

Tweed Shire Council

Annual Report 2006 - 2007

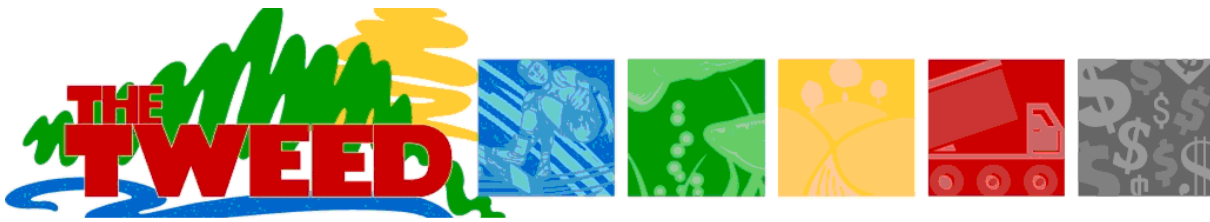


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Message from the General Manager

Council's organisation is endlessly challenged to meet community and government expectations.

The valley's population continues to grow in accordance with projections embodied in Council's planning documents. Coupled with this is a fundamental obligation to protect the natural values that make the Tweed so special to all of us, to expand Council services to meet the needs of the increasing population, to ensure asset management is given prominent recognition and to maintain a high level of customer service particularly around planning, building, development and regulatory functions.

During 2006/2007 Council's organisational structure was realigned to enable us to respond more effectively to these challenges.

Our geographical location adjacent to the Gold Coast and South East Queensland; while offering many advantages; also presented a number of significant challenges in 2006/07. We have struggled to maintain professional staff in key areas and have observed spiralling increases in construction costs for capital works projects as South East Queensland continues to soak up resources to deliver major projects. Council's ability to deliver capital works in-house utilising day labour has proven invaluable over this time.

The organisation respects and values its relationship with all sectors of the Tweed community and will continue to respond and interact professionally and responsibly with it.



General Manager

Financial report

■ s.428(2)(a)

Statement of financial position

Income Statement as at 30 June 2007

Original budget ⁽¹⁾			Actual	Actual
2007			2007	2006
\$'000		Notes	\$'000	\$'000
INCOME FROM CONTINUING OPERATIONS				
<i>Revenue:</i>				
50,740	Rates and annual charges	3a	52,192	47,639
19,964	User charges and fees	3b	21,349	17,822
6,583	Interest and investment revenue	3c	8,691	8,787
1,000	Other revenues	3d	1,238	796
13,869	Grants and contributions provided for operating purposes	3e,f	15,312	16,444
20,322	Grants and contributions provided for capital purposes	3e,f	30,745	20,703
<i>Other Income:</i>				
	Share of interests in joint ventures and associates using the equity method	19	34	31
112,478	TOTAL INCOME FROM CONTINUING OPERATIONS		<u>129,561</u>	<u>112,222</u>
EXPENSES FROM CONTINUING OPERATIONS				
35,000	Employee benefits and on-costs	4a	35,966	32,889
2,595	Borrowing costs	4b	2,560	2,335
23,734	Materials and contracts	4c	25,646	26,295
22,163	Depreciation and amortisation	4d	34,771	22,400
9,500	Other expenses	4e	10,045	9,686
	Net Loss from the disposal of assets	5	136	1,569
92,992	TOTAL EXPENSES FROM CONTINUING OPERATIONS		<u>109,124</u>	<u>95,174</u>
19,486	OPERATING RESULT FROM CONTINUING OPERATIONS		20,437	17,048
19,486	NET OPERATING RESULT FOR THE YEAR		<u>20,437</u>	<u>17,048</u>
Attributable to Council				
19,486	- Council		20,437	17,048
Net operating result for the year before grants and contributions provided for capital purposes				
(836)			(10,308)	(3,655)

Note: ⁽¹⁾ The original budget as approved by Council Refer Note 16

Statement of financial position

Balance Sheet Statement as at 30 June 2007

	Notes	Actual 2007 \$'000	Actual 2006 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	6a	119,395	129,027
Investments	6b	1,159	3,159
Receivables	7	10,453	11,077
Inventories	8	892	863
Other	8	984	951
Total current assets		132,883	145,077
Non-current assets			
Investments	6b	8,089	4,045
Receivables	7	1,230	1,288
Infrastructure, property, plant and equipment	9	1,428,479	958,784
Investment property	14	1,685	1,590
Intangible assets	22	456	198
Total non-current assets		1,439,939	965,905
Total assets		1,572,822	1,110,982
LIABILITIES			
Current Liabilities			
Payables	10	15,338	15,597
Interest bearing liabilities	10	4,052	3,698
Provisions –			
-payable in less than 12 months	10	1,015	1,041
-payable after 12 months	10	8,480	7,600
Total current liabilities		28,885	27,936
Non-current liabilities			
Payables	10	624	563
Interest bearing liabilities	10	43,906	38,290
Provisions	10	5,347	5,452
Total non-current liabilities		49,877	44,305
Total liabilities		78,762	72,241
Net assets		1,494,060	1,038,741
EQUITY			
Retained earnings	20	960,683	940,246
Revaluation reserve	20	533,377	98,495
Council equity interest		1,494,060	1,038,741
Total Equity		1,494,060	1,038,741

The above Balance Sheet should be read in conjunction with the accompanying notes

Statement of changes in equity

Statement of changes in equity as at 30 June 2007

		Actual 2007 (\$'000) Asset			Actual 2006 (\$'000) Asset		
	Notes Ref	Retained Earnings	Revaluation Reserve	Total Equity	Retained earnings	Revaluation Reserve	Total Equity
Balance at beginning of the reporting period	20	940,246	98,495	1,038,741	923,198	2,056	925,254
Transfers to Asset Revaluation Reserve	9,20		434,882	434,882		96,439	96,439
Net movements recognised directly in equity		940,246	533,377	1,473,623	923,198	98,495	1,021,693
Net operating result for the year		20,437		20,437	17,048		17,048
Balance at end of the reporting period	20	960,683	533,377	1,494,060	940,246	98,495	1,038,741
Effect of correction of error in previous years being an increase in retained earnings	20				1,064		

Statement of cash flows

Cash Flow Statement as at 30 June 2007

Budget			Actual	Actual
2007			2007	2006
(\$'000)		Notes	(\$'000)	(\$'000)
Cash flows from operating activities				
<i>Receipts:</i>				
50,740	Rates and annual charges		52,210	47,220
19,964	User charges and fees		20,175	16,706
6,583	Investment revenue and interest		8,363	8,924
22,011	Grants and contributions		43,495	25,026
1,000	Other		1,272	827
<i>Payments:</i>				
(35,000)	Employee benefits and on-costs		(35,449)	(35,868)
(33,234)	Materials & contracts		(36,163)	(33,130)
(2,595)	Borrowing costs		(2,660)	(2,256)
	Other			
29,469	Net cash provided by operating activities	11(b)	<u>51,243</u>	<u>27,449</u>
Cash flows from investing activities				
<i>Receipts:</i>				
3,050	Sale of infrastructure, property, plant & equipment		1,389	804
	Payments from deferred debtor		53	319
	Increase of deposits held in trust		1,016	297
<i>Payments:</i>				
	Purchase of investments			
(100,721)	Purchase of infrastructure property, plant & equipment		(68,646)	(50,131)
	Advances to deferred debtors		(33)	(300)
	Refunds of deposits held in trust		(624)	(1,248)
(97,671)	Net cash used in Investing activities		<u>(66,845)</u>	<u>(50,259)</u>
Cash flows from financing activities				
<i>Receipts:</i>				
13,705	Borrowings and advances		9,751	7,539
<i>Payments:</i>				
(3,677)	Borrowings and advances		(3,781)	(3,438)
10,028	Net cash provided by financing activities		<u>5,970</u>	<u>4,101</u>
(58,174)	Net increase/(decrease) in cash and cash equivalents		<u>(9,632)</u>	<u>(18,709)</u>
	Cash and cash equivalents at beginning of reporting period	11(a)	129,027	147,736
(58,174)	Cash and cash equivalents at end of reporting period	11(a)	119,395	129,027

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

The auditors report and the 'audit opinion'

Refer to [Appendix A](#) for a full auditors report and audit opinion.

June 2004 Ministerial approved rate variation, year 3 report

Outcomes and expenditure report for year-3 of an existing 7-year rating variation to assist with costs associated with asset maintenance. Total expenditure on projects undertaken to 30 June 2007 was \$793,136. A surplus fund carried forward into 2007-2008 is \$303,861.

Project	Expenditure	Outcome
School bus routes sealing		
Duroby Creek Road	\$801	Completed
Duranbah Road	\$4,950	Completed
Byrill Creek Road	\$335,180	Completed
Urliup Road	\$2,145	Completed
	\$343,076	
Footpath replacement works		
Marine Parade Paradiso To Hong Kong Chinese	\$50,000	Completed
Endeavour Parade Near Powell St	\$4,500	Completed
Kennedy Drive East Of Second Ave	\$5,500	Completed
Kennedy Drive Gray St To Inspection Gate	\$24,000	Completed
Murwillumbah Street Wharf St To Queen St	\$44,000	Completed
	\$128,046	
Drainage works		
Proudfoots Lane	\$4,211	Ongoing
Terranora Road Near Pacific Dr	\$3,000	Completed
Terranora Road Opposite The Parapet	\$3,000	Completed
Bellevue Avenue Elouera Trce	\$2,500	Completed
Boundary Street At Coral St	\$5,000	Completed
Bunrana Terrace Below Terranora Rd	\$20,000	Completed
Herford Street In Property Number. 6	\$28,000	Completed
Rose Street North Of Kennedy Dr	\$6,000	Completed
Samuel Court Above Joshua St	\$2,500	Completed
Tweed St Lakeview Pde To Broadwater Esp	\$23,585	Completed
Burringbar Rd Church To Creek	\$19,313	Completed
	\$117,109	
Resurfacing works asphalt		
Cabarita Rd Banksia Ave To Oleander Ave	\$8,963	Completed
Cabarita Rd Oleander Ave To Poinciana Ave	\$9,465	Completed
Elizabeth St Coronation Ave To Ce Pole 29411	\$9,699	Completed
Elizabeth St Ce Pole 29411 To Church Entrance	\$7,907	Completed
Banksia Av Hastings Rd To Cabarita Rd	\$25,385	Completed
Banksia Ave Elanora To Coast Road	\$6,829	Completed
Centennial Dr Coast Rd To Brdge Ab2	\$12,420	Completed
McPhail Ave Gibson St To Hn 56	\$11,097	Completed
Kingscliff Lane Ozone St To Ocean St	\$4,812	Completed
Kingscliff Lane K&G Rh Side To Terrace	\$2,145	Completed
Kingscliff Lane Terrace To <Shell St	\$3,745	Completed
Sand St House 44 To <Terrace St	\$5,773	Completed
Sand St <Terrace St To Ocean Dr	\$21,949	Completed
Sand St Ocean Dr To Wommin Bay Rd	\$5,911	Completed
Surf St Hn13 To Sand St	\$12,954	Completed
Kindee St Ozone St To Ocean St	\$7,885	Completed
Terrace St Yao St To Sand St	\$11,268	Completed
Ocean Drive Sand St To End	\$3,329	Completed
Phillip St Southern Eob To Ocean Dr	\$4,695	Completed
Phillip St Ocean Dr To Wommin Bay Rd	\$4,225	Completed
Avoca St Ocean Dr To Wommin Bay Rd	\$4,503	Completed
Prince Ln Brisbane St To Factory Ln	\$4,044	Completed
Prince St Commercial Rd To Brisbane St	\$12,132	Completed
Factory La Prince St East To King St	\$3,767	Completed
	\$204,905	
	\$793,136	

June 2006 Ministerial approved rate variation, year 1 report

Outcomes and expenditure report for year 1 of a 2-year rating variation to initially fund Councils 'Seven-Year Infrastructure & Services Plan'. Expenditure totalled \$3,050,007 for the year ending 30 June 2007.

Business & Economic Development	Expenditure	Outcomes
Economic marketing & promotion funding to TEDC ¹	70,000	Two quarterly installments paid.
Development of business plan	54,846	Strategic & Corporate Planning Committee established.
Development of internal economic projects	0	Project planning in progress.
Kingscliff visitor information centre	25,000	Commenced operations 15 December 2006.
Support to Tweed Tourism	120,000	Two quarterly installments paid.
	<u>269,846</u>	
Environment & Community Services	Expenditure	Outcomes
Cultural Arts seed funding	8,991	Project plans & strategies developed.
Arts traineeship & mentorship	1,688	3 projects determined and budget approved.
Youth activities program	6,928	Work plan developed.
Youth transport project	1,651	Project plan developed.
Improved services for shire youth	71,785	Youth Officer employed.
Aboriginal Community Development Officer	33,888	Aboriginal Officer employed.
Administration Officer	27,210	Administration Officer employed
Community centre Murwillumbah	5,500	Concept plans developed.
Health Compliance Officer for Caravan Parks	20,323	Compliance Officer employed.
Emergency Management Plan	95	Plan being developed.
Kingscliff pool upgrade	554	Shade structure being installed.
Surf life patrols	0	Casuarina Beach included in current patrols
Surf life saving strategy 2020	0	Action plan being developed.
Botanic gardens	1,560	Hydraulic plan being developed.
Building Compliance Officer	14,173	Compliance Officer employed.
	<u>194,346</u>	
Planning & Development	Expenditure	Outcomes
Local Environmental Plan review	50,403	Draft stage 1 and Murwillumbah Town Centre completed. Formal exhibition in Aug.
Residential & Tourist Visitor Accommodation DCP ²	0	Public exhibition of draft complete. Review underway.
	<u>50,403</u>	
Engineering & Operations	Expenditure	Outcomes
Purchase of land for open space 6a/6b zone	0	Request for purchased being reviewed.
Murwillumbah car park & pool complex	313,012	Tender assessment in progress. Report on outcome to future Council Meeting.
Park assets maintenance	0	Play ground equipment being purchased, faulty barbecue plates replaced.
Park assets renewals	12,274	Play equipment upgrade in various parks progressing.
Lot 500 Bush land, Casuarina	9,891	Regeneration works commenced.
Regional Sports & Recreational Facilities Plan	511	Draft Master Plan presented to stakeholders.
Coastal Landscape Strategy	183,561	Draft Kingscliff Foreshore Plan adopted. Wommin Bay walkway completed. Cabarita foreshore footpath & café design developed. Draft Tweed Coastal furniture developed.
Waterways asset replacement	0	Refurbishment of Foysters jetty and replace low level jetty at Dry Dock Road with a pontoon planned.
Laser survey of Tweed coastal creeks	44,650	Tender awarded, project is 30% completed.

¹ Tweed Economic Development Corporation

² Development Control Plan

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7-year Infrastructure & Services Plan expenditure report

Stormwater drainage rehabilitation	356,534	11 local drainage problems completed
Asset Management Levees & Floodgates	0	Asset data to be collected.
Cudgen Creek walk bridge	42,499	Preliminary construction investigation in progress.
Gravel re-sheeting of unsealed roads	190,908	9.5kms of road re-sheeted.
Sealed road re-surfacing	212,009	17.7kms of sealed roads re-surfaced
Sealed road rehabilitation	703,007	9.5 km of roads rehabilitated.
Kerb & gutter rehabilitation	108,905	4 sections of K. & G. rehabilitated.
Footpath rehabilitation	357,651	16 damaged footpaths rehabilitated.
	<u>2,535,412</u>	

Outcomes of principal work activities for 2006-2007

Social Action Plan

2006-2007	Performance target	Actual	Progress notes
Continued design phase of the Tweed Heads Master Plan – Jack Evans Boat Harbour stage 1	75%	75%	The design, investigation & documentation are completed. Community consultation for streetscape design has commenced.
Development of the Coastal Landscape Strategy	50%	50%	The Kingscliff Master Plan is complete. The Cabarita Foreshore Plan 70% completed, Ambrose Brown Park Plan. 90% completed. The furniture design is complete.
Regional Sport Facilities Plan, Stage 1 Feasibility & Master Plan for Arkinstall Park	stage 1: 100%	70%	A revised Masterplan resulting from community consultation is ready for additional consultation.
Preparation of an Open Space Recreational Strategy	50% to adoption by council	10%	A draft strategy document is nearing completion.
Upgrade of local sports facilities	75%	75%	75% of capital works completed.
Continue implementation of the Coastal Weed Control Program	30% of total area controlled	100ha	100% of targeted area was controlled.
Continue domestic waste minimisation education & facilitation	50% of total domestic waste recycled	30%	Gradual improvement in domestic waste being recycled. Processes in place to endeavour to reach target.
	30% of commercial & industrial waste recycled	15%	Gradual improvement in commercial waste being recycled. Processes in place to endeavour to reach target.
Construction of new solid waste landfill cell at Stotts Creek	100%	90%	A new landfill cell to be completed by mid July 2007.
Rehabilitation of old landfill site at Stotts Creek	90% of rehabilitation work complete	85%	Scheduled for completion by December 2007.
Preparation of a Management Plan for Eviron Road, future landfill site	100%	10%	Quotations sought for preparation of an EIS ³ and DA ⁴ .
Upgrade of public toilets	100%	100%	Stokers Sidings and Tumbulgum public toilets completed, demolition of the temporary toilets at Cabarita Beach SLSC demolished. Application has been lodged for a “community partnership program” to upgrade the Chillingham Community Centre toilets.
Risk assessment for emergency management services	95%	100%	Funding organisations (NDMP) has assessed the draft document.
Study of odour impact from a Flying Fox colony in the Dallas Park locality	95%	100%	Assessment of the study results is in progress.
Annual review of the Social Plan	50%	50%	Community submissions have been received and are being analysed.
Implement priorities identified in the Youth Needs Analysis Study	50% of priorities implemented	30%	A Youth Development Officer has been employed.
Ageing Project	30%	30%	Working group established which comprises; Council, the Ageing & Disability Department and Southern Cross University. Three monthly meetings to be held.

