dec-20	Uncertain	Uncertain	Project scope reviewed
7930	32 Swift Street	28,000	0		11,000		11,000	11,000	100	Complete	Complete	Complete	
7990	Richmond Room	0	0				0	19,500	100	Complete	Complete	Complete	
	Sub Total	12,099,000	4,227,500	(441,100)	(989,000)	0	2,797,400	2,051,700	73				
	Community Gallery												
1094	Community Gallery - Painting	15,000	15,000				15,000	7,600	51	Complete	Complete	Complete	
1133	Ignite Studios - Painting	13,000	13,000				13,000	4,300	33	Complete	Complete	Complete	
	Sub Total	28,000	28,000	0	0	0	28,000	11,900	43				
	Swimming Pools												
2220	Ballina and Alstonville Swimming Pools	126,400	80,000	46,400	7,200		133,600	134,600	101	Complete	Complete	Complete	
	Sub Total	126,400	80,000	46,400	7,200	0	133,600	134,600	101				
	TOTAL - COMMUNITY FACILITIES	12,253,400	4,335,500	(394,700)	(981,800)	0	2,959,000	2,198,200	74%				

**Operational Plan Review
Capital Expenditure - Information Services - 2019/20
30-June-2020**

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
2312.7912	Information Technology	20,000	20,000		16,000		36,000	43,200	120	N/A	Complete	Complete	
TOTAL - INFORMATION SERVICES		20,000	20,000	0	16,000	0	36,000	43,200	120%				

**Capital Expenditure - Environmental and Public Health - 2019/20
30-June-2020**

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
2100	Animal Shelter - Painting	20,000	20,000				20,000	10,700	54	N/A	Complete	Complete	
2316	Compton Drive - Off Leash Fencing	20,000	20,000				20,000	19,800	99	N/A	Complete	Complete	
2172	Shaws Bay Coastal Management Plan - Dredging	1,000,000	700,000		(700,000)		0	0	100	Complete	Aug-20	Dec-20	
2172	Shaws Bay Coastal Management Plan - Other	1,121,000	0	68,100	(20,500)		47,600	48,300	101	Complete	Complete	Complete	
2441	Healthy Waterways - Land Acquisition	176,000	0	100,000			100,000	76,600	77	N/A	Complete	Complete	
TOTAL - ENVIRONMENTAL AND PUBLIC HEALTH		2,337,000	740,000	168,100	(720,500)	0	187,600	155,400	83%				

**Operational Plan Review
Capital Expenditure - Water Operations - 2019/20
30-June-2020**

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
Main Renewals													
7000.3946	Main Renewals - Recurrent Works	50,000	653,000		(603,000)		50,000	210,500	421	N/A	On-going	On-going	
7000.4674	Main Renewals - Lake Ainsworth	61,000	0		61,000		61,000	30,400	50	Complete	Complete	Complete	
7000.4675	Main Renewals - Temple Street Pipeline	150,000	0		150,000		150,000	136,900	91	Complete	Feb-20	May-20	
7000.4702	Main Renewals - Alstonville Valve Replace	60,000	60,000	60,000	(60,000)		60,000	40,400	67	Complete	Feb-20	Jun-20	
7000.4703	Main Renewals - Grant Street	1,000	0	47,300	(46,000)		1,300	1,300	100	Complete	Complete	Complete	
7000.4704	Main Renewals - Wardell Road	32,000	0	36,900	(5,800)		31,100	30,200	97	Complete	Complete	Complete	
7000.4712	Main Renewals - Burnet Street	120,000	0		120,000		120,000	8,000	7	Complete	Feb-20	Jun-20	
7000.4713	Main Renewals - Alstonville	0	0				0	164,100	100	Complete	Feb-20	Jun-20	
	Sub Total	474,000	713,000	144,200	(383,800)	0	473,400	621,800	131				
Reservoirs													
7001.3852	Reservoir - Demolish Gray's Lane	70,000			70,000		70,000	300	0	Jan-20	Jan-20	Mar-20	
7001.3865	Reservoir - Pacific Pines	0	150,000		(150,000)		0	0	100	Uncertain	Uncertain	Uncertain	
7001.3947	Reservoir - Access Upgrades	328,000	325,000	3,200			328,200	3,000	1	Complete	Apr-20	Jun-20	
	Sub Total	398,000	475,000	3,200	(80,000)	0	398,200	3,300	1				
Plant and Miscellaneous													
7002.3846	Easement Clearing	20,000	20,000				20,000	0	0	N/A	On-going	On-going	
7002.3860	Smart Meter Network	10,000	10,000				10,000	0	0	N/A	On-going	On-going	
7002.3863	Telemetry	9,000	9,000				9,000	8,700	97	N/A	On-going	On-going	
7002.3866	Telemetry Ethernet	397,000	300,000	266,600	(170,000)		396,600	304,800	77	Complete	Mar-19	Jun-20	
7002.5311	Water Network Master Plan	140,000	140,000				140,000	98,700	71	Complete	Jun-19	Jun-20	
	Sub Total	576,000	479,000	266,600	(170,000)	0	575,600	412,200	72				
Pumping Stations													
7005.3870	Basalt Court - Booster	415,000	330,000		85,000		415,000	369,100	89	Complete	Aug-19	May-20	Both booster projects being delivered under one contract
7005.3899	East Ballina - Booster	665,000	335,000		330,000		665,000	657,300	99	Complete	Aug-19	May-20	
	Sub Total	1,080,000	665,000	0	415,000	0	1,080,000	1,026,400	95				
Trunk Mains													
7006.3922	East Ballina - Booster	375,000	350,000	25,300			375,300	359,800	96	Complete	Aug-19	May-20	
7006.5269	Pressure Reduction Valve at Water Wheels	10,000	150,000		(140,000)		10,000	0	0	Apr-20	Apr-20	Dec-20	
7006.5312	Connections for Greenfield Sites	40,000	40,000				40,000	0	0	N/A	On-going	On-going	
	Sub Total	425,000	540,000	25,300	(140,000)	0	425,300	359,800	85				
Treatment Plant (Marom Creek)													
7007.3933	Marom Creek - Upgrade	1,830,000	1,830,000		(1,720,000)		110,000	108,000	98	Complete	Apr-20	Aug-22	
7007.3943	Marom Creek - Renewals	27,000	27,000				27,000	24,500	91	N/A	On-going	On-going	
	Sub Total	1,857,000	1,857,000	0	(1,720,000)	0	137,000	132,500	97				
Service Connections													
7009.3930	Water Meters - Conversion of New Meters	10,000	10,000				10,000	18,900	189	N/A	On-going	On-going	
7009.3944	Water Meters - New Connections	370,000	370,000				370,000	377,800	102	N/A	On-going	On-going	
7009.3945	Water Meters - Replacement Connections	110,000	110,000				110,000	61,200	56	N/A	On-going	On-going	
	Sub Total	490,000	490,000	0	0	0	490,000	457,900	93				
	TOTAL - WATER OPERATIONS	5,300,000	5,219,000	439,300	(2,078,800)	0	3,579,500	3,013,900	84%				

Operational Plan Review
Capital Expenditure - Wastewater Operations - 2019/20
30-June-2020

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
Main Renewals													
7500.4847	Chickiba Rising Main Renewal	505,000	300,000	3,100	201,900		505,000	507,800	101	Complete	Complete	Complete	
7500.5282	Main Renewals	40,000	391,000		(351,000)		40,000	20,000	50	On-going	On-going	On-going	
7500.5298	Karalauran Pipe Work	50,000	30,000		20,000		50,000	46,100	92	Complete	Complete	Complete	
7500.5308	Seamist Rising Main Renewal	650,000	650,000		(300,000)		350,000	304,100	87	Complete	Sep-19	Sep-20	
	Sub Total - Main Renewals	1,245,000	1,371,000	3,100	(429,100)	0	945,000	878,000	93				
Pumping Stations													
7503.4824	Lindsay Avenue	0	106,000		(106,000)		0	0	100	N/A	N/A	N/A	
7503.4825	Renewals	238,000	338,000		(100,000)		238,000	168,600	71	On-going	On-going	On-going	
7503.4838	Skennars Head / Tara Downs	640,000	350,000		290,000		640,000	536,600	84	Complete	Jan-20	Jul-20	Tender accepted at December 2019 Council meeting
7503.4842	Wet Well Relining Program	180,000	540,000	9,200	(510,000)		39,200	22,900	58	Complete	Feb-20	Sep-20	
7503.5279	Pumping Stations - Capacity Upgrades	374,000	374,000		(324,000)		50,000	34,100	68	On-going	On-going	On-going	
	Sub Total - Pumping Stations	1,432,000	1,708,000	9,200	(750,000)	0	967,200	762,200	79				
Trunk Mains													
7506.4894	Swift Street	0	60,000		(60,000)		0	0	100	Uncertain	Uncertain	Uncertain	
7507.4892	Byron Street	0	25,000		(25,000)		0	0	100	Uncertain	Uncertain	Uncertain	
7507.4920	WUEA Line	0	10,000		(10,000)		0	0	100	Uncertain	Uncertain	Uncertain	
	Sub Total - Trunk Mains	0	95,000	0	(95,000)	0	0	0	100				
Miscellaneous													
7510.4849	Wastewater Network Master Plan	135,000	135,000				135,000	98,700	73	Complete	Jun-19	Jul-20	
7510.5283	Telemetry Program	16,000	16,000				16,000	8,700	54	N/A	On-going	On-going	
	Sub Total - Miscellaneous	151,000	151,000	0	0	0	151,000	107,400	71				
Plant and Equipment													
7512.4985	Plant Changeovers	250,000	281,500	58,000	(96,500)		243,000	113,100	47	N/A	On-going	On-going	
	Sub Total - Plant and Equipment	250,000	281,500	58,000	(96,500)	0	243,000	113,100	47				
Treatment Plants - Minor Works													
7504.3932	Security - Lennox and Ballina	0	0	75,000	(75,000)		0	0	100	N/A	N/A	N/A	
7504.3936	Ballina - Membranes	736,000	583,000	153,000			736,000	235,800	32	Uncertain	Uncertain	Uncertain	Legal costs for contract dispute
7504.3955	Wastewater Treatment Plant Ballina	23,000	23,000				23,000	11,900	52	N/A	On-going	On-going	
7904.3956	Wastewater Treatment Plant Lennox	22,000	22,000				22,000	3,700	17	N/A	On-going	On-going	
7904.3957	Wastewater Treatment Plant Alstonville	11,000	11,000				11,000	2,500	23	N/A	On-going	On-going	
7904.3958	Wastewater Treatment Plant Wardell	11,000	11,000				11,000	1,600	15	N/A	On-going	On-going	
	Sub Total - Treatment Plants	803,000	650,000	228,000	(75,000)	0	803,000	255,500	32				
Treatment Plant - Ballina													
7526.4816	Post Completion Works	0	400,000		(400,000)		0	0	100	Uncertain	Uncertain	Uncertain	
7526.4822	Septic Receptival	0	90,000		(90,000)		0	0	100	Uncertain	Uncertain	Uncertain	
7526.4826	Gantry Crane	0	90,000		(90,000)		0	0	100	Uncertain	Uncertain	Uncertain	
7525.4827	Programmed Membranes	0	500,000		(500,000)		0	0	100	Uncertain	Uncertain	Uncertain	
	Sub Total - Ballina	0	1,080,000	0	(1,080,000)	0	0	0	100				
Treatment Plant - Lennox Head													
7526.4843	Treatment Master Plan	0	30,000		(30,000)		0	0	100	May-20	Jun-20	Apr-21	
7526.4844	Membrane Replacement	0	300,000		(300,000)		0	0	100	Jul-20	Sep-20	Dec-20	
7811.5221	High Lift Switchboard	25,000	25,000				25,000	0	0	Feb-20	Apr-20	Jun-20	
7811.5222	Refurbishment Belt Press	0	150,000		(150,000)		0	0	100	Mar-20	Jul-20	Dec-20	
	Sub Total - Lennox Head	25,000	505,000	0	(480,000)	0	25,000	0	0				
Treatment Plant - Alstonville													
7532.4846	Alstonville - Master Plan	68,000	220,000	27,900	(180,000)		67,900	27,300	40	May-20	Jun-20	Dec-20	
	Sub Total - Alstonville	68,000	220,000	27,900	(180,000)	0	67,900	27,300	40				
	Sub Total - Treatment Plants	896,000	2,455,000	255,900	(1,815,000)	0	895,900	282,800	32				
Connections													
7533.3774	Connections - Gravity	0	10,000		(10,000)		0	0	100	N/A	N/A	N/A	
7533.3775	Connections - E One	0	50,000		(50,000)		0	0	100	N/A	N/A	N/A	
7533.3776	Recycled Water Meters - New	100,000	100,000				100,000	109,900	110	N/A	On-going	On-going	
	Sub Total - Miscellaneous	100,000	160,000	0	(60,000)	0	100,000	109,900	110				
Recycled Water Reuse Program													
7508.4998	Smart Metering	10,000	10,000				10,000	2,800	28	N/A	On-going	On-going	
7508.52777	Alstonville	10,000	10,000				10,000	0	0	N/A	On-going	On-going	
7811.4828	Wollongbar Sports Fields	0	216,000		(216,000)		0	0	100	N/A	N/A	N/A	
7811	Skennars Head Sports Fields	85,000	0		85,000		85,000	0	0	Complete	Oct-19	Jul-20	
7811.4829	West Ballina Bulk Supply	25,000	25,000				25,000	100	0	Feb-20	Aug-20	Dec-21	
7811.4851	Lennox to Angels Beach Drive	63,000	150,000		(87,000)		63,000	68,200	108	Complete	Complete	Complete	
7811.4891	Communications	10,000	10,000				10,000	0	0	N/A	On-going	On-going	
7811.4953	Water Hydrant Installations	30,000	30,000				30,000	6,900	23	N/A	On-going	On-going	
7811.4955	Bulk Service Connections	25,000	25,000				25,000	9,500	38	N/A	On-going	On-going	
7811.5223	Wardell - Section 60 Approval	0	140,000		(140,000)		0	0	100	N/A	N/A	N/A	
	Sub Total - Recycled Water Reuse	258,000	616,000	0	(358,000)	0	258,000	87,500	34				
	TOTAL - WASTEWATER	4,332,000	6,837,500	326,200	(3,603,600)	0	3,560,100	2,340,900	66%				

**Operational Plan Review
Capital Expenditure - Engineering Works - 2019/20
30-June-2020**

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
Stormwater													
3001	Ballina Indoor Sports Centre - Stormwater	65,000	0	65,000			65,000	69,100	106	N/A	Complete	Complete	
3115	Moon Street (Tamar St to Holden Lane), Ballina	80,000	80,000		(70,000)		10,000	30,000	300	N/A	Sep-20	Dec-20	
3116	Henry Philp Avenue, Ballina	0	50,000		(50,000)		0	0	100	N/A	N/A	N/A	
3136	Asset Data Collection	68,000	63,000	5,200	(35,000)		33,200	30,600	92	N/A	Ongoing	Ongoing	
3159	Martin Street (River St to River), Ballina	90,000	90,000				90,000	14,900	17	N/A	Mar-20	May-20	
3160	Compton Drive, Ballina	0	72,000		(72,000)		0	0	100	N/A	N/A	N/A	
3161	Bangalow Road (Moon Street), Ballina	47,000	47,000		(46,000)		1,000	900	90	N/A	Sep-20	Dec-20	
NEW	Pacific Parade / Ross Street, Lennox Head	72,000	0		72,000		72,000	78,400	109	N/A	Apr-20	Jun-20	
4024	Urban Stormwater Management Plan	24,000	24,000		(10,000)		14,000	13,500	96	N/A	Ongoing	Ongoing	
4025	Rutherford Street / Tresise Place, Lennox Head	117,000	132,000	4,900	(20,000)		116,900	2,300	2	Complete	May-20	Jul-20	Part V consent received. Structural design in progress
4026	Kerr Street (Tamar Street to Richmond River)	120,000	90,000	30,000	(60,000)		60,000	60,500	101	N/A	Sep-20	Dec-20	
4027	Burns Point Ferry Road (Tidal Gates)	50,000	0	9,800			9,800	20,600	210	N/A	Complete	Complete	
2128	Urban Lanes	24,000	24,000				24,000	10,400	43	N/A	Feb-20	Jun-20	
2162	Tanamera Drive, Alstonville	62,000	40,000	21,500	(36,000)		25,500	18,000	71	Jun-20	Aug-20	Dec-20	
2304	Wardell Road (Culvert Extension)	110,000	0		20,000		20,000	19,700	99	N/A	Complete	Complete	
2307	Shelly Beach, Ballina	50,000	0		45,000		45,000	50,900	113	N/A	Apr-20	Jun-20	
2378	Tidal Gates to Urban Streets	53,000	53,000				53,000	17,100	32	N/A	Feb-20	Jun-20	Completed one gate. Designs for further work in progress
	Sub Total	1,032,000	765,000	71,400	(262,000)	0	639,400	436,900	68				
Roads													
2046	Reseals Urban	575,000	546,000	29,200			575,200	569,500	99	N/A	Sep-19	Apr-20	
2047	Reseals - Section 94	191,000	191,000				191,000	192,200	101	N/A	Complete	Complete	
2048	Reseals Rural	650,000	536,000	114,000			650,000	608,800	94	N/A	Sep-19	Apr-20	
2146	Urban Roads Heavy Patching	500,000	466,000	31,000	(5,000)		492,000	403,400	82	N/A	Sep-19	Apr-20	
2148	Rural Roads Heavy Patching	286,000	286,000				286,000	273,400	96	N/A	Sep-19	Apr-20	
2156	Teven Road segments 70 and 58-60	420,000	433,000		(37,500)		395,500	396,600	100	Complete	Complete	Complete	
2157	Hutley Drive - Northern Connection	4,430,000	4,300,000	130,200	(22,400)		4,407,800	2,780,200	63	Complete	Nov-19	May-20	
2158	Airport Boulevard	10,000,000	6,500,000	65,300	(3,000,000)		3,565,300	3,309,200	93	Complete	Jul-19	Dec-20	Contract earthworks complete - Project scope under review
2164	River Street - Four Laning - Stage 3	120,000	0		120,000		120,000	1,800	1	Dec-20	N/A	N/A	Design only
2165	River Street - Four Laning - Stage 2	210,000	0		210,000		210,000	83,800	3	Dec-20	N/A	N/A	Design only
2167	River Street - Four Laning - Stage 4	30,000	0		30,000		30,000	16,200	17	Dec-20	N/A	N/A	Design only
2173	Lake Ainsworth Precinct	1,783,000	1,000,000	(209,700)	183,300		973,600	1,002,200	103	Complete	Complete	Complete	
2177	Hutley Drive - Middle Section (pre-construction)	100,000	0	32,500			32,500	6,800	21	Uncertain	Uncertain	Uncertain	Survey works recently completed to activate consent
2180	Wellers Lane seg 10	33,000	0		33,000		33,000	35,400	107	N/A	Complete	Complete	MEMS grant
2181	Sandy Flat Road seg 10	95,000	0		95,000		95,000	89,300	94	N/A	Complete	Complete	MEMS grant
2187	Swift Street	105,000	105,000		(100,000)		5,000	1,200	24	N/A	Aug-20	Dec-20	
2193	Ballina Bypass	154,000	154,000				154,000	0	0	N/A	Apr-20	Jun-20	
2194	Ross Lane / Coast Road - Roundabout	1,958,000	89,000				89,000	3,500	4	Complete	Complete	Complete	
2208	Hutley Drive - Southern Section	118,000	0		118,500		118,500	118,500	100	Complete	Complete	Complete	Developer constructed component
2217	Tintenbar to Ewingsdale Highway Bypass	24,000	103,000		(79,000)		24,000	23,400	98	N/A	Sep-19	Jun-20	
2232	Marom Creek Road	82,000	0				0	82,000	100	N/A	Complete	Complete	
2381	Links Avenue, Ballina seg 60	9,000	0		9,000		9,000	5,200	58	N/A	Complete	Complete	
2382	Simmons Street, Ballina seg 20	2,000	0		1,500		1,500	5,000	333	N/A	Complete	Complete	
2383	Northumberland Avenue, Ballina	476,000	476,000	16,300	(470,000)		22,300	600	3	N/A	Apr-20	Dec-20	
2387	Wardell Road segs 70 and 80	593,000	0	100,000	52,000		152,000	151,700	100	N/A	Complete	Complete	
2388	Fernleigh Road seg 10	55,000	0		55,000		55,000	55,000	100	N/A	Complete	Complete	
2404	River Street Beautification	2,700,000	2,000,000	260,100	300,000		2,560,100	2,585,800	101	N/A	Complete	Complete	
2405	Perry Street	109,000	0	59,000	50,000		109,000	141,700	130	N/A	Complete	Complete	
2406	Regatta Avenue	86,000	0	84,600			84,600	3,000	4	N/A	Jun-20	Sep-20	Project combined with Martin Street
2407	Gibbon Street	89,000	0	88,000	(88,000)		0	0	100	N/A	Oct-20	Dec-20	
2408	Martin Street	165,000	125,000		40,000		165,000	169,400	103	N/A	Complete	Complete	
2409	Crane Street, Ballina segment 70	2,000	0		2,000		2,000	2,000	100	N/A	Complete	Complete	
2410	Chickiba Drive	285,000	369,000		(84,000)		285,000	293,800	103	N/A	Complete	Complete	
2411	Bagotville Road segments 30 and 32	331,000	0	230,300	(230,300)		0	0	0	N/A	N/A	N/A	
2412	Pimlico Road	381,000	296,000		85,000		381,000	381,300	100	N/A	Complete	Complete	
2418	Newrybar Dust Sealing	0	0				0	0	100	N/A	N/A	N/A	
2436	Camp Drew Road Dust Sealing	0	0				0	0	100	N/A	N/A	N/A	
2438	River Street - Four Laning	150,000	100,000		50,000		150,000	93,900	63	Dec-20	Uncertain	Uncertain	Design only
2443	Cumbalum Road seg 40	32,000	0	32,000			32,000	32,000	2	N/A	Complete	Complete	MEMS grant
2445	Howards Road seg 40	87,000	0	50,000	37,000		87,000	85,700	2	N/A	Complete	Complete	MEMS grant
2453	Angels Bch Dve / Bangalow Rd Roundabout	50,000	50,000				50,000	35,600	71	Jun-20	Uncertain	Uncertain	Design only
2454	Tamarind Drv / North Ck / Kerr St - 4 Lanes	50,000	200,000	50,000	(200,000)		50,000	22,700	45	Jun-20	Uncertain	Uncertain	Design only
2455	Winton Lane	138,000	138,000		(136,000)		2,000	4,200	210	N/A	Oct-20	Dec-20	
2456	Fawcett Street	80,000	80,000		(75,000)		5,000	1,000	20	N/A	Sep-20	Nov-20	
2457	Skinner Street	64,000	64,000		60,000		124,000	124,300	100	N/A	Complete	Complete	
2459	Brunswick Street	84,000	84,000		(80,000)		4,000	3,100	78	N/A	Sep-20	Nov-20	
2460	Gibbon Street	104,000	104,000		(100,000)		4,000	4,000	100	N/A	Sep-20	Dec-20	
2461	Burnet Street	200,000	200,000		(195,000)		5,000	3,000	60	N/A	Jul-20	Sep-20	

continued on following page

Capital Expenditure - Engineering Works - 2019/20 (continued)
30-June-2020

Reference	Project Description	Total Project Value	Original 2019/20 Estimate	Carry Forwards	Approved Variations	New Variations	Latest 2019/20 Estimate	Expended This Year	% Expended	Milestone Dates			Status
										Design / Consent	Commence	Completion	
2462	Barlows Road	167,000	167,000		(160,000)		7,000	5,300	76	N/A	Sep-20	Nov-20	
2463	Byron Street	271,000	131,000		140,000		271,000	276,200	102	N/A	Complete	Complete	
2464	Martin Street	195,000	195,000				195,000	3,800	2	N/A	Jun-20	Sep-20	
2465	Kays Lane segment	57,000	57,000		(50,000)		7,000	2,000	29	N/A	N/A	N/A	
2466	Cherry Street / Fox Street intersection	15,000	10,000		5,000		15,000	16,600	111	Jun-20	Jan-21	Mar-21	Design budget only - construction during 2020/21
2467	The Coast Road (Repair Program)	368,000	368,000				368,000	287,500	78	N/A	Apr-20	Jun-20	
2469	Corks Lane	6,400	250,000		(186,000)		64,000	64,200	100	N/A	Complete	Complete	
2470	River Drive	255,000	255,000				255,000	291,200	114	N/A	Jun-20	Jul-20	
2471	South Ballina Beach Road	158,000	158,000		(150,000)		8,000	3,000	38	N/A	N/A	N/A	
2472	Marine Estate Management Strategy	432,000	876,200	(212,000)	(625,000)		39,200	0	0	N/A	Jul-19	Jun-20	MEMS grant
2474	Cumbalum Road seg 40	68,000	0		68,000		68,000	68,000	100	N/A	Complete	Complete	MEMS grant
2475	Houghlahans Road seg 130	85,000	0		85,000		85,000	84,400	99	N/A	Complete	Complete	MEMS grant
2476	North Creek Road - Tamarind Drive / Sthn Cross	50,000			50,000		50,000	1,500	3	Dec-20	Uncertain	Uncertain	Design only
2477	Houghlahans Road seg 120	95,000	0		95,000		95,000	94,500	99	N/A	Complete	Complete	MEMS grant
2478	Grays Lane Segment 20	38,000	0		38,000		38,000	36,300	96	N/A	Complete	Complete	MEMS grant
2479	Howards Road seg 20	64,000	0		64,000		64,000	28,200	44	N/A	Complete	Complete	MEMS grant
2480	Gap Road seg 20	80,000	0		80,000		80,000	73,500	92	N/A	Complete	Complete	MEMS grant
2481	Ingrama Lane seg 10	60,000	0		60,000		60,000	61,000	102	N/A	Complete	Complete	MEMS grant
2482	Whites Lane seg 10	75,000	0		75,000		75,000	87,800	117	N/A	Complete	Complete	MEMS grant
	Sub Total	30,725,400	21,462,200	950,800	(3,781,900)	0	18,631,100	15,686,400	84				
	Bridges												
2079	Carrs Bridge	585,000	450,000	33,800	100,000		583,800	410,400	70	Complete	Feb-20	Sep-20	
2120	Bridges - Other	10,000	110,000		(100,000)		10,000	10,300	103	N/A	Uncertain	Uncertain	
2211	Pearces Creek Bridge	107,000	0	47,300			47,300	21,800	46	Uncertain	Uncertain	Uncertain	
	Sub Total	702,000	560,000	81,100	0	0	641,100	442,500	69				
	Total - Roads and Bridges	31,427,400	22,022,200	1,031,900	(3,781,900)	0	19,272,200	16,128,900	84				
	RMS												
2435.942	Regional Roads Reseals	185,000	185,000				185,000	185,500	100	N/A	Dec-19	Jun-20	
	Sub Total	185,000	185,000	0	0	0	185,000	185,500	100				
	Ancillary Transport Services												
2206	Car Park - Commercial Road, Alstonville	200,000	0	50,000			50,000	59,000	118	Complete	Complete	Complete	
2030.4406	Street Lighting - Lighthouse Parade	125,000	33,000	92,000			125,000	0	0	Apr-20	May-20	Jun-20	Crown Land easement in progress
2030.4497	Street Lighting - Deadmans Creek Road	20,000	20,000				20,000	23,400	117	Complete	Complete	Complete	
	Sub Total	345,000	53,000	142,000	0	0	195,000	82,400	42				
	Cycleways - Coastal Shared Path and Walk												
2357	Coastal Path - Skennars Head to Pat Morton	2,000,000	2,006,000	(491,700)	25,000		1,539,300	1,146,100	74	Complete	Jun-19	Jun-20	
2397	Coastal Walk - Sharpes to Pat Morton	1,800,000	1,000,000	435,700	(935,700)		500,000	442,100	88	Complete	Apr-20	Nov-20	Tender accepted at February 2020 Ordinary meeting
	Sub Total	3,800,000	3,006,000	(56,000)	(910,700)	0	2,039,300	1,588,200	78				
	Footpaths and Shared Paths												
2426	Joindre Street, Wollongbar	11,000	0	11,000			11,000	0	0	Complete	Complete	Complete	
2431	Pine Avenue, Short Street, East Ballina	0	0	22,800	(22,800)		0	0	100	N/A	N/A	N/A	
2126	Roberston Street, Alstonville	0	33,000		(33,000)		0	0	100	N/A	N/A	N/A	
2432	River Street - Keppel, Ballina	0	17,000		(17,000)		0	0	100	N/A	N/A	N/A	
2447	Freeborn Place, Alstonville	23,000	27,000		(4,000)		23,000	18,900	82	N/A	May-20	Jun-20	
2448	Suvla Street, Shelly Beach Road, Ballina	137,000	114,000		22,800		136,800	62,700	46	Complete	Mar-20	Mar-20	
2449	River Street, Ballina	0	14,000		(14,000)		0	0	100	N/A	N/A	N/A	
2450	Budgen Avenue, Alstonville	0	34,000		(34,000)		0	0	100	N/A	N/A	N/A	
2451	River Street, Ballina	23,000	19,000		4,000		23,000	23,300	101	N/A	Complete	Complete	
2452	Eyles Drive, John Sharpe, Links Ave, Ballina	0	110,000		(110,000)		0	0	100	N/A	N/A	N/A	
2473	Bike Plan Projects	0	59,000		(59,000)		0	0	100	N/A	N/A	N/A	
2543	Barlows Road, Ballina	0	43,000		(43,000)		0	0	100	N/A	N/A	N/A	
New	Budgen Avenue, Alstonville	76,000	0		76,000		76,000	8,000	11	N/A	Apr-20	Jun-20	
New	Main Street, Alstonville	82,000	0		64,900		64,900	64,900	100	N/A	Feb-20	Apr-20	
New	Links Avenue, East Ballina	45,000	0		45,000		45,000	50,500	112	N/A	Feb-20	Apr-20	
	Sub Total	386,000	470,000	33,800	(124,100)	0	379,700	228,300	60				
	Total - Ancillary Services	4,531,000	3,529,000	119,800		0	2,614,000	1,898,900	73				
	Water Transport												
2200.3967	Fishery Creek Pontoon	123,000	0	10,000			10,000	0	0	Complete	Complete	Complete	Allowance for on-going vegetation works
2200.6521	Ferry Septic and Gear Box	41,000	41,000				41,000	0	0	Jan-20	Feb-20	Jun-20	
	Sub Total	164,000	41,000	10,000	0	0	51,000	0	0				
	Total Engineering Works	37,339,400	26,542,200	1,233,100	(4,043,900)	0	22,761,600	18,650,200	82%				

A8

financial statements

Ballina Shire Council

ANNUAL FINANCIAL STATEMENTS

for the year ended 30 June 2020

*The Ballina Shire is safe, with a connected community, a
healthy environment and a thriving economy.*



Ballina Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2020

*The Ballina Shire is safe, with a connected community, a
healthy environment and a thriving economy.*



General Purpose Financial Statements

for the year ended 30 June 2020

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Overview

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

40 Cherry St
Ballina NSW 2478

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 2(b).

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.ballina.nsw.gov.au.

Ballina Shire Council

General Purpose Financial Statements

for the year ended 30 June 2020

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

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993 (NSW)* (as amended) 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 22 October 2020.



David Wright
Mayor
22 October 2020



Sharon Cadwallader
Deputy Mayor
22 October 2020



Paul Hickey
General Manager
22 October 2020



Linda Coulter
Responsible Accounting Officer
22 October 2020

Income Statement

for the year ended 30 June 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Restated Actual 2019 ^{1, 2}
Income from continuing operations				
52,644	Rates and annual charges	3a	53,720	50,714
24,715	User charges and fees	3b	23,035	24,254
3,531	Other revenues	3c	3,681	4,820
8,519	Grants and contributions provided for operating purposes	3d,3e	10,717	7,744
20,456	Grants and contributions provided for capital purposes	3d,3e	26,000	38,896
1,992	Interest and investment income	4	1,849	2,564
–	Fair value increment on investment properties	11	550	680
–	Rental income	13e	1,720	–
–	Net share of interests in joint ventures and associates using the equity method	18	57	–
111,857	Total income from continuing operations		121,329	129,672
Expenses from continuing operations				
24,252	Employee benefits and on-costs	5a	26,674	25,033
4,791	Borrowing costs	5b	4,671	4,905
33,040	Materials and contracts	5c	30,405	27,054
20,131	Depreciation and amortisation	5d	22,426	18,924
6,843	Other expenses	5e	7,338	7,461
–	Net losses from the disposal of assets	6	4,511	3,956
–	Net share of interests in joint ventures and associates using the equity method	18	–	5
89,057	Total expenses from continuing operations		96,025	87,338
22,800	Operating result from continuing operations		25,304	42,334
22,800	Net operating result for the year		25,304	42,334
22,800	Net operating result attributable to council		25,304	42,334
2,344	Net operating result for the year before grants and contributions provided for capital purposes		(696)	3,438

(1) The Council has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations.

(2) See Note 16 (b) for details regarding the restatement as a result of Prior Period Errors

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

Statement of Comprehensive Income

for the year ended 30 June 2020

\$ '000	Notes	2020	Restated 2019 ^{1, 2}
Net operating result for the year (as per Income Statement)		25,304	42,334
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of IPP&E	10	6,425	26,100
Total items which will not be reclassified subsequently to the operating result		6,425	26,100
Total other comprehensive income for the year		6,425	26,100
Total comprehensive income for the year		31,729	68,434
Total comprehensive income attributable to Council		31,729	68,434

(1) The Council has not restated comparatives when initially applying AASB 1058 Income of Not-for-Profit Entities, AASB 15 Revenue from Contracts with Customers and AASB 16 Leases. The comparative information has been prepared under AASB 118 Revenue, AASB 1004 Contributions, AASB 117 Leases and related Accounting Interpretations.

(2) See Note 16 (b) for details regarding the restatement as a result of Prior Period Errors

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

Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	Restated 2019 ^{1, 2}	Restated 1 July 2018 ²
ASSETS				
Current assets				
Cash and cash equivalents	7(a)	10,034	12,246	5,625
Investments	7(b)	66,638	56,508	62,507
Receivables	8	7,576	10,786	9,219
Inventories	9a	820	2,411	1,472
Contract assets	12a	1,192	–	–
Other	9b	574	391	343
Total current assets		86,834	82,342	79,166
Non-current assets				
Investments	7(b)	16,900	20,907	12,664
Receivables	8	290	205	237
Inventories	9a	6,222	2,623	2,535
Infrastructure, property, plant and equipment	10	1,304,241	1,274,550	1,221,551
Investment property	11	23,255	22,705	22,025
Right of use assets	13a	3,089	–	–
Investments accounted for using the equity method	18	1,211	1,154	1,159
Total non-current assets		1,355,208	1,322,144	1,260,171
Total assets		1,442,042	1,404,486	1,339,337
LIABILITIES				
Current liabilities				
Payables	14	11,418	9,941	7,063
Income received in advance	14	1,238	1,364	1,184
Contract liabilities	12b	501	–	–
Lease liabilities	13b	464	–	–
Borrowings	14	5,930	6,636	6,624
Provisions	15	8,468	8,489	7,972
Total current liabilities		28,019	26,430	22,843
Non-current liabilities				
Lease liabilities	13b	2,664	–	–
Borrowings	14	73,542	70,418	76,870
Provisions	15	3,580	4,113	4,533
Total non-current liabilities		79,786	74,531	81,403
Total liabilities		107,805	100,961	104,246
Net assets		1,334,237	1,303,525	1,235,091
EQUITY				
Accumulated surplus	16	784,925	760,638	718,304
Revaluation reserves	16	549,312	542,887	516,787
Council equity interest		1,334,237	1,303,525	1,235,091
Total equity		1,334,237	1,303,525	1,235,091

(1) The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

(2) See Note 16 (b) for details regarding the restatement as a result of Prior Period Errors

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

Statement of Changes in Equity

for the year ended 30 June 2020

	Notes	as at 30/06/20 ¹			as at 30/06/19 ^{1,2}		
		Accumulated surplus	IPP&E revaluation reserve	Total equity	Accumulated surplus	IPP&E revaluation reserve	Total equity
Opening balance		765,417	541,618	1,307,035	719,876	515,518	1,235,394
Correction of prior period errors	16b	(4,779)	1,269	(3,510)	(1,572)	1,269	(303)
Changes due to AASB 1058 and AASB 15 adoption	16	(989)	—	(989)	—	—	—
Changes due to AASB 16 adoption	16	(28)	—	(28)	—	—	—
Restated opening balance		759,621	542,887	1,302,508	718,304	516,787	1,235,091
Net operating result for the year		25,304	—	25,304	45,541	—	45,541
Correction of prior period errors	16b	—	—	—	(3,207)	—	(3,207)
Restated net operating result for the period		25,304	—	25,304	42,334	—	42,334
Other comprehensive income							
– Gain (loss) on revaluation of IPP&E	10	—	6,425	6,425	—	26,100	26,100
Other comprehensive income		—	6,425	6,425	—	26,100	26,100
Total comprehensive income		25,304	6,425	31,729	42,334	26,100	68,434
Equity – balance at end of the reporting period		784,925	549,312	1,334,237	760,638	542,887	1,303,525

(1) The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 18 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

(2) See Note 16 (b) for details regarding the restatement as a result of Prior Period Errors

Statement of Cash Flows

for the year ended 30 June 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019
Cash flows from operating activities				
Receipts:				
52,644	Rates and annual charges		52,363	50,711
24,715	User charges and fees		24,164	25,416
3,531	Investment and interest revenue received		2,236	2,545
28,974	Grants and contributions		23,497	29,561
–	Bonds, deposits and retention amounts received		1,385	700
3,531	Other		12,138	9,099
Payments:				
(24,252)	Employee benefits and on-costs		(26,420)	(24,510)
(33,040)	Materials and contracts		(34,252)	(24,871)
(4,791)	Borrowing costs		(5,106)	(4,964)
(6,843)	Other		(10,710)	(13,669)
44,469	Net cash provided (or used in) operating activities	17b	39,295	50,018
Cash flows from investing activities				
Receipts:				
2,605	Sale of real estate assets		2,849	–
–	Sale of infrastructure, property, plant and equipment		708	641
–	Deferred debtors receipts		17	23
Payments:				
(1,352)	Purchase of investment securities		(6,123)	(2,244)
(55,536)	Purchase of investment property		–	–
–	Purchase of infrastructure, property, plant and equipment		(37,306)	(34,136)
–	Purchase of real estate assets		(3,613)	(1,241)
(54,283)	Net cash provided (or used in) investing activities		(43,468)	(36,957)
Cash flows from financing activities				
Receipts:				
16,602	Proceeds from borrowings and advances		9,000	–
Payments:				
(6,788)	Repayment of borrowings and advances		(6,582)	(6,440)
–	Lease liabilities (principal repayments)		(457)	–
9,814	Net cash flow provided (used in) financing activities		1,961	(6,440)
–	Net increase/(decrease) in cash and cash equivalents		(2,212)	6,621
12,246	Plus: cash and cash equivalents – beginning of year	17a	12,246	5,625
12,246	Cash and cash equivalents – end of the year	17a	10,034	12,246
83,538	plus: Investments on hand – end of year	7(b)	83,538	77,415
95,784	Total cash, cash equivalents and investments		93,572	89,661

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

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

Notes to the Financial Statements

for the year ended 30 June 2020

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation

These general purpose financial statements were authorised for issue by Ballina Shire Council on 22 October 2020. 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 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. Ballina Shire Council is a not-for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

(a) Historical cost convention

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

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated 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 on a gross basis. 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 operate a range of volunteering programs whereby volunteers provide services to perform activities including bush generation, weed control and plantings as part of Landcare and Coastcare groups; and the provision of information to visitors at both the visitor services desk at the Ballina Byron Gateway Airport and also from the Visitor Information Centre.

Under AASB 1058, Council is required to recognise the volunteer services at fair value when the following criteria are met:

- Volunteer services can be reliably measured;
- The services would be purchased if they were not donated; and
- The value would be material.

Council has assessed the volunteer services for materiality and in relation to Council's overall operations, the volunteer services are not material. Further, there is limitations on the ability for Council to reliably measure the services and not all volunteer services would be purchased if they were not donated.

(b) 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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation (continued)

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 investment properties –refer Note 11,
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note 10,
- (iii) estimated asset remediation provisions – refer Note 15,
- (iv) employee benefit provisions – refer Note 15.

COVID-19 impact

A significant event of the 2019-20 financial year that affected Council's operations, as reflected in the financial statements has been the novel coronavirus (COVID-19) pandemic.

On 25 March 2020, Council's Executive formed a Business Continuity Team Committee to coordinate Council's response to the pandemic enabling Council's services to continue where possible and ensuring additional support for businesses and residents was available. The Committee oversaw the implementation of measures to address public health order requirements, including the progressive closure of Council's major community facilities including Council's swimming pools, the art gallery, library and the Ballina Indoor Sports Centre.

The aviation industry was severely disrupted with some airlines finding it difficult to continue to operate and requiring government support. Flights and passengers transiting through Council's Ballina Byron Gateway Airport declined at an exponential rate from mid-March 2020. Interstate flights then ceased resulting in the shutdown of all commercial business activities such as hire car operations. Whilst flight routes have been progressively reestablished, the number of services offered by airlines has not yet returned to pre-COVID-19 levels.

A large proportion of Council's indoor based staff were required to work from home for a period of approximately 8-10 weeks and other work health and safety procedures were introduced to ensure social distancing and the general wellbeing of staff, contractors and other stakeholders.

Council adopted a Financial Support Package on 26 March 2020 which included a range of initiatives to support residents and businesses including a 0.0% interest rate on overdue rates and water accounts from 1 April 2020 to 30 June 2021. The Financial Support Package included rent concessions for Council's commercial property and airport tenants, and other measures, such as the waiver of ferry fees, health inspection fees and market fees. Discounted annual licences were provided to the local Surf Schools and full refunds for bookings made in advance at the Flat Rock Tent Pack and art gallery were processed.

The Financial Support Package was estimated to provide \$800,000 in financial relief across the range of rental, fees and charges revenues. This included an estimated \$60,000 in interest income foregone over the 15 month period to 30 June 2021 (\$10,000 for 2019/20 and \$50,000 for 2020/21). Whilst the value of the concessions was significant, Council managed the cash flow shortfall by taking pre-emptive action to preserve and create additional liquidity.

Impact of COVID-19 on Rates and annual charges receivables

The provision of the COVID-19 financial support measures for ratepayers, however, including the nil interest rate and suspended formal debt recovery activities, has resulted in a higher than normal level of outstanding collections of rates and annual charge payments for the financial year. This is evident in the increased Rates and Annual Charges Receivables, as presented in Note 8.

Impact of COVID-19 on Investment properties

Council's Investment Properties were revalued as at 30 June 2020, however, COVID-19 did not have any material impacts on the valuations; however, the valuation reports were provided on the basis of material valuation uncertainty. This is further explained in Note 26.

Going concern

Council has considered its updated Delivery Program and Operational Plan 2020 – 2024 and the key financial risks and uncertainties in assessing Council as a going concern including liquidity and working capital risk, credit risk, significant accounting judgements and key sources of estimate uncertainty.

Despite the impact of COVID-19 on the 2019/20 financial year, the continuation of some of the financial support concessions into the 2020/21 financial year, and the uncertain time required for some areas of Council's operations to fully recover from COVID-19, as at the date of preparing and signing Council's financial statements, Council has sufficient resources and are

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation (continued)

expected to be able to continue managing any possible future funding requirements for the foreseeable future. Council conclude that using the going concern basis is appropriate in preparing its financial statements.

Monies and other assets received by Council

(a) The Consolidated Fund

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

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

- General Purpose Operations
- Water Supply
- Wastewater Service

(b) 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 other assets 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 other assets 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.

New accounting standards and interpretations issued 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 2020 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.

New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from 1 July 2019:

- AASB 16 Leases
- AASB 15 Revenue from contracts with customers and associated amending standards.
- AASB 1058 Income of Not-for-profit entities

Further information on the newly adopted standards which had a material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures can be found at Note 16.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 2(a). Council functions/activities – financial information ¹

	Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note 2(b).									
	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Carrying amount of assets	
\$ '000	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Corporate and Community Division	44,236	49,021	16,548	14,655	27,688	34,366	8,522	12,650	162,232	172,109
Civil Services Division	36,732	37,885	40,298	36,095	(3,566)	1,790	2,123	1,623	915,460	878,544
Planning and Environmental Health Division	3,852	3,608	9,539	8,625	(5,687)	(5,017)	320	68	2,772	(881)
Water Operations	14,006	14,692	11,856	11,026	2,150	3,666	–	2	110,247	106,905
Wastewater Operations	22,503	24,466	17,784	16,937	4,719	7,529	–	–	251,331	247,809
Total functions and activities	121,329	129,672	96,025	87,338	25,304	42,334	10,965	14,343	1,442,042	1,404,486

(1) See Note 16 (b) for details regarding the restatement as a result of Prior Period Errors

Notes to the Financial Statements

for the year ended 30 June 2020

Note 2(b). Council functions/activities - component descriptions

Corporate and Community Division covers the following programs:

Governance

This program relates to expenses associated with the General Manager's office, the elected Council and the Corporate and Community Division along with specialised procurement and contract management staff, including the Council store.