³ Environmental Impact Study (EIS)

⁴ Development Application (DA)

2006-2007	Performance target	Actual	Progress notes
Community Safety & Crime review Strategy	100%	100%	Strategy reviewed.
Sustainable Local Transport Plan	100% to adoption by Council	50%	A Report has been compiled on Transport and Land Use Integration.
Affordability Housing Strategy	100%	50%	The Strategy will be linked to the LEP ⁵ review.
Community Infrastructure 10-year Program	100% to adoption by Council	100%	10- Year plan adopted by Council.
Murwillumbah community centre initial planning & design	100%	5%	Architects brief has been drafted for development of concept plan.
Design of Murwillumbah car park & swimming pool	100%	95%	Tenders closed 18 June 2007, assessment in progress, report to a future Council Meeting.
Murwillumbah Civic Centre two-storey extension	100%	20%	The contract awarded in May. Works scheduled for completion by Sept 2007.
Expansion of workshop programs provided by the Art Galley	Number of workshops conducted per quarter	7	10 workshops proposed; 7 conducted. 68 visitors participated in these workshops.
Redevelopment of the Tweed River Regional Art Gallery	100%	100%	Stage 2 opened on 15 September 2006.
	Number of exhibitions per quarter	7	Annual target reached.
Develop an initial concept design for the Tweed River Regional Museum (stage 1)	100%	100%	Initial Concept Design completed.

Economic Action Plan

Review of TEDC ⁶ performance quarterly	Comparison of plan to actual outcomes, reported quarterly	Refer to progress notes	Quarterly TEDC report presented to Council.
Review of Tweed Tourism performance standards quarterly	Comparison of plan to actual outcomes, reported quarterly		Quarterly Tweed Tourism report presented to Council.
Participation rates to visitor's information centres	Percentage change in participation rates over a quarter		Quarterly Tweed Tourism report presented to Council.
Facilitate and implement Reserve Trust resolutions in relation to caravan park maintenance and development	Resolutions implemented within agreed timeframe		Progressing on schedule and in-line with cost estimate.
Tourism strategy	Completed	In preparation	Tweed Tourism to prepare a Tourism Strategic Plan.
Employment land study	Completed		Terms of reference have been prepared in consultation with TEDC. The study is to be consolidated into stage 2 LEP review.

Environmental Action Plan

Natural Environment

Implementation of Tweed Coasts Estuaries Management Plan	75% of budget expended	89%	Mooball Creek bank rehabilitation works are in progress.
Implementation of Tweed River Management Plans	50% of budget expended	66%	Oxley Cove rehabilitation works are in progress, consultants engaged to prepare a Management Plan for Cobaki and Terranora.
Implementation of Coastline Management Plan	EIS 100%	EIS 30% complete	Project scope redefined based on an alternate option.

⁵ Refers to the Tweed Shire Local Environmental Plan (LEP) 2000

⁶ Tweed Economic Development Corporation (TEDC)

2006-2007	Performance target	Actual	Progress notes
Coastal flood plain & acid sulphate soil (ASS) management plan (\$60K)	100%	100%	Completed October 2006.
Coastal floodplain & acid sulphate soil management plan fast track (\$40K)	100%	100%	Completed July 2006.
Coastal floodplain and acid sulphate soil management plan extension (\$420K)		100%	
Fish habitat grant program (\$60K)	100% by February 2007	100%	Target attained.
Environmental Trust (\$100K)	50% by May 2007	70%	7 of 10 floodgate modifications completed. Final report due May 2008.
Australian Research council linkage (\$1.25M including in-kind)	100%	100%	Target achieved.
Greenhouse gas fluxes from sugarcane soils & nitrogen fertiliser (\$620K)	100%	50%	Tweed phase completed. QLD phase is in progress.
Built Environment			
Local Environmental Plan 2000; stage 1	95%	95%	Draft stage 1 completed. Public exhibition to follow.
Residential development strategy review	10%	10%	Consultant appointed to undertake a literature review and constraints mapping analysis.
Rural land use study	Not commenced	0%	Study scoped to be part of LEP Stage 3 review.
Community Heritage Draft Study	Public exhibited by June 2007	95%	Draft study publicly exhibited. Report on public submissions to be presented to Council in the future.
Area E Terranora	100%	100%	DCP and S94 Plans are yet to be completed.
<i>Locality plans</i>		0%	Public tender closed 18 April. Review in process.
▪ Kingscliff			
▪ Pottsville	10%	10%	Architects appointed to undertake a literature review and a constraints mapping analysis.
▪ Cabarita.	100%	70%	Report to be presented to Council in the future.
▪ Tweed Heads	10%	10%	Consultant appointed to undertake a literature review and a constraints mapping analysis. Project scope being determined.
▪ Draft Area E Terranora preliminary draft DCP ⁷	70%	70%	Preliminary draft complete. Review in progress.
▪ Tweed Heads South	10%	10%	Consultant appointed. Project scope being determined.
▪ Burringbar scope study	100%	100%	Completed Sept 2006.
▪ Draft Murwillumbah preliminary draft DCP	50%	85%	Consultation and a preliminary draft DCP complete. Report to be presented to Council in the future.
▪ Uki	100%	100%	Completed Sept 2006.
Draft DCP for residential and tourist development	70%	70%	Draft DCP work-shopped with stakeholders. Draft amended and ready for re-exhibition in August 07.
Seaside City Local Environmental Plan (LEP) amendment	100%	100%	Completed Sept 2006.

⁷ Development Control Plan (DCP)

2006-2007	Performance target	Actual	Progress notes
Full inspection of all OSSM ⁸	Number of OSSM inspections per quarter	124	
	% of OSSM systems failed in the quarter	11.2%	12 high risk rated systems identified.
Reduce stormwater pollution, cleaning of GPT ⁹	Cleaning per schedule	As per schedule	Manual monthly cleaning. Major cleaning by contractor on a quarterly basis.
Development Assessment			
Review administrative processes associated with development applications	% of review complete	75%	Review substantially completed, recommended changes implemented.
Review assessment processes for development applications	% implemented	90%	Agreed internal processing response times. ATM referral sheets reviewed. Standard conditions reviewed.
Customer Service Survey Design	Survey complete	0%	Survey deferred.
Customer Service Survey Results	Survey review complete	0%	
Building Services			
Review of administrative processes associated with all applications dealt with by the Building Services Unit	Undertake reviews & implement identified change	Refer to progress notes	Cut-off times for inspections implemented. Consistency in processes being monitored.
Review of administrative processes associated with all applications dealt with by the Building Services Unit			Changes implemented to improve information to be submitted on application forms.
Continuous review of assessment & approval processes -Development applications			New business rules for standard conditions of consent implemented.
-Complying development applications	Improved to approval times		11 days for approving CDC's being attained.
-Construction certificate applications	Undertake reviews & implement identified change		Compliance with BASIC and DPNIR regulations implemented.
-Applications for sewer connections	Approval times not to exceed related DA or Construction Certificate application		Target met. Administrative changes implemented to allow for on-the-spot issue of related plumbing permits.
- Applications for building certificates	12 working days		Certificates being issued in 7-10 days.
Implement program for fire safety audits on buildings	Undertake reviews & implement identified change		Auditing of existing Class 2 buildings constructed between 1980 and 1988 is progress. 2 audits conducted in quarter.
Continue registration of backflow devices and schedules of fire safety measures in buildings			Review of annual certification processes in progress.
Infrastructure Action Plan			
Update the Tweed Road Contribution Plan (TRCP) contribution rates	100%	100%	Council to consider adoption in July 2007.
Preparation of the Tweed Valley Floodplain Risk Management Study	50%	40%	Draft parts 3 - 4 on public exhibition Consideration by Floodplain Committee in progress.

⁸ Onsite Sewage Systems (OSSM) with inspections including pre-purchase inspections and new installation

⁹ Gross Pollutant Traps (GPT)

2006-2007	Performance target	Actual	Progress notes
Formulate a risk management plan based on recommended options from Tweed Valley Floodplain Risk Management Study	50%	20%	Risk Management Study to be completed.
Creation of an asset database for floodgates in the Shire	100%	10%	Project plan to be completed.
Establish a maintenance program for shire floodgates	100%	10%	
Create a two-dimensional flood modelling of Cudgen, Cudgera & Mooball Creeks	50%	25%	Consultants brief completed with tenders to be called.
Prepare a Coastal Creeks Floodplain Risk Management Study	Project re-scheduled to commence in 2007-08	0%	Completion of the two-dimensional flood model is required before commencement.
Formulate a Risk Management Plan based on recommendations from the Risk Management Study		0%	Completion of the Coastal Creeks Floodplain Risk Management required before commencement.
Gravel re-sheeting of unsealed roads	4% of network area treated per year.	3km treated.	100% complete.
Resurfacing of sealed roads	3% of network area	21km resealed.	100% complete.
Maintenance of roads, culvert & table drains clearing, gravel surface patching & grading, and sealed surfaced repairs	5 all areas; annual inspections	4 all areas inspections	-3,667 inlets cleared. -71km of table drain or kerb cleared. -258km of routine grading. -32,888 potholes repaired.
Levelling of uneven footpaths	All reported trip hazards greater than 30mm repaired	-327m ² of uneven joints ground levelled. -301m ² of panels replaced	Footpath renewal program 100% complete.
Routine bridge inspection & minor maintenance of all bridges. Major repairs identified & scheduled	All bridges inspections annually	- 169 bridges inspected. - 62 repairs to timber bridges. - 98 repairs to concrete bridges. - 4 repairs to footbridges	All inspections with minor maintenance completed for the year. Girder replaced in Richards Deviation Bridge. Test boring program completed.
Slashing of roadsides & trimming of trees	-Slashing of roadsides 2m from edge of seal. -Sight lines maintained by trimming of trees	- 3936 ha of roadsides slashed. - 960 tree pruning jobs completed	Slashing of roadsides carried out in accordance with programme. Trees trimmed, identified by risk analysis.
Street & footpath sweeping in commercial areas	Streets & footpaths swept in accordance with schedule	- 6098 km of kerb & gutter swept	
Maintenance & repair of damaged street furniture	Observed or reported damaged furniture maintained & repaired	- 188 streetscape repairs	Weekly inspections & minor maintenance implemented. Major damage referred to carpenters.
Approved capital works program delivered for roads, drainage, bridges & designated water supply & sewerage projects	Approved programs complete	70% completed.	Remainder of uncompleted projects carried over to 2007/08.
Undertake agreed road safety campaigns & programs	Delivery of road safety programs.	Risk program completed.	Program completed.

2006-2007	Performance target	Actual	Progress notes
		Planning of motorcycle program underway.	
Construct cycle ways in accordance with usage patterns & to provide connectivity	Completion of approved cycle ways	- Nullum St cycleway completed. - Condong St completed. - Brisbane St completed. - King St to commence 22/1/07.	Programs completed.
Construct paved footpaths in accordance with adopted plan & annual program	Completion of approved footpaths	Riverview St, Mahers Ln, Oleander Av, Kingscliff St, & Sutherland St footpaths completed.	Two separate contracts to construct footpaths commenced 22/1/07. -Contract 1 at 50% completed, balance carried over to 2007/08. -Contract 2 completed.
Construct pedestrian facilities in accordance with adopted plan & annual program	100%	80%	-6 ramps in William St completed. -Path and ramp in Eyles Av completed. -Ramps in George St, Charles St, Queen St, River St and Greville St completed.
Construct new bus shelters in accordance with priority determined by the Public Transport Committee	10 new bus shelters.	10%	Shelter design complete with tendering procedures in progress.
Ensure asset comply with relevant RTA standards. Consultation with Traffic Committee as required	-Traffic Committee recommendations implemented. -Traffic management devices maintained in accordance with schedule or as required	100% implemented	.All recommendations attained.
Identify & prioritise street lighting upgrades	New subdivisions are illuminated to relevant standards	Appropriate lighting standard nominated for referred subdivision	Street lighting requests prioritised with funding to be secured.
Operation of council quarries in accordance with the Quarries Business Plan	-Quarries operated within approval & environment standards. -All materials comply with relevant standards	No. breaches of conditions. Gravel use is appropriate to its quality standard	Continuing the water quality monitoring program in consultation with Councils. Environmental Scientists and the Dept of Environment & Conservation officers. An EIS for Burringbar Quarry expansion in progress. Negotiating a lease of quarry at Boat Harbour.
Plant fleet is well maintained, modern & relevant	-Plant item downtime at acceptable level. -80% plant item utilisation. -Replacement of fleet items in accordance with schedule	Replaced 13 light commercials, 5 trucks, 12 cars/wagons, and other plant equipment	Review of plant downtime in progress. Scheduled fleet replacement program in progress.

2006-2007	Performance target	Actual	Progress notes
Appropriate stocked store	-Required items are readily available. -Stock inventory kept at a minimum	Appropriate stock levels held to ensure availability of items frequently used	Review of stock levels deferred to 2007/08. June stocktake produced a positive result.
Undertake survey investigation & design of transport routes, cycle ways & pedestrian safety	100%	Projects for 2006/07 are 75% complete includes planning & construction	The Tweed Heads Master Plan released by RTA for public exhibition. A report on the submissions is in progress. A review of CP4 plan is 30% complete.
Water			
Completion of design for the Bray Park Water Treatment Plant	Design 100% completed by June 07	100%	Tender assessment 70% complete. Report to Council in the future.
Upgrade of Tyalgum water treatment plant; preparation of concept design & tender documents	5%	4%	Concept and tender documents at 95% completed.
Construction of a second reservoir at Bilambil Heights	100%	0%	Project on hold pending review of the capital works program.
Preparation of a Water Supply Activity Management Plan (AcMP)	100% to adoption by Council	95%	AcMP completed and adopted by Council.
Preparation & implementation of an Integrated Water Cycle Management Plan	100% complete, strategy adopted	100%	Strategy completed and adopted by Council.
	Commence Studies for Bulk Water Supply and Demand Management	20%	Consultant engaged to prepare the Demand Management Strategy.
	Complete preparation of a Water Sharing Plan with the Catchments Authority (CMA)	100%	Plan completed.
Review Developer Services Plan (DSP) for the Tweed	100%	100%	Review of plan completed.
Review of the long-term financial plan in accordance with the Developer Services Plan	100%	100%	Review of long-term financial plan completed.
Determine strategic loan funding requirements	100 complete December 2006	100%	Strategic loan borrowing plan completed.
Continue implementation of DUES water best practice guidelines	Continuous implementation of guidelines	Progressing	Implementation of guidelines in progress.
Sewerage			
Completion of Kingscliff sewerage treatment plant	60%	65% complete.	Contract in progress, target completion Dec. 07.
Upgrade of Murwillumbah sewerage treatment plant to tertiary level treatment – “Condong Mill Co-generation” project	100%	99%	Treatment plant construction completed. Pipeline 100% complete, and commissioning in progress.
Preparation of a Sewerage Activity Management Plan	100% to adoption by Council	100%	Plan adopted by Council.
Preparation & implementation of an Integrated Water Cycle Management Plan	-100% of community consultation complete & adoption	100%	Community consultation completed.
	-100% of an Effluent Re-Use Strategy complete to adoption	100%	Strategy adopted by Council.

2006-2007	Performance target	Actual	Progress notes
Review of the long-term financial plan in accordance with the Developer Services Plan	100%	100%	Review of long-term financial plan completed
Determine strategic loan funding requirements	100% by December 2006	100%	Strategic loan borrowing plan completed
Maintain long-term objectives at the Tweed laboratory Centre	15% of turnover to be returned to Sewer Fund	10% of budget	Final figure to be determined at end of financial year.
Implementation of the new integrated business systems geographical information system (GIS), asset management & modelling systems	50% of systems implemented	25%	GIS10 operational for Water and Sewerage Assets with the integration with other systems in progress.
Continue implementation of DUES sewerage best practice guidelines	Continuous implementation of guidelines	Progressing	Status for 6 best practice criteria 1. Strategic business planning continuing with a 4 year review. 2. Pricing & Developer Charges implemented and reviewed annually. 3. Demand Management studies in progress. 4. Drought Management, preliminary studies complete with a detailed plan to be produced in 2008. 5. Performance Reporting, currently is compliant, however new requirements from 1/7/07 will require processes to be modified to ensure ongoing compliance. 6. Integrated Water Cycle Management context and strategic study implemented. An annual review of status and priorities is required.

Governance Action Plan

Review of Operational Management Systems procedures	100% of procedures reviewed	80%	Review to be completed by 31 Oct. 07.
Improve Operational Management Systems internal audit procedures	Number of quarterly audits	0	Recorded incidents/accidents audited during this period.
Improve State Cover OHS systems evaluation 2005 benchmarks	80% compliance	73%	Audit result for 2006 reviewed. Next audit to be completed by 30 June 07. Results available quarter 1 2007/2008.
Accident / incidents reported and investigated	% of accidents incidents reported in 12 hours	100%	All accidents / incidents reported as required. Reviewed by OH&S Committee on a monthly basis.
Statistical techniques	Year to date for period 29/06/06 to 28/06/07		
	Lost time injury (LIT).	60	
	-Days lost.	677	
	-Incident rate.	9.23	
	-Frequency rate.	46.23	
	-Duration rate.	11.28	
	-Total claims.	95	
	-Claims cost. (premium not included)	\$202,174	

Financial Management

Asset Management System. Review the National Guidelines for Finance	Report submitted to Technology & Corporate Services	Position paper in consultation phase	IPWEA NAMS position papers in consultation phase.
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¹⁰ Graphical Information System (GIS)

2006-2007	Performance target	Actual	Progress notes
Management of Infrastructure being developed by IPWEA NAMS Australia	Division		
Update Long Term Financial Plan with changes in strategic and corporate planning	100%	100%	November 2006 and April 2007 updates completed.
Improve the financial reporting process – Finance One & Cognos	100%	Improvement made to ledger structure & reporting	New CI environment to be installed in 2007/08.
Tender for Banking Services	100%	100%	Tender completed January 2007.
Tender for Audit Services	Audit Tender completed.	100%	Tender completed July 2007.
Investigate and implement On-line payment options	80%	85%	Research complete; report to Council in August 2007.
Ensure compliance with financial legislation requirements, including new Australian International Financial Reporting Standards	No breach of financial legislative requirements.	100%	Compliance with AIFRS for 2005/06 financial reports completed.
Application for 7 year infrastructure and services plan (rate increase)	Ministerial approval of application	100%	Years 3 to 7. The plan has been revised and included in the 2007-2008 Management Plan.
Information services			
Intranet site redevelopment stage 1	100%	100%	Stage 1 completed.
InfoMaster Project	100% by November 06.	10%	Completion of the Proclaim Revival Project required - Proclaim updated to 9.08. Now preparing for e-Proclaim and InfoMaster modules.
Records management compliance, scanning of older records for retention	Completed	30%	Progressing with back scanning of day boxes completed. Working on scanning hard copy files into Dataworks.
Software upgrade to MS Office 2003	100%	97%	Completed with exception of PCs running legacy applications not compatible with Office 2003.
Software upgrade of Exchange	100% by May 06.	100%	Upgrade to Exchange 2007 complete.
Ongoing implementation of waste management – energy efficiency actions	A reduction in paper consumption		Monitoring is in progress.
Proclaim Tech One Report recommendations	100% implemented	100%	All recommendations implemented.
Dataworks - Proclaim integration	Completed integration	90%	Stage 1 completed with stage 2 in test environment.
Replacement Geographic Information System (GIS)	Reduction in number of systems supported. Provision of extended functionality and integration to other corporate applications such as Proclaim, Dataworks and asset management systems.	95%	Delayed. Enlighten available to all staff on network with outstanding issues be negotiated.
Cognos Report net implementation	Creation of standard reports for improved reporting	40%	Development of reporting system in progress.
Systems Management Server (SMS)	Level of success is dependant on ability	100%	Server installed.