Community Facilities

This program includes revenues and expenses for the operation of the Kentwell Centre, Lennox Head Cultural Centre, Alstonville Cultural Centre, the Richmond Room, the Ballina Surf Club, the Northern Rivers Community Gallery, Naval Museum and a number of small halls.

Library Services

Costs associated with the operation of the Council owned libraries, which are managed by the Richmond Tweed Regional Library, through Lismore City Council.

Swimming Pools

Revenues and expenses associated with the operation of the Ballina War Memorial Pool and the Alstonville Aquatic Centre.

Tourism

Includes costs associated with the management of a range of activities including visitor services, marketing and grant administration.

Communications

Includes costs associated with the corporate communications function which includes statutory management reporting and customer service.

Financial Services

This program outlines the financial services such as creditors, debtors, purchasing and rates.

Information Services

This program comprises the expenses associated with the provision of information services to Council. This includes computer equipment, software and geographical information services.

People and Culture

Costs associated with the human resource management function, payroll.

Property Management

Includes costs associated with Council's commercial property portfolio.

Ballina Byron Gateway Airport

Revenue and expenses associated with the operation of the airport.

Risk Management

Provision for insurance premiums for items such as public liability and professional indemnity.

Civil Services Division covers the following programs:

Asset Management

Includes costs related to the supervision and administration of the programs provided by Civil Services.

Depot and Ancillary Building management

Includes costs to manage and maintain a number of corporate and community buildings including the Council Administration Centre and the Council depot.

Stormwater and Environmental Management

Relates to services such as flood plain management and pollution control activities such as stormwater drainage.

Roads and Bridges

Provision of urban and rural road services and the maintenance and improvement of bridges.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 2(b). Council functions/activities - component descriptions (continued)

Includes ancillary transport services such as street lighting, footpaths, kerb and gutter and parking.

Transport for NSW

All revenues and expenses related to works funded through the Transport for NSW for roads controlled by Transport for NSW.

Open Spaces and Reserves

Costs associated with the maintenance of all Council parks, reserves, public amenities, cemeteries, beaches and sporting grounds.

Fleet Management and Workshop

Revenues and expenses related to the management of Council's fleet and workshop.

Rural Fire Services

Costs associated with the provision of rural fire services.

Quarries and Sandpit

Revenues and expenses associated with the lease and operation of the quarries owned by Council.

Landfill and Resource Management

This represents the operation of the Ballina landfill site, along with other waste initiatives.

Domestic Waste Management

Provision of domestic waste collection services to residential properties.

Planning and Environmental Health Division covers the following programs:

Strategic Planning

This program includes all revenues and expenses related to strategic planning projects such as planning proposals (land rezonings), local environmental plans, development control plans, heritage studies and economic development programs.

Development Services

Revenues and expenses associated with the assessment and management of development applications.

Building Services

Revenues and expenses associated with the provision of building certification services and the assessment of the building application section of development applications.

Environmental and Public Health Services

Revenues and expenses associated with the provision of services such as environmental health, food premise inspections and licences required under the Local Government Act.

Public Order

Revenues and expenses associated with the delivery of ranger services and a parking officer.

Water Operations

This program includes the revenue raised to finance the water programs and management and operational expenses associated with the delivery of those programs.

Wastewater Operations

This program includes the revenue raised to finance the wastewater programs, management expenses and expenses associated with the delivery of wastewater services to the local government area.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations

\$ '000	AASB	2020	2019
(a) Rates and annual charges			
Ordinary rates			
Residential	1058 (1)	18,764	17,406
Farmland	1058 (1)	1,655	1,569
Business	1058 (1)	4,435	4,243
Less: pensioner rebates (mandatory)	1058 (1)	(637)	(632)
Rates levied to ratepayers		24,217	22,586
Pensioner rate subsidies received	1058 (1)	350	348
Total ordinary rates		24,567	22,934
Annual charges			
<small>(pursuant to s.496, s.496A, s.496B, s.501 & s.611)</small>			
Domestic waste management services	1058 (1)	6,768	6,465
Stormwater management services	1058 (1)	390	384
Water supply services	1058 (1)	4,100	3,910
Wastewater services	1058 (1)	17,699	16,855
Waste management services (non-domestic)	1058 (1)	569	540
Less: pensioner rebates (mandatory)	1058 (1)	(831)	(831)
Annual charges levied		28,695	27,323
Pensioner subsidies received:			
– Water	1058 (1)	161	159
– Sewerage	1058 (1)	160	159
– Domestic waste management	1058 (1)	137	139
Total annual charges		29,153	27,780
TOTAL RATES AND ANNUAL CHARGES		53,720	50,714

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

- 15 (1)** indicates income recognised under AASB 15 “at a point in time”,
- 15 (2)** indicates income recognised under AASB 15 “over time”,
- 1058 (1)** indicates income recognised under AASB 1058 “at a point in time”, while
- 1058 (2)** indicates income recognised under AASB 1058 “over time”.

Council has used 2016 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy for rates and charges

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is 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 in substance a rates payment.

2019 accounting policy

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	AASB	2020	2019
(b) User charges and fees			
Specific user charges			
(per s.502 - specific 'actual use' charges)			
Water supply services	15 (2)	7,918	7,902
Wastewater services	15 (2)	1,377	1,475
Waste management services (non-domestic)	15 (2)	1,630	1,129
Total specific user charges		10,925	10,506
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Planning and building regulation	15 (1)	2,494	2,348
Private works – section 67	15 (2)	37	67
Total fees and charges – statutory/regulatory		2,531	2,415
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Aerodrome	15 (1)	5,611	6,727
Cemeteries	15 (1)	379	394
Swimming centres	15 (1)	990	1,094
Waste disposal tipping fees	15 (1)	1,622	1,059
Ferry tolls	15 (1)	445	553
Plant hire	15 (1)	410	317
Other	15 (1)	122	1,189
Total fees and charges – other		9,579	11,333
TOTAL USER CHARGES AND FEES		23,035	24,254

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

15 (2) indicates income recognised under AASB 15 “over time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

Accounting policy for user charges and fees

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 the tent park, indoor sport and leisure centre, swimming pools and other community facilities, the customer is required to pay on arrival. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as for fixed-term swimming pool passes, the fee revenue is recognised on a straight-line basis over the expected term of the pass.

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.

2019 accounting policy

User charges and fees are recognised as revenue when the service has been provided.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	AASB	2020	2019
(c) Other revenues			
Rental income – investment property (2019 only)		–	1,872
Rental income – other council properties	15 (2)	1,311	1,469
Fines – parking	1058 (1)	214	227
Fines – other	1058 (1)	101	113
Legal fees recovery – rates and charges (extra charges)	15 (1)	112	37
Commissions and agency fees	15 (1)	31	35
Insurance claims recoveries		441	123
Recycling income (non-domestic)	15 (1)	312	159
Miscellaneous sales	1058 (1)	185	51
Reassessment of provision for remediation		610	484
Other	15 (1)	364	250
<u>TOTAL OTHER REVENUE</u>		<u>3,681</u>	<u>4,820</u>

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

15 (2) indicates income recognised under AASB 15 “over time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

Accounting policy for other revenue

Where the revenue relates to a contract with customer, the revenue is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

Where the revenue relates to a contract which is not enforceable or does not contain sufficiently specific performance obligations then revenue is recognised when an unconditional right to a receivable arises or the cash is received, which is earlier.

2019 accounting policy

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council’s activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Parking fees and fines are recognised as revenue when the service has been provided, or when the penalty has been applied, whichever occurs first.

Rental income is accounted for on a straight-line basis over the lease term.

Miscellaneous sales are recognised when physical possession has transferred to the customer which is deemed to be the point of transfer of risks and rewards.

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019 ¹
(d) Grants					
General purpose (untied)					
Current year allocation					
Financial assistance	1058 (1)	2,281	2,255	–	–
Payment in advance - future year allocation					
Financial assistance	1058 (1)	2,418	2,339	–	–
Total general purpose		4,699	4,594	–	–
Specific purpose					
Bushfire and emergency services	1058 (1)	29	74	–	–
Library	1058 (1)	166	108	–	–
LIRS subsidy	1058 (1)	123	200	–	–
NSW Rural Fire Services	1058 (1)	113	113	–	–
Street lighting	1058 (1)	98	98	–	–
Art Gallery	1058 (1)	31	22	–	121
Natural disaster funding	1058 (2)	77	185	–	–
Airport	1058 (2)	–	–	742	3,232
Lennox Cultural Centre Enhancement Project	1058 (2)	–	–	1,314	700
Stronger Country - Skennars Head	1058 (2)	–	–	663	327
Stronger Country - Ballina Indoor Sports Centre		–	–	–	3,500
Wollongbar sportsfields		–	–	–	132
Coastal paths and walks	1058 (2)	–	–	1,143	253
Noise attenuation Quays Reserve		–	–	–	50
Ballina Surf Club		–	–	–	115
Pop Denison Master Plan		–	–	–	83
Bushfire resilience and recovery	1058 (1)	1,325	–	–	–
Waterways	1058 (2)	320	–	–	–
Other	1058 (2)	106	219	16	217
Total specific purpose		2,388	1,019	3,878	8,730
Total grants		7,087	5,613	3,878	8,730
Grant revenue is attributable to:					
– Commonwealth funding		5,924	4,594	599	–
– State funding		1,163	1,019	3,278	8,668
– Other funding		–	–	1	62
		7,087	5,613	3,878	8,730

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

15 (2) indicates income recognised under AASB 15 “over time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	Notes	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019 ¹
(e) Contributions						
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
Cash contributions						
S 7.11 – contributions towards amenities/services		1058 (1)	–	–	4,644	7,657
S 64 – water supply contributions		1058 (1)	–	–	763	1,151
S 64 – sewerage service contributions		1058 (1)	–	–	1,694	2,449
Total developer contributions – cash			–	–	7,101	11,257
Total developer contributions	26		–	–	7,101	11,257
Other contributions:						
Cash contributions						
Transport for NSW contributions (regional roads, block grant)		1058 (1)	1,267	1,000	–	671
Wastewater (excl. section 64 contributions)			–	–	–	25
Employment and training studies		1058 (1)	359	295	–	–
Management plans and studies		1058 (1)	102	85	–	–
Roadworks		1058 (1)	1,301	198	615	1,508
Contaminated Lands Officer		1058 (1)	140	140	–	–
Richmond River Governance		1058 (1)	19	91	–	–
Killen Falls Toilets			–	–	–	65
Private dust sealing contributions			–	–	–	136
Ballina Indoor Sports Centre		1058 (2)	–	–	4	140
Bushland restoration services		1058 (1)	165	–	–	–
Other		1058 (1)	277	322	–	35
Total other contributions – cash			3,630	2,131	619	2,580
Non-cash contributions						
Dedications – subdivisions (other than by s7.11)		1058 (1)	–	–	7,468	16,209
Dedications - non-current assets		1058 (1)	–	–	6,934	–
Other			–	–	–	120
Total other contributions – non-cash			–	–	14,402	16,329
Total other contributions			3,630	2,131	15,021	18,909
Total contributions			3,630	2,131	22,122	30,166
TOTAL GRANTS AND CONTRIBUTIONS			10,717	7,744	26,000	38,896

(1) See Note 16 b) for details regarding the restatement as a result of Prior Period Errors

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:**15 (1)** indicates income recognised under AASB 15 “at a point in time”,**15 (2)** indicates income recognised under AASB 15 “over time”,**1058 (1)** indicates income recognised under AASB 1058 “at a point in time”, while**1058 (2)** indicates income recognised under AASB 1058 “over time”.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

Accounting policy for grants and contributions

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligations is satisfied.

The performance obligations are varied based on the agreement but include the provision of research, bush regeneration activities and art gallery cultural events, such as short courses and workshops. 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.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

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.

Grant income

Assets arising from grants in the scope of AASB 1058 are recognised at the asset's 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.

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

Capital grants

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council's control and which is enforceable 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 as there is no profit margin.

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

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*.

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 the Council may apply contributions according to the priorities established in work schedules.

Accounting policy prior to 1 July 2019

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and revenue is recognised at this time and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner, or used over a particular period, and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed below.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	2020	2019
(f) Unspent grants and contributions – external restrictions		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner due to externally imposed restrictions.		
Operating grants		
Unexpended at the close of the previous reporting period	1,654	569
Add: operating grants recognised as income in the current period but not yet spent (2019 only)	–	1,427
Add: operating grants received for the provision of goods and services in a future period	2,189	–
Less: operating grants recognised in a previous reporting period now spent (2019 only)	–	(342)
Less: operating grants received in a previous reporting period now spent and recognised as income	(1,339)	–
Unexpended and held as externally restricted assets (operating grants)	2,504	1,654
Contributions		
Unexpended at the close of the previous reporting period	29,997	23,668
Add: contributions received for the provision of goods and services in the future	7,035	12,731
Less: contributions recognised in a previous reporting period now spent	(5,681)	(6,402)
Unexpended and held as externally restricted assets (contributions)	31,351	29,997

Note 4. Interest and investment income

\$ '000	2020	2019
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	44	48
– Cash and investments	1,805	2,516
Total Interest and investment income	1,849	2,564
Interest revenue is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	44	48
General Council cash and investments	1,805	2,516
Total interest and investment revenue	1,849	2,564

Accounting policy for interest and investment revenue

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations

\$ '000	2020	2019
(a) Employee benefits and on-costs		
Salaries and wages	22,152	20,093
Employee leave entitlements (ELE)	4,218	4,208
Superannuation – defined contribution plans	2,155	1,937
Superannuation – defined benefit plans	466	533
Workers' compensation insurance	489	426
Fringe benefit tax (FBT)	13	17
Payroll tax	291	320
Training costs (other than salaries and wages)	143	130
Other	77	68
Total employee costs	30,004	27,732
Less: capitalised costs	(3,330)	(2,699)
TOTAL EMPLOYEE COSTS EXPENSED	26,674	25,033
Number of 'full-time equivalent' employees (FTE) at year end	331	319

Accounting policy for employee benefits and on-costs

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 various defined benefit plans and 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 20 for more information.

\$ '000	2020	2019
(b) Borrowing costs		
(i) Interest bearing liability costs		
Interest on leases	121	–
Interest on loans	4,411	4,635
Total interest bearing liability costs	4,532	4,635
Total interest bearing liability costs expensed	4,532	4,635
(ii) Other borrowing costs		
Unwinding of present value discounts and premiums	139	270
Total other borrowing costs	139	270
TOTAL BORROWING COSTS EXPENSED	4,671	4,905

Accounting policy for borrowing costs

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

\$ '000	2020	2019
(c) Materials and contracts		
Raw materials and consumables	28,675	25,638
Contractor and consultancy costs	185	233
Auditors' remuneration	169	148
Legal expenses:		
– Legal expenses: planning and development	983	466
– Legal expenses: other	224	118
Expenses from leases of low value assets	119	–
Expenses from short-term leases	50	–
Operating leases expense:		
– Operating lease rentals: minimum lease payments (2019 only)	–	451
Total materials and contracts	<u>30,405</u>	<u>27,054</u>
TOTAL MATERIALS AND CONTRACTS	<u>30,405</u>	<u>27,054</u>

Accounting policy for materials and contracts

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

Operating leases (2019 only)

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Auditors' remuneration

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms:

(i) Audit services: NSW Auditor-General

Audit and review of financial statements	101	75
Total fees paid or payable to the Auditor-General	<u>101</u>	<u>75</u>

(ii) Other non-assurance services: Other firms

Internal audit services	68	73
Total fees paid or payable for non-assurance services	<u>68</u>	<u>73</u>

Total Auditors' remuneration	<u>169</u>	<u>148</u>
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Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

\$ '000	Notes	2020	2019
(d) Depreciation, amortisation and impairment of non-financial assets			
Depreciation and amortisation			
Plant and equipment		1,722	1,701
Office equipment		23	27
Furniture and fittings		5	5
Land improvements (depreciable)		95	95
Infrastructure:	10		
– Buildings		2,592	2,612
– Other structures		1,525	503
– Roads		7,959	6,177
– Bridges		680	618
– Footpaths		489	444
– Stormwater drainage		1,429	1,627
– Water supply network		1,487	1,399
– Sewerage network		3,700	3,494
– Bulk earthworks		151	138
Reinstatement, rehabilitation and restoration assets:			
Future reinstatement costs – tips	15,10	19	19
Future reinstatement costs – quarries	15,10	54	65
Right of use assets	13	496	–
Total gross depreciation and amortisation costs		<u>22,426</u>	<u>18,924</u>
Total depreciation and amortisation costs		<u>22,426</u>	<u>18,924</u>
<u>TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT FOR NON-FINANCIAL ASSETS</u>		<u>22,426</u>	<u>18,924</u>

Accounting policy for depreciation, amortisation and impairment expenses of non-financial assets**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 10 for IPPE assets and Note 13 for right of use assets.

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 no longer required to be tested for impairment under AASB 136. This is because 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.

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). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

\$ '000	2020	2019
(e) Other expenses		
Advertising	138	157
Bad and doubtful debts	208	11
Bank charges	135	127
Contributions/levies to other levels of government		
– Department of planning levy	164	123
– Emergency services levy (includes FRNSW, SES, and RFS levies)	68	58
– Waste levy	(9)	95
– Other contributions/levies	217	209
Councillor expenses – mayoral fee	44	43
Councillor expenses – councillors' fees	203	198
Councillors' expenses (incl. mayor) – other (excluding fees above)	35	47
Donations, contributions and assistance to other organisations	1,859	2,314
Electricity and heating	1,915	1,696
Insurance	1,389	1,282
Street lighting	502	687
Subscriptions and publications	82	76
Telephone and communications	301	228
Other	87	110
Total other expenses	7,338	7,461
<u>TOTAL OTHER EXPENSES</u>	<u>7,338</u>	<u>7,461</u>

Accounting policy for other expenses

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 6. Gain or loss from disposal of assets

\$ '000	Notes	2020	2019 ¹
Property (excl. investment property)			
Proceeds from disposal – property		220	346
Less: carrying amount of property assets sold/written off		(2,640)	(271)
Net gain/(loss) on disposal		(2,420)	75
Plant and equipment			
	10		
Proceeds from disposal – plant and equipment		488	295
Less: carrying amount of plant and equipment assets sold/written off		(147)	(84)
Net gain/(loss) on disposal		341	211
Infrastructure			
	10		
Less: carrying amount of infrastructure assets sold/written off		(3,912)	(4,242)
Net gain/(loss) on disposal		(3,912)	(4,242)
Real estate assets held for sale			
	9		
Proceeds from disposal – real estate assets		2,849	–
Less: carrying amount of real estate assets sold/written off		(1,369)	–
Net gain/(loss) on disposal		1,480	–
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(4,511)	(3,956)

Accounting policy for disposal of assets

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

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.

(1) See Note 16 (b) for details regarding the restatement as a result of Prior Period Errors

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(a). Cash and cash equivalents

\$ '000	2020	2019
Cash and cash equivalents		
Cash on hand and at bank	10,034	3,246
Cash-equivalent assets		
– Short-term deposits	–	9,000
Total cash and cash equivalents	<u>10,034</u>	<u>12,246</u>

Accounting policy for cash and cash equivalents

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.

Note 7(b). Investments

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Investments				
'Financial assets at amortised cost'	66,638	16,900	56,508	20,907
Total Investments	<u>66,638</u>	<u>16,900</u>	<u>56,508</u>	<u>20,907</u>
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS	<u>76,672</u>	<u>16,900</u>	<u>68,754</u>	<u>20,907</u>
Financial assets at amortised cost				
Long term deposits	59,500	–	53,500	13,000
NCD's, FRN's (with maturities > 3 months) ¹	7,138	16,900	3,008	7,907
Total	<u>66,638</u>	<u>16,900</u>	<u>56,508</u>	<u>20,907</u>

(1) NCDs are negotiable certificates of deposit; FRNs are floating rate notes

Financial assets

All recognised financial assets are measured in their entirety at amortised cost.

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 interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise term deposits, 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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(c). Restricted cash, cash equivalents and investments

\$ '000	2020		2019	
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	76,672	16,900	68,754	20,907
attributable to:				
External restrictions	36,627	16,900	30,514	20,907
Internal restrictions	32,643	–	32,794	–
Unrestricted	7,402	–	5,446	–
	<u>76,672</u>	<u>16,900</u>	<u>68,754</u>	<u>20,907</u>

\$ '000	2020	2019
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Details of restrictions

External restrictions – included in liabilities

Deposits and retentions	4,219	2,834
Water and wastewater ELE's	916	868
External restrictions – included in liabilities	<u>5,135</u>	<u>3,702</u>

External restrictions – other

Developer contributions – general	12,584	12,575
Developer contributions – water fund	10,116	10,182
Developer contributions – wastewater fund	8,651	7,240
RMS contributions	77	77
Specific purpose unexpended grants (recognised as revenue) – general fund	2,504	1,654
Water supplies	10,164	10,479
Wastewater services	3,061	2,261
Domestic waste management	1,235	3,251
External restrictions – other	<u>48,392</u>	<u>47,719</u>
Total external restrictions	<u>53,527</u>	<u>51,421</u>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(c). Restricted cash, cash equivalents and investments (continued)

\$ '000	2020	2019
Internal restrictions		
Airport	2,337	424
Bypass maintenance funding	4,053	3,632
Carry over works	4,062	2,579
Cemeteries	238	338
Community facilities (other)	674	767
Employees leave entitlement	2,994	3,133
Financial assistance grant in advance	2,418	2,339
Landfill and resource management	926	792
Management plans and studies	1,769	1,102
Plant and vehicle replacement	552	1,302
Property reserves	3,996	5,268
Quarries	871	857
Rental properties refurbishment	679	787
Road works	3,251	4,008
Other	2,728	3,234
Skennars Head Sports Fields	592	1,746
Strategic studies	503	486
Total internal restrictions	<u>32,643</u>	<u>32,794</u>
TOTAL RESTRICTIONS	<u>86,170</u>	<u>84,215</u>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 8. Receivables

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Purpose				
Rates and annual charges	2,740	134	1,456	61
Interest and extra charges	68	29	70	30
User charges and fees	2,596	127	2,725	114
Private works	18	–	21	–
Accrued revenues				
– Interest on investments	330	–	714	–
Airport charges	570	–	923	–
Amounts due from other councils	5	–	48	–
Deferred debtors	1	–	18	–
Government grants and subsidies	582	–	3,378	–
Net GST receivable	565	–	721	–
Waste centre fees	70	–	36	–
Other debtors	290	–	727	–
Total	7,835	290	10,837	205
Less: provision for impairment				
User charges and fees	(259)	–	(51)	–
Total provision for impairment – receivables	(259)	–	(51)	–
TOTAL NET RECEIVABLES	7,576	290	10,786	205
Externally restricted receivables				
Water supply				
– Other	2,538	57	2,262	94
Sewerage services				
– Other	1,536	81	1,270	76
Domestic waste management	297	15	164	6
Stormwater management	17	–	9	–
Total external restrictions	4,388	153	3,705	176
Unrestricted receivables	3,188	137	7,081	29
TOTAL NET RECEIVABLES	7,576	290	10,786	205

\$ '000	2020	2019
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	51	53
+ new provisions recognised during the year	219	10
– amounts already provided for and written off this year	–	(12)
– amounts provided for but recovered during the year	(11)	–
Balance at the end of the year	259	51

Notes to the Financial Statements

for the year ended 30 June 2020

Note 8. Receivables (continued)

Accounting policy for receivables

Recognition and measurement

Receivables are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets.

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.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

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.

The Council uses the presentation 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, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 9. Inventories and other assets

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
(a) Inventories				
(i) Inventories at cost				
Real estate for resale	171	6,222	1,713	2,623
Stores and materials	631	–	677	–
Trading stock	18	–	21	–
Total inventories at cost	820	6,222	2,411	2,623
<u>TOTAL INVENTORIES</u>	<u>820</u>	<u>6,222</u>	<u>2,411</u>	<u>2,623</u>

(b) Other assets

Prepayments	574	–	391	–
<u>TOTAL OTHER ASSETS</u>	<u>574</u>	<u>–</u>	<u>391</u>	<u>–</u>

Externally restricted assets

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Water				
Prepayments	72	–	170	–
Total water	72	–	170	–
Total externally restricted assets	72	–	170	–
Total internally restricted assets	–	–	–	–
Total unrestricted assets	1,322	6,222	2,632	2,623
<u>TOTAL INVENTORIES AND OTHER ASSETS</u>	<u>1,394</u>	<u>6,222</u>	<u>2,802</u>	<u>2,623</u>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 9. Inventories and other assets (continued)

(i) Other disclosures

\$ '000	Notes	2020		2019	
		Current	Non-current	Current	Non-current
(a) Details for real estate development					
Industrial/commercial		171	5,432	1,713	1,982
Residential		–	790	–	641
Total real estate for resale		171	6,222	1,713	2,623
(Valued at the lower of cost and net realisable value)					
Represented by:					
Development costs		171	6,222	1,713	2,623
Total costs		171	6,222	1,713	2,623
Total real estate for resale		171	6,222	1,713	2,623
Movements:					
Real estate assets at beginning of the year		1,713	2,623	762	2,535
– Purchases and other costs		18	3,595	951	290
– WDV of sales (expense)	6	(1,369)	–	–	–
– Transfer between current/non-current		(191)	191	–	–
– Correction (transfer to WIP)		–	(187)	–	(202)
Total real estate for resale		171	6,222	1,713	2,623

Accounting policy for inventories and other assets

Stores and materials

Stores and materials 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.

Trading stock

Trading stock is 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.

Land held for resale/capitalisation of borrowing costs

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

Notes to the Financial Statements for the year ended 30 June 2020

Note 10. Infrastructure, property, plant and equipment

	Asset movements during the reporting period										as at 30/06/20	
	as at 30/06/19 ¹	Additions renewals ²	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Tifs from/(to) real estate assets (Note 9)	Revaluation movement to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	42,198	14,212	17,440	-	-	(26,459)	(14)	187	(1,491)	46,073	-	46,073
Plant and equipment	22,908	63	5,311	(147)	(1,722)	379	-	-	-	26,770	(14,963)	11,807
Office equipment	1,519	-	-	-	(23)	-	-	-	-	1,451	(1,406)	45
Furniture and fittings	423	-	-	-	(5)	-	-	-	-	423	(409)	14
Land:												
- Operational land	66,385	-	400	(242)	-	480	-	-	(108)	66,915	-	66,915
- Community land	49,078	-	-	-	-	-	-	-	34	49,112	-	49,112
- Crown land	33,592	-	-	-	-	-	-	-	(3,161)	30,431	-	30,431
- Land under roads (post 30/6/08)	2,003	-	62	-	-	13	-	-	-	2,078	-	2,078
Land improvements – non-depreciable	14,554	-	45	-	-	481	-	-	-	15,080	-	15,080
Land improvements – depreciable	7,602	-	-	-	(95)	-	-	-	-	7,603	(3,821)	3,782
Infrastructure:												
- Buildings	149,772	678	1,927	(2,391)	(2,592)	13,932	-	-	-	164,029	(52,531)	111,498
- Other structures	44,598	-	25	(7)	(1,525)	427	-	-	-	45,046	(12,399)	32,647
- Roads	449,282	1,060	3,430	(1,885)	(7,959)	6,988	123	-	5,688	469,877	(120,195)	349,682
- Bridges	51,035	-	-	-	(680)	-	237	-	5,041	53,983	(17,670)	36,313
- Footpaths	37,471	761	882	(132)	(489)	434	(639)	-	2,846	37,420	(5,256)	32,164
- Bulk earthworks	140,123	608	464	(1,083)	(151)	716	515	-	10,833	152,052	(693)	151,359
- Stormwater drainage	134,788	-	2,257	-	(1,429)	928	(237)	-	(15,986)	111,596	(40,409)	71,187
- Water supply network	119,558	-	394	-	(1,487)	177	-	-	700	121,261	(45,991)	75,270
- Sewerage network	293,118	527	1,177	(812)	(3,700)	1,504	-	-	2,029	298,152	(79,570)	218,582
Reinstatement, rehabilitation and restoration assets (refer Note 15):												
- Tip assets	1,737	-	-	-	(19)	-	-	-	-	1,737	(1,624)	113
- Quarry assets	1,050	-	-	-	(54)	-	-	-	-	1,050	(961)	89
Total Infrastructure, property, plant and equipment	1,662,794	17,909	33,814	(6,699)	(21,930)	-	(15)	187	6,425	1,702,139	(397,898)	1,304,241

(1) See Note 16 (b) for details regarding the restatement as a result of Prior Period Errors

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

Notes to the Financial Statements for the year ended 30 June 2020

Note 10. Infrastructure, property, plant and equipment (continued)

	Asset movements during the reporting period										as at 30/06/19	
	as at 30/06/18 ¹	Additions renewals ²	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Tifs from/(to) real estate assets (Note 9)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
\$ '000												
Capital work in progress	46,654	14,011	14,457	-	-	(32,049)	(919)	-	44	42,198	-	42,198
Plant and equipment	22,213	4	1,607	(84)	(1,701)	153	-	-	-	22,908	(14,985)	7,923
Office equipment	1,519	-	-	-	(27)	-	-	-	-	1,519	(1,451)	68
Furniture and fittings	423	-	-	-	(5)	-	-	-	-	423	(404)	19
Land:												
- Operational land	47,013	-	35	-	-	-	2,754	202	16,381	66,385	-	66,385
- Community land	55,342	-	323	(250)	-	-	(2,754)	-	(3,583)	49,078	-	49,078
- Crown land	57,150	-	-	-	-	-	-	-	(23,558)	33,592	-	33,592
- Land under roads (post 30/6/08)	1,646	-	74	-	-	65	-	-	218	2,003	-	2,003
Land improvements – non-depreciable	12,504	7	-	(21)	-	1,417	11	-	636	14,554	-	14,554
Land improvements – depreciable	15,903	-	-	-	(95)	8	-	-	(6)	7,602	(3,725)	3,877
Infrastructure:												
- Buildings	133,411	279	63	(384)	(2,612)	4,476	(11)	-	21,768	149,772	(49,828)	99,944
- Other structures	19,533	188	255	(98)	(503)	11,682	191	-	9,789	44,598	(10,871)	33,727
- Roads	444,959	2,794	4,937	(3,119)	(6,177)	3,779	(6)	-	-	449,282	(107,045)	342,237
- Bridges	51,035	-	-	-	(618)	-	-	-	-	51,035	(19,320)	31,715
- Footpaths	35,562	98	1,051	(31)	(444)	604	-	-	-	37,471	(8,970)	28,501
- Bulk earthworks (non-depreciable)	138,503	107	965	(83)	(138)	631	-	-	-	140,123	(666)	139,457
- Stormwater drainage	130,144	94	3,873	-	(1,627)	646	-	-	-	134,788	(49,134)	85,654
- Water supply network	115,256	62	1,247	-	(1,399)	1,149	-	-	1,150	119,558	(44,072)	75,486
- Sewerage network	278,193	567	4,039	(527)	(3,494)	7,439	(185)	-	3,261	293,118	(75,261)	217,857
Reinstatement, rehabilitation and restoration assets (refer Note 12):												
- Tip assets	1,737	-	-	-	(19)	-	-	-	-	1,737	(1,605)	132
- Quarry assets	1,050	-	-	-	(65)	-	-	-	-	1,050	(907)	143
Total Infrastructure, property, plant and equipment	1,609,750	18,211	32,926	(4,597)	(18,924)	-	(919)	202	26,100	1,662,794	(388,244)	1,274,550

(1) See Note 16 (b) for details regarding the restatement as a result of Prior Period Errors

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 10. Infrastructure, property, plant and equipment (continued)

Accounting policy for infrastructure, property, plant and equipment

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 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 the Department of Industry (DOI) - 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.

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.

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

Plant and equipment	Years	Other equipment	Years
Office equipment	10 to 20	Playground equipment	10 to 20
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	3 to 8		
Vehicles	3 to 5	Buildings	
Heavy plant/road making equipment	8 to 15	Buildings: masonry	80 to 100
Other plant and equipment	2 to 20	Buildings: other	30 to 40
		Stormwater assets	
Water and sewer assets		Drains	80 to 100
Dams and reservoirs	80 to 100	Culverts	60 to 80
Bores	30 to 40	Flood control structures	80 to 100
Reticulation pipes: PVC	80		
Reticulation pipes: other	60 to 100		
Pumps and telemetry	10 to 40		
		Other infrastructure assets	
Transportation assets		Bulk earthworks	1000
Sealed roads: surface	17 to 30	Swimming pools	40 to 60
Sealed roads: structure	20 to 40	Other open space/recreational assets	20
Unsealed roads	100 to 1000	Other infrastructure	20
Bridge: concrete	80 to 100		
Bridge: other	40 to 80		
Road pavements	50 to 100		
Kerb, gutter and footpaths	60 to 90		

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

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in 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.

Council has elected not 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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 10. Infrastructure, property, plant and equipment (continued)

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.

Where the Crown reserves are under a lease arrangement, they are accounted for under AASB 16 Leases (refer to Note 13).

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 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".

These Rural Fire Service assets are recognised as assets of the Council in these financial statements.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 11. Investment properties

\$ '000	2020	2019
Owned investment property		
Investment property on hand at fair value	23,255	22,705
Total owned investment property	<u>23,255</u>	<u>22,705</u>
Reconciliation – owned investment property		
Reconciliation of annual movement:		
Opening balance	22,705	22,025
– Net gain/(loss) from fair value adjustments	550	680
CLOSING BALANCE – OWNED INVESTMENT PROPERTY	<u>23,255</u>	<u>22,705</u>

Accounting policy for investment property

Investment property, principally comprising freehold office and retail buildings, is held for long-term rental yields and is not occupied by the Council. Changes in fair values are recorded in the Income Statement as a separate line item.

Properties that are under construction for future use as investment property are regarded as investment property. These are also carried at fair value unless the fair value cannot yet be reliably determined. Where that is the case, the property will be accounted for at cost until either the fair value becomes reliably determinable or construction is complete.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 12. Contract assets and liabilities

\$ '000	2020 Current	2020 Non-current
(a) Contract assets		
Other	1,192	–
Total Contract assets	1,192	–

Impairment

An annual assessment occurs for impairment losses on contract assets arising from Council's contracts with customers.

\$ '000	2020 Current	2020 Non-current
Total unrestricted assets	1,192	–
Total contract assets	1,192	–

(b) Contract liabilities**Grants and contributions received in advance:**

Unexpended capital grants (to construct Council controlled assets)	501	–
Total grants received in advance	501	–
Total contract liabilities	501	–

Significant changes in contract assets and liabilities

The contract liabilities have arisen on adoption of AASB 15 and AASB 1058. Previously income received in advance was recognised for reciprocal contracts. The increase in a contract liability is primarily due to grants in the scope of AASB 15 and capital grants received by Council to acquire or construct assets which will be under Council's control. Previously, revenue was recognised on receipt of the funds.

Accounting policy for contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before the payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of 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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Leases

The Council has applied AASB 16 using the modified retrospective (cumulative catch-up) method and therefore the comparative information has not been restated and continues to be reported under AASB 117 and related Interpretations.

Council as a lessee

Extension options

Council may negotiate the inclusion of options in the leases to provide flexibility and certainty to Council operations and reduce costs of change, including moving premises. The extension options are at Council's discretion.

At commencement date and each subsequent reporting date, Council assesses whether it is reasonably certain that the extension options will be exercised.

As at 30 June 2020, Council assessed that the exercise of any options is reasonably certain. Therefore there are no potential future lease payments not included in the lease liabilities as at 30 June 2020.

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

Terms and conditions of leases

Plant and equipment

Council leases vehicles and equipment with lease terms varying from 3 to 6 years; the lease payments are fixed during the lease term and there is generally no renewal option.

Leases for office and IT equipment are generally for low value assets, except for significant items such as servers and multi-functional devices. The leases are for between 2 and 5 years with no renewal option. The payments are predominantly fixed, however some of the leases include variable payments based on usage.

Land

Land - Operational

Council has a long term lease to a coastal car park and adjoining land area. The lease is 99 years and does not have a renewal option.

The lease payments are fixed and the lease contains an annual pricing mechanism determined by the movement in the Consumer Price Index between rent review dates.

Land - Crown

On community land where Council is not the appointed Crown land manager, Council leases the land from the Department of Planning, Industry and Environment in their role in managing the Crown estate. Council uses this land for the provision of providing community facilities including the art gallery and the local surf lifesaving club.

The lease terms are between 10 and 20 years with no option periods. The lease payments are fixed and the leases contain annual pricing mechanisms determined by the movement in the Consumer Price Index between rent review dates.

\$ '000	Plant and equipment	Land Operational	Land Crown	Total
Opening balance at 30 June 2019	–	–	–	–
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	1,149	1,215	981	3,345
Additions to right-of-use assets	234	–	–	234
Adjustments to right-of-use assets due to re-measurement of lease liability	(3)	–	8	5
Depreciation charge	(402)	(13)	(81)	(496)
Impairment of right-of-use assets	–	–	–	–
<u>Balance at 30 June 2020</u>	<u>979</u>	<u>1,202</u>	<u>908</u>	<u>3,089</u>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Leases (continued)

\$ '000	2020 Current	2020 Non-current
(b) Lease liabilities		
Lease liabilities	464	2,664
<u>TOTAL LEASE LIABILITIES</u>	<u>464</u>	<u>2,664</u>

(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
Cash flows	561	1,201	4,263	6,025	3,128
\$ '000					2020

(c) Income Statement

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

Interest on lease liabilities	121
Depreciation of right of use assets	496
Expenses relating to short-term leases	50
Expenses relating to low-value leases	119
	<u>786</u>

(d) Statement of Cash Flows

Total cash outflow for leases	739
	<u>739</u>

Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of land and building leases with lease payments that are significantly below market terms and conditions principally to enable Council to fulfil its objectives. These sites are used for various purposes including the local surf lifesaving clubs.

The leases are generally long term spanning up to 20 years. They 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 and 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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Leases (continued)

Accounting policies under AASB 16 – applicable from 1 July 2019

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. The right-of-use 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.

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.

Accounting policy under AASB 117 and associated Accounting Interpretations (2019 only)

Refer to Note 5c.

(ii) Council as a lessor

(e) Operating leases

Council leases out a number of properties to commercial and retail tenants. These leases have been classified as operating leases for financial reporting purposes and the assets are included as Investment Properties (refer note 11) in the Statement of Financial Position.

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

\$ '000	2020
(i) Operating lease income	
Investment properties	
Lease income (excluding variable lease payments not dependent on an index or rate)	1,720
Total income relating to operating leases	1,720

Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Leases (continued)

\$ '000	2020
(ii) Operating lease expenses	
Investment properties	
Direct operating expenses that generated rental income	122
Direct operating expenses that did not generate rental income	286
Total expenses relating to operating leases	408
(iv) Maturity analysis of contractual lease income	
Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:	
< 1 year	1,559
1–2 years	1,041
2–3 years	612
3–4 years	282
4–5 years	97
> 5 years	–
Total undiscounted contractual lease income receivable	3,591

Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Payables and borrowings

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Payables				
Goods and services	6,085	–	6,347	–
Accrued expenses:				
– Borrowings	288	–	244	–
– Salaries and wages	826	–	516	–
Security bonds, deposits and retentions	4,219	–	2,834	–
Total payables	11,418	–	9,941	–
Prepaid rates				
Payments received in advance	1,238	–	1,364	–
Total income received in advance	1,238	–	1,364	–
Borrowings				
Loans – secured ¹	5,930	73,542	6,636	70,418
Total borrowings	5,930	73,542	6,636	70,418
<u>TOTAL PAYABLES AND BORROWINGS</u>	<u>18,586</u>	<u>73,542</u>	<u>17,941</u>	<u>70,418</u>

(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 21.

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
(a) Payables and borrowings relating to restricted assets				
Externally restricted assets				
Water	42	–	24	–
Sewer	2,886	46,836	3,676	49,483
Payables and borrowings relating to externally restricted assets	2,928	46,836	3,700	49,483
Total payables and borrowings relating to restricted assets	2,928	46,836	3,700	49,483
Total payables and borrowings relating to unrestricted assets	15,658	26,706	14,241	20,935
<u>TOTAL PAYABLES AND BORROWINGS</u>	<u>18,586</u>	<u>73,542</u>	<u>17,941</u>	<u>70,418</u>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Payables and borrowings (continued)

\$ '000	2020	2019
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(b) Current payables and borrowings not anticipated to be settled within the next twelve months

The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.

Payables – security bonds, deposits and retentions	1,405	1,815
Total payables and borrowings	1,405	1,815

(c) Changes in liabilities arising from financing activities

\$ '000	as at 30/06/19		Non-cash changes			as at 30/06/20
	Opening Balance	Cash flows	Acquisition	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	77,054	(6,582)	9,000	–	–	79,472
Lease liabilities	–	(457)	234	3,345	6	3,128
TOTAL	77,054	(7,039)	9,234	3,345	6	82,600

\$ '000	as at 30/06/18		Non-cash changes			as at 30/06/19
	Opening Balance	Cash flows	Acquisition	Fair value changes	Other non-cash movement	Closing balance
Loans – secured	83,494	(6,440)	–	–	–	77,054
TOTAL	83,494	(6,440)	–	–	–	77,054

\$ '000	2020	2019
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(d) Financing arrangements**(i) Unrestricted access was available at balance date to the following lines of credit:**

Loan Facilities	79,472	77,054
Credit cards/purchase cards	750	750
Total financing arrangements	80,222	77,804

Drawn facilities as at balance date:

– Loan Facilities	79,472	77,054
– Credit cards/purchase cards	144	140
Total drawn financing arrangements	79,616	77,194

Undrawn facilities as at balance date:

– Credit cards/purchase cards	606	610
Total undrawn financing arrangements	606	610

Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Payables and borrowings (continued)

Accounting policy for payables and borrowings

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Council comprise trade payables, bank and other loans.

Payables

These amounts represent liabilities for goods and services provided to the council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

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. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the drawdown occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Provisions

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Provisions				
Employee benefits				
Annual leave	2,792	–	2,556	–
Sick leave	1,688	–	1,990	–
Long service leave	3,988	397	3,943	361
Sub-total – aggregate employee benefits	8,468	397	8,489	361
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	3,183	–	3,752
Sub-total – asset remediation/restoration	–	3,183	–	3,752
<u>TOTAL PROVISIONS</u>	<u>8,468</u>	<u>3,580</u>	<u>8,489</u>	<u>4,113</u>

(a) Provisions relating to restricted assets

Externally restricted assets				
Water	216	10	207	9
Sewer	661	29	627	25
Domestic waste management	189	10	157	6
Provisions relating to externally restricted assets	1,066	49	991	40
Total provisions relating to restricted assets	1,066	49	991	40
Total provisions relating to unrestricted assets	7,402	3,531	7,498	4,073
<u>TOTAL PROVISIONS</u>	<u>8,468</u>	<u>3,580</u>	<u>8,489</u>	<u>4,113</u>

\$ '000	2020	2019
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(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.

Provisions – employees benefits	5,061	5,345
	<u>5,061</u>	<u>5,345</u>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Provisions (continued)

(c) Description of and movements in non-employee benefit provisions

\$ '000	Other provisions	
	Asset remediation	Total
2020		
At beginning of year	3,752	3,752
Changes to provision:		
– Revised life	(118)	(118)
– Revised discount rate	(492)	(492)
Unwinding of discount	41	41
Total other provisions at end of year	3,183	3,183
2019		
At beginning of year	4,150	4,150
– Revised costs	(370)	(370)
– Revised life	10	10
– Revised discount rate	(124)	(124)
Unwinding of discount	86	86
Total other provisions at end of year	3,752	3,752

Nature and purpose of non-employee benefit provisions**Asset remediation**

Asset remediation, reinstatement and restoration provisions represent the present value estimate of future costs Council will incur in order to remove, restore and remediate assets and/or activities as a result of past operations.

Accounting policy for provisions

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 interest expense.

Employee benefits**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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Provisions (continued)

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.

The obligations are presented as current liabilities in the Statement of Financial Position if the 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.

Provisions for close-down and restoration, and environmental clean-up costs – tips and quarries

Restoration

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 costs are estimated on the basis of a closure plan. 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.

Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, 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 property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

Close-down and restoration costs are a normal consequence of tip and quarry operations, and the majority of close-down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

(a) Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

(b) Correction of errors relating to a previous reporting period

Nature of prior-period errors

As a result of the revaluation of Roads Infrastructure in 2019/20 and detailed reviews of capital work in progress and land registers, the following prior period errors have been identified:

Summary of prior year items impacting on IPPE	\$'000
Operational land (1)	500
Capital work in progress (2)	(430)
Roads (3)	(2,750)
Footpaths (4)	1,277
Stormwater drainage (5)	1,100
Total for correction of prior period errors at 1 July 2018	(303)
Capital work in progress (2)	(247)
Roads (3)	(2,960)
Total for correction of prior period errors at 30 June 2019	(3,510)

Summary of prior year items impacting on Accumulated Surplus	\$'000
Incorrect disposal and capitalisation of land and buildings through revaluation (1)	(769)
Contributions revenue recognised in error for non-dedicated assets (2)	(430)
Failure to record disposed road assets (3)	(2,750)
New found footpath assets as a result of errors in capitalisation files (4)	1,277
New found stormwater assets incorrectly treated as interallotment (5)	1,100
Total for correction of prior year errors at 1 July 2018	(1,572)
Contributions revenue recognised in error for non-dedicated assets (2)	(247)
Failure to record disposed road assets (3)	(2,960)
Total for correction of prior year errors at 30 June 2019	(4,779)

Summary of prior year items impacting on Revaluation Reserve

Incorrect disposal and capitalisation of land and buildings through revaluation (1)	1,269
Total for correction of prior year errors at 1 July 2018	1,269
Total for correction of prior year errors at 30 June 2019	1,269

Each of the above line items are discussed in further detail below.

1. Misstatements in Operational land and Buildings

During the 2019/20 process of reconciling Council's land and fixed asset registers, land acquired by Council during a 2013/14 financial year property exchange transaction was found to have not been recognised. Further, Council has then incorrectly revalued the buildings acquired and derecognised the land sold in the exchange transaction during the 2018/19 revaluation.

Council considers this to be a material error and has restated each of the affected financial statement line items as at 1 July 2018, as follows:

Operational land	\$500,000	Increase
Accumulated Surplus	\$769,000	Decrease
Revaluation reserve	\$1,269,000	Increase

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)**2. Council funded infrastructure assets incorrectly recognised as funded by non-cash developer contributions**

In reviewing capital expenditure 'work-in-progress' (WIP) during 2019/20, Council identified costs remaining in WIP for infrastructure assets capitalised in 2017/18 and 2018/19. Council had incorrectly recognised non-cash contributions as the funding source for these assets, however, the WIP costs represented Council's contribution to the infrastructure assets.

Council considers this to be a material error and has corrected the 2017/18 and 2018/19 affected financial statement line items, as follows:

As at 1 July 2018:

Infrastructure, property, plant and equipment	\$429,969	Decrease
Accumulated Surplus	\$429,969	Decrease

As at 30 June 2019:

Infrastructure, property, plant and equipment	\$247,096	Decrease
Grants and contributions provided for capital purposes/Accumulated Surplus	\$247,096	Decrease

3. Disposals of replaced road assets not always recorded

During the revaluation of Road pavement assets in 2019/20, the asset register was found to still include wearing course and pavement assets that had been previously replaced. It was identified that Council has been capitalising new wearing course and pavement assets, but has not always been recording disposals of the existing assets. The large majority of the errors occurred in the 2017/18 and 2018/19 years.

Council considers this to be a material error, however, it is impracticable to determine the period specific impacts or cumulative impact of the error.

For assets that should have been disposed of prior to 1 July 2018, the error has been corrected by taking the adjustment through to Accumulated Surplus as at 1 July 2018. The impact on each line item at 1 July 2018 due to this error is shown below:

As at 1 July 2018:

Roads	\$2,750,199	Decrease
Accumulated Surplus	\$2,750,199	Decrease

For assets that should have been disposed of from 1 July 2018 to 30 June 2019, the error has been corrected to Accumulated Surplus as at 30 June 2019. The impact on each line item at 30 June 2019 due to this error is shown in the table below.

As at 30 June 2019:

Roads	\$2,959,806	Decrease
Net losses from the disposal of assets/Accumulated Surplus	\$2,959,806	Decrease

4. Footpath assets not previously recorded

During the 2019/20 revaluation of Footpath assets, Council identified footpath assets without values due to the omission of quantity data in the asset register. The missing attributes of the assets was determined through the revaluation to enable the assets to be correctly brought to account.

Council considers the error to be material, however, it is impracticable to determine the period specific impacts or cumulative impact of the error. Accordingly, the error has been corrected by taking the adjustment through to Accumulated Surplus as at 1 July 2018, as follows.

Footpaths	\$1,277,000	Increase
Accumulated Surplus	\$1,277,000	Increase

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)**5. Council owned and controlled stormwater drainage assets incorrectly recorded as non-Inter Allotment Drainage assets**

During the 2019/20 revaluation of Stormwater drainage assets, Council identified Inter Allotment Drainage assets had been incorrectly classified and were actually Council owned assets.

Council considers the error to be material, however, it is impracticable to determine the period specific impacts or cumulative impact of the error. Accordingly, the error has been corrected by taking the adjustment through to Accumulated Surplus as at 1 July 2018, as follows:

Stormwater Drainage	\$1,100,000	Increase
Accumulated Surplus	\$1,100,000	Increase

Changes to the opening Statement of Financial Position at 1 July 2018**Statement of Financial Position**

\$ '000	Original Balance 1 July, 2018	Impact Increase/ (decrease)	Restated Balance 1 July, 2018
Infrastructure, property, plant and equipment	1,221,854	(303)	1,221,551
Total assets	1,339,640	(303)	1,339,337
Total liabilities	104,246	–	104,246
Accumulated Surplus	719,876	(1,572)	718,304
Revaluation reserves	515,518	1,269	516,787
Total equity	1,235,394	(303)	1,235,091

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

Adjustments to the comparative figures for the year ended 30 June 2019

Statement of Financial Position

\$ '000	Original Balance 30 June, 2019	Impact Increase/ (decrease)	Restated Balance 30 June, 2019
Infrastructure, property, plant and equipment	1,278,060	(3,510)	1,274,550
Total assets	1,407,996	(3,510)	1,404,486
Total liabilities	100,961	–	100,961
Accumulated Surplus	765,417	(4,779)	760,638
Revaluation reserves	541,618	1,269	542,887
Total equity	1,307,035	(3,510)	1,303,525

Income Statement

\$ '000	Original Balance 30 June, 2019	Impact Increase/ (decrease)	Restated Balance 30 June, 2019
Grants and contributions provided for capital purposes	39,143	(247)	38,896
Total income from continuing operations	129,919	(247)	129,672
Net losses from the disposal of assets	996	2,960	3,956
Total expenses from continuing operations	84,378	2,960	87,338
Net operating result for the year	45,541	(3,207)	42,334

Statement of Comprehensive Income

\$ '000	Original Balance 30 June, 2019	Impact Increase/ (decrease)	Restated Balance 30 June, 2019
Net operating result for the year	45,541	(3,207)	42,334
Total comprehensive income for the year	71,641	(3,207)	68,434

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

(c) Changes in accounting policies due to adoption of new accounting standards (not-retrospective)

During the year ended 30 June 2020, the Council has adopted AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-profit Entities* and AASB 16 *Leases* using the modified retrospective (cumulative catch-up) method and therefore the comparative information for the year ended 30 June 2019 has not been restated and continues to comply with AASB 111 *Construction Contracts*, AASB 117 *Leases*, AASB 118 *Revenue*, AASB 1004 *Contributions* and associated Accounting Interpretations.

All adjustments on adoption of AASB 15 and AASB 1058 have been taken to retained earnings at 1 July 2019.

The impacts of adopting these standards and associated transition disclosures are provided below:

Adjustments to the current year figures for the year ended 30 June 2020

Statement of Financial Position

(ii) AASB 15 and AASB 1058

The following approach has been applied on transition to AASB 15 and AASB 1058:

- Council has not adopted the completed contract expedient and therefore has not excluded revenue which was fully recognised in previous years in accordance with the former accounting standards and pronouncements
- Council has retrospectively restated contracts for modifications that occurred before 1 July 2019 unless such contract modifications were minor.

Costs incurred in fulfilling customer contracts

Prior to adopting AASB 15 Council would recognise direct costs associated with fulfilling customer contracts as expenses when incurred, as they did not qualify for recognition as assets under any other accounting standards. Under AASB 15, as these costs relate directly to the contracts, generate resources used in satisfying the contracts, and are expected to be recovered, they are capitalised as 'costs to fulfil a contract' assets and released through profit and loss on the same basis as the revenue is recognised.

Revenue recognition from contract modifications

In relation to contract modifications, AASB 15 requires customer approval, which is a more prudent criteria than the probability requirement in the previous standards and has resulted in deferral of revenue where unapproved works have been performed.

Transfer of control to a customer – over time or at a point in time

AASB 15 has specific criteria regarding whether control is transferred over time or at a point in time. The entity has reviewed its contracts and concluded that the criteria for recognition over time is not met in some circumstances. In such cases, revenue and related production costs will be recognised at the delivery of each separate performance obligation instead of over the contract using a single margin.

Principal v agent

Prior to adoption of AASB 15, the Council had assessed that they were a principal in transactions where another party was involved in providing the goods or services including pass-through grants.

Under AASB 15, the indicators of a principal have changed and there are now a number of performance obligations within grant agreements where the Council is acting as an agent since the only obligation is to transfer the funds to a third party. The result is that Council can only recognise the "commission" to which they are entitled rather than the gross revenue and expenses. There is no change to reported profit.

Licences

Council has reviewed the licences it grants and considers that all licences are either short-term or low value and elects to recognise all revenue from licences up-front rather than spreading them over the life of the licence.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)**Prepaid rates**

Under AASB 1004, rates were recorded as revenue at the earliest of receipt of the funds from the ratepayer and the beginning of the rating period. Under AASB 1058, prepaid rates are recognised as a financial liability until the beginning of the rating period.

Grants – operating

Under AASB 1004, most grant income was recognised as revenue on receipt. Under AASB 15, where an agreement is enforceable and contains sufficiently specific performance obligations, the revenue is either recognised over time as the work is performed, or recognised at the point in time that the control of the services passes to the customer.

Grants – capital

Under AASB 1004, most grant monies were recorded as revenue on receipt. Under AASB 1058, where Council has received assets (including cash) to acquire or construct a non-financial asset, the asset is to be controlled by Council and the contract is enforceable, then the asset is recognised as a contract liability on receipt and recorded as revenue as the performance obligation to acquire or construct the asset is completed.

Changes in presentation

In addition to the above changes in accounting policies, the Council has also amended the presentation of certain items to align them with the requirements of AASB 15 and AASB 1058. These amendments include:

- Movement of balances between receivables and contract assets.
- Additional line items of contract assets and contract liabilities have been created.

\$ '000	Balance at 1 July 2019
Opening contract balances at 1 July 2019	
Contract assets	
– Under AASB 15	–
– Under AASB 1058	–
Total Contract assets	–
Contract liabilities	
– Under AASB 15	–
– Under AASB 1058	989
Total Contract liabilities	989

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

Comparison of financial statement line items under AASB 15 compared to previous standards for the current year

The following tables show the impact of adopting AASB 15 and AASB 1058 for the year ended 30 June 2020.

Statement of Financial Position

\$ '000	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Remeasur- ement	Carrying amount under previous revenue standards	Notes
Current assets					
Receivables	7,576	1,192	–	8,768	(i)
Contract assets	1,192	(1,192)	–	–	(i)
Total current assets	86,834	–	–	86,834	
Current liabilities					
Contract liabilities	501	–	(501)	–	(ii)
Total current liabilities	28,019	–	(501)	27,518	
Net assets	1,334,237	–	501	1,334,738	

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Remeasur- ement	Carrying amount under previous revenue standards	Notes
Equity					
Accumulated surplus	784,925	–	501	785,426	(ii)
Council equity interest	1,334,237	–	501	1,334,738	
Total equity	1,334,237	–	501	1,334,738	

(i) Transfer of the contract asset to receivables, which arises under AASB 1058 for grant funds receivable to construct a recognisable non-financial asset to be controlled by Council. The grant funds are received after Council has spent funds.

(ii) Elimination of contract liability which arises under AASB 1058 for grant funds received to construct a recognisable non-financial asset to be controlled by Council which have been received prior to the benefits of the asset being received by Council.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

Income Statement

\$ '000	Income Statement and comprehensive income under AASB 15 and AASB 1058	Reclassification	Remeasurement	Income Statement and comprehensive income under previous revenue standards	Notes
<u>Income from continuing operations</u>					
Grants and contributions provided for capital purposes	26,000	–	501	26,501	(ii)
Total Income from continuing operations	121,329	–	501	121,830	
Total Operating result from continuing operations	25,304	–	501	25,805	
Net operating result for the year	25,304	–	501	25,805	
Total comprehensive income	31,729	–	501	32,230	

(ii) Difference in revenue between recognition on receipt under the old standards and as / when performance obligations are met under new standards.

Adjustments to the current year figures for the year ended 30 June 2020

Statement of Financial Position

\$ '000	Original Balance 1 July, 2019 ¹	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Contract assets	–	–	–
Total assets	1,404,486	–	1,404,486
Contract liabilities	–	989	989
Total liabilities	100,961	989	101,950
Accumulated surplus	760,638	(989)	759,649
Total equity	1,303,525	(989)	1,302,536

(1) See Note 16 (b) regarding the restatement as a result of Prior Period Errors

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)**(iii) AASB 16 Leases****Council as a lessee**

Under AASB 117, Council assessed whether leases were operating or finance leases, based on its assessment of whether the significant risks and rewards of ownership had been transferred to Council or remained with the lessor. Under AASB 16, there is no differentiation between finance and operating leases for the lessee and therefore all leases which meet the definition of a lease are recognised on the statement of financial position (except for short-term leases and leases of low-value assets).

Council has used the exception to lease accounting for short-term leases and leases of low-value assets, and the lease expense relating to these leases is recognised in the Income Statement on a straight-line basis.

Practical expedients used on transition

AASB 16 includes a number of practical expedients which can be used on transition. Council has used the following expedients:

- Contracts which had previously been assessed as not containing leases under AASB 117 were not re-assessed on transition to AASB 16.
- Lease liabilities have been discounted using the Council's incremental borrowing rate at 1 July 2019.
- Right-of-use assets at 1 July 2019 have been measured at an amount equal to the lease liability adjustment by the any prepaid or accrued lease payments.
- A single discount rate was applied to all leases with similar characteristics.
- The right-of-use asset was adjusted by the existing onerous lease provision (where relevant) at 30 June 2019 rather than perform impairment testing of the right-of-use asset.
- Excluded leases with an expiry date prior to 30 June 2020 from the Statement of Financial Position, and lease expenses for these leases have been recorded on a straight-line basis over the remaining term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Financial statement impact of adoption of AASB 16

Council has recognised right-of-use assets and lease liabilities of \$3,345,000 at 1 July 2019 for leases previously classified as operating leases, or leases that are significantly below market value which were previously off balance sheet.

The weighted average lessee's incremental borrowing rate applied to lease liabilities at 1 July 2019 was 3.36%.

\$ '000	Balance at 1 July 2019
Operating lease commitments at 30 June 2019 per Council financial statements	6,218

Reconciliation of lease liabilities recognised on adoption of AASB 16 Leases

Operating lease commitments discounted using the incremental borrowing rate at 1 July 2019	3,780
Less:	
Short-term leases included in commitments note	(217)
Leases for low-value assets included in commitments note	(218)
Lease liabilities recognised at 1 July 2019	<u>3,345</u>

Council as a lessor

For the arrangements where Council is a lessor, there are no significant accounting policy changes on adoption of AASB 16 except for sub-leases, which have now been classified in relation to the right-of-use asset under the head lease rather than the underlying asset.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

Statement of Financial Position

\$ '000	Original Balance 1 July, 2019 ¹	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Right-of-use assets	–	3,345	3,345
Total assets	1,404,486	3,345	1,407,831
Payables – accrued interest on leases (30/6/2019)	–	28	28
Leases	–	3,345	3,345
Total liabilities	100,961	3,373	104,334
Accumulated surplus	765,417	(28)	765,389
Total equity	1,303,525	(28)	1,303,497

(1) See Note 16 (b) regarding the restatement as a result of Prior Period Errors

Notes to the Financial Statements

for the year ended 30 June 2020

Note 17. Statement of cash flow information

\$ '000	Notes	2020	2019
(a) Reconciliation of cash and cash equivalents			
Total cash and cash equivalents per Statement of Financial Position	7(a)	10,034	12,246
Balance as per the Statement of Cash Flows		10,034	12,246
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		25,304	45,541
Adjust for non-cash items:			
Depreciation and amortisation		22,426	18,924
Net losses/(gains) on disposal of assets		4,511	996
Non-cash capital grants and contributions		(14,402)	(16,329)
Adoption of AASB 15/1058		(989)	–
Losses/(gains) recognised on fair value re-measurements through the P&L:			
– Investment property		(550)	(680)
Unwinding of discount rates on reinstatement provisions		(451)	(38)
Share of net (profits)/losses of associates/joint ventures using the equity method		(57)	5
+/- Movement in operating assets and liabilities and other cash items:			
Decrease/(increase) in receivables		2,900	(1,556)
Increase/(decrease) in provision for impairment of receivables		208	(2)
Decrease/(increase) in inventories		49	12
Decrease/(increase) in other current assets		(183)	(48)
Decrease/(increase) in contract assets		(1,192)	–
Increase/(decrease) in payables		(290)	2,171
Increase/(decrease) in accrued interest payable		44	(21)
Increase/(decrease) in other accrued expenses payable		310	28
Increase/(decrease) in other liabilities		1,259	880
Increase/(decrease) in contract liabilities		501	–
Increase/(decrease) in provision for employee benefits		15	495
Increase/(decrease) in other provisions		(118)	(360)
Net cash provided from/(used in) operating activities from the Statement of Cash Flows		39,295	50,018
(c) Non-cash investing and financing activities			
Developer contributions 'in kind'		7,468	16,329
Other dedications		6,934	–
Total non-cash investing and financing activities		14,402	16,329

Notes to the Financial Statements

for the year ended 30 June 2020

Note 18. Interests in other entities

\$ '000	Council's share of net income		Council's share of net assets	
	2020	2019	2020	2019
Associates	57	(5)	1,211	1,154
Total	57	(5)	1,211	1,154

(a) Associates

Council has incorporated the following associates into its consolidated financial statements.

(a) Summarised financial information for individually immaterial associates

Council has interests in a number of individually immaterial joint ventures and associates that have still been accounted for using the equity method.

\$ '000	2020	2019
Individually immaterial associates		
Aggregate carrying amount of individually immaterial associates	1,211	1,154
Aggregate amounts of Council's share of individually immaterial associates:		
Profit/(loss) from continuing operations	57	(5)
Total comprehensive income – individually immaterial associates	57	(5)

(b) The nature and extent of significant restrictions relating to associates

Council signed a new Richmond Tweed Regional Library (RTRL) deed with 3 other local Councils on 29 November 2017 resulting in RTRL becoming an associate of Council. Council cannot access the assets of RTRL, but is entitled to on termination of this deed equal share of the total equity at 30 June 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.

Accounting policy for associates

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.

(b) 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	2020	2020
		Net profit	Net assets
North East Weight of Loads Group (NEWLOG)	Enforcement of load weights carried by heavy vehicles. Joint Venture	16	20

Reasons for non-recognition

Councils share of NEWLOG net assets is 13.32%, Council considers this immaterial to the consolidated financial statements.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 19. Commitments

\$ '000	2020	2019
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Capital commitments (exclusive of GST)

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Buildings and other structures	1,326	3,620
Infrastructure	2,305	5,661

Inventory

Real estate for resale	238	3,399
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Total commitments

<u>3,869</u>	<u>12,680</u>
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These expenditures are payable as follows:

Within the next year	3,869	12,680
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Total payable

<u>3,869</u>	<u>12,680</u>
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Details of capital commitments

Capital expenditure commitments relate to the Coastal Path, Alstonville Aquatic Centre and other projects.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. 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 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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. Contingencies (continued)

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

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 2020 was \$419,727.96. The last valuation of the Scheme was performed by the Fund Actuary, Richard Boyfield FIAA on 31 December 2018 and covers the period ended 30 June 2019.

Council's expected contribution to the plan for the next annual reporting period is \$411,522.32.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2020 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	1,695.2	
Past Service Liabilities	1,773.2	95.6%
Vested Benefits	1,757.5	96.5%

* excluding member accounts and reserves in both assets and liabilities.

The share of this deficit that is broadly attributed to Council is estimated to be in the order of \$252,200 as at 30 June 2020.

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.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. Contingencies (continued)

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

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) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30 June 2008.

LEGAL MATTERS

(i) Planners North v Ballina Shire Council

As at 30 June 2020, Council had a possible inflow of economic benefits in relation to a Supreme Court's cost determination assessment arising from a favourable Land and Environment Court decision. The cost determination was issued to Council on 5 August 2020 and Council was awarded costs totaling \$493,816.99.

(ii) Ballina Wastewater Treatment Plant

During the 2012/13 year, Council became aware of a defect in the Ballina Wastewater Treatment Plant membrane and asserted the contractor had not reached completion of the contract due to the defect. In the 2016/17 financial year, the contractor commenced legal proceedings against Council claiming they had completed the contract and were not responsible for the defect. The preparation of an Expert Determination commenced.

As at 30 June 2020, Council's legal costs in association with this matter reached \$568,600. In the year ended 30 June 2020, the Expert Determination on the matter was decided substantially in favour of Council. In the 2020/21 financial year, Council expects to commence rectifying the default and the contractor and Council will enter into mediation. If mediation is unsuccessful, legal proceedings will commence in the Supreme Court.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Financial risk management

Risk management

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.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

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 2020	Carrying value 2019	Fair value 2020	Fair value 2019
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	10,034	12,246	10,034	12,246
Receivables	7,866	10,991	7,866	10,991
Investments				
– 'Financial assets at amortised cost'	83,538	77,415	83,538	77,415
Total financial assets	101,438	100,652	101,438	100,652
Financial liabilities				
Payables	11,418	9,941	11,418	9,941
Loans/advances	79,472	77,054	107,812	104,683
Lease liabilities	3,128	–	3,128	–
Total financial liabilities	94,018	86,995	122,358	114,624

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 held-to-maturity investments** – are based upon estimated future cash flows discounted by the current mkt 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) '**available-for-sale**' – 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 finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed 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 these 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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Financial risk management (continued)

- **Liquidity risk** – the risk that Council will not be able 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 only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – price risk and interest rate risk

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.