2006-2007	Performance target	Actual	Progress notes
	to rollout MS Office 2003.		
Finance One Production Server - Lease Replacement	Operating successfully.	100%	
Human Resources Dataworks implementation	Successful implementation.	100%	
Occupational Health & Safety Dataworks Implementation	Successful Implementation.	0%	Project will commence following successful implementation of HR Dataworks project.
Organisational Management System	User acceptance of system.	100%	
Old Art Gallery Communications Upgrade	Successful installation.	100%	
Wide Area Network Upgrade	Successful upgrade to new network.	50%	Tenders for upgrade invited. Submissions to be reviewed.
Construct and fit-out computer room		100%	
Upgrade Dataworks from 3.3.03 to 3.4.3.	Still in planning but expected timeline will be completion in April.	100%	Completed May 2007.
Photo Importer Application	Successful implementation & rollout of system designed to centrally manage and discover images used as part of council business. Future development to link in corporate records management and spatial environments.	10%	Invitation of quotations in progress.
Corporate performance			
Incoming correspondence	% of requests still outstanding at end of quarter.	6%	2.5% outstanding at as June 2007 remained consistent for all quarters.
Customer Work Requests	% of requests still outstanding at end of quarter.	6%	5% outstanding at as June 2007 remained consistent for all quarters.
Processing of film applications	% of applications processed in 5 days.	100%	
Internal audit	Number of audits conducted over a quarter.	3	8 audits completed for 2006/07, Complied with revised Audit Plan.
Audit Committee	Number of meetings conducted	2	4 conducted July, October, March and June.
Complaints handling	-Number of complaints received over a quarter. -Number of complaints unresolved over a quarter.	17 received	Average of 20 received each quarter.
		7 unresolved	Average of 3 unresolved at end of each quarter.
Freedom of Information	% of applications completed.	90%	12 received, Target attained, 2 carried over to 2007/08.
Policy reviews	Number of policies reviewed, reported December quarter.	127 identified for review	Review completed. Report to Council in the future.
Risk management	Target 90% compliance.	Project in progress	SAMP program being updated with all other plans in review.

Condition of public works 2006-2007

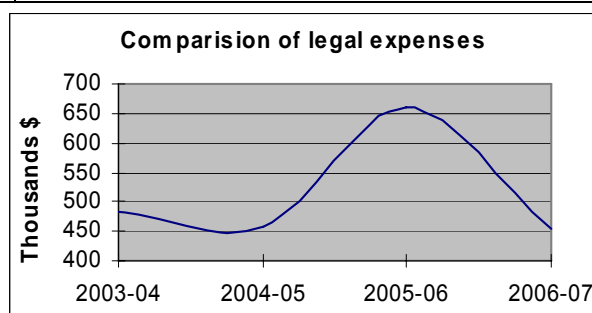
(s.428(2)d))

	Asset category (as determined by Council)	Depreciation expense % (Specific rate or range)	Depreciation expense	Cost	Variation	Accumulated depreciation & impairment	WDV	Asset condition (refer details attached)	Estimated cost to bring to a satisfactory standard \$'000	Required annual maintenance \$'000	Current annual maintenance \$'000
			\$'000	\$'000	\$'000	\$'000	\$'000				
		Per Note 1	Per Note 4	Per Note 9			Per Section 428 (2d)				
Public Buildings	Council Offices	1%	154	15579		4121	11458	Fair/Good	1000	590	89
	Council Works Depot	2%	77	3942		1413	2529	Fair/Good	500	110	117
	Council Halls	2%	68	3,418		579	2,839	Fair	450	250	131
	Council Houses	2%	13	655		224	431	Fair	110	8	20
	Museum	2%	1	100		86	14	Poor	7,000	60	23
	Library	2%	54	3,434		555	2,879	Satisfactory	48	500	40
	Childcare Centre(s)	2%	3	182		77	105	Good	Not funded by Council		
	Art Gallery	2%	106	5,604		270	5,334	Satisfactory	nil	50	36
	Amenities/ Toilets	2%	130	6,714		2,741	3,973	Fair/Good	800	130	198
				606	39,628		10,066	29,562		9,908	1,698
Public Roads	Sealed Roads	2.5%	5,592	225,221		134,224	85,405	Fair	78,339	5,949	5,243
	Unsealed Roads	1%	125	12,502		7,644	4,733	Poor	11,113	1,639	850
	Sealed Roads Structure	0.67%		234,480		50,764	183,716		nil	nil	nil
	Bridges	1.25%	571	45,903		14,438	30,894	Fair/Good	12,075	1,700	249
	Footpaths/ Cycleways	2%	77	8,154		684	7,393	Fair	561	218	679
	Kerb & Gutter	5%	1,642	33,027		14,943	16,442	Fair	8,277	124	34
	Traffic Facilities	5%		244			244	Satisfactory	nil	234	254
				8,007	559,531		222,697	328,827		110,365	9,864
Water	Treatment Plants	2%	569		22,312	16,665	5,078	Satisfactory	nil	1,095	794
	Water Connections	6.67%						Satisfactory	nil	410	1,012
	Reservoirs	1.43%	355		29,848	8,557	20,936	Satisfactory	nil	167	87
	Dams	1%	54		51,675	1,393	50,228	Satisfactory	nil	319	331
	Pipeline	1.43%	5,704		358,234	119,760	232,770	Satisfactory	nil	591	1,186
	Pump Stations	5%	733		25,003	7,605	16,665	Satisfactory	nil	802	849
	Dam Site										
			7,415		487,072	153,980	325,677		nil	3,384	4,259
Sewerage	Pump Stations	5%	3,233		112,113	46,109	62,771	Satisfactory	nil	1,808	1,796
	Pipeline	1.45%	5,064		362,100	103,501	253,535	Satisfactory	nil	1,112	754
	Treatment Works		5,101		117,538	34,946	77,491	Satisfactory	nil	2,976	2,791
	Turf Farm										
			13,398		591,751	184,556	393,797		nil	5,896	5,341
Drainage Works	All Infrastructure	1.25%	1,642	129,922		39,853	88,427	Fair	3,370	1,030	86
			1,642	129,922		39,853	88,427		3,370	1,030	86
Total Classes	Total - All Assets		31,068	729,081	1,078,823	611,152	1,166,290		123,643	21,872	17,649

Summary of legal proceedings

(s.428(2)(e)) Legal costs incurred by Council amounted to \$454,690 for the year ending 30 June 2007

Party	State of progress	Costs \$	Total \$
Finalised matters			
R Corowa	Dismissed Class 4 appeal, DA03/1038 decision 13/03/07	65,543.18	
Bolster	Won: Refusal of DA06/1232; LEC decision 29/06/07	27,684.27	
Richtech Pty Ltd	Settled; Class 1 appeal; consent orders granted on DA05/1464	45,138.41	
Wenland Pty Ltd	Upheld; Class 1 appeal DA 05/1381 approved with conditions decision 21/09/06	12,588.21	
JMS Capital Pty Ltd	Lost, Class 1 appeal, DA consent current decision 29/08/06	63,618.46	
Dangerous dog declaration	Lost	473.02	
Appeal against dog infringement	Lost	588.67	
Dangerous dog appeal	Won	3,265.03	
Dangerous dog appeal	Withdrawn	655.81	219,555.06
Ongoing matters			
Partridge	Class 1 appeal	12,100.45	
Lizzio subdivision	Ongoing	9,509.51	
Reysson Pty Ltd	Vegetation rehabilitation DA5150/540	17,356.64	
Terranora Group Management	Unauthorised tree clearing	1,836.75	
Sinclare & Green	Ongoing	624.74	
Gales Holding	Class 4 appeal; DA06/0351 defending	11,033.90	
	Matter, Tweed Coast road widening	1,797.33	
	LEP amendment 14	56,384.95	
	LEC 10264 of 2005; DA05/0004	38,795.78	
	LEC 10263 of 2004; DA04/1331	10,320.23	
	Class 1 appeal, LEC 10775/07; DA07/0122	11,909.52	
	Supreme court costs	1,241.08	
Tschannen, Caraco & Blackington	Cost orders & other matters	5,212.37	
Caraco	Statutory creditors demand orders	7,934.14	
Blackington & Tschannen	Proceedings	1,911.06	
Blackington	Statutory creditors demand orders	4,893.40	
Tschannen	Orders	5,610.85	198,472.70
Discontinued matters			
Gales Holdings	DA05/0271 discontinued	7,659.53	
Sas Trustee Corp	Class 4 appeal, DA06/0354 discontinued	11,033.90	
Mitchell	Class 1 appeal, DA05/0655, discontinued	320.00	
Peninsular Developments Groups	Consent orders, discontinued	9,928.99	
Sayer	LEC 20459 of 2006; discontinued	3,383.57	32,325.99
Matters finalised in 2005/06, carry over costs into 2006/07			
Gales Holding	Lost Freedom of information	2,024.15	
Zanalan Pty Ltd	Settled	372.20	
Project 28 Pty Ltd	Discontinued	1,206.75	
T Barr Pty Ltd Narui Pty Ltd	Settled with consent orders	733.28	4,336.38



Administrator fees and expenses

(s.428(2)(f))

Total expenditure on Administrator fees and expenses for the year ending 30 June 2007 was \$161,682

Description	Value (\$'s)
Salaries and on-costs	108,406
Travel, accommodation and other out of pocket expenses	50,556
Provision of office equipment and stationery	1,213
Telephone calls	1,507
Attendance at seminars, conferences	0
Training and skill development	0
Interstate visits	0
Overseas travel representing Council	0
Spouse and / or child care expenses	0
Total	\$161,682

The remuneration for Tweed Shire Council's appointed Administrators is based on; reasonable travel and other expenses that are incurred in connection with their office. Payment of expenses is in accordance with a proclamation by the NSW Governor.

Tweed Shire Council has adopted a policy for the payment of expenses and provisions to Councillors in accordance with s.252 of the Local Government Act 1993 (NSW).

Refer to [Appendix B](#) for Tweed Shire Council Councillor Policy.

Senior staff remuneration

(s.428(2)(g))

Tweed Shire Council employed five senior staff positions to 30 June 2007. The positions being:

<u>General Manager</u>
<u>Director Engineering and Operations</u>
<u>Director Community and Natural Resources</u>
<u>Director Planning and Regulations</u>
<u>Director Technology and Corporate Services</u>

The amounts below are total remuneration packages Council has provided to senior staff. The stated amounts are inclusive of Fringe Benefits tax.

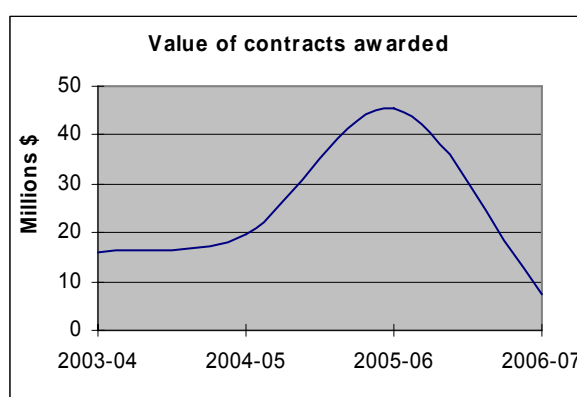
<u>General Manager</u>	<u>\$208,944</u>	
<u>Director Engineering and Operations</u>	<u>\$100,488</u>	(Commenced 20/11/2006)
<u>Director Community and Natural Resources</u>	<u>\$159,525</u>	
<u>Director Planning and Regulations</u>	<u>\$172,002</u>	
<u>Director Technology and Corporate Services</u>	<u>\$59,770</u>	(Commenced 30/01/2007)
<u>Director Governance and Corporate Services</u>	<u>\$53,296</u>	(Terminated 3/11/2006)

Details of contracts awarded by Council

(s.428(2)(h))

Tweed Shire Council awarded 19 contracts exceeding \$150,000 to the total value of \$7,507,024 for the year ending 30 June 2007.

Name of contractor	Nature of contract	Contract value
Sundata Pty Ltd	Upgrade of Data Networks, Civic Centre Murwillumbah	\$211,412
Patterson Britton & Partners Pty Ltd	Kingscliff Foreshore Protection EIS	\$248,336
Multispan Australia Pty Ltd	Construction of Mechanical/Electrical Facilities Building, Kingscliff Sewage Treatment Plant	\$2,349,143
Telfer & Co Pty Ltd	Construction of Sewage Pump Station 5028, Tweed Coast Road, Pottsville	\$660,722
Turner Civil Works Pty Ltd	Riverside Drive Tumbulgum - Road Reconstruction	\$320,731
Crevet Pipelines	Manufacture, Supply and Delivery of 5610m of DN 200 Pressure Pipe	\$190,622
Local Government Engineering Services	Provision of In-House Consultancy Services for Civil Works and Project Management	\$198,000
Crosana Pty Ltd	Skyline Drive Retaining Wall Repairs	\$336,578
JJ & MI Miller Pty Ltd	Gray Street Depot Workshop upgrade tender	\$707,745
Turner Civil Works Pty Ltd	Stotts Creek Solid Waste Landfill - Stage 3 Landfill Development	\$421,351
UEA Pty Ltd	Trenchless Crossings for DN300 water main and DN600 Effluent	\$299,048
C T Edmed Construction Pty Ltd	Extensions to Murwillumbah Civic Centre	\$1,425,067
Fugro Spatial Solutions	Airborne laser scanning & elevation data	\$300,000
Tyco Water	Manufacture supply and deliver DN250, 300mm pressure pipe	\$249,767
Hopedale Services	Upgrade Lavender Creek, flood pump station Murwillumbah	\$214,178
Perkin Elmer	Supply deliver installation of laboratory instrumentation	\$194,610
Precision Screen Pty Ltd	Supply & delivery of 25,000kg operating weight screening machine	\$228,030
CNJ Electrical Services	Traffic signals, Wollumbin St. Murwillumbah	\$220,386
UAT Pacific Pty Ltd	Sludge dredging system, Kingscliff STP	\$156,365



Summary of access & equity activities

(s.428(2)(j)), (cls.217(1)(c), cls.217(1)(d)(i))

Services, programs and activities undertaken by Tweed Shire Council for the year ending June 30 2007 to promote access and equity in the community and meet the goals of:

- A fair and equitable distribution of resources in the community;
- Support services essential in meeting the basic needs and improving quality of life in the community;
- Improve opportunities for unrepresented and marginalised community groups.

Activities undertaken to promote services, programs and access to services are promoted for:

- Children (0-11yrs);
- Young people (12-24yrs);
- Women;
- Older people;
- People with disabilities including those with HIV/AIDS and mental illness;
- People from culturally and linguistic diverse backgrounds;
- Aboriginal and Torres Strait Islander (ATSI) people;
- Wider community.

Group	Activity	Achieved outcomes
Children (0-11 yrs)	Participation in Families First programme	<ul style="list-style-type: none"> • Ongoing facilitation of Work Program to provide early intervention child care services throughout the Shire, and monitoring of reports on these services.
Young People (12-24 yrs)	Affordable housing for young people	<ul style="list-style-type: none"> • Youth Forum identified affordable housing as a major issue. • Ongoing facilitation of a Working Group to address homelessness, housing stress and youth safety issues.
	<i>Metro-Screen Mobile Unit</i> Designed to initiate a new media and multidisciplinary arts project.	<ul style="list-style-type: none"> • Engaged Sydney-based Metro Screen to deliver a two-week film-based project covering the fundamentals of video editing, including file management, capturing and outputting footage, applying transitions, importing music and generating files. • 12 young people from across the Shire were involved in the project. • Young people developed editing skills using professional software which enabled them to shoot, as well as edit, their own films. • The project was developed in collaboration with Youth Service Providers and Youth Enterprise Service's Links to Learning for disadvantaged people aged 15-24 who were unemployed and not engaged in education. • Youth service providers noted an increase in self-esteem, confidence, motivation and pride amongst participants, some of whom have been inspired to enrol in TAFE new media and digital photography courses. • Each of the participants was awarded a Statement of Attainment in Film Editing and received a copy of their film to enter into future film competitions. Two of the participants were invited to enter their films in the national film festival 'Play Now/Act Now'.
Young People (less than 18 yrs.)	Initiate and facilitate projects services and groups that -identify and respond to needs of Young People -address service provision and gaps in services for Young People in Tweed Shire	<p>Shire Wide Youth Crime Prevention Forum in partnership with NSW Police.</p> <p>Establishment and facilitation of</p> <ul style="list-style-type: none"> - Coolheads Street Outreach Project Working Party. - Drug & Alcohol Working Party. - Safe Affordable Housing working Party. - Gangs Working Party. <p>Youth week activities</p> <ul style="list-style-type: none"> - Pottsville activities day. - TVRS (Tweed Valley Respite Service) Art Show. - Wheelchair Disco Tweed Heads South. - Banora Point Open day. - Chillingham Youth festival. - Young Women's Art Therapy group and exhibition.

Group	Activity	Achieved outcomes
Young People (less than 18 yrs.)		<p>Public Meetings</p> <ul style="list-style-type: none"> - Pottsville re establishment of Youth space. - Tyalgum re activities for Young People. - Chillingham re activities for Young People (YP). <p>Youth committees established at the villages of</p> <ul style="list-style-type: none"> - Pottsville. - Tyalgum. - Chillingham. <p>Submissions to CDSE for activities Banora Point (6mths)</p> <ul style="list-style-type: none"> - Federal attorney General's Dept "Things to Do" Program Banora Point (3 Years). - Council for 6mts funding to develop a model for Coolheads St Outreach. - Federal Attorney General's Dept for three year funding for Coolheads Street Outreach in collaboration with Working Party. - Foundation for Young Australians with Chillingham Youth Committee - SAILS Crime prevention Project. - Duke of Edinburgh Crime prevention initiative.
	Establish a Youth Services Network - "The Tweed Shire Youth Services Network will be a reference point for council and other levels of government around issues impacting on Young People. It will be a group of action that will use its collective power and influence to advocate for Young People and create change."	<ul style="list-style-type: none"> • Development of structure and purpose for network in collaboration with the members. • Coordination and facilitation of Bi-monthly 4hr Meetings for services and individuals who work with young people. • Information Share. • Issues identified and discussed. • Time limited subcommittees formed when needed to action issues that are identified at meetings. • Professional Development. • Between meetings information disseminated to network regarding events, funding and training.
Young People and community	Develop mechanisms for consultations with Young People	<ul style="list-style-type: none"> • Knox Park re-development Needs Analysis survey with input from approximately 70 young people in the Murwillumbah area. • Establishment of internal Council Youth Policy Working Party.
	Support of youth by providing access to cultural, recreational, leisure activities & facilities	Transport to monthly PCYC (Police Citizens Youth Centre) Dance Parties from Murwillumbah and Pottsville and pick up points in between.
People with Disabilities	Disability Access Committee -to raise community awareness about people with disabilities, and advise Council on issues of access and participation	<ul style="list-style-type: none"> • Ongoing facilitation of Tweed Disability Access Advisory Committee. • Council facilitated a fancy dress party on 3 December 2006 to celebrate International Day of People with a Disability. Over 100 people attended and enjoyed entertainment, food and prizes. • Council supported a Disabled Surfers Day at Salt to celebrate International Day of People with a Disability. • Ongoing financial commitment to Disability Access Committee to fund committee projects. • Council maintained and advertised 2 beach wheel chairs. Both are free of charge to people with disabilities. • Ongoing preparation of Tweed 'Mobility Map'. • Provided advice to local business on disabled access. • Continued support of the 'Audio Information Service' whereby volunteers read to tape Councils Newsletter, local news & activities happening in the Shire and elsewhere. A new recording machine was purchased by Council for the service. • Completion of document 'Missed Business' booklet to encourage local business to make their organizations more accessible. Missed Business will be launched in August 2007.

Group	Activity	Achieved outcomes
People with Disabilities	Tweed Disability Interagency - to address service provision and gaps in services for people with disabilities in Tweed Shire	<ul style="list-style-type: none"> • Completion of protocols for inaugural Tweed Shire Access Awards to encourage local business to improve/provide disability access. This project will be launched in August 2007. • Provision and updating of a Disability Information Directory for local service providers and people with disabilities in Tweed. • Continued preparation to commence implementation of Councils Disability Action Plan. • Assisted in advertising and liaison with nursing homes, service providers and the community to promote DADHC¹¹ initiative to provide alternative accommodation for Younger People with disabilities in Nursing Homes. • Ongoing facilitation of Tweed Disability Interagency and liaison with DADHC on service provision matters. Identified issues are referred to the department.
	Multi-Arts Performance Project Designed to implement stage 2 of the Tweed Shire City of the Arts DisAbility Arts 2003 -2005 cultural program	<ul style="list-style-type: none"> • The project was partnered by Tweed Valley Respite Services (TVRS) and Northern Rivers Performing Arts (NORPA). • Project Steering Committee comprising representatives of the following key agencies: Tweed Shire Council; North Coast TAFE Disability Unit; Department of Education, Tweed Valley Respite Service and members of the Tweed's Disability Access Committee. • 12 people with a diverse range of age, abilities and disabilities actively participated in the intensive eight-month workshop program and production. • Participants were involved in a wide range of performance-based activities which included <ul style="list-style-type: none"> ○ stagecraft and design; ○ set and prop construction; ○ scriptwriting; ○ improvisation and dance and movement based activities. <p>The project encouraged changes in community perceptions about ability and disability. Approximately 700 people attended the 3 performances held at Murwillumbah Civic and Cultural Centre. This included students and teachers from seven local primary and high schools. The following schools attended the performance:</p> <ul style="list-style-type: none"> ○ Condong Public School; ○ Banora Point High School; ○ Murwillumbah High School; ○ Murwillumbah East Primary School; ○ Sathya Sai Primary School; ○ Tweed Valley College; ○ Banora High School. <p>Teachers were also provided with an Educational Kit that was specifically designed to extend the performance experience to the class room.</p> <ul style="list-style-type: none"> • Tweed Valley Respite Services have advised that clients that participated in the project have benefited enormously from their involvement in the project and have experienced real gains in: <ul style="list-style-type: none"> ○ Confidence; ○ Fitness; ○ Strength; ○ Dexterity; ○ Coordination and Team work. • Tweed Valley Respite Services have advised that the project participants learning capacity has been enhanced by their involvement in the project and they have experienced real gains in: <ul style="list-style-type: none"> ○ Group listening and taking direction; ○ Communication amongst themselves. <p>Participants have also developed:</p> <ul style="list-style-type: none"> ○ personal creativity; ○ personal and group relationships and empathy. <p>The project provided participants with a vehicle for self and group expression and has broadened the scope of their social experience.</p> <ul style="list-style-type: none"> • Tweed Valley Respite Services have advised that participants felt a sense of achievement and a collective sense of pride and purpose through their participation in the project. The following social skills have greatly improved: <ul style="list-style-type: none"> ○ communication skills; ○ problem solving skills; ○ team work skills.

¹¹ Department Ageing Disability & Home Care (DADHC)

Group	Activity	Achieved outcomes
Aged & Frail Aged	<p>Seniors Week 2007 - to support Tweed Shire Senior Citizens Week Committee and the community to deliver a Seniors Week program of events, and support NSW nominations for Seniors Week Achievement Awards.</p> <p>Seniors EXPO 2007 - to provide accurate timely information to aged persons so they may make informed decisions</p>	<ul style="list-style-type: none"> • Council facilitated a senior's week 2007 program of over 40 events in Tweed Shire. Council continued to work with community groups to encourage them to hold Seniors Week events. Strong partnerships were forged between groups with assistance from Councils Community Worker Aged & Disability and the Healthy Ageing Project Officer. • Council provided marketing feedback to DADHC on issues relating to Seniors Week in NSW – a DADHC representative will be attending Tweed for us to assist DADHC with future marketing. • A resident of Tweed Shire was nominated and awarded a Seniors Week Achievement Award. • A Healthy Ageing Walk held in Murwillumbah during Seniors Week identified that many seniors wish to walk in groups. Council worked with the North Coast Area Health Service and a local historian to develop a series of Historical Walks brochures, trained Walk Leaders and establish the 'Murwillumbah on the Move' Walking Groups in Murwillumbah. • Councils Healthy Ageing Officer and Community Worker Aged & Disability coordinated Tweed Seniors EXPO in May 2007 which attracted over 1800 people and provided information via 20 workshops and information sessions and 80 service provider stalls, first class classical entertainment, gourmet food, free entry, free health checks, free transport via buses to and from the Expo and free parking. Workshops included topics on health, driving, safety, wills, funerals, sleep disorders, relationships, cooking for one, hearing, and pre-op preparation for knee/hip surgery. For the first time a mobile phone workshop was held with local school students teaching seniors how to use their phones – this was so successful Council will conduct further workshops. Tweed Seniors Expo has become a much-anticipated event on the Tweed annual calendar. Expo 2007 was also used to conduct research survey for the North Coast Area Health Service Falls Prevention Project (over 100 people tested).
	<p>Tweed Aged Interagency -to address service provision and gaps in services for the aged</p> <p>Healthy Ageing Transport Project - to address issues of isolation</p> <p>Seniors Gentle Exercise Project - to provide a gentle form of exercise for seniors, particularly those from culturally diverse backgrounds</p> <p>-Compilation of seniors physical and social activities information for an</p>	<ul style="list-style-type: none"> • Addressed issues relevant to aged community. Identified and addressed gaps in service provision. • Ageing interagency working groups continued to address transport, respite and abuse issues of the elderly. • Funding application for an Elder Abuse Research officer was successful and staff contracted for 2 year project. • Council officers worked with Officers from Dept of Veterans Affairs to facilitate this project. Funding was received from NSW Ministry of Transport to conduct a Healthy Ageing Transport Project'. A series of 'Transport Education' days for seniors were held across the shire with participation from taxi services, private and public bus services, service providers and many community groups. • Certain bus routes were targeted with 'ambassadors' who rode the buses and explained to seniors how to use the service and how to find out more information. Information stands were held in local shopping centres. Many issues were identified which are being addressed by Councils Public Transport Working Group. It was also identified that residents of East Banora could not walk up the steep hill to a bus stop. Council officers worked with Community Transport and a community shopping bus has been organized for this area. • Council supported Murwillumbah Community Centre to facilitate this project. The project was supported in its application for Clubs Funding to continue the project, which was successful. • Ongoing compilation of information by Healthy Ageing Officer. • Council supported many seniors groups to increase membership and increase committee membership numbers.

Group	Activity	Achieved outcomes
Aged & Frail Aged	aged activities and services brochure -Provide community development support for Tweed Seniors groups and committees -Planning meetings between senior officers of Tweed Shire Council & Dept of Ageing Disability & Home Care to address future service provision for aged and disability sector in Tweed Shire -Dept of Ageing Disability & Home Care annual HACC ¹² planning rounds	<ul style="list-style-type: none"> Ongoing meetings to address planning issues. Council officers attended 2007 HACC planning round and provided input on identified needs. Council submitted relevant documentation to support Tweed needs for 2007 Aged Care Approvals Round. Council's Community Worker Aged & Disability continued to collate information relevant to concerns with the benchmark age for seniors being reduced to 50 yrs.
Aboriginal & Torres Strait Islander Community	Continued liaison with the Aboriginal & Torres Strait Islander Community through the Aboriginal Advisory Committee Update Council contacts for the Aboriginal Advisory Committee NAIDOC Week – 50 years Grant & Funding Information	<ul style="list-style-type: none"> Consultation process more defined with both the Community and Council. The local community now have a better understanding of Local Government and that Local Government have a better understanding of the local Aboriginal & Torres Strait Islander Community. Many issues now are revolved at the Aboriginal Advisory Committee meetings. Non-Aboriginal people who seek advice or assistance from the Committee now can by attending and requesting assistance from the Committee. Council staff can attend a Committee meeting and assistance will be given or a person nominated to liaise with staff of Council. Terms of Reference have just been adopted. Tweed Shire Council Aboriginal & Torres Strait Islander Service Provider Information is updated regularly so that all new service providers contact information is accessible which it is also on Council's web site (large demand on this information). update address, phone numbers etc of members regularly. NAIDOC Week was very successful with many people enjoying the week long activities. The whole community was united and many hundreds enjoyed the week long celebrations. Grant & Funding information is forwarded to all community networks, organisations and other community people. Dance Troupes have applied for funding along with Tweed Byron Local Aboriginal Land Council and Schools within the area.
	Cultural Camp PCYC Workshops for the youth that attend the centre	<ul style="list-style-type: none"> Attended and spoke with young women about "Women's Business", protocols, Cultural and the old ways relating to our Aboriginal & Torres Strait Islander people Attending workshops at the Tweed PCYC to interact with the youth on their projects and "yarning" with the youth on Cultural matters
	Aboriginal & Torres Strait Islander "Gunngah Binnung Exhibition" Displaying the rich history and	<ul style="list-style-type: none"> Gunngah Binnung was very successful with many schools and community people visiting the Exhibition over the 5 weeks period. Many people who has lost touch with each other found and renewed friendships and many yarned and shared their stories with all who attended. The Aboriginal & Torres Strait Islander Community volunteered to attend the Exhibition each day for the five weeks. Weaving workshop with Aunty Bakoi and her husband Geoff Boulton (deceased).

¹² The Home and Community Care (HACC) Program is a central element of the Australian Government's aged care policy, providing community care services to frail aged and younger people with disabilities, and their carers

Group	Activity	Achieved outcomes
Aboriginal & Torres Strait Islander Community	heritage of the Shire's Aboriginal & Torres Strait Islander traditions & cultural	<ul style="list-style-type: none"> Aunty Maureen Logan films – “Our Boat” and “Susan’s Party”. Uncle John Mye’s work carving. Deidre & Des Currie provided Cultural information to the children who attended. Both Primary and High Schools attended the Exhibition and all experienced the above workshops. The Exhibition is packaged as a travelling exhibition.
Wider Community	<p><i>Sunshine Days Project</i> -To provide a special day for people with cancer, and provide information on complementary medicine and to establish links between Council and palliative service providers</p>	<ul style="list-style-type: none"> Council supported Tweed Palliative Support Group and The Bright Side to run a Sunshine Day in August 2006. This event was so successful that Council funded a further day, and has applied to CDSE (Community Development Support Expenditure) funding to fund a further 4 days during 2007/2008. It is anticipated that the success of these days over a significant period will present funding opportunities from the Health Department. Council is also now assisting both groups to consider establishment of a Hospice in Tweed Shire. Council continues to support the Community Worker Aged & Disability & Council’s Healthy Ageing Officer with a budget for identified projects.
	<p>Operation of Public Transport Working Group</p> <p>Community facilities Community safety initiatives</p> <p>Quality of Life Programme</p> <p>Identify current community needs through regular and effective community consultation</p>	<ul style="list-style-type: none"> Submission to Ministry of Transport for passenger infrastructure works made to 2007/8 Community Public Transport Infrastructure Grants Scheme. Promotion of public transport usage by older people through participation in the Healthy Ageing Transport Project and the Seniors Expo. Liaison with transport operators to assist the upgrading and extension of public transport services. Ongoing provision of advice to Council, Council officers, developers and members of the public on public transport matters. Updating and improvement of Tweed Shire Public Transport Network Guide, and distribution as a brochure and via the internet. Completion of planning stages for extension of Murwillumbah Community Centre, and appointment of building design consultant. Consultation with potential users of the extended facility. Implementation of projects from the Tweed/Coolangatta Community Safety Action Plan, including: - Mobile Beach Safety Lockers trial, the Sails Project with young people at risk of offending, and the Healthy Relationships Project in schools. This Programme was not implemented as a whole, but selected projects from it were included in Council’s 7-Year Financial Plan in 2006 with modified budgets under Programs Supporting Social Development and Programs Supporting Cultural Development. These projects are to be found above in the sections providing for Youth and Cultural Development. Annual consultation for the 2006/7 Review of the 2005-2009 Social Plan carried out in Dec 2006/Jan 2007 to identify emerging socio-economic issues.
	<p>Tweed Cultural Trail – stage 2 Designed to promote the Tweed shire’s growing arts and cultural identity and provide tourists with enhanced experiences of the Shire’s unique environment</p>	<ul style="list-style-type: none"> The project has delivered stage 2 of the Tweed Cultural Trail Project and has delivered two new cultural Trails and brochures. <p>1. Village Timber Art Trail (VTAT) The Village Timber Art Trail has produced a series of five (5) public artworks in the rural villages of Chillingham; Uki; Mooball; Burringbar and Stokers Siding:</p> <ul style="list-style-type: none"> The project was developed in collaboration with five Rural Village Community Residents Associations; The VTAT was designed to connect and link the five villages to a broader tourism trail; Four local artists have received short-medium term employment; 10,000 glossy self-drive tourist brochures have been produced; A ten-minute DVD documentary has been produced advocating the development of this project. <p>2. Festivals Trail The Tweed Festivals Trail is a guide to the Tweed’s dynamic calendar of festivals and events. 10,000 glossy self-drive brochures detailing 30 of the Shire’s annual festival and events have been produced:</p>

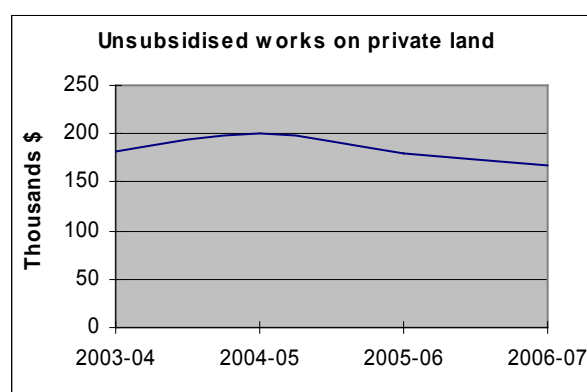
Group	Activity	Achieved outcomes
Wider community	Integrated Cultural Opportunities Survey (ICOS) Designed to achieve a relevant program of public art across the Tweed	<ul style="list-style-type: none"> • The ICOS was designed as an integral component of Tweed Shire Council's Public Art Policy and has delivered a procedure for all new public art, commissions, acquisitions and bequests. • The ICOS provides a basis for the evaluation and assessment of all New Works in Council's ownership, care or on Council controlled land. • The ICOS will ensure a balance between the protection of cultural heritage and the development of local areas.
	Valuing the City of the Arts Designed to provide a Critical and Statistical Analysis of the Tweed Shire City of the Arts 2003 -2005 cultural program	<ul style="list-style-type: none"> • Completed Tweed Shire City of the Arts 2003-2005 Artistic Report. • Quantitative Survey finalized and statistics compiled. • Qualitative assessment is currently being compiled.
	Professional Development Program Designed to provide ongoing advisory, information and workshop services targeting community arts/cultural groups and individuals	<p>Delivered a rotating series of Professional Development workshop programs targeting community and cultural/arts groups and individuals, including:</p> <ul style="list-style-type: none"> ○ Cultural/Arts funding – writing applications; ○ Business development – Promotions and marketing; ○ Filmmaking and editing.
	Tweed Shire Festival & Events Work Plan - to increase the quality and effectiveness of all the Tweed Festivals & Events	<ul style="list-style-type: none"> • Professional development training for festival & event organisers in Event Management and Business Planning. • Event Risk Management Seminar presented by State-wide Insurance. • Economic impact research of 4 Tweed festivals by TEDC (Tweed Economic Development Corporation). • Implementing recommendations in SCU (Southern Cross University) Audience Development Research of 9 Tweed festivals. • Joint marketing of Tweed Festivals & Events in brochure and on website. • Work experience opportunities for TAFE and SCU Event Students. • Multi year funding introduced for major festivals - Wintersun. • Increased Council funding for small to medium community festivals. • Developing regional Event Officer network of Northern Rivers Councils. • Supporting Arts Northern Rivers community event information network. • Encouraging cooperation among similar festivals & events in the region.
	Mobile Phone Workshop at Seniors Expo	-Young people seen in a positive light by seniors and wider community.