\$ '000	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2020				
Possible impact of a 1% movement in interest rates	916	916	(916)	(916)
2019				
Possible impact of a 1% movement in interest rates	852	852	(852)	(852)

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Financial risk management (continued)

(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.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council received detailed reports where appropriate.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates, annual charges and user fees

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – 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 the payment of debt.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2020						
Gross carrying amount	2,928	2,669	–	–	–	5,597
2019						
Gross carrying amount	2,825	1,631	–	–	–	4,456

Receivables - non-rates, annual charges and user fees

Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision as at 30 June 2020 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
2020						
Gross carrying amount	4,424	529	16	85	197	5,251
Expected loss rate (%)	0.00%	1.00%	1.00%	2.00%	2.00%	0.21%
ECL provision	–	5	–	2	4	11
2019						
Gross carrying amount	4,871	194	160	132	132	5,489
Expected loss rate (%)	0.00%	1.00%	1.00%	2.00%	2.00%	0.16%
ECL provision	–	2	2	3	3	10

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Financial risk management (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk – the risk that insufficient 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. Council manages this risk through diversification of borrowing types, maturities and interest rate structures. The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

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 cash flows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities 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		
2020							
Trade/other payables	0.00%	4,219	7,199	–	–	11,418	11,418
Loans and advances	5.72%	–	10,234	36,727	68,226	115,187	79,472
Total financial liabilities		4,219	17,433	36,727	68,226	126,605	90,890
2019							
Trade/other payables	0.00%	2,834	7,107	–	–	9,941	9,941
Loans and advances	5.97%	132	11,006	36,097	67,674	114,909	77,054
Total financial liabilities		2,966	18,113	36,097	67,674	124,850	86,995

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Material budget variations

Council's original financial budget for 2019/20 was adopted by the Council on 27 June 2019 and is unaudited.

While the Income Statement included in this General Purpose Financial Statements must disclose the original budget adopted by Council, the Local Government Act 1993 requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Material variations represent those variances between the original budget figure and the actual result that amount to **10%** or more.

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

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----		
REVENUES					
Rates and annual charges	52,644	53,720	1,076	2%	F
User charges and fees	24,715	23,035	(1,680)	(7)%	U
Other revenues	3,531	3,681	150	4%	F
Actual revenue includes a reassessment of the provision for remediation and also insurance claims recoveries. These amounts are not budgeted for.					
Operating grants and contributions	8,519	10,717	2,198	26%	F
Operating grants are variable year on year and are often confirmed during the financial year after budget adoption. The 2019/20 actual operating grants includes unbudgeted Bushfire Resilience & Recovery grants totalling \$1,325k.					
Capital grants and contributions	20,456	26,000	5,544	27%	F
Capital grants and contributions are also variable year on year. Council received approximately \$900k of cash developer contributions during the year over and above what was forecast. The remaining movement is substantially due to the timing of capital projects completion and receipt of funding.					
Interest and investment revenue	1,992	1,849	(143)	(7)%	U
Fair value increment on investment property	–	550	550	∞	F
Rental income	–	1,720	1,720	∞	F
EXPENSES					
Employee benefits and on-costs	24,252	26,674	(2,422)	(10)%	U
There was an increased use of labour hire during the year for delivery program requirements and delivery of large infrastructure projects.					
Borrowing costs	4,791	4,671	120	3%	F
Materials and contracts	33,040	30,405	2,635	8%	F
Depreciation and amortisation	20,131	22,426	(2,295)	(11)%	U
A revaluation of roads and other transport assets was undertaken as at 1 July 2019. The resulting increase in the net fair value of these assets together with the roads additions in 2018/19 resulted in a significant increase in the depreciation charge for the financial year.					
Other expenses	6,843	7,338	(495)	(7)%	U
Net losses from disposal of assets	–	4,511	(4,511)	∞	U

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Material budget variations (continued)

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----
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In 2019/20, a large portion of the loss on disposal from assets related to the airport terminal expansion project.

STATEMENT OF CASH FLOWS

Cash flows from operating activities	44,469	39,295	(5,174)	(12)%	U
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The unfavourable variance against budget is primarily due to larger than expected Other payments including for insurances, telephone and electricity charges; in addition to lower than budgeted revenue from interest, and grants and contributions.

Cash flows from investing activities	(54,283)	(43,468)	10,815	(20)%	F
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In addition to the budgeted purchases of investment property not occurring in 2019/20, the favourable variance against budget for cash flows from investing activities has arisen due to Council not budgeting for key investing activity cash flows, including cash flows used to purchase infrastructure, property, plant and equipment.

Cash flows from financing activities	9,814	1,961	(7,853)	(80)%	U
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In alignment with the budgeted purchase of investment property which did not occur in 2019/20, Council had expected to receive \$16.6 million in proceeds from borrowings and advances; whereas Council's new loans provided cash inflows of \$9.0 million. An unfavourable variance has resulted.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Fair Value Measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

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).

(1) Assets and liabilities that have been measured and recognised at fair values

2020	Fair value measurement hierarchy			Total	
	Date of latest valuation	Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs
Investment property					
Land and buildings		–	23,255	–	23,255
Total investment property		–	23,255	–	23,255
Infrastructure, property, plant and equipment					
Plant and equipment		–	–	11,807	11,807
Office equipment		–	–	45	45
Furniture and fittings		–	–	14	14
Operational land ¹		–	66,915	–	66,915
Community land		–	–	49,112	49,112
Crown land		–	–	30,431	30,431
Land under roads		–	–	2,078	2,078
Land improvements – non-depreciable		–	–	15,080	15,080
Land Improvements – depreciable		–	–	3,782	3,782
Buildings – non-specialised		–	9,129	–	9,129
Buildings – specialised		–	–	102,369	102,369
Other structures		–	–	32,647	32,647
Roads ¹		–	–	349,682	349,682
Bridges		–	–	36,313	36,313
Footpaths ¹		–	–	32,164	32,164
Bulk earthworks		–	–	151,359	151,359
Stormwater drainage ¹		–	–	71,187	71,187
Water supply network		–	–	75,270	75,270
Wastewater network		–	–	218,582	218,582
Tip remediation		–	–	113	113
Quarries remediation		–	–	89	89
Total infrastructure, property, plant and equipment		–	76,044	1,182,124	1,258,168

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Fair Value Measurement (continued)

2019	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Investment property					
Land and buildings		–	22,705	–	22,705
Total investment property		–	22,705	–	22,705
Infrastructure, property, plant and equipment					
Plant and equipment		–	–	7,923	7,923
Office equipment		–	–	68	68
Furniture and fittings		–	–	19	19
Operational land ¹		–	66,385	–	66,385
Community land		–	–	82,670	82,670
Crown land		–	–	–	–
Land under roads		–	–	2,003	2,003
Land improvements – non-depreciable		–	–	14,554	14,554
Land Improvements – depreciable		–	–	3,877	3,877
Buildings – non-specialised		–	9,324	–	9,324
Buildings – specialised		–	–	90,620	90,620
Other structures		–	–	33,727	33,727
Roads ¹		–	–	342,237	342,237
Bridges		–	–	31,715	31,715
Footpaths ¹		–	–	28,501	28,501
Bulk earthworks		–	–	139,457	139,457
Stormwater drainage ¹		–	–	85,654	85,654
Water supply network		–	–	75,486	75,486
Wastewater network		–	–	217,857	217,857
Tip remediation		–	–	132	132
Quarries remediation		–	–	143	143
Total infrastructure, property, plant and equipment		–	75,709	1,156,643	1,232,352

(1) See Note 16 (b) for details regarding restatement due to Prior Period Errors

(2) Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

(3) Valuation techniques used to derive level 2 and level 3 fair values

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:

Investment property

Council assesses the carrying amount of its investment properties on an annual basis. Where there is an indication that a property's carrying amount may differ materially from fair value at the reporting date and at least bi-annually, the fair values are based on assessments determined by an independent and professionally qualified property valuer.

The fair value of each investment property as at 30 June 2020 are estimates based on valuations performed by certifying valuer, Richard Green, AAPI (Acumentis Valuers & Property Consultants) between 17 and 22 June 2020.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Fair Value Measurement (continued)

Each valuation adopts the direct comparison and capitalised income approach whereby sales of properties with similar characteristics were used to establish a value per square metre to apply to the total site area. A yield is then applied to the property's income return to assess its value and ensure it is aligned with market expectations. The key unobservable input to the valuations is the price per square metre and expected rates of return determined by the market.

Due to the novel coronavirus pandemic (COVID-19), each investment property was valued on the basis of material valuation uncertainty. The valuer has stated that consequently, less certainty and a high degree of caution should be attached to the valuations than would normally be the case. Given the unknown future impact that COVID-19 might have on the real estate market, the valuations need to be kept under frequent review to ensure the inputs and assumptions are still appropriate.

Infrastructure, property, plant and equipment (IPP&E)

Operational Land

This asset class comprises all of Council's land classified as Operational land under the NSW Local Government Act 1993.

Council obtains its fair values for operational land from an external valuer every 3 to 5 years (last valuation being 2019) using predominantly Level 2 inputs.

Level 1 and Level 2 inputs were used to value land held in freehold title and those with special use, which are restricted under the zoning objectives. Sale prices of comparable land parcels in close proximity were adjusted for differences in key attributes such as size and configuration.

The key unobservable inputs to the valuation are the rate per square metre and the description of the land. There has been no change to the valuation process during the reporting period.

Buildings - Non-Specialised

Non-specialised buildings were valued by Scott Fullerton Valuations Pty Ltd in 2019 using the "Market approach" utilising Level 2 inputs.

The properties fair values have been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

There has been no change to the valuation process during the reporting period.

Plant and Equipment, Office Equipment, Furniture and Fittings

Plant and equipment, office equipment and furniture and fittings are valued at cost but are disclosed at fair value in the notes.

The carrying value of these assets is assumed to approximate fair value due to the nature of the items.

The key unobservable inputs to the valuation are the remaining useful life and residual value. There has been no change to the valuation process during the reporting period.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Fair Value Measurement (continued)

Council's "Community" land (Council-owned) and "Crown" land (Crown land that is controlled by Council) by definition is land intended for public access and use or where other restrictions applying to the land create some obligation to maintain public access (such as a trust deed, dedication under section 7.11 of the Environment Planning and Assessment Act 1979). This gives rise to the restrictions in the Act, intended to preserve the qualities of the land

The Office of Local Government has determined that community land and controlled Crown land may be valued as follows: The NSW Valuer General's valuations may be used under the revaluation model to represent fair value for land under clause 31 of AASB 116.

Valuations of all Council's Community land and Council controlled land were based on either the land values provided by the Valuer-General or an average unit rate based on the land values for similar properties where the Valuer-General did not provide a land value having regard to the highest and best use for this land. As these rates were not considered to be observable market evidence they have been classified as Level 3.

There has been no change to the valuation process during the reporting period.

Land under Roads

Council has elected to recognise land under roads where the road was acquired on or after 1 July 2008. Land under roads have been valued using the Englobo methodology which applies the square metre rates applicable for nearby or adjacent Community land having regard to the highest and best use for this land, with a 90% discount.

Land Improvements- Depreciable and Non-Depreciable

This asset class comprises land improvements such as spectator mounds, mulched areas, streetscaping and landscaping.

These assets are valued in-house (last valuation 2019) using the cost approach by experienced Council staff. The cost approach has been utilised whereby the replacement cost was estimated for each asset taking into account a range of factors including but not limited to construction rates and industry construction cost benchmarks such as Rawlinson's Australian Construction handbook.

The unobservable Level 3 inputs used include gross replacement cost, asset condition, residual value and remaining useful life.

There has been no change to the valuation process during the reporting period.

Buildings - Specialised and Other Structures

Specialised buildings and other structures were valued by Scott Fullerton Valuations Pty Ltd in 2019 using the "Cost approach" utilising Level 3 inputs.

The approach estimated the replacement cost of each building/other structure and componentising of significant parts with different useful lives and taking into account a range of factors. The unit rates could be supported by market evidence, other inputs (such as estimates of residual value, useful life and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets have been valued using Level 3 inputs.

There has been no change to the valuation process during the reporting period.

Roads (including Bridges, Footpaths, Bulk Earthworks) and Stormwater Drainage

Roads are valued in-house by suitably qualified engineers and requires extensive professional judgement. All roads and stormwater assets are valued using Level 3 valuation inputs using the "Cost approach". Council staff completed the valuation of these assets internally using replacement cost approach and the last valuation was completed in 2020.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Fair Value Measurement (continued)

The approach estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on square metres or similar capacity could be supported from market evidence such as recently completed road constructions and industry construction cost data (Level 2), unobservable inputs (such as estimates of useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets were classified as having been valued using Level 3 valuation inputs.

During the year there were a number of new projects completed where the actual cost was recorded and the impact of depreciation at year end was negligible. While these could be classified as valued at Level 2, given the low proportion of the total portfolio that these represented and the likelihood that in future valuations they would most likely be valued at Level 3, we have adopted a policy that all road and stormwater assets are deemed be valued at Level 3.

There has been no change to the valuation process during the reporting period.

Water Supply Network and Wastewater Network

Water and wastewater infrastructure assets were valued by APV Valuers & Asset Management in 2017 using the "Cost approach" utilising Level 2 and 3 inputs. The approach estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors. While the unit rates based on square metres or similar capacity could be supported from market evidence such as recently completed constructions and industry construction cost data (Level 2), unobservable inputs (such as estimates of useful life, pattern of consumption and asset condition) required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets were classified as having been valued using Level 3 valuation inputs.

During the year there were a number of new projects completed where the actual cost was recorded and the impact of depreciation at year end was negligible. While these could be classified as valued at Level 2, given the low proportion of the total portfolio that these represented and the likelihood that in future valuations they would most likely be valued at Level 3, we have adopted a policy that all water and wastewater infrastructure assets are deemed be valued at Level 3.

Tip and Quarries Remediation Assets

It has been recognised that there will be significant costs associated with the closure and post closure management of tip and quarries sites.

Evaluation of costs for tips and quarries closure and post closure management is prepared internally. The key unobservable inputs are the discount rate, cost escalation rate, actual timing of costs and future environmental management requirements.

There has been no change to the valuation process during the reporting period.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Fair Value Measurement (continued)

(4) Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

\$ '000	Plant and equipment	Office equipment	Furniture and fittings	Community and Crown land	Operational land *
2019					
Opening balance	7,944	95	24	112,492	47,013
Transfers from/(to) another asset class	–	–	–	(2,754)	2,956
Purchases (GBV)	1,764	–	–	323	35
Disposals (WDV)	(84)	–	–	(250)	–
Depreciation and impairment	(1,701)	(27)	(5)	–	–
Revaluation increments/(decrements)	–	–	–	(27,141)	16,381
Closing balance	7,923	68	19	82,670	66,385
2020					
Opening balance	7,923	68	19	82,670	66,385
Transfers from/(to) another asset class	–	–	–	–	480
Purchases (GBV)	5,753	–	–	–	400
Disposals (WDV)	(147)	–	–	–	(242)
Depreciation and impairment	(1,722)	(23)	(5)	–	–
Revaluation increments/(decrements)	–	–	–	(3,127)	(108)
Closing balance	11,807	45	14	79,543	66,915

\$ '000	Land under roads	Land improvements	Buildings – specialised	Other structures	Roads *
2019					
Opening balance	1,646	16,474	70,284	12,223	340,030
Transfers from/(to) another asset class	–	11	(11)	191	(6)
Purchases (GBV)	139	1,432	4,587	12,125	11,510
Disposals (WDV)	–	(21)	(216)	(98)	(3,119)
Depreciation and impairment	–	(95)	(2,343)	(503)	(6,177)
Revaluation increments/(decrements)	218	630	18,319	9,789	–
Closing balance	2,003	18,431	90,620	33,727	342,238
2020					
Opening balance	2,003	18,431	90,620	33,727	342,238
Transfers from/(to) another asset class	–	–	–	–	123
Purchases (GBV)	75	526	16,461	452	11,478
Disposals (WDV)	–	–	(2,391)	(7)	(1,885)
Depreciation and impairment	–	(95)	(2,321)	(1,525)	(7,959)
Revaluation increments/(decrements)	–	–	–	–	5,688
Closing balance	2,078	18,862	102,369	32,647	349,683

(*) See Note 16 (b) for details regarding restatement of Prior Period Errors

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Fair Value Measurement (continued)

\$ '000	Bridges	Footpaths *	Bulk earthworks	Stormwater drainage *	Water supply network
2019					
Opening balance	32,333	27,223	137,975	82,668	73,277
Purchases (GBV)	–	1,753	1,703	4,613	2,458
Disposals (WDV)	–	(31)	(83)	–	–
Depreciation and impairment	(618)	(444)	(138)	(1,627)	(1,399)
Revaluation increments/ (decrements)	–	–	–	–	1,150
Closing balance	31,715	28,501	139,457	85,654	75,486
2020					
Opening balance	31,715	28,501	139,457	85,654	75,486
Transfers from/(to) another asset class	237	(639)	515	(237)	–
Purchases (GBV)	–	2,077	1,788	3,185	571
Disposals (WDV)	–	(132)	(1,083)	–	–
Depreciation and impairment	(680)	(489)	(151)	(1,429)	(1,487)
Revaluation increments/ (decrements)	5,041	2,846	10,833	(15,986)	700
Closing balance	36,313	32,164	151,359	71,187	75,270
<hr/>					
\$ '000			Wastewater network	Tip and quarry remediation	Total
2019					
Opening balance			206,757	359	1,168,817
Transfers from/(to) another asset class			(185)	–	202
Purchases (GBV)			12,045	–	54,487
Disposals (WDV)			(527)	–	(4,429)
Depreciation and impairment			(3,494)	(84)	(18,655)
Revaluation increments/ (decrements)			3,261	–	22,607
Closing balance			217,857	275	1,223,029
2020					
Opening balance			217,857	275	1,223,029
Transfers from/(to) another asset class			–	–	479
Purchases (GBV)			3,208	–	45,974
Disposals (WDV)			(812)	–	(6,699)
Depreciation and impairment			(3,700)	(73)	(21,659)
Revaluation increments/ (decrements)			2,029	–	7,916
Closing balance			218,582	202	1,249,040

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Fair Value Measurement (continued)

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment		
Plant & equipment, office equipment and furniture & fittings	Cost used to approximate fair value	Gross replacement cost, useful lives and residual value
Community land	Land values obtained from the NSW Valuer- General	Land value, land area
Land under roads	Unimproved capital value provided by NSW Valuer-General	Land value, land area
Land improvements	Cost used to approximate fair value	Asset condition and remaining useful lives
Buildings	Cost used to approximate fair value	Asset condition and remaining useful lives
Other structures	Cost used to approximate fair value	Asset condition and remaining useful lives
Roads	Unit rates per m2 or length	Asset condition and remaining useful lives
Bridges	Unit rates per item, m2 or length	Asset condition and remaining useful lives
Footpaths	Unit rates per m2	Asset condition and remaining useful lives
Bulk earthworks	Unit rates per m3	Asset condition and remaining useful lives
Stormwater drainage	Unit rates per item, m2 or length	Asset condition and remaining useful lives
Water supply network	Unit rates per item, m2 or length	Asset condition and remaining useful lives
Wastewater network	Unit rates per item, m2 or length	Asset condition and remaining useful lives
Tip and quarry remediation	Discounted remediation cost	Discount rate, cost escalation rate and timing of costs

(5) Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

Notes to the Financial Statements for the year ended 30 June 2020

Note 24. Related party disclosures

(a) Key management personnel

Key management personnel (KMP) of the council are those persons 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:

	2020	2019
Compensation:		
Short-term benefits	1,156	1,061
Post-employment benefits	94	98
Other long-term benefits	41	26
Total	1,291	1,185

(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.

There have been no other material transactions between KMP and Council during the year.

(c) Other related party transactions

\$ '000	Ref	Value of transactions during year	Outstanding balance (incl. loans and commitments)	Terms and conditions	Provisions for impairment of receivables outstanding	Expense recognised for impairment of receivables
2020						
Associate - Richmond Tweed Regional Library	1	1,421	-	Contributions based on deed	-	-
2019						
Associate - Richmond Tweed Regional Library	1	1,387	-	Contributions based on deed	-	-

1 Contributions to the Richmond Tweed Regional Library are based on formula parameters set in the Richmond Tweed Regional Library Deed of Agreement.

Notes to the Financial Statements
for the year ended 30 June 2020

Note 25. Events occurring after the reporting date

Council has disclosed the impact that COVID-19 has had on operations, and financial reporting for the year ended 30 June 2020 at Note 1. COVID-19 is ongoing, however, it is not practical to estimate the potential impact, positive or negative, after 30 June 2020.

There are no other known events occurring after the reporting date that would have a significant effect on the financial report.

Notes to the Financial Statements for the year ended 30 June 2020

Note 26. Statement of developer contributions

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.

Summary of contributions and levies

	as at 30/06/19		Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
	Opening Balance		Cash	Non-cash					
\$ '000									
Roads	9,190		2,184	-	66	(3,184)	-	8,256	-
Car parking	791		-	-	5	-	-	796	-
Open space and community facilities	1,511		2,023	-	17	(24)	(1,519)	2,008	2,126
Heavy haulage	735		363	-	5	(192)	(130)	781	-
Wollongbar Urban Expansion Area	62		85	-	1	(55)	63	156	1,950
Cumbalum Urban Release Area Precinct A	286		11	-	1	-	289	587	-
S7.11 contributions – under a plan	12,575		4,666	-	95	(3,455)	(1,297)	12,584	4,076
Total S7.11 and S7.12 revenue under plans	12,575		4,666	-	95	(3,455)	(1,297)	12,584	4,076
S64 contributions	17,422		2,457	-	355	(1,467)	-	18,767	-
Total contributions	29,997		7,123	-	450	(4,922)	(1,297)	31,351	4,076
S7.11 Contributions – under a plan									
CONTRIBUTIONS PLAN – ROADS									
Road plan (current plan)	1,612		79	-	11	(22)	-	1,680	-
Roads (old plan)	7,578		2,105	-	55	(3,162)	-	6,576	-
Total	9,190		2,184	-	66	(3,184)	-	8,256	-

Notes to the Financial Statements for the year ended 30 June 2020

Note 26. Statement of developer contributions (continued)

	as at 30/06/19		Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/06/20	
	Opening Balance		Cash	Non-cash				Held as restricted asset	Cumulative internal borrowings due/(payable)
\$ '000									
CONTRIBUTIONS PLAN – CAR PARKING									
Ballina	767	-	-	-	5	-	-	772	-
Lennox Head	11	-	-	-	-	-	-	11	-
Alstonville Village Centre	13	-	-	-	-	-	-	13	-
Total	791	-	-	-	5	-	-	796	-
CONTRIBUTIONS PLAN – OPEN SPACE AND COMMUNITY FACILITIES									
Local parks	110	13	-	-	3	-	-	126	-
District parks	273	279	-	-	1	-	(95)	458	-
Playing fields	303	336	-	-	3	-	(394)	248	-
Regional level recreation facilities	115	343	-	-	1	(24)	(221)	214	-
Multi-purpose community centres and meeting halls	497	414	-	-	7	-	(352)	566	845
Regional level community facilities	102	638	-	-	2	-	(457)	285	1,281
Open Space (old plan)	111	-	-	-	-	-	-	111	-
Total	1,511	2,023	-	-	17	(24)	(1,519)	2,008	2,126
CONTRIBUTIONS PLAN – HEAVY HAULAGE									
Shire Wide	735	363	-	-	5	(192)	(130)	781	-
Total	735	363	-	-	5	(192)	(130)	781	-

Notes to the Financial Statements for the year ended 30 June 2020

Note 26. Statement of developer contributions (continued)

	as at 30/06/19		Contributions received during the year				as at 30/06/20		
	Opening Balance		Cash	Non-cash	Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
CONTRIBUTIONS PLAN – WOLLONGBAR URBAN EXPANSION AREA									
Link Road	17		79	-	-	(55)	(41)	-	1,950
Transportation works	45		6	-	1	-	104	156	-
Total	62		85	-	1	(55)	63	156	1,950
CONTRIBUTIONS PLAN - CUMBALUM URBAN RELEASE AREA PRECINCT A (CURA A)									
CURA A	286		11	-	1	-	289	587	-
Total	286		11	-	1	-	289	587	-
S64 contributions									
Section 64 – Water									
Shire Wide	10,182		763	-	199	(1,028)	-	10,116	-
Total	10,182		763	-	199	(1,028)	-	10,116	-
Section 64 – Wastewater									
Shire Wide	7,240		1,694	-	156	(439)	-	8,651	-
Total	7,240		1,694	-	156	(439)	-	8,651	-

Notes to the Financial Statements

for the year ended 30 June 2020

Note 27. Result by fund

\$ '000	General ¹ 2020	Water 2020	Wastewater 2020
Income Statement by fund			
Income from continuing operations			
Rates and annual charges	32,110	3,809	17,801
User charges and fees	12,803	8,843	1,389
Interest and investment revenue	1,227	421	201
Other revenues	2,821	–	860
Grants and contributions provided for operating purposes	10,246	311	160
Grants and contributions provided for capital purposes	21,742	1,363	2,895
Fair value increment on investment property	550	–	–
Rental income	1,720	–	–
Share of interests in joint ventures and associates using the equity method	57	–	–
Total income from continuing operations	83,276	14,747	23,306
Expenses from continuing operations			
Employee benefits and on-costs	19,939	2,367	4,368
Borrowing costs	1,242	–	3,429
Materials and contracts	17,316	8,270	4,819
Depreciation and amortisation	16,909	1,607	3,910
Other expenses	5,965	87	1,286
Net losses from the disposal of assets	3,699	–	812
Total expenses from continuing operations	65,070	12,331	18,624
Operating result from continuing operations	18,206	2,416	4,682
Net operating result for the year	18,206	2,416	4,682
Net operating result attributable to each council fund	18,206	2,416	4,682
Net operating result for the year before grants and contributions provided for capital purposes	(3,536)	1,053	1,787

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds.

(1) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 27. Result by fund (continued)

\$ '000	General ¹ 2020	Water 2020	Wastewater 2020
Statement of Financial Position by fund			
ASSETS			
Current assets			
Cash and cash equivalents	10,034	–	–
Investments	39,687	16,794	10,157
Receivables	3,502	2,538	1,536
Inventories	820	–	–
Contract assets	1,192	–	–
Other	502	72	–
Total current assets	55,737	19,404	11,693
Non-current assets			
Investments	10,943	3,712	2,245
Receivables	(479)	688	81
Inventories	6,222	–	–
Infrastructure, property, plant and equipment	980,572	86,483	237,186
Investments accounted for using the equity method	1,211	–	–
Investment property	23,255	–	–
Right of use assets	3,089	–	–
Other	(5)	5	–
Total non-current assets	1,024,808	90,888	239,512
TOTAL ASSETS	1,080,545	110,292	251,205
LIABILITIES			
Current liabilities			
Payables	11,206	42	170
Income received in advance	1,238	–	–
Contract liabilities	501	–	–
Lease liabilities	464	–	–
Borrowings	3,214	–	2,716
Provisions	7,591	216	661
Total current liabilities	24,214	258	3,547
Non-current liabilities			
Lease liabilities	2,664	–	–
Borrowings	26,706	–	46,836
Provisions	3,541	10	29
Total non-current liabilities	32,911	10	46,865
TOTAL LIABILITIES	57,125	268	50,412
Net assets	1,023,420	110,024	200,793
EQUITY			
Accumulated surplus	611,721	53,085	120,119
Revaluation reserves	411,699	56,939	80,674
Council equity interest	1,023,420	110,024	200,793
Total equity	1,023,420	110,024	200,793

NB. Assets and liabilities in the water and sewer columns are shown on a gross basis and are restricted for use for these activities.

(1) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 28(a). Statement of performance measures – consolidated results

\$ '000	Amounts	Indicator	Prior periods		Benchmark
	2020	2020	2019 ¹	2018	
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	2,598	2.76%	6.96%	3.12%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	94,112				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	83,395	69.43%	63.71%	60.26%	>60.00%
Total continuing operating revenue ¹	120,112				
3. Unrestricted current ratio					
Current assets less all external restrictions	45,747	2.59x	3.29x	4.82x	>1.50x
Current liabilities less specific purpose liabilities	17,692				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	29,695	2.54x	2.65x	2.38x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	11,710				
5. Rates, annual charges, interest and extra charges outstanding percentage					
Rates, annual and extra charges outstanding	2,971	5.35%	3.08%	3.38%	<10.00%
Rates, annual and extra charges collectible	55,493				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	69,534	9.99 mths	12.69 mths	10.01 mths	>3.00 mths
Monthly payments from cash flow of operating and financing activities	6,961				

(1) The 2019 ratios have been restated as a result of prior period errors. Refer note 16 (b) for details.

(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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 28(b). Statement of performance measures – by fund

	General Indicators ³		Water Indicators		Wastewater Indicators		Benchmark
	2020	2019	2020	2019	2020	2019	
\$ '000							
1. Operating performance ratio							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(1.88)%	3.11%	8.14%	15.47%	12.95%	12.18%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	61.02%	56.28%	88.65%	83.48%	86.89%	77.33%	>60.00%
2. Own source operating revenue ratio							
Total continuing operating revenue excluding capital grants and contributions ¹	2.51x	3.18x	81.76x	94.28x	1.45x	0.89x	>1.50x
Total continuing operating revenue ¹	2.13x	4.03x	∞	∞	2.74x	1.30x	>2.00x
3. Unrestricted current ratio							
Current assets less all external restrictions	4.57%	2.75%	15.46%	8.71%	4.47%	2.41%	<10.00%
Current liabilities less specific purpose liabilities	8.04 mths	12.16 mths	23.06 mths	25.37 mths	8.19 mths	6.97 mths	>3.00 mths
4. Debt service cover ratio							
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹							
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates, annual charges, interest and extra charges outstanding percentage							
Rates, annual and extra charges outstanding							
Rates, annual and extra charges collectible							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits							
Payments from cash flow of operating and financing activities							

(1) - (2) Refer to Notes at Note 24a above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 29. Council information and contact details

Principal place of business:

40 Cherry Street
Ballina NSW 2478

Contact details

Mailing Address:

PO Box 450
Ballina NSW 2478

Telephone: 1300 864 444 or 02 6686 1257

Internet: www.ballina.nsw.gov.au

Email: council@ballina.nsw.gov.au



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Ballina Shire Council

To the Councillors of Ballina Shire Council

Opinion

I have audited the accompanying financial statements of Ballina 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 2020, the Statement of Financial Position as at 30 June 2020, 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 2020, 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 2020 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:

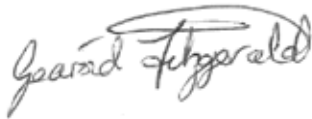
- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

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. 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 22 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

22 October 2020
SYDNEY



Cr David Wright
Mayor
Ballina Shire Council
PO Box 450
BALLINA NSW 2478

Contact: Gearoid Fitzgerald
Phone no: 9275 7392
Our ref: D2024463/1686

22 October 2020

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2020
Ballina Shire Council**

I have audited the general purpose financial statements (GPFS) of the Ballina Shire Council (the Council) for the year ended 30 June 2020 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 2020 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.

INCOME STATEMENT

Operating result

	2020	2019*	Variance
	\$m	\$m	%
Rates and annual charges revenue	53.7	50.7	5.9
Grants and contributions revenue	36.7	46.6	21.2
Materials and contracts	30.4	27.1	12.2

Depreciation and amortisation	22.4	18.9	18.5
Operating result from continuing operations	25.3	42.3	40.2
Net operating result before capital grants and contributions	(0.7)	3.4	120.6

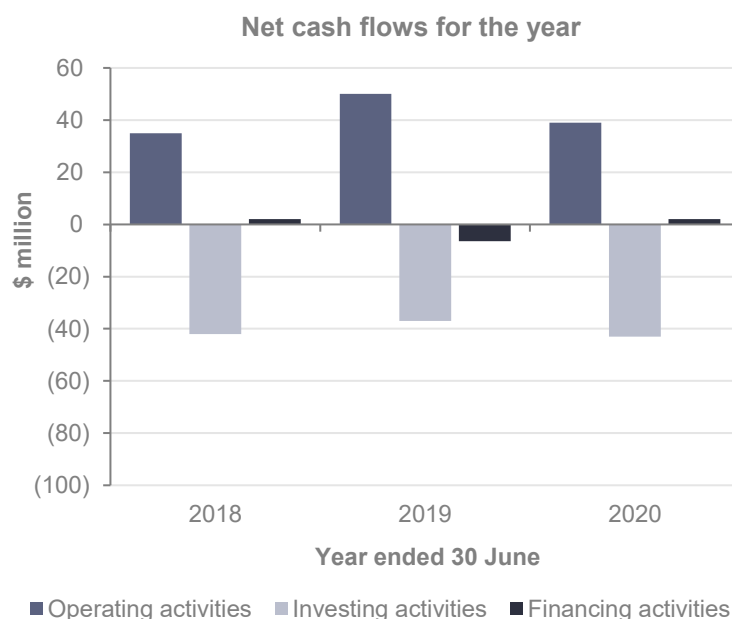
* The 2019 comparatives have been restated to correct prior period errors and as a result of the application of a new Accounting Standard. Note 16 of the financial statements provides details of prior period errors and application of the new Accounting Standard.

The Council's operating result from continuing operations (\$25.3 million including depreciation and amortisation expense of \$22.4 million) was \$17.0 million lower than the 2018–19 result. The decrease is largely attributable to the following:

- Rates and annual charges revenue (\$53.7 million) increased by \$3.0m (5.9 per cent) in 2019–20. Council had an approved Special Rate Variation which resulted in an increase in general rates revenue of 5.9 per cent in 2019–20
- Grants and contributions revenue (\$36.7 million) decreased by \$9.9m (21.2 per cent) in 2019–20 mainly due to:
 - \$4.9 million decrease in capital grants. 2018–19 included additional funding for the construction of Ballina Indoor Sports Centre and Ballina Byron Gateway Airport upgrade.
 - \$4.2 million decrease in cash developer contributions and \$1.9 million decrease in non-cash contributions.
 - \$1.4 million increase operating grants for bushfire resilience and recovery
- Materials and contracts expense (\$30.4 million) increased by \$3.3 million (12.2 per cent).
- Depreciation and amortisation expense (\$22.4 million) increased by \$3.5 million (18.5%) as a result of comprehensive revaluation adjustments made in and 2019–20.

STATEMENT OF CASH FLOWS

- Net cash provided by operating activities decreased by \$10.7 million. This is largely due to decreased grants and contributions received and an increase in materials and contract payments (as outlined above).
- Net cash used in investing activities increased by \$6.5 million. The majority of the increase relates to additional purchases of investment securities (\$3.9 million) and increased capital expenditure (\$3.2 million).
- Net cash provided by financing activities increased by \$8.4 million. Borrowings of \$9.0 million were drawn in 2019–20 for various capital projects.



FINANCIAL POSITION

Cash and investments

Cash and investments	2020	2019	Commentary
	\$m	\$m	
External restrictions	53.5	51.4	• Externally restricted cash and investments has increased by \$2.1 million. Developer contributions (\$31.3 million) increased by \$1.4 million.
Internal restrictions	32.6	32.8	
Unrestricted	7.4	5.4	• The level of internally restricted cash and investments has remained stable. • Unrestricted balances increased by \$2.0 million and provide liquidity for day-to-day operations.
Cash and investments	93.5	89.6	

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 exceeded the OLG benchmark for the current reporting period.

A deterioration in Councils 2019–20 operating result (before all capital items) led to a reduced operating performance ratio.

The 2019 ratio was restated to correct a prior period error.



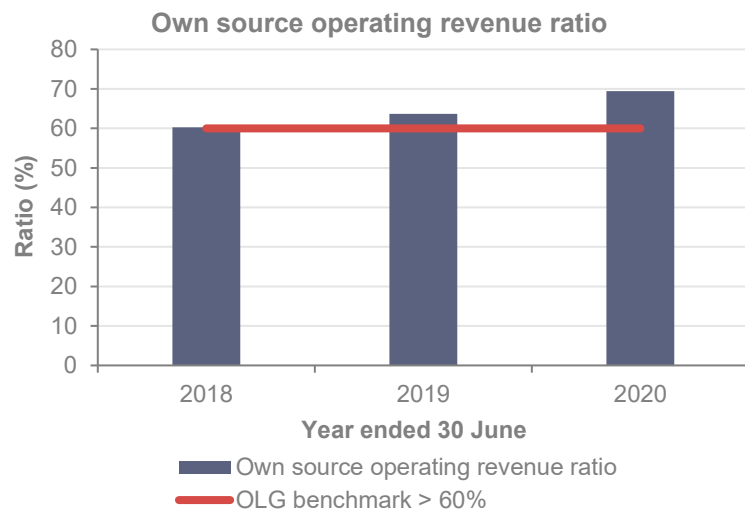
Own source operating revenue ratio

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 exceeded the OLG benchmark for the current reporting period.

The ratio was negatively impacted in 2017–18 and 2018–19 due to higher levels of capital grants and contributions.

The 2019 ratio was restated to correct a prior period error.



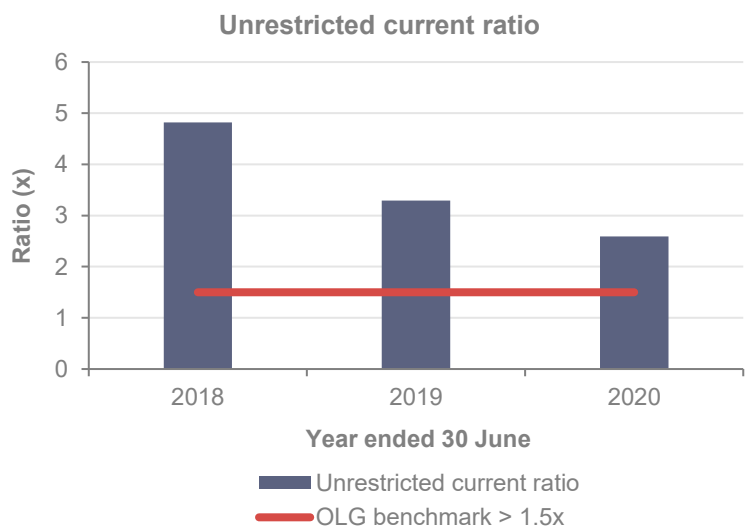
Unrestricted current ratio

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 exceeded the OLG benchmark for the current reporting period.

Council's current liabilities (less specific purpose liabilities) has increased by \$3.2 million, resulting in a decrease in the ratio at 30 June 2020.

Wastewater funds' unrestricted current ratio' at 30 June 2020 is 1.45x.



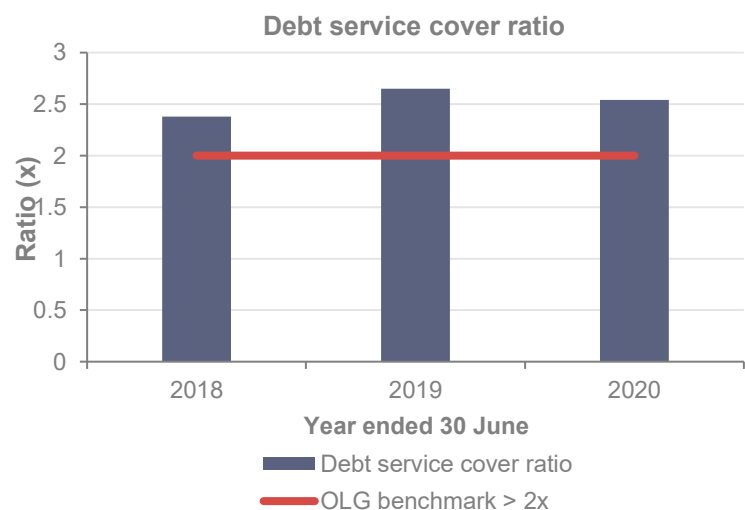
Debt service cover ratio

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 exceeded the OLG benchmark for the current reporting period.

Debt service levels have remained consistent with previous years.

The 2019 ratio was restated to correct a prior period error.

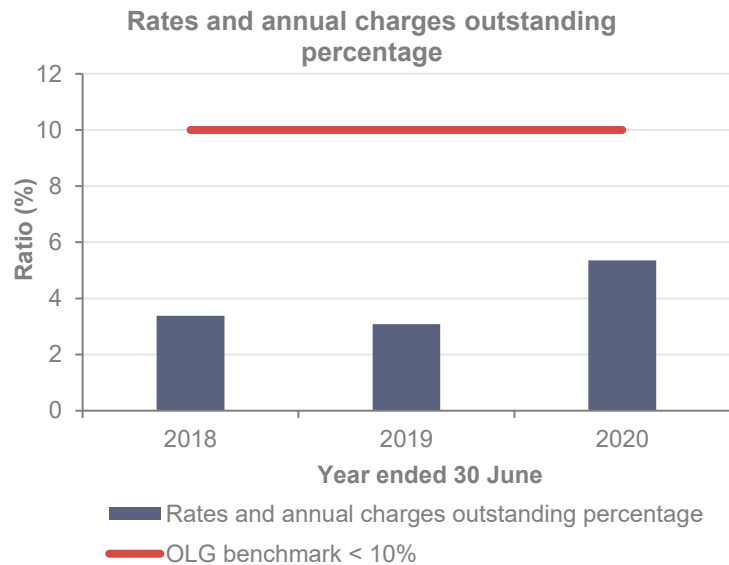


Rates and annual charges outstanding per centage

The 'rates and annual charges outstanding per centage' 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.

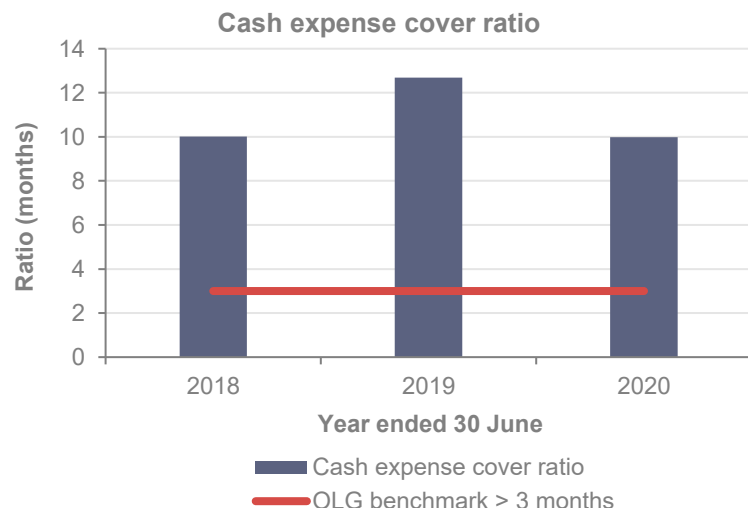
The ratio increased during 2019–20 as a result of COVID-19 and Council's support package measures implemented in response to the pandemic. Council's formal debt recovery activities ceased from 1 April 2020.



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 exceeded the OLG benchmark for the current reporting period.



Infrastructure, property, plant and equipment renewals

Council's asset renewal expenditure in the 2019–20 year was \$17.9 million (2018–19 - \$18.2 million). In 2019–20 major renewal projects included the Skennars Head Sport Fields expansion and the Lennox Head Cultural Centre refurbishment.

OTHER MATTERS

Impact of new accounting standards

AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income of Not-for-Profit Entities'

The Council adopted the new accounting standards AASB 15 'Contracts with Customers' and AASB 1058 'Income of Not-for-Profit Entities' (collectively referred to as the Revenue Standards) for the first time in their 2019–20 financial statements.

AASB 15 introduces a new approach to recognising revenue based on the principle that revenue is recognised when control of a good or service transfers to a customer. AASB 15 impacts the timing and

amount of revenue recorded in a councils' financial statements, particularly for grant revenue. AASB 15 also increases the amount of disclosures required.

AASB 1058 prescribes how not-for-profit entities account for transactions conducted on non-commercial terms and the receipt of volunteer services. AASB 1058 significantly impacts the timing and amount of income recorded in a councils' financial statements, particularly for grant income and rates which are paid before the commencement of the rating period.

The Council recognised a \$1.0 million adjustment to opening accumulated surplus at 1 July 2019 on adoption of the new Revenue Standards.

The Council disclosed the impact of adopting the new Revenue Standards in Note 16.

AASB 16 'Leases'

The Council adopted the new accounting standard AASB 16 'Leases' for the first time in their 2019–20 financial statements.

AASB 16 changes the way lessees treat operating leases for financial reporting. With a few exceptions, operating leases will now be recorded in the Statement of Financial Position as a right-of-use asset, with a corresponding lease liability.

AASB 16 results in lessees recording more assets and liabilities in the Statement of Financial Position and changes the timing and pattern of expenses recorded in the Income Statement.

The Council recognised right-of-use assets of \$3.3 million and lease liabilities of \$3.3 million at 1 July 2019 on adoption of AASB 16.

The Council disclosed the impact of adopting AASB 16 in Note 16.

Prior period errors

Council revalued its transport infrastructure and conducted detailed reviews of capital work-in-progress and land registers in 2019–20. In completing these processes, it was identified that:


- certain assets had previously not been recorded, or were recorded incorrectly
- disposals of replaced road assets had not always been recorded.

Council's disclosure of the impact of correcting these prior period errors is disclosed in Note 16(b).

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: Paul Hickey, General Manager
Jim Betts, Secretary of the Department of Planning, Industry and Environment

Ballina Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2020

*The Ballina Shire is safe, with a connected community, a
healthy environment and a thriving economy.*



Special Purpose Financial Statements

for the year ended 30 June 2020

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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).

Ballina Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2020

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:

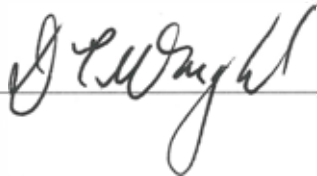
- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- 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 wastewater 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 22 October 2020.