Summary of works carried out on private lands

(s.428(2)(k))

Tweed Shire Council resolved to implement a program to subsidise \$89,088 in materials and works to private landowners for the year ending 30 June 2007. The purpose of the subsidy was for private landowners to undertake riparian rehabilitation projects to manage stream banks in a way that protects the integrity of the Tweed Shires raw water supply.

Works	Value
Subsidised work on private lands	\$89,088
Non-subsidised works on private lands	\$166,435

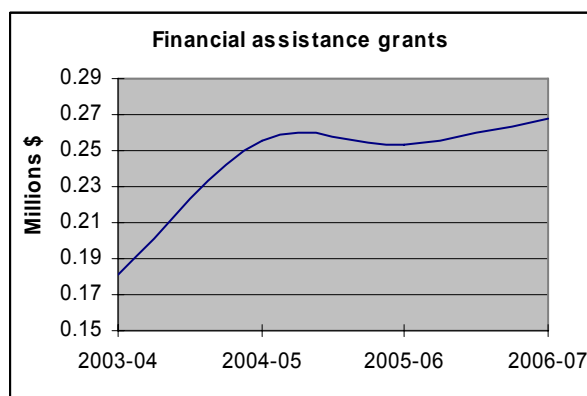


Financial assistance contributions to the community

(s.428(2)(l))

Tweed Shire Council provided \$267,826 in financial assistance to the community for the year ending 30 June 2007

Assistance	Contribution
Financial assistance	\$169,784
Goods or materials	\$2,209
Provision of labour or plant	\$54,028
Rates	\$20,329
Tweed link advertising	\$4,664
Room hire	\$16,812



External bodies delegated functions by Tweed Shire Council

(s.428(2)(o))

Body	Function
Far North Coast County Council	Weed control
Richmond-Tweed Regional Library	Library services
Tweed Economic Development Corporation	Economic development in the Tweed
Tweed Tourism	Tourism and development in the Tweed
Land care and dune-care groups	Land care and weed control
Community Options	A brokerage service for the community

Statement of companies which Council held a controlling interest

(s.428(2)(p))

Tweed Shire Council did not hold a controlling interest in any private company for the year ending 30 June 2007

Bush fire hazard reduction activities

(s.428(2)(il))

A report of bush fire hazard reduction activities undertaken for the year ending 30 June 2007, included activities carried out under the Tweed Bush Fire Risk Management Plan approved under the Rural Fire Act 1997 (NSW)

- The Rural Fire Service (RFS), Tweed District carried out 48 significant hazard reduction burns during the reporting period totalling 65.043 hectares.
- 1,406 fire permits were issued, the majority of these for agricultural purposes such as sugar cane harvesting.
- The RFS also assessed and addressed 15 bush fire hazard complaints in the reporting period.
- During the reporting period the District recorded 3 significant wildfires exceeding 49 Ha.

Written off rates and charges

(cls. 132)

Tweed Shire Council written-off rate and charges amounted to \$2,837,619, for the year ending 30 June 2007

Items written-off	Total (\$'s)
Pensioner rates Farmland	27,109
Residential	1,610,214
Postponed rates Farmland	38,683
Residential	147,308
Pensioner water rates	364,755
Pensioner sewerage charges	645,281
Dobby's Creek	0
Burringbar	4,269
Uki	0
Bilambil	0
Total	2,837,619

Annual levy for stormwater management services

(cls. 217(1)(e))

Tweed Shire Council did not introduce an annual levy for stormwater management services for the year ending 30 June 2007

Planning agreements

Environmental Planning & Assessment Act 1979 (NSW) s.93G(5). Tweed Shire Council did not formally enter into a planning agreement for the year ending 30 June 2007

Statement of co-operatives and other joint ventures

(s.428(2)(q))

Company	Purpose of venture
Statewide mutual	A self-insurance pool covering public liability and professional indemnity insurance. The scheme established by the Local Government and Shire Association, consists of most councils throughout the state of NSW. Its purpose is to reduce insurance costs to members.
StateCover	Self-insurance pool covering workers compensation. The scheme established by the Local Government and Shire Association, consists of most councils throughout the state of NSW.
State Forests of NSW	Joint venture plantation forestry at a Byrill Creek property.
Sunshine Energy & Delta Electricity	Environmental agreement to supply tertiary treated effluent from Murwillumbah sewerage treatment plant to the cogeneration facility at Condong.
NEWLOG	A joint venture with other North Coast Councils to control the overloading of vehicles on local roads.
Country Energy & DEC	Country Energy: Supply of electricity consumption records for 23 local households participating in the 'Sustainable Households Pilot Project'. DEC: It is a Living Thing funding assisted in the delivery of the project.
Northern Rivers Catchment Management Authority	Council works with the Northern Rivers Catchment Management Authority (NRCMA) to implement natural resource management projects throughout the Shire. In certain cases Council contributes funds to the NRCMA which they allocate to on-ground components of riparian rehabilitation projects under their management. The NRCMA have funded planning components of projects subsequently delivered on-ground by Council.
World Environment Day	A partnership between Council and the Caldera Environment Centre. The annual festival highlights local environmental issues and promote community involvement in addressing these issues.
Fieldforce Environmental (Enviro-Saver Program)	A free water and energy efficiency retrofit program for local households and businesses. Tap aerators and cistern weights are funded by Council, water efficient showers and CFL globes are funded via the NSW Greenhouse Gas Abatement Scheme.
Community Development & Support Expenditure (CDSE) scheme	A partnership between the Tweed Clubs to facilitate the delivery of funds to cultural & social organisations for the benefit of the residents of the Tweed.

Details of overseas travel

(cls.217(1)(a))

No persons from Tweed Shire Council or representing the Council undertook overseas travel during the 2006-2007 year in the course of his or her work.

Human resource plan

(s.428(2)(m))

Council undertook the following human resource activities for the year ending 30 June 2007.

As at 30 June 2007 Council employee numbers were: 679

Permanent	489	Males	Temporary	25	Males
	160	Females		5	Females
	649			30	

- 37 staff worked on a permanent part time basis.
- 62 people left the organisation during the year with 58 commencing (this includes 45 Permanent employees, 7 apprentices and trainees and 6 fixed term placements). 42 casuals were utilized during the period.
- Average labour turnover rate for the year is 2.21%.
- 120 vacancies during the year with 117 of these being filled during the period.
- Council has provided 21 work experience placements throughout 2006/2007 to TAFE, Universities and High School students. A database is used to track all placements.
- Average number of employees on the weekly payroll was 695.(figure includes temporary and casual staff).
- Total wages paid for the year was \$34,960,997.

Council provided professional and skill development training during the year which ranged across statutory training; including confined space entry and traffic control through to committee training, negotiation skills, new legislation briefings and various workshops and conferences.

The formalised training of all field staff in safe working practices as part of the organisation wide Workplace Safety Management System has continued.

Women continue to be underrepresented in Tweed Shire Council's overall staff numbers and in particular at senior levels of the organisation. They continue to constitute the vast majority of positions in the lower level clerical and administrative functions within the structure.

While representations of members of other equal employment opportunity, target groups remain representative of the community; these employees continue to be clustered at lower levels within the organisation.

Human Resources Coordination

Objectives: To develop and implement policies, procedures and systems which will maximise best practice in the coordination of Council's human resource function and associated activities.

Activities and actions undertaken by the Human Resource Unit for the financial year ending 30 June 2007

Activity	Performance Targets	Means of Achieving	Performance Report
<ul style="list-style-type: none"> Policy Implementation 	<ul style="list-style-type: none"> Implement effective & equitable policies, procedures systems & practices for the coordination of human resources & industrial relations within Council 	<p>Policy</p> <ul style="list-style-type: none"> Review, refine and implement existing policies Provide equity in employment practice 	<ul style="list-style-type: none"> Existing policies reviewed and refined as required EEO advice provided as requested
<ul style="list-style-type: none"> Industrial Relations advice 	<ul style="list-style-type: none"> Advise employees and management on all industrial matters Interrogate NAPSA and WorkChoices legislation and interpret accordingly 	<ul style="list-style-type: none"> Work with line management to maintain effective and harmonious industrial relations 	<ul style="list-style-type: none"> Advice provided as requested Consultative Committee serviced as required Service standards maintained Restructuring within various units achieved with no dispute
<ul style="list-style-type: none"> Industrial Relations advice continued 		<ul style="list-style-type: none"> Coordinate formal and ad hoc employee/management consultative processes Maintain agreed customer services standards 	
<ul style="list-style-type: none"> Recruitment & Selection 	<ul style="list-style-type: none"> Ensure that Council has sufficient and suitably skilled staff available and motivated to undertake work necessary to achieve corporate and community goals 	<p>Recruitment</p> <ul style="list-style-type: none"> Carry out timely and effective recruitment and selection activities 	<ul style="list-style-type: none"> 120 vacancies listed 117 vacancies filled Labour Turnover: 2.21%
<ul style="list-style-type: none"> Training Delivery and Coordination 	<ul style="list-style-type: none"> The coordination of effective training courses for all staff resulting from statutory requirements to identified performance appraisal training objectives Delivery of courses in the most cost-effective and efficient manner 	<p>Training</p> <ul style="list-style-type: none"> Develop and implement training plans Develop and deliver in-house training programs for field and office-based staff Coordinate attendance by staff at training courses 	<ul style="list-style-type: none"> Regional cooperation supported and promoted

Equal employment opportunities plan

(s.428(2)(n))

An EEO Management Plan provides a strategy and guidance for all employees and an ongoing commitment in all areas of Council to the improvement of EEO practice and principles.

- Formal training provided for EEO Contact Officers on requirements of an EEO Contact Officer.
- Recruitment and Selection Policy updated to reflect current EEO policy and principles particularly in respect of casual employment with Council.
- Sessions planned for Selection Panel members to train/reinforce EEO practices, principles and responsibilities of panel members and Chairpersons.

Statement on activities relating to the Companion Animals Act & Regulations

(cls. 217(1)(f))

- Tweed Shire Council submitted the pound data and dog attack returns with the Department of Local Government by the required lodgement date.
- Council spent \$750,000 on activities relating to companion animal management for the year ending 30 June 2007.
- Council undertook educational programs which targeted:
 - Local schools.
 - Educational talks to the general community.
 - Frequent articles published in Councils weekly free newsletter delivered to all residents in the Shire.
- Council has the following strategies in place to promote and assist the desexing of dogs and cats
 - All animals sold from the Tweed Council pound are desexed before release.
 - Animals released back to their owners from the Tweed Council pound, the owners are given the opportunity to have the animal desexed at a reduced rate.
- Council has the following strategies in place to comply with the requirements under section 64 of the Companion Animals Act to seek alternatives to euthanasia for unclaimed animals.
 - All animals that meet the criteria to be re-homed after a behavioural assessment and veterinarian check are offered for sale to the public from the pound or re-homed through a shire charity organisation called "Friends of the Pound".

Council provides 15 off-leash exercise areas within the Shire.

■ South Kingscliff Beach	■ Turnock Park, Chinderah
■ Boyds Family Park, Tweed Heads West	■ Riverbank Reserve Old, Ferry Rd, Oxley Cove
■ Public Park, Frangella Dr, Murwillumbah	■ Reserve cnr of Naponyah Rd & Bilambil Rd, Terranora
■ Public Park between 73-89 River St. Murwillumbah	■ Treed area, Arkinstall Park, Tweed Heads South
■ South Cabarita Beach	■ Reserve cnr Darlington Dr and Amaroo Dr, Banora Point
■ South Pottsville Beach	■ Reserve at Bushland Dr, Banora Point
■ South Fingal / Kingscliff Beach	■ Ducat Park, Tweed Heads
	■ Corowa Park, Chinderah

- No funds have been made available from the Companion Animal Fund for the management and control of animals within the shire to the year ending 30 June 2007

List of Tweed Shire Councils category 1 and 2 business activities

(cls.217 (1)(d)(ii,iii))

Tweed Shire Councils category-1 and 2 business activities:

Category-1 business activities	Category-2 business activity
<ul style="list-style-type: none">■ Water■ Sewerage■ Tweed Coast Caravan Parks	<ul style="list-style-type: none">■ Commercial waste

Council's implementation of competition neutrality principles

(cls.217(1)(d)(v))

The principles of competitive neutrality require local government business activities to operate without advantage over private business and to encourage fair and effective competition in the supply of goods and services.

National competition principles agreement:

- Competition neutrality principles need not be applied where the benefits are outweighed by the costs of the implementation.
- Competitive neutrality principles apply to Council business activities.
- Include debt guarantee fees, where the business benefits from the Councils borrowing positions by comparison with commercial rates.
- Disclose returns on investments.
- Make any subsidies provided to customers and the funding of these subsidies explicit.
- Operate within the same regulatory framework as other businesses.
- Include in their costs the same Federal, State and Local Government taxes and charges as do private businesses.

Application of neutrality pricing requirements to category-1 business activities

(cls.217 (1)(d)(vi))

Councils has applied competitive neutrality pricing requirements to all category-1 business activities through:

- Taxation equivalent payments Sewerage.
- Debt guarantee fees.
- Corporate taxation equivalents and returns on capital.

Council category-1 Balance Sheet statement

(cls.217 (1)(d)(iv))

Category 1 and 2 balance sheet statements as at 30 June 2007

	(Cat 1) Water supply business activity	(Cat 1) Sewerage supply business activity
	('000)	('000)
ASSETS		
Current Assets		
Cash and cash equivalents	32,092	22,300
Investments	0	0
Receivables	4,898	1,149
Inventory	0	0
Other	0	0
Non-current assets classified as held for sale	0	0
Total current assets	36,990	23,449
Non-current Assets		
Investments	0	0
Receivables	0	0
Inventories	0	0
Infrastructure, property, plant and equipment	348,595	448,039
Investments accounted for using equity method	0	0
Investment property	450	140
Other	0	0
Total non-current assets	349,045	448,179
Total Assets	386,035	471,628
LIABILITIES		
Current Liabilities		
Payables	653	2,633
Interest bearing liabilities	0	465
Provisions	0	0
Total current liabilities	653	3,098
Non-current Liabilities		
Payables	0	0
Interest bearing liabilities	0	4338
Provisions	0	1541
Total non-current liabilities	0	5879
Total Liabilities	653	8977
NET ASSETS	385382	462651
EQUITY		
Retained earnings	193897	205013
Revaluation reserves	191503	257638
Council equity interest	0	0
Minority equity interest	0	0
TOTAL EQUITY	385382	462651

Other business activities balance sheet statements as at 30 June 2007

	(Cat 1) Holiday Parks activity	(Cat 2) Commercial Waste
	('000)	('000)
ASSETS		
Current Assets		
Cash and cash equivalents	7,568	1,630
Investments	0	645
Receivables	131	0
Inventory	0	0
Other	76	0
Non-current assets classified as held for sale	0	0
Total current assets	7,775	2,275
Non-current Assets		
Investments	0	0
Receivables	0	0
Inventories	0	0
Infrastructure, property, plant and equipment	20,043	1,830
Investments accounted for using equity method	0	0
Investment property	0	0
Other	0	0
Total non-current assets	20,043	1,830
Total Assets	27,818	4,150
LIABILITIES		
Current Liabilities		
Payables	1,275	57
Interest bearing liabilities	283	70
Provisions	65	30
Total current liabilities	1,605	157
Non-current Liabilities		
Payables		
Interest bearing liabilities	1,181	242
Provisions	37	737
Total non-current liabilities	1,218	979
Total Liabilities	2,823	1,136
NET ASSETS	24,995	2,969
EQUITY		
Retained earnings	18,271	2,174
Revaluation reserves	6,724	795
Council equity interest		
Minority equity interest		
TOTAL EQUITY	24,995	2,969

Category 1 and 2 income statements as at 30 June 2007

Category 1 and 2 business income statement as at 30 June 2007

	(Cat 1) Water supply business activity ('000)	(Cat 1) Sewerage supply business activity ('000)
Income from continuing operations		
Access charges	2,798	13,525
User charges	8,472	
Liquid trade waste charges		903
Fees	767	779
Interest	1,610	2,265
Grants and contributions provided for non-capital purposes	363	357
Profit from the sale of assets		
Other income	245	22
Total income from continuing operations	14,255	17,850
Expenses from continuing operations		
Employee benefits and on-costs	2,582	3,839
Borrowing costs		293
Materials and contracts	5,274	4,751
Depreciation and impairment	7,424	13,447
Water purchase charges		
Loss on sale of assets	106	170
Calculated taxation equivalents	209	182
Debt guarantee fee (if applicable)		24
Other expenses	717	847
Total expenses from continuing operations	16,312	23,553
Surplus (deficit) from continuing operations before capital amounts	(2,057)	(5,703)
Grants and contributions provided for capital purposes	8,068	7,418
Surplus (deficit) from continuing operations after capital amounts	6,011	1,715
Surplus (deficit) from discontinued operations		
Surplus (deficit) from all operations before tax	6,011	1,715
Less Corporate Taxation Equivalent (30%) [based on results before capital]		
Surplus (deficit) after tax	6,011	1,715
Opening retained profits	187,757	203,184
Adjustments for amounts unpaid		
Taxation equivalent payments	209	182
Debt guarantee fees		24
Corporate taxation equivalent		
Less – TER dividend paid	(98)	
Less – Surplus dividend paid		(92)
Closing retained profits	193,879	205,013
Return on Capital %	-0.6%	-1.2%
Subsidy from Council		
Calculation of dividend payable		
Surplus (deficit) after tax	6,011	1,715
Less: Capital grants and contributions (Excluding developer contributions)	8,068	7,418
Surplus for dividend calculation purposes	(2,057)	(5,703)
Dividend calculated from surplus		

Other business activities income statements

	(Cat 1) Holiday Parks	(Cat 2) Commercial Waste
Income from continuing operations	('000)	('000)
Access charges		356
User charges		1,289
Fees	5,312	
Interest	438	
Grants and contributions provided for non-capital purposes		
Profit from the sale of assets		
Other income	187	
Total income from continuing operations	5,937	1,645
Expenses from continuing operations		
Employee benefits and on-costs	617	43
Borrowing costs	36	(45)
Materials and contracts	690	927
Depreciation and impairment	474	101
Loss on sale of assets		
Calculated taxation equivalents	262	15
Debt guarantee fee (if applicable)	7	2
Other expenses	2,157	342
Total expenses from continuing operations	4,243	1,385
Surplus (deficit) from continuing operations before capital amounts	1,694	260
Grants and contributions provided for capital purposes		
Surplus (deficit) from continuing operations after capital amounts	1,694	260
Surplus (deficit) from discontinued operations		
Surplus (deficit) from all operations before tax	1,694	260
Less Corporate Taxation Equivalent (30%) [based on results before capital]	508	78
Surplus (deficit) after tax	1,186	182
Opening retained profits	17,179	1,897
Adjustments for amounts unpaid		
Taxation equivalent payments	262	15
Debt guarantee fees	7	2
Corporate taxation equivalent	508	78
Less – TER dividend paid	(871)	
Less – Surplus dividend paid		
Closing retained profits	18,271	2,174
Return on Capital %	8.6%	11.7%
Subsidy from Council	1,275	60
Calculation of dividend payable		

Category-1 business activity performance comparison

(cls.217 (1)(d)(viii))

Category 1	Budget (\$'000)	Actual (\$'000)
Water		
Expenses	9,497	16,312
Revenue	21,808	22,323

- Expenses variation due to revised depreciation rates
- Income variation due to a downturn in developer contributions

Category 1	Budget (\$'000)	Actual (\$'000)
Sewer		
Expenses	12,202	23,553
Revenue	21,808	25,268

- Expenses variation due to accelerated depreciation and remediation charges relating to treatment works.
- Income variation due to a downturn in developer contributions

Category 1	Budget (\$'000)	Actual (\$'000)
Holiday Parks		
Expenses	3,664	4,243
Revenue	5,295	5,937

Mechanism for competitive neutrality complaints

(cls. 217(1)(d)(vii))

Council has implemented a three level complaints system to support a speedy resolution of all complaints. The complaints system responds to all written and verbal complaints.

Unique identification of competitive neutrality complaints in council's complaints system ensures separate recording and monitoring of outcomes. Complaints of this type are directed to staff trained in the principles of the National Competition Policy.

Council complaint handling system is advertised through the internet and at all Council offices. Planning is underway to provide on-line complaints registration forms to the public with an accompanying educational program.

Nil competitive neutrality complaints were received for the year ending June 2007.

Privacy and Personal Information Protection Act 1998 (NSW)

The Privacy & Personal Information Protection Act 1998 (NSW) (the Act), provides for the protection of personal information and privacy for individuals. A requirement of the Act is for local government to prepare and implement a privacy management plan. Tweed Council has an adopted Privacy Management Plan 2004.

The Act provides for the protection of personal information by adopting twelve information protection principles. These principles cover the collection, retention, access, alteration, accuracy, use and disclosure of personal information.

Application of this Act applies to councillors, council staff, consultants & contractors, council owned businesses and council committees. Council must ensure that all such parties are aware of compliance of the Act. Council has undertaken staff-training sessions on the requirements of the Act. All relevant staff are well informed in the responsibilities of compliance to the twelve information protection principles.

Disclosure of personal information contained in public registers. The Act permits personal information held in public registers to be disclosed only when in accordance with the intended purpose for which the information was originally collected. The Local Government authority Code of Practice relaxes this requirement by allowing any person to inspect a copy of a single entry or page of a public register within council premises without the need to provide purpose of the intended use of the information. If substantial information is required from the register, the code requires the names and addresses of all previous and current property owners are suppressed. Council has procedures in place to support access to public registers.

Council has had no requests for internal review under Part 5 of the Act.

Statement of Affairs Freedom of Information Act 1989 (NSW)

Section A			
Number of new FOI requests			
	Personal	Other	Total
New (including transferred in) Including requests brought forward	1	11	12
Total to be processed	1	11	12
Completed	1	8	9
Transferred out			
Withdrawn		1	1
Total processed	1	9	10
Unfinished carried forward		2	2

Section B		
What happened to completed requests?		
Results of FOI requests	Personal	Other
B1 Granted in full	1	5
B2 Granted in part		2
B3 Refused		1
B4 Deferred		
B5 Completed	1	8

Section C		
Ministerial certificates		
	Personal	Other
C1 Ministerial certificates issued	Nil	Nil

Section D		
Formal consultations		
	Issued	Total
D1 Number of requests requiring formal consultations	1	1

	Total
E1 Results of amendment – agreed	0
E2 Results of amendment – refused	

	Total
F1 Number of requests for notation	0

Section G		
FOI requests granted in part or refused		
Basis of disallowed or restricted access	Personal	Other
s. 19 [application incomplete, wrongly directed]		
s. 22 [deposit not paid]		
s. 25(1)(a)(1) [diversion of resources]		
s. 25(1)(a) [exempt]		2
s. 25(1)(b), (c), (d) [otherwise available]		1
s. 28(1)(b) [documents not held]		
s. 24(2) [deemed refused over 21 days]		
s. 31(4) [released to medical practitioner]		
Total	Nil	3

Section H		
Costs and fees of requests processed		
	Assessed costs	FOI fees received
Completed requests	790	227.30

Section J		
Days to process		
	Personal	Other
0 – 21 days	1	8
22 – 35 days		0
Over 36 days		
Total	1	8

Section K		
Processing time		
	Personal	Other
0 – 10 hours	1	8
11 – 20 hours		
21 – 40 hours		
Over 40 hours		
Total	1	8

Section L		
Reviews and appeals		
Number of internal reviews finalised	1	
Number of Ombudsman reviews finalised		
Number of District Court appeals finalised		

Details of internal review results				
Basis of internal review	Personal		Other	
	*Upheld	*Varied	*Upheld	*Varied
Grounds on which internal review was requested	1			
Access refused				
Deferred				
Exempt matter				
Unreasonable charges				
Charge unreasonably incurred				
Amendment refused				
Total	1	Nil	Nil	Nil

Note: * relates to whether or not the original agency decision was upheld or varied by the internal review

Appendix A
Auditors Report



THOMAS NOBLE & RUSSELL
Chartered Accountants

'delivering excellence in all areas of accounting,
taxation and auditing for over 100 years'

PARTNERS

BUSINESS SERVICES

Max McLennan
Peter Morrow
John Dwyer
Russell Franey
Gavin Tulk
Kristine Graham

AUDIT AND ASSURANCE

Barry Jameson
Darran Singh
Kevin Franey
Geoffrey Dwyer

SENIOR ASSOCIATE

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Audit and Assurance

Internal Audit
Risk Management
Income Tax
Fringe Benefits Tax
Goods and Service Tax

TIT

Lismore, 31 October 2007

The Administrators
Tweed Shire Council
Civic and Cultural Centre
MURWILLUMBAH NSW 2484

Dear Administrators

We advise that we have completed our audit of the Council's general purpose and special purpose financial reports for the year ended 30 June 2007 under section 417 of the Local Government Act 1993.

In accordance with that section we now report on the conduct of the audit.

1. AUDITORS' RESPONSIBILITIES

In order that you may appreciate our responsibilities as auditors, we take this opportunity to briefly discuss the scope of our audit.

In accordance with our contractual arrangements with Council we have undertaken to perform an attest (risk based) audit. The definition of an attest audit is:

"the minimum audit work necessary to enable an opinion to be expressed as to whether the financial report is presented fairly in accordance with the requirements of the Local Government Act 1993, Australian Accounting Standards and Accounting Concepts so as to present a view which is consistent with an understanding of the Council's financial position, the results of its operations and its cash flows."

Forming an opinion

Our function as auditors is to examine the general purpose and special purpose (National Competition Policy) financial reports presented to us by the Council. Our audit responsibility does not extend to:

- the original budget information included in the income statement, cash flow statement, Note 2(a) and Note 16 budget variation explanations in the general purpose financial report,

- the best practice disclosures in Notes 2 & 3 to the special purpose financial report, and
 - information presented at Note 17 to the general purpose financial statements relating to projected future contributions, cost of works and over / (under) funding.

Accordingly, we do not express an audit opinion on this information.

As auditors of the Council we are not responsible for the preparation of the financial reports nor for the maintenance of proper and adequate accounting records and proper systems of internal control. These responsibilities, together with the requirement to present financial reports which give a true and fair view of the state of the Council's affairs and of its results are imposed on the General Manager and Administrators by the Local Government Act and Regulations 1993.

As auditors of Council we are not required to:

- 1) Review and assess the adequacy of Council's:
 - a) management plans;
 - b) quarterly budget reviews;
 - c) insurance cover; and
 - d) infrastructure improvement / maintenance planning and monitoring.
- 2) Form an opinion on, or advise Council on the probity of its decisions, however we ensure that the financial effect of Councils decisions are adequately disclosed in the general purpose and special purpose financial reports in accordance with applicable Accounting Standards, Statements of Accounting Concepts and other mandatory professional requirements.

The responsibility of the abovementioned rests with Council.

2. FINANCIAL MANAGEMENT PRACTICES

In accordance with the requirements of the Local Government Act and Regulations Council must prepare detailed budgets for all operations. As part of the budgetary process Council is responsible for authorising all expenditures and variations to budget. Council's policy in general fund is to operate with a balanced budget.

The quarterly review of Council's budget progress is a very important process in ensuring that the financial targets established by Council are satisfied. We are aware that management place a high level of importance in ensuring that budgets are complied with. To maintain Council's financial position there needs to be a continued level of accountability and responsibility by senior management.

All decisions of Council need to be made with appropriate consideration of their financial impact.

4.0 OPERATING RESULT

Council's surplus from all activities for 2007 totalled \$20,437,000. This compares to a surplus in 2006 of \$17,048,000. This result can be summarised as follows:

	2007	2006	2005
	\$'000	\$'000	\$'000
Revenues from continuing operations	98,816	91,519	84,793
Expenses from continuing operations	(74,217)	(71,205)	(63,836)
Result from continuing operations before depreciation	24,599	20,314	20,957
Less Depreciation expense	(34,771)	(22,400)	(22,350)
Result from continuing operations before capital amounts	(10,172)	(2,086)	(1,393)
Capital grants and contributions	30,745	20,703	41,070
Loss on disposal of assets	(136)	(1,569)	(328)
Surplus from all activities	20,437	17,048	39,349

2006 results have been revised as a result of a prior period error as detailed at 5.2 of this report.

Variations to 2006 by Income / Expenditure

The result from continuing operations before capital amounts, gain / (loss) on disposal of property, plant and equipment and significant items has decreased from a deficit of \$2,086,000 for the 2006 year to a deficit of \$10,172,000 in the 2007 financial year. Some of the components contributing to the deterioration in the result from continuing operations before capital amounts include:

		\$
<i>Revenue</i>	- increased ordinary rates income	2,471,000
	- increased sewer annual charges revenue	1,182,000
	- increased water user charges revenue	1,909,000
-	increased holiday park profits	672,000
-	increased laboratory revenue	227,000
<i>Expenditure</i>	- (increased) employee costs	(3,077,000)
-	reduced materials and contracts expenditure	649,000
-	(increased) interest expense	(225,000)
-	(increased) other expenses	(359,000)
-	(increased) depreciation expense	(12,371,000)

Revenue

i) increased general rates income \$2,471,000

General rates revenue has increased due to the following factors:

- the rate-pegged increment of 3.6% plus a Minister approved rate increase of 4%, and
- natural growth in the number of assessments.

ii) increased sewerage annual charges income \$1,182,000

Revenue has increased due to an increment in the annual charge per assessment from \$445 in 2006 to \$473 in 2007.

iii) increased water user charges revenue \$1,909,000

User charges have increased from 82c per kilolitre in 2006 to \$1.04c per kilolitre in 2007.

iv) increased holiday park profits \$672,000

Holiday park profits have risen due to improved occupancy rates and the effects of introducing value added accommodation.

v) increased laboratory revenue \$227,000

Revenue from laboratory operations has improved on greater demand for testing services.

Expenditure

i) increased employee costs \$3,077,000

Council's employment costs have been influenced by the following factors:

- award increases during the year of 3%,
- workers compensation insurance premiums have increased by \$671,000, and
- an increase in full-time equivalent employees by 25.

ii) reduced materials and contracts \$649,000

Materials and contracts expense has fallen due to:

- reduced legal expenses of \$246,000,
- reduced operating lease costs for Council's information technology systems of \$350,000, and
- reduced works arising from less government funding.

iii) increased interest expense \$225,000

Interest expense has increased in conjunction with increased debt levels.

iv) increased other expenses \$359,000

Other expenses have increased due to greater energy costs.

v) increased depreciation expense \$12,371,000

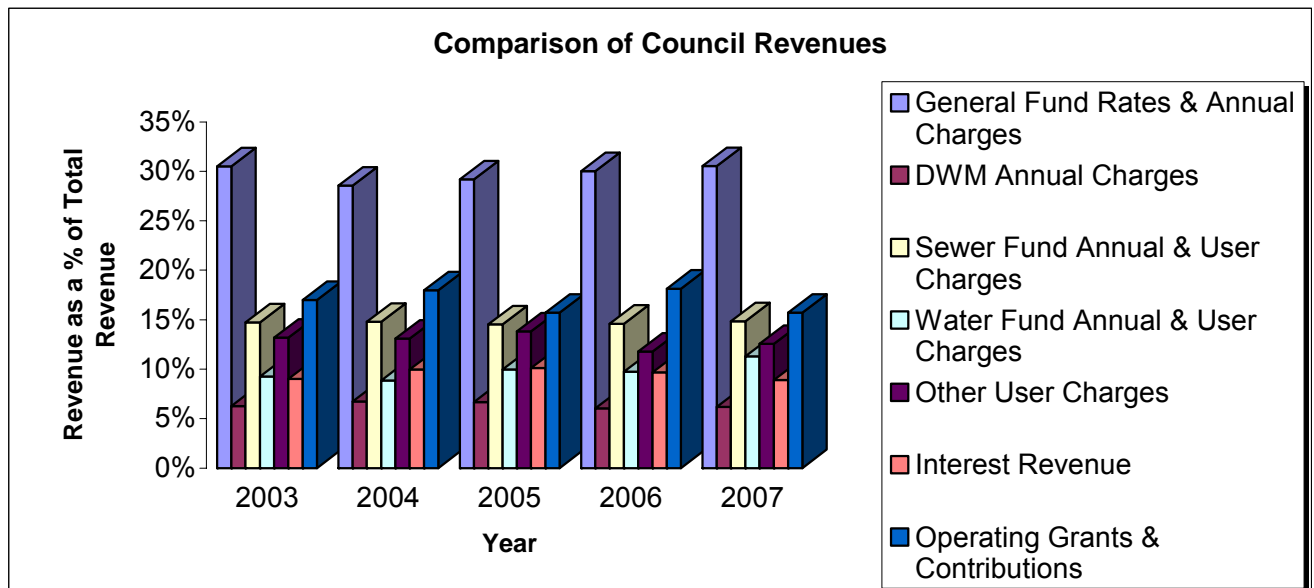
Depreciation expense has increased markedly on the 2006 expense due to the following items:

- revaluation of water and sewer assets together with a reassessment of remaining useful lives, and
- accelerated depreciation on the Bray Park water treatment plant to reflect the decision by Council to decommission this facility in 2009.

4.1 COUNCIL REVENUE SOURCES

	2007 \$'000	2006 \$'000	2005 \$'000	2004 \$'000
General Fund Rates & Annual Charges	29,793	27,231	24,751	22,847
Domestic Waste Management Annual Charges	6,023	5,481	5,668	5,380
Sewer Fund Annual & User Charges	14,478	13,242	12,329	11,832
Water Fund Annual & User Charges	11,006	8,830	8,443	7,089
Other User Charges	12,241	10,677	11,705	10,473
Interest Revenue	8,691	8,787	8,575	7,971
Operating Grants & Contributions	15,312	16,444	13,322	14,377
	<u>97,544</u>	<u>90,692</u>	<u>84,793</u>	<u>79,969</u>

Council's relative reliance on its material income streams as detailed above have remained steady over the last four years. Council's total rates and annual charges as a percentage of total revenue before capital grants and contribution is 53%. Below is a graph illustrating Council's revenue streams as a percentage of total revenue excluding capital grants and contributions.



4.2. CAPITAL GRANTS AND CONTRIBUTIONS

Capital grants received during the period amount to \$2,176,000 and largely consisted of Roads to Recovery grants, construction of extensions to the art gallery and the provision of bushfire equipment.

Capital contributions received during the period amounted to \$28,569,000. This can be broken down as follows:-

	2007	2006	2005
	\$'000	\$'000	\$'000
Developer Infrastructure Dedications	4,128	9,034	21,494
Section 94 Contributions - cash	10,476	2,502	7,551
Section 64 Contributions - cash	13,039	2,912	9,313
RTA Contributions	0	0	525
Other contributions	926	2,791	672
TOTAL	28,569	17,239	39,555

Section 94 and 64 Contributions

At 30 June, 2007 Council held \$29,710,000 held as a restricted asset for S94 contributions. S64 receipts are treated as a recoupment of infrastructure constructed in prior years and accordingly there are no unexpended S64 contributions. Council places all such receipts into internal reserves. Unexpended S94 contributions as at 30 June 2007 comprised:

	2007	2006	2005
	\$'000	\$'000	\$'000
Open Space	9,123	7,533	7,292
Community Facilities	3,056	2,429	2,280
Car Parking	1,395	987	1,101
Roads & Associated Infrastructure	12,913	10,405	9,152
Drainage	1,051	971	913
Other	2,172	743	1,359
TOTAL	29,710	23,068	22,097

4.3 GAIN / (LOSS) ON SALE OF ASSETS

Council's loss on sale of assets comprise the following items.

	2007	2006	2005
	\$'000	\$'000	\$'000
Profit / (loss) on sale of plant and equipment	199	151	32
Loss on disposal of infrastructure	(336)	(1,489)	(2,650)
Profit / (loss) on sale of property	1	(231)	2,290
Total	(136)	(1,569)	(328)

Loss on disposal of infrastructure represents the written down value of assets replaced or reconstructed during the financial year.

4.4 WATER SUPPLIES

(i) Operating Result

Water supply activities can be summarised as follows:-

Water	Actual 2007 \$'000	Actual 2006 \$'000	Actual 2005 \$'000
Rates and service availability charges	2,798	2,482	2,876
User charges	8,292	6,507	5,790
Interest	1,611	2,206	2,444
Other	1,191	901	890
Government grants	363	382	344
Capital contributions	8,068	2,209	6,548
Total Revenue	22,323	14,687	18,892
Management expenses	4,093	3,902	3,453
Operating costs	4,259	3,365	3,366
Other	321	339	419
Depreciation	7,423	3,464	3,225
Loss/(Gain) on disposal of assets	106	503	768
Interest expense	0	0	1
Total Expenses	16,202	11,573	11,232
Operating Result	6,121	3,114	7,660

(ii) Key Indicators

	2007 \$	2006 \$	2005 \$
Average Rate / Service Availability Charge Per Assessment	88	74	93
Management & Operating Costs Per Assessment	263	217	221

(iii) Explanations for Significant Variances to Prior Year

Revenue

Water service availability and user charges have varied in comparison to 2006 revenues as a result of access annual charges increasing from \$90 to \$95 per assessment and user charges increasing from 82¢ to \$1.04 per kilolitre. Capital contributions fluctuate from year to year dependent on the number and size of developments however increases to Section 64 rates have contributed to improved revenue levels for the 2007 financial year. Interest revenue has decreased on 2006 as Council utilises cash reserves to fund infrastructure improvements.

Expenditure

Management expenses and operating costs have increased largely due to maintenance on water mains. Depreciation expense increased in conjunction with a revaluation of water infrastructure together with a reassessment of useful life for each asset type.

4.5 SEWERAGE SERVICES

(i) Operating Result

Sewerage services activities can be summarised as follows:-

Sewerage	Actual 2007 \$'000	Actual 2006 \$'000	Actual 2005 \$'000
Rates and service availability charges	13,526	12,267	11,408
User charges	1,054	992	1,058
Interest	1,924	2,720	2,626
Other	814	597	428
Grants - PWD	132	544	194
- Other	357	364	364
Capital Contributions	7,461	2,133	11,282
Total Revenue	25,268	19,617	27,360
Management Expenses	3,394	3,101	2,895
Operating Costs	5,675	5,754	5,302
Other	476	200	1,091
Depreciation	13,447	5,217	3,775
Loss/(Gain) on Disposal of Assets	170	513	770
Interest	278	360	507
Total Expenses	23,440	15,145	14,340
Operating Result	1,828	4,472	13,020

(ii) Key Indicators

	2007 \$	2006 \$	2005 \$
Average Rate / Service Availability Charge Per Assessment	430	422	393
Management & Operating Costs Per Assessment	288	304	282

(iii) Explanations for Significant Variances to Prior Year

Revenue

Capital contributions fluctuate from year to year dependent on the number and size of developments however an increase in Section 64 levies has contributed to revenues for 2007. Rates and service availability revenue was impacted due to annual charges increasing from \$445 to \$473 per assessment.

Expenditure

Depreciation expense increased in conjunction with a revaluation of water infrastructure together with a reassessment of useful life for each asset type.

4.6 NATIONAL COMPETITION POLICY REPORTING REQUIREMENTS

Under the National Competition guidelines Council is required to apply taxation equivalent principles to each business similar to those that would apply if they were operating in the commercial sector. Council declared business activities have been reported with operating details and assets disclosed on a gross basis in Council's special purpose financial report. Each activity has a required rate of return on its activities that is calculated as the operating result plus interest expense divided by the written down value of property, plant & equipment. Where the return on investment is below the required rate of return, the difference is disclosed as a notional subsidy from Council's General Fund activities. Dividends represent funds provided by the relevant business activity for other functions of Council.

A summary of the financial performance of Council's declared business activities is :

Activity/Year	Revenue \$'000	Expenses \$'000	Result prior to capital amounts \$'000	Return on capital %	Subsidy \$'000	Dividends Paid \$'000
2007						
Water	14,255	16,312	(2,057)	(0.6)	-	98
Sewer	17,850	23,553	(5,703)	(1.2)	-	92
Holiday Parks	5,937	4,243	1,694	8.6	1,275	871*
Commercial Waste	1,645	1,385	260	11.7	60	-
2006						
Water	12,478	11,690	788	0.5	-	95
Sewer	16,940	15,288	1,652	1.2	-	56
Holiday Parks	5,283	4,261	1,022	5.4	1,955	861*
Commercial Waste	1,221	1,459	(238)	(11.0)	612	-

* Represents a contribution toward maintenance of Crown land managed by Council.

Water and Sewer Services

In accordance with a direction from the Department of Energy, Utilities and Sustainability all Councils are to declare and pay a dividend representing taxation equivalents calculated under National Competition Policy guidelines. The dividend paid to Council's general fund totalled \$98,000 and \$92,000 for water and sewer operations respectively for the 2007 financial year.

Holiday Parks

Council is Reserve Trust Manager for seven holiday parks situated on Crown reserves located within the Tweed Shire local government area. The operating result for Crown Caravan Park operations increased by \$672,000 from 2006 to \$1,694,000. This increase is largely due to abnormal cabin refurbishment costs of \$413,000 incurred during the 2006 financial year.

Council has adopted a desired rate of return on assets for its Crown Holiday Park operations of 15%. The difference between the actual rate of return and the desired rate of return is represented by a notional subsidy from Council of \$1,275,000.

Commercial Waste Services

Council's Commercial Waste operation has returned a profit of \$260,000 for the 2007 financial year. This represents a marked improvement on the 2006 financial year where the commercial waste operations returned a loss before capital amounts of \$238,000. The improvement in profitability has largely arisen due to the commercial waste activity no longer incurring annual costs of approximately \$255,000 for collection of waste from bins located in public areas throughout the shire. Council has reviewed its commercial waste operations and has transferred the costs associated with collection of waste from bins located in public areas to general fund operations.

Council has adopted a desired rate of return on assets for its commercial waste operations of 15%. Council's rate of return for the 2007 financial year has improved on 2006 and a return on assets of 11.7% has been achieved. The difference between the actual rate of return and the desired rate of return is represented by a notional subsidy from Council of \$60,000.

5.0 STATEMENT OF FINANCIAL POSITION

5.1 NET CURRENT ASSETS

5.1.1 CASH AND INVESTMENTS

Council has net current assets of \$103,998,000 as at 30 June 2007. Net current assets however contains \$96,891,000 of externally restricted cash in the form of special purpose grants, security deposits, development contributions and restricted water, sewer, domestic waste management and Crown Reserve Caravan Park funds. Also included in Council's net current assets is \$6,135,000 of externally restricted receivables and other current assets relating to water, sewerage and domestic waste management activities.

In addition, Council has allocated \$22,608,000 to internally restricted cash to fund long term commitments.

After funding internal and external restrictions Council has unrestricted cash of \$1,055,000.

5.2 NON-CURRENT ASSETS AND LIABILITIES

Council has a net non-current asset position of \$1,390,062,000 which consists largely of infrastructure, property, plant and equipment, loans, and provisions for employee entitlements. The net non-current asset position has been significantly influenced by the revaluation of water and sewer infrastructure assets during the 2007 financial year.

The revaluation of water and sewer infrastructure assets has resulted in an increase in their carrying amount by \$434,882,000. This revaluation was undertaken in conjunction with asset management contractors and an independent valuer. Council employees have also implemented most aspects of asset management at the same time as the revaluation with a view to enhancing Council's maintenance, budgeting and financial reporting for water and sewer infrastructure.

Adjustment to Provision for Rehabilitation Liability and Corresponding Assets

Each financial year Council reassesses the estimated costs to rehabilitate its tips and quarries. In 2007 Council identified that its quarry rehabilitation costs were materially overstated. The adjustment to reduce the value of the quarry rehabilitation provision has been accounted as an error under Australian Accounting Standards which has resulted in an increase to retained earnings as at 1 July 2005 of \$1,064,000 and the profit for the year ended 30 June 2006 of \$378,000.

5.2.1 ASSET MANAGEMENT

During the year Council capitalised the following property, plant and equipment:

	2007	2006	2005
	\$'000	\$'000	\$'000
<i>Developer Infrastructure Dedications</i>			
Open Space	815	244	3,918
Roads and Drainage Network	835	6,986	10,445
Water Supply Network	674	731	1,557
Sewerage Network	1,804	839	4,936
<i>Non-cash Grants/contributions</i>			
Bush Fire, Subsidised Schemes etc.	611	348	51
<i>Council Constructed / Purchased Assets</i>			
Land and Buildings	2,933	3,012	4,089
Plant and Equipment	6,149	4,122	4,498
Roads and Drainage	11,768	10,573	8,693
Water Supply Network	8,600	6,867	10,218
Sewerage Network	7,368	1,882	7,436
Other Structures	570	371	996
Work in Progress	40,636	25,603	-
	82,763	61,578	56,837

As illustrated above, Council has capitalised in excess of \$82 million in infrastructure, property, plant and equipment during the 2007 financial year. In addition to this expenditure Council revalued its water and sewer infrastructure which resulted in an increase to the carrying value of these assets of \$434,882,000. This revaluation process was conducted in accordance with Department of Local Government directives and

Asset management is an important part of Council's operations. Council's infrastructure assets is the largest item on Council's balance sheet and the depreciation expense attaching to Council's assets represents one of the largest expense items in the income statement. To ensure that accurate budgeting and reporting is achieved, Council needs to perform regular condition assessments for each asset to determine their remaining service potential.

The Department of Local Government has mandated that all infrastructure assets including land and buildings are to be recognised in Council's financial records at their fair value. Fair value represents the written-down replacement cost of each asset using modern day equivalent materials and design.

Council is to revalue its assets in accordance with the following timeframe:

Asset Type	Date of Revaluation
Water & Sewer Infrastructure	30 June 2007
Land and Buildings	30 June 2008
Roads and Drainage Infrastructure	30 June 2009

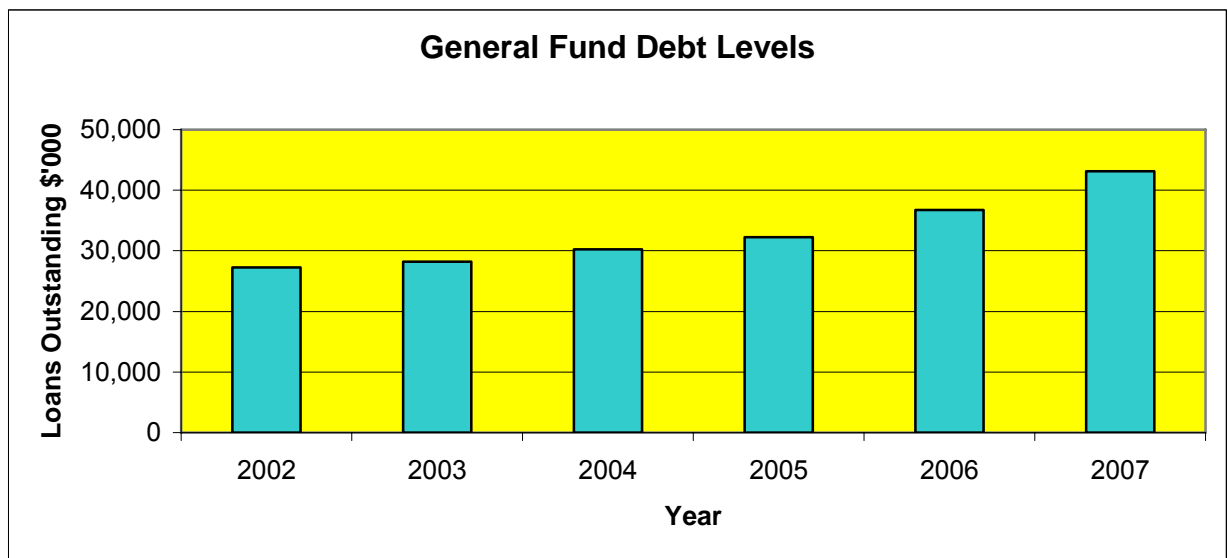
We recommend that Council utilise the revaluation process to implement best practice asset management systems. Asset management systems will allow Council to better monitor and manage the maintenance of assets as well as plan for asset replacement. Asset management systems will also provide Council with improved budgeting and financial reporting.

5.2.3 LOANS LIABILITY

Council has a total loan liability as at 30 June 2007 of \$47,958,000. This loan liability is attributable to:

	\$
General Fund	43,155,000
Sewer Fund	<u>4,803,000</u>
	<u>47,958,000</u>

The movement in General Fund borrowings since 2002 is illustrated in the graph below:



During the 2007 financial year Council's General Fund borrowed \$9,751,000 to fund the following projects:

	2007
	\$'000
Open Space	200
Roads, Bridges, Footpaths & Cycleways	2,938
Civic Centre Extension	1,878
Sport and Recreation Facilities	1,667
Drainage	1,500
Upgrade	1,000
Flood Mitigation	397
Other	171
	<hr/>
	9,751
	<hr/>

6. PERFORMANCE INDICATORS

Council's performance can be measured using selected indicators. We provide an analysis of key performance indicators as disclosed at Note 13 to the general purpose financial statements.

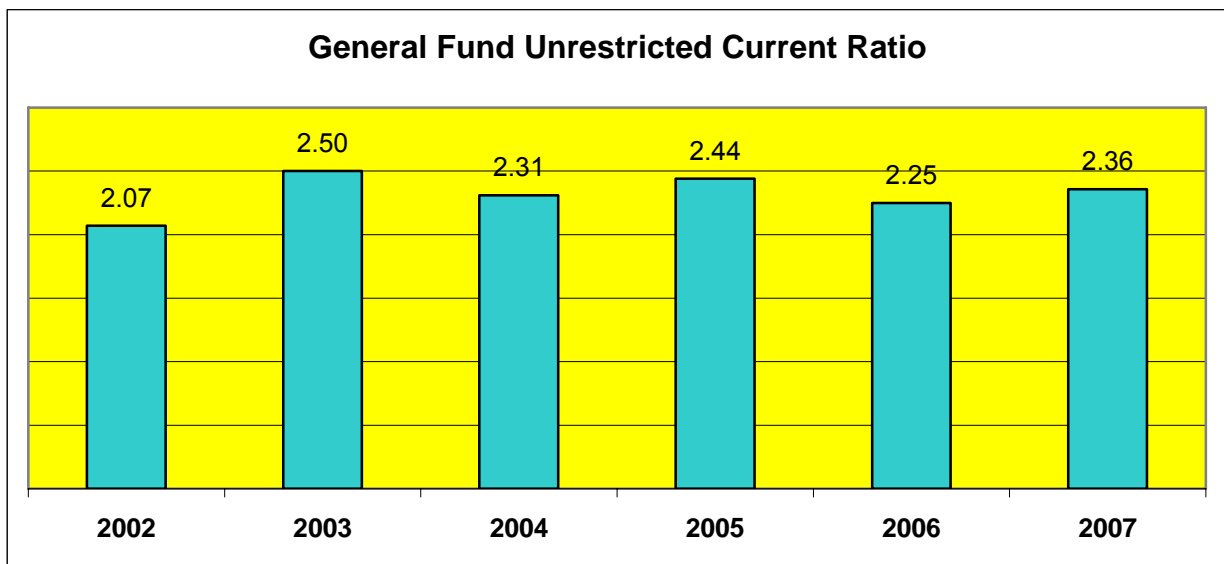
Unrestricted Current Ratio

The unrestricted current ratio represents Council's capacity to meet its commitments from current assets net of externally restricted cash, investments and receivables.

Factors influencing Council's unrestricted current assets ratio include:

- planning and budgetary controls
- cash management and the timing of cash flows
- the level of internally restricted assets
- credit management policies and economic circumstances

General Fund Unrestricted Current Ratio

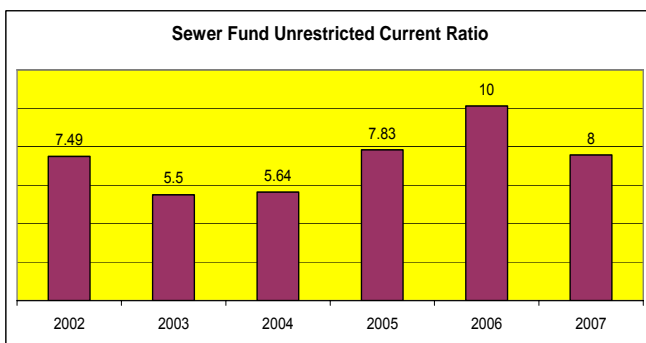
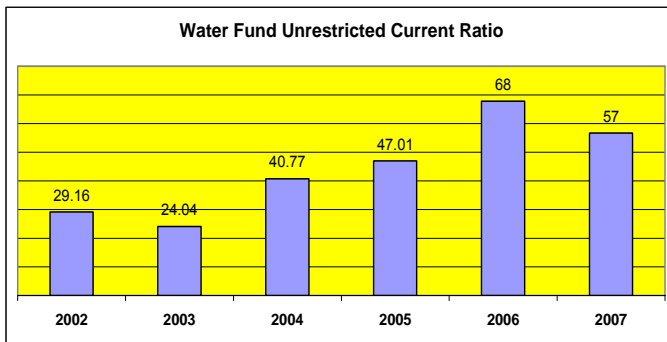


Council's general fund unrestricted current ratio at balance date remains at an acceptable level of 2.36. This means that Council has \$2.36 in liquid assets for every \$1 in current liabilities. The trending of this ratio over the last five years highlights the stability of the general fund unrestricted current ratio and illustrates Council's sound short-term financial position.

General Fund Long-Term Objectives

It is important to note that the unrestricted current ratio does not reflect Council's capacity to fund long term infrastructure needs nor the state of the infrastructure itself. Council needs to assess its infrastructure requirements and develop strategies to ensure the long-term viability (ability to provide services) of its assets.

Sewer and Water Fund Unrestricted Current Ratio



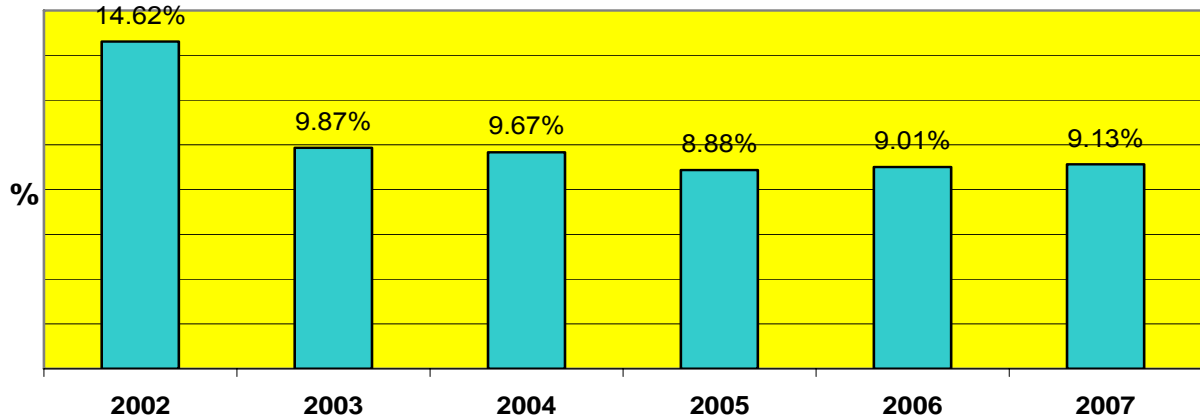
The unrestricted current ratio for water and sewer activities may fluctuate significantly. Yearly variations in the ratio may result from the build up of internal reserves and the impact of lower debt levels and will continue to fluctuate in the future as further funds are collected and expended on infrastructure improvements.

Debt Service Ratio

This indicator assesses the degree to which revenues from continuing operations are committed to the repayment of debt. Factors influencing a council's debt service ratio include:

- the rate of new development in the shire
- Council's debt policy
- interest rate movements and loan terms
- capital investment strategies and capital contributions policies
- the level of cash reserves available to reduce the level of borrowings
- the state of Council's infrastructure / age of assets.

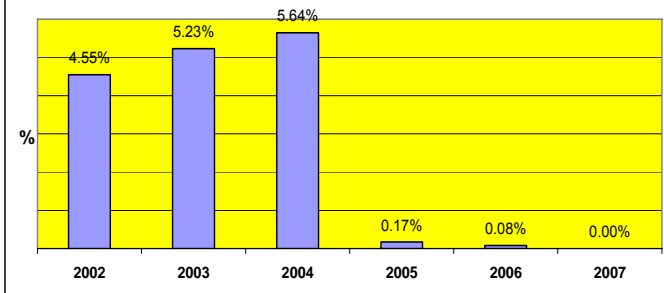
General Fund Debt Service Ratio



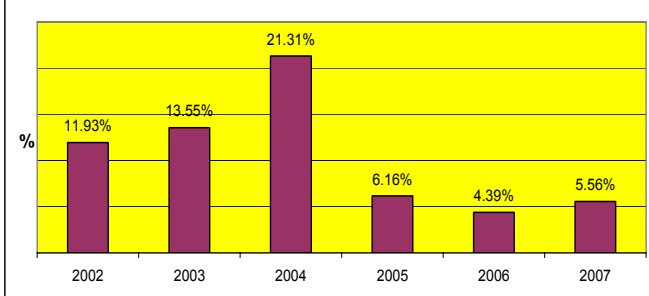
The above graph illustrates Council's management of debt service levels over the past six years. Council's general fund debt service ratio has remained relatively static at approximately 9% since 2003. Council's debt service ratio represents total debt service costs as a percentage of revenues (excluding specific purpose grants and contributions as well as capital revenue). Whilst Council's General Fund has higher debt levels at the end of the reporting period, the debt service ratio has remained at the same level as in previous years due to increasing revenue levels.

The current general fund debt service ratio is acceptable for a council with high population growth and corresponding infrastructure needs.

Water Fund Debt Service Ratio



Sewer Fund Debt Service Ratio

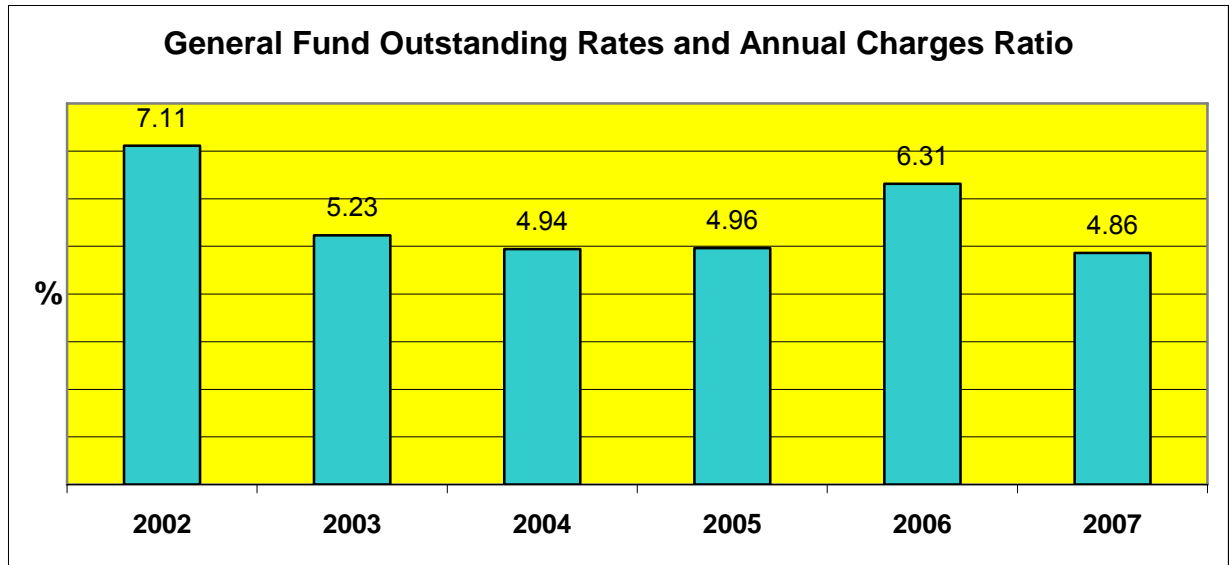


The above graphs illustrate the periodic borrowings to fund Council's capital works programmes for water and sewer funds. As at 30 June 2007 Council's water has no debt whilst sewer fund has low debt levels. Neither water or sewer funds borrowed money during the 2007 financial year.

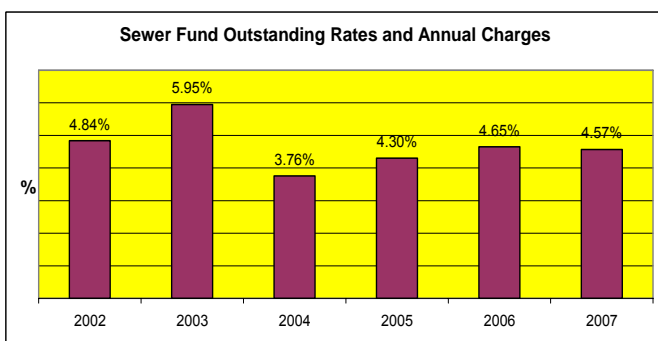
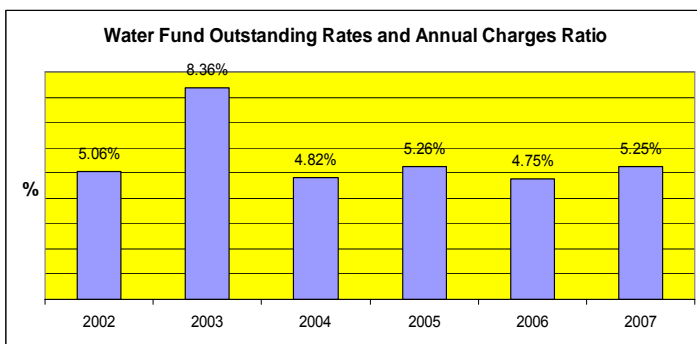
Rates and Annual Charges Outstanding Percentage

This indicator assesses the effectiveness of Council's revenue collection. Factors influencing Council's rates and annual charges outstanding ratio include:

- Council's rating policy
- credit management policies
- the socioeconomic characteristics of the area
- environmental factors influencing ratepayers ability to satisfy their obligations.



Council's general fund rates and annual charges outstanding percentage has improved on 2006 and has returned to levels experienced in prior years. This ratio illustrates that Council has adequate debt collection policies and procedures in place.



The above graphs illustrate the rates and annual charges outstanding ratio for water and sewer funds and reflect sound debt collection management practices.

7. OTHER CURRENT MATTERS

7.1 ASSET MANAGEMENT

As discussed at 5.2.1 of this report Council is required to value infrastructure assets as well as land and buildings. Asset management is integral to ensuring that infrastructure standards are managed and utilisation of Council's resources is maximised. In 2008 Council is required to revalue its land and building assets.

We recommend that, during the next six months, Council gathers information on all land and building assets so that fair value can be accurately assessed. Council should ensure that the various components of each building are identified and recorded to enable monitoring, maintenance and replacement. Componentisation of buildings will include separation and depreciation of assets that have a different useful life to the core building structure such as air conditioning, lifts, floor coverings etc.

In 2009 Council is required to revalue roads and drainage infrastructure. We also recommend that Council commence planning for this revaluation to ensure asset management practices are implemented in conjunction with the revaluation process.

The introduction of improved asset management practices may require additional resources to ensure ongoing systems maintenance and upgrade.

7.2 INTERNAL CONTROL ENVIRONMENT

Results of Testing Council's Financial Reporting Systems

No significant breakdowns of internal control were encountered during the course of our audit nor did we become aware of the existence of items comprising material error, sufficient to cause us to issue a qualified audit opinion.

Subject to the foregoing comments the books of account and records of the Council were maintained in good order and condition and the information and explanations required during the course of our work were readily supplied by the General Manager and his staff.

Yours faithfully
THOMAS NOBLE & RUSSELL

Per:

A handwritten signature in cursive script, appearing to read "K R Franey". The signature is written in black ink and is positioned above a dotted line.

.....
K R FRANEY (Partner)
Registered Company Auditor



THOMAS NOBLE & RUSSELL

Chartered Accountants

Serving locally since 1899

COUNCIL OF TWEED SHIRE
INDEPENDENT AUDIT REPORT

Report on the Financial Report

We have audited the accompanying financial report of Tweed Shire Council (the Council), which comprises the balance sheet as at 30 June 2007, the income statement, statement of changes in equity and cash flow statement for the year then ended, a summary of significant accounting policies, other explanatory notes and the statement by Councillors' and Management.

Councils' Responsibility for the Financial Report

The Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement. Our audit responsibility does not extend to the original budget information included in the income statement, cash flow statement, note 2(a), note 16 budget variation explanations and note 17 forecast information, and accordingly, we do not express an opinion on such.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Council, as well as evaluating the overall presentation of the financial report. Our audit did not include an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Audit Opinion

In our opinion:

- (a) Council's accounting records have been kept in accordance with the requirements of the Local Government Act, 1993, Chapter 13, Part 3, Division 2;
- (b) The Council's financial reports:
 - i. have been prepared in accordance with the requirements of that Division;
 - ii. are consistent with the Council's accounting records;
 - iii. present fairly, in all material respects, the Council's financial position as at 30 June 2007 and the results of its operations and cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations);
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial reports that have come to light in the course of the audit.

THOMAS NOBLE & RUSSELL
CHARTERED ACCOUNTANTS



.....
K R FRANEY (Partner)
Registered Company Auditor

Dated at Lismore this 31st day of October 2007.

**COUNCIL OF TWEED SHIRE
SPECIAL PURPOSE FINANCIAL REPORT**

INDEPENDENT AUDIT REPORT

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report, of Tweed Shire Council (the Council), which comprises the balance sheet as at 30 June 2007, the income statement for the year then ended, a summary of significant accounting policies, other explanatory notes and the statement by Councillors' and Management.

Councils' Responsibility for the Financial Report

The Council is responsible for the preparation and fair presentation of the financial report in accordance with the Local Government Act 1993 and has determined that the accounting policies described in note 1 to the financial statements, which form part of the financial report, are appropriate to meet the financial reporting requirements of Department of Local Government. The Council's responsibility also includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement. Our audit responsibility does not extend to the best practice management disclosures in note 2 and note 3, and accordingly, we do not express an opinion on such.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Council, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to the Council and the Department of Local Government for the purpose of fulfilling the requirements of National Competition Policy reporting. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the Council or the Department of Local Government, or for any purpose other than that for which it was prepared.

Our audit did not include an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence


In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Audit Opinion

In our opinion, the financial report:

- (a) has been prepared in accordance with the requirements of those applicable Accounting Standards detailed in note 1 and the Local Government Code of Accounting Practice and Financial Reporting;
- (b) is consistent with the Council's accounting records; and
- (c) presents fairly, in all material respects, the financial position of Council's nominated Business Activities and the results of their operations.

THOMAS NOBLE & RUSSELL
CHARTERED ACCOUNTANTS


.....
K. R. FRANEY (Partner)
Registered Company Auditor

Dated at Lismore this 31st day of October 2007.

Appendix B

Councillors – Payment of Expenses and Provision of Facilities for Mayors and Councillors

PART 1 INTRODUCTION

Purpose of the Policy

The purpose of the policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by Councillors. The policy also ensures that the facilities provided to assist Councillors to carry out their civic duties are reasonable.

Objectives and coverage of the Policy

In accordance with Section 439 of the Local Government Act 1993, Councillors must act lawfully, honestly and exercise a reasonable degree of care and diligence in carrying out their functions under this Act or any other Act. Furthermore, it is to ensure that the Councillors would not be financially or otherwise disadvantaged in undertaking their civic responsibilities.

Legislative Compliance

The Local Government Act 1993 has statutory requirements which describe what fees, expenses and facilities may be paid or provided to Councillors.

Information on the pertinent sections applicable to this policy is contained in the Department of Local Government's Circular 06-57 - Guidelines for the Payment of Expenses and the Provision of Facilities to Mayors and Councillors.

Other NSW Government policy provisions

There are a number of publications which provide assistance to Councillors in complying with the provisions of this policy.

DLG Guidelines for payment of expenses and provisions of facilities

Section 252(5) of the Local Government 1993, the Council expenses policy must comply with these guidelines issued under Section 23A of the Act.

Model Code of Conduct

This policy is consistent with the Model Code of Conduct for Local Councils in NSW in particular with the use of Council resources.

DLG Circulars to Councils

Circular 05/08 legal assistance for Councillors and Council employees
Circular 02/34 unauthorised use of Council resources

ICAC publications

No Excuse for Misuse, preventing the misuse of Council resources.

PART 2 PAYMENT OF EXPENSES

GENERAL PROVISIONS

Civic duties are defined as:

Council and Committee Meetings;
Community Meetings approved by the Mayor or General Manager;
Meetings with the staff approved by the General Manager; and
Conferences, seminars, training courses, formal and social functions where representing Council, approved by the Council, Mayor or General Manager;
Meeting with constituents in the course of discharging duties as Mayor and Councillor.

Where a Councillor must use a form of transport other than own vehicle for travel within the local government area, then such approval must be obtained in advance from the Mayor or General Manager.

Allowances and expenses

No annual, monthly or daily allowance or expenses type allowance payment shall be payable in any circumstances.

Reimbursement and reconciliation of expenses

Reimbursement of expenses shall only be made upon the production of appropriate receipts and tax invoices and the completion of the required claim forms.

All reimbursement of expenses must be approved by the General Manager.

All expenses being reimbursed must be in accordance with the provisions of this policy.

A Councillor seeking reimbursement of expenses must lodge a claim within three months of the expense being incurred.

Payment in advance

This policy does not provide for cash payments being advanced to Councillors in anticipation of expenses being incurred in the conduct of their civic duties.

Establishment of monetary limits and standards

Monetary limits applying to this policy include:

Mobile Telephone

Council will meet the cost of providing the mobile telephone, maintenance, monthly service and access fees, and call charges up to a maximum of \$400 per month for the Mayor and \$200 per month for other Councillors made in the conduct of the civic duties only.

Care and other related expenses

The maximum entitlement for such expenses is \$2,000 per annum.

Incidental expenses incurred in attending related Council business, approved conferences, seminars, training and educational courses

Facsimile	to and from Council Office or residence only;
Internet Charges	maximum daily limit \$5.00;
Laundry and Dry Cleaning	maximum daily limit \$10.00;
Newspapers	maximum daily limit \$2.00;
Taxi Fares	from transport destination to accommodation and/or conference venue
Parking Fees	include airport parking when plane travel is being used,

Any other costs incurred by a Councillor in addition to the daily limits, are the responsibility of the individual Councillor.

Councillors are to use their mobile telephones for all calls including business and private. Special circumstances will be permitted, when mobile telephone reception does not allow the use of a mobile telephone.

The daily limit for meals (including refreshments) will be in accordance with the Australian Taxation Office allowance guideline.

Spouse and partner expenses

Council will not normally reimburse the expenses of spouses, partners and accompanying persons for attendance at any Council function.

Council may reimburse expenses of spouse, partners and accompanying persons in certain and special circumstances at any Council approved function, with prior approval being sought from the Mayor and General Manager.

Accommodation (shared basis) will be met by Council, provided that there are no additional costs incurred by Council.

Mayor and Councillors must make separate arrangements for the payment of expenses incurred by a spouse or partner.

SPECIFIC EXPENSES FOR MAYORS AND COUNCILLORS

Attendance at dinners and other non-Council functions

Consideration may be given to meeting the cost of Councillors attendance at dinners and other non-Council functions which provide briefings to Councillors from key members of the community, politicians and business.

Approval to meet expenses will only be given when the function is relevant to Council's interest and attendance at the function is open to all Councillors.

No payment will be reimbursed for any component of the ticket that is additional to the service cost of the function, such as a donation to a political party or candidate electoral fund or some other private benefit.

An additional payment to a registered charity may be acceptable as part of the cost of the function.

Councillors seeking reimbursement for this type of expense must have it approved by Council and not the General Manager.

Attendance at seminars and conferences

Attendance at conferences and seminars by Councillors must be authorised in advance by a Council Resolution. An exception may occur in an emergency, then such attendance must be authorised by the Mayor and General Manager.

The exception will only apply to short term (1 day) events and be organised within the local region.

Council will be responsible for the following expenses to be incurred by a Councillor in attending an approved conference or seminar.

Registration Expenses

Including official luncheons, dinners and tours relevant to the conference, seminar or training course.

Travel Expenses - Local or Outside Local Government area

As detailed within this policy.

Accommodation Expenses

Accommodation for attendance at approved conferences, seminars and training courses will only be authorised on the following basis:

- Venue where the conference, seminar and training course is being conducted;
- Where