David Wright
Mayor
22 October 2020



Sharon Cadwallader
Deputy Mayor
22 October 2020



Paul Hickey
General Manager
22 October 2020



Linda Coulter
Responsible Accounting Officer
22 October 2020

Income Statement – Water Supply Business Activity

for the year ended 30 June 2020

\$ '000	2020	2019
Income from continuing operations		
Access charges	3,809	3,622
User charges	7,932	7,952
Fees	911	866
Interest	421	564
Grants and contributions provided for non-capital purposes	311	459
Total income from continuing operations	13,384	13,463
Expenses from continuing operations		
Employee benefits and on-costs	2,367	2,218
Materials and contracts	1,803	1,408
Depreciation, amortisation and impairment	1,607	1,501
Water purchase charges	6,109	5,943
Calculated taxation equivalents	37	30
Other expenses	408	310
Total expenses from continuing operations	12,331	11,410
Surplus (deficit) from continuing operations before capital amounts	1,053	2,053
Grants and contributions provided for capital purposes	1,363	2,114
Surplus (deficit) from continuing operations after capital amounts	2,416	4,167
Surplus (deficit) from all operations before tax	2,416	4,167
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(290)	(565)
SURPLUS (DEFICIT) AFTER TAX	2,126	3,602
Plus accumulated surplus	50,669	46,502
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	37	30
– Corporate taxation equivalent	290	565
Less:		
– Tax equivalent dividend paid	(37)	(30)
Closing accumulated surplus	53,085	50,669
Return on capital %	1.2%	2.5%
Subsidy from Council	–	–
Calculation of dividend payable:		
Surplus (deficit) after tax	2,126	3,602
Less: capital grants and contributions (excluding developer contributions)	(1,363)	(302)
Surplus for dividend calculation purposes	763	3,300
Potential dividend calculated from surplus	382	1,650

Income Statement – Wastewater Business Activity

for the year ended 30 June 2020

\$ '000	2020	2019
Income from continuing operations		
Access charges	17,801	17,159
User charges	1,227	1,260
Liquid trade waste charges	162	174
Interest	201	279
Grants and contributions provided for non-capital purposes	160	159
Other income	860	604
Total income from continuing operations	20,411	19,635
Expenses from continuing operations		
Employee benefits and on-costs	4,368	4,192
Borrowing costs	3,429	3,643
Materials and contracts	4,036	3,913
Depreciation, amortisation and impairment	3,910	3,676
Loss on sale of assets	812	531
Calculated taxation equivalents	44	37
Debt guarantee fee (if applicable)	530	565
Other expenses	2,025	1,819
Total expenses from continuing operations	19,154	18,376
Surplus (deficit) from continuing operations before capital amounts	1,257	1,259
Grants and contributions provided for capital purposes	2,895	5,549
Surplus (deficit) from continuing operations after capital amounts	4,152	6,808
Surplus (deficit) from all operations before tax	4,152	6,808
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(346)	(346)
SURPLUS (DEFICIT) AFTER TAX	3,806	6,462
Plus accumulated surplus	115,437	108,064
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	44	37
– Debt guarantee fees	530	565
– Corporate taxation equivalent	346	346
Less:		
– Tax equivalent dividend paid	(44)	(37)
Closing accumulated surplus	120,119	115,437
Return on capital %	2.0%	2.1%
Subsidy from Council	–	–
Calculation of dividend payable:		
Surplus (deficit) after tax	3,806	6,462
Less: capital grants and contributions (excluding developer contributions)	(2,895)	(25)
Surplus for dividend calculation purposes	911	6,437
Potential dividend calculated from surplus	456	3,218

Income Statement – Airport

for the year ended 30 June 2020

\$ '000	2020 Category 1	2019 Category 1
Income from continuing operations		
User charges	5,753	6,927
Total income from continuing operations	5,753	6,927
Expenses from continuing operations		
Employee benefits and on-costs	888	813
Borrowing costs	308	307
Materials and contracts	3,555	3,238
Depreciation, amortisation and impairment	786	782
Loss on disposal of assets	2,342	–
Calculated taxation equivalents	8	6
Debt guarantee fee (if applicable)	52	72
Total expenses from continuing operations	7,939	5,218
Surplus (deficit) from continuing operations before capital amounts	(2,186)	1,709
Grants and contributions provided for capital purposes	742	3,232
Surplus (deficit) from continuing operations after capital amounts	(1,444)	4,941
Surplus (deficit) from all operations before tax	(1,444)	4,941
Less: corporate taxation equivalent (27.5%) [based on result before capital]	–	(470)
SURPLUS (DEFICIT) AFTER TAX	(1,444)	4,471
Plus accumulated surplus	22,224	17,305
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	8	6
– Debt guarantee fees	52	72
– Corporate taxation equivalent	–	470
Add:		
– Subsidy paid/contribution to operations	(30)	(100)
Closing accumulated surplus	20,810	22,224
Return on capital %	(5.2)%	4.4%
Subsidy from Council	2,196	–

Income Statement – Land development

for the year ended 30 June 2020

\$ '000	2020 Category 1	2019 Category 1
Income from continuing operations		
User charges	3,670	681
Interest	7	43
Total income from continuing operations	3,677	724
Expenses from continuing operations		
Materials and contracts	2,127	551
Calculated taxation equivalents	148	136
Total expenses from continuing operations	2,275	687
Surplus (deficit) from continuing operations before capital amounts	1,402	37
Surplus (deficit) from continuing operations after capital amounts	1,402	37
Surplus (deficit) from all operations before tax	1,402	37
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(386)	(10)
SURPLUS (DEFICIT) AFTER TAX	1,016	27
Plus accumulated surplus	11,636	12,103
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	148	136
– Corporate taxation equivalent	386	10
Less:		
– Dividend paid	(3,547)	(640)
Closing accumulated surplus	9,639	11,636

Income Statement – Landfill and resource recovery

for the year ended 30 June 2020

\$ '000	2020 Category 1	2019 Category 1
Income from continuing operations		
User charges	6,002	5,056
Interest	5	55
Grants and contributions provided for non-capital purposes	82	82
Other income	174	340
Total income from continuing operations	6,263	5,533
Expenses from continuing operations		
Employee benefits and on-costs	891	982
Materials and contracts	4,937	3,522
Depreciation, amortisation and impairment	283	120
Calculated taxation equivalents	12	16
Total expenses from continuing operations	6,123	4,640
Surplus (deficit) from continuing operations before capital amounts	140	893
Surplus (deficit) from continuing operations after capital amounts	140	893
Surplus (deficit) from all operations before tax	140	893
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(39)	(246)
SURPLUS (DEFICIT) AFTER TAX	101	647
Plus accumulated surplus	(687)	644
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	12	16
– Corporate taxation equivalent	39	246
Less:		
– Dividend paid	–	(2,240)
Closing accumulated surplus	(535)	(687)
Return on capital %	1.2%	7.4%

Statement of Financial Position – Water Supply Business Activity

as at 30 June 2020

\$ '000	2020	2019
ASSETS		
Current assets		
Investments	16,794	15,866
Receivables	2,538	2,262
Other	72	170
Total current assets	19,404	18,298
Non-current assets		
Investments	3,712	5,011
Other	5	8
Receivables	688	94
Infrastructure, property, plant and equipment	86,483	83,674
Total non-current assets	90,888	88,787
TOTAL ASSETS	110,292	107,085
LIABILITIES		
Current liabilities		
Payables	42	24
Provisions	216	207
Total current liabilities	258	231
Non-current liabilities		
Provisions	10	9
Total non-current liabilities	10	9
TOTAL LIABILITIES	268	240
NET ASSETS	110,024	106,845
EQUITY		
Accumulated surplus	53,085	50,669
Revaluation reserves	56,939	56,176
TOTAL EQUITY	110,024	106,845

Statement of Financial Position – Wastewater Business Activity

as at 30 June 2020

\$ '000	2020	2019
ASSETS		
Current assets		
Investments	10,157	7,716
Receivables	1,536	1,270
Total current assets	11,693	8,986
Non-current assets		
Investments	2,245	2,437
Receivables	81	76
Infrastructure, property, plant and equipment	237,186	236,311
Total non-current assets	239,512	238,824
TOTAL ASSETS	251,205	247,810
LIABILITIES		
Current liabilities		
Payables	170	140
Borrowings	2,716	3,536
Provisions	661	627
Total current liabilities	3,547	4,303
Non-current liabilities		
Borrowings	46,836	49,483
Provisions	29	25
Total non-current liabilities	46,865	49,508
TOTAL LIABILITIES	50,412	53,811
NET ASSETS	200,793	193,999
EQUITY		
Accumulated surplus	120,119	115,437
Revaluation reserves	80,674	78,562
TOTAL EQUITY	200,793	193,999

Statement of Financial Position – Airport

as at 30 June 2020

\$ '000	2020 Category 1	2019 Category 1
ASSETS		
Current assets		
Cash and cash equivalents	2,337	424
Total current assets	2,337	424
Non-current assets		
Infrastructure, property, plant and equipment	36,192	46,250
Total non-current assets	36,192	46,250
TOTAL ASSETS	38,529	46,674
LIABILITIES		
Current liabilities		
Borrowings	561	1,251
Provisions	147	130
Total current liabilities	708	1,381
Non-current liabilities		
Borrowings	5,725	3,930
Total non-current liabilities	5,725	3,930
TOTAL LIABILITIES	6,433	5,311
NET ASSETS	32,096	41,363
EQUITY		
Accumulated surplus	20,810	22,224
Revaluation reserves	11,286	19,139
TOTAL EQUITY	32,096	41,363

Statement of Financial Position – Land development

as at 30 June 2020

\$ '000	2020 Category 1	2019 Category 1
ASSETS		
Current assets		
Cash and cash equivalents	(598)	(137)
Total current assets	(598)	(137)
Non-current assets		
Inventories	7,567	5,943
Other	6,270	5,830
Total non-current assets	13,837	11,773
TOTAL ASSETS	13,239	11,636
LIABILITIES		
Current liabilities		
Borrowings	138	–
Total current liabilities	138	–
Non-current liabilities		
Borrowings	3,462	–
Total non-current liabilities	3,462	–
TOTAL LIABILITIES	3,600	–
NET ASSETS	9,639	11,636
EQUITY		
Accumulated surplus	9,639	11,636
TOTAL EQUITY	9,639	11,636

Statement of Financial Position – Landfill and resource recovery

as at 30 June 2020

\$ '000	2020 Category 1	2019 Category 1
ASSETS		
Current assets		
Cash and cash equivalents	926	792
Other	113	132
Total current assets	1,039	924
Non-current assets		
Infrastructure, property, plant and equipment	11,682	11,993
Total non-current assets	11,682	11,993
TOTAL ASSETS	12,721	12,917
LIABILITIES		
Non-current liabilities		
Provisions	2,162	2,355
Total non-current liabilities	2,162	2,355
TOTAL LIABILITIES	2,162	2,355
NET ASSETS	10,559	10,562
EQUITY		
Accumulated surplus	(535)	(687)
Revaluation reserves	11,094	11,249
TOTAL EQUITY	10,559	10,562

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2020

Note 1. 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 2093 (NSW), the *Local Government (General) Regulation 2005*, 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, current values 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, return 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. Water Supplies

The supply of water to households and businesses in Ballina Shire.

b. Wastewater Service

The collection and treatment of sewerage from households and businesses in Ballina Shire.

c. Landfill & Resource Recovery

The Waste Management Centre is located at Southern Cross Drive Ballina. The Waste Management Centre receives, disposes and recycles waste that is brought to the centre from private and commercial sources. It also includes the collection of commercial waste in the Ballina Shire by Council but does not include the collection of domestic waste in Ballina Shire by Council.

d. Airport

The provision of aerodrome infrastructure and facilities for commercial and private air traffic. The airport is situated at Southern Cross Drive Ballina.

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2020

Note 1. Significant Accounting Policies (continued)

e. Land Development

The construction of industrial and residential land estates. Council is progressively developing an industrial estate at Wollongbar and another in Ballina. Council also has residential land inventory at Wollongbar.

Monetary amounts

Amounts shown in the financial statements are in Australian dollars and rounded to the nearest thousand dollars.

(i) 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.

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 – 27.5%

Land tax – the first \$734,000 of combined land values attracts 0%. For the combined land values in excess of \$734,001 up to \$4,488,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$4,488,000 a premium marginal rate of 2.0% applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$900,000.

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 Best Practice Management of Water Supply and Sewer 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 27.5%.

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.

Notes to the Special Purpose Financial Statements for the year ended 30 June 2020

Note 1. Significant Accounting Policies (continued)

Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land 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.

(ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when 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.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(iii) 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'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

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 0.88% at 30/6/20.

(iv) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with the DoI-Water guidelines and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2020 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Best Practice Management of Water Supply and Sewer Guidelines, a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are submitted to DoI - Water.



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Ballina Shire Council

To the Councillors of Ballina Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Ballina 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 2020, the Statement of Financial Position of each Declared Business Activity as at 30 June 2020 and Note 1 Significant accounting policies for the Business Activities declared by Council.

The Declared Business Activities of the Council are:

- Water supply
- Wastewater
- Airport
- Land development
- Landfill and resource recovery.

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 2020, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (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 Note 1 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 2020 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 Note 1 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.

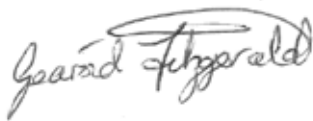
Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

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. 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.



Gearoid Fitzgerald
Delegate of the Auditor-General for New South Wales

22 October 2020
SYDNEY

Ballina Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2020

*The Ballina Shire is safe, with a connected community, a
healthy environment and a thriving economy.*



Special Schedules

for the year ended 30 June 2020

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Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2019/20
Notional general income calculation ¹			
Last year notional general income yield	a	24,469	22,868
Plus or minus adjustments ²	b	500	240
Notional general income	c = a + b	24,969	23,108
Permissible income calculation			
Special variation percentage ³	d	0.00%	5.90%
Rate peg percentage	e	2.60%	0.00%
Plus special variation amount	h = d x (c + g)	–	1,364
Or plus rate peg amount	i = e x (c + g)	649	–
Sub-total	k = (c + g + h + i + j)	25,618	24,472
Plus (or minus) last year's carry forward total	l	9	12
Less valuation objections claimed in the previous year	m	–	(6)
Sub-total	n = (l + m)	9	6
Total permissible income	o = k + n	25,627	24,478
Less notional general income yield	p	25,646	24,469
Catch-up or (excess) result	q = o – p	(19)	9
Income lost due to reduction in valuation claimed			
Plus income lost due to valuation objections claimed ⁴	r	21	–
Carry forward to next year ⁶	t = q + r + s	2	9

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.
- (4) Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- (6) 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

Ballina Shire Council

To the Councillors of Ballina Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Ballina Shire Council (the Council) for the year ending 30 June 2021.

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 – update number 28 (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 2020 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 2020.

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. 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.

A handwritten signature in cursive script that reads "Gearoid Fitzgerald". The signature is written in dark ink and is positioned above the printed name and title.

Gearoid Fitzgerald
Delegate of the Auditor-General for New South Wales

22 October 2020
SYDNEY

Report on Infrastructure Assets as at 30 June 2020

Asset Class	Asset Category	Estimated cost			2019/20 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost												
		Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring assets to agreed level of service set by Council \$ '000	2019/20 Required maintenance ^a \$ '000				1	2	3	4	5								
(a) Report on Infrastructure Assets - Values																				
Buildings																				
	Council Offices	90	30	85	80	10,788	16,507	31.0%	62.0%	6.0%	1.0%	0.0%	0.0%							
	Works Depot	156	100	101	95	13,423	18,306	53.0%	37.0%	8.0%	2.0%	0.0%	0.0%							
	Halls	312	100	50	60	2,446	5,580	4.0%	26.0%	60.0%	10.0%	0.0%	0.0%							
	Dwellings	274	75	-	-	828	2,508	0.0%	30.0%	32.0%	38.0%	0.0%	0.0%							
	Airport	30	30	145	136	9,236	10,568	64.0%	31.0%	5.0%	0.0%	0.0%	0.0%							
	Shops/Offices	242	150	60	57	4,749	9,476	8.0%	44.0%	47.0%	1.0%	0.0%	0.0%							
	Library	13	20	35	30	4,638	7,064	40.0%	56.0%	4.0%	0.0%	0.0%	0.0%							
	Community Centres	134	100	200	195	19,789	27,294	58.0%	32.0%	10.0%	0.0%	0.0%	0.0%							
	Childcare Centres	246	25	25	-	4,393	8,758	21.0%	23.0%	56.0%	0.0%	0.0%	0.0%							
	Waste Centre	72	25	100	103	3,528	5,645	29.0%	54.0%	15.0%	2.0%	0.0%	0.0%							
	Amenities/Toilets	556	200	265	256	37,680	52,323	51.0%	34.0%	14.0%	1.0%	0.0%	0.0%							
	Sub-total	2,125	855	1,066	1,012	111,498	164,029	43.5%	37.9%	16.9%	1.7%	0.0%	0.0%							
Other structures																				
	Other structures	-	-	75	50	9,303	9,593	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%							
	Other	508	350	410	400	23,344	35,452	21.0%	52.0%	14.0%	3.0%	10.0%	0.0%							
	Sub-total	508	350	485	450	32,647	45,045	37.8%	40.9%	11.0%	2.4%	7.9%	0.0%							
Roads																				
	Sealed roads	590	666	800	804	272,024	359,527	23.0%	44.0%	27.0%	5.0%	1.0%	0.0%							
	Unsealed roads	77	106	500	492	18,584	22,253	87.0%	0.0%	0.0%	13.0%	0.0%	0.0%							
	Bridges	720	282	20	18	36,314	53,983	80.0%	18.0%	2.0%	0.0%	0.0%	0.0%							
	Footpaths/Cycleways	50	54	130	108	32,165	37,421	80.0%	18.0%	2.0%	0.0%	0.0%	0.0%							
	Kerb & Gutter	14	15	-	-	32,010	49,134	32.0%	48.0%	19.0%	1.0%	0.0%	0.0%							
	Bulk earthworks	-	-	-	-	151,361	152,052	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%							
	Road Furniture	194	60	50	6	27,065	35,003	63.0%	26.0%	11.0%	0.0%	0.0%	0.0%							
	Sub-total	1,645	1,183	1,500	1,428	569,518	709,373	51.5%	29.2%	15.8%	3.0%	0.5%	0.0%							
Water supply network																				
	Treatment Plants	163	250	40	15	2,619	5,668	3.0%	19.0%	75.0%	3.0%	0.0%	0.0%							
	Pump Stations	54	60	50	29	1,622	2,285	76.0%	2.0%	16.0%	6.0%	0.0%	0.0%							
	Reservoirs	1,804	1,750	80	75	13,169	19,082	10.0%	0.0%	79.0%	0.0%	11.0%	0.0%							
	Water Connections	236	215	400	401	1,705	3,564	24.0%	22.0%	39.0%	9.0%	6.0%	0.0%							
	Pipelines	4,788	4,000	850	876	56,154	90,662	13.0%	41.0%	36.0%	8.0%	2.0%	0.0%							
	Sub-total	7,045	6,275	1,420	1,396	75,270	121,261	13.6%	32.2%	44.3%	6.5%	3.4%	0.0%							

Report on Infrastructure Assets (continued)

as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring to the standard			Estimated cost to bring to the agreed level of service set by Council		2019/20 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	2019/20 Required maintenance ^a \$ '000	2019/20				1	2	3	4	5
Sewerage network	Treatment	3,017	975	1,000	972	60,860	90,379	49.0%	2.0%	45.0%	3.0%	1.0%		
	Pumping Stations	2,883	2,150	750	729	32,105	55,863	14.0%	8.0%	69.0%	4.0%	5.0%		
	Mains	598	500	600	583	108,715	132,593	21.0%	72.0%	6.0%	0.0%	1.0%		
	Recycled Water	-	-	200	150	16,902	19,317	80.0%	20.0%	0.0%	0.0%	0.0%		
	Sub-total	6,498	3,625	2,550	2,434	218,582	298,152	32.0%	35.4%	29.2%	1.7%	1.7%		
Stormwater drainage	Pollution Control	-	-	50	23	3,866	4,280	95.0%	5.0%	0.0%	0.0%	0.0%		
	Outfall Structures	2	15	15	-	132	273	2.0%	47.0%	45.0%	6.0%	0.0%		
	Reticulation – Pipe	137	250	350	341	44,117	69,331	25.0%	56.0%	19.0%	0.0%	0.0%		
	Reticulation – Pit	47	30	20	-	17,599	26,822	29.0%	54.0%	17.0%	0.0%	0.0%		
	Culverts	82	100	25	-	5,475	10,890	18.0%	22.0%	56.0%	4.0%	0.0%		
	Sub-total	268	395	460	364	71,187	111,596	27.9%	50.2%	21.5%	0.4%	0.0%		
	TOTAL - ALL ASSETS	18,089	12,683	7,481	7,084	1,078,702	1,449,456	41.1%	33.7%	21.4%	2.7%	1.1%		

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

- 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
- 5 **Very poor** Urgent renewal/upgrading required

Report on Infrastructure Assets (continued)

as at 30 June 2020

\$ '000	Amounts 2020	Indicator 2020	Prior periods		Benchmark
			2019 ¹	2018	
Infrastructure asset performance indicators (consolidated) *					
Buildings and infrastructure renewals ratio					
Asset renewals ²	17,909	89.49%	107.02%	142.58%	>=100.00%
Depreciation, amortisation and impairment	20,012				
Infrastructure backlog ratio ¹					
Estimated cost to bring assets to a satisfactory standard	18,089	1.68%	1.68%	1.90%	<2.00%
Net carrying amount of infrastructure assets	1,078,702				
Asset maintenance ratio					
Actual asset maintenance	7,084	94.69%	104.06%	96.90%	>100.00%
Required asset maintenance	7,481				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	12,683	0.88%	0.82%	0.86%	
Gross replacement cost	1,449,456				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) The 2019 ratios have been restated as a result of prior period errors. Refer note 16 (b) for details.

(2) 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.

Ballina Shire Council

Report on Infrastructure Assets (continued)

as at 30 June 2020

	General fund		Water fund		Sewer fund		Benchmark
	2020	2019	2020	2019	2020	2019	
\$ '000							
Infrastructure asset performance indicators (by fund)							
Buildings and infrastructure renewals ratio							
Asset renewals ²	92.42%	136.13%	164.95%	26.83%	44.71%	42.18%	>=100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio ¹							
Estimated cost to bring assets to a satisfactory standard	0.55%	0.53%	9.26%	9.16%	2.94%	2.94%	<2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	92.68%	103.01%	98.31%	107.19%	95.45%	104.08%	>100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	0.27%	0.21%	5.09%	4.90%	1.16%	1.17%	
Gross replacement cost							

(2) 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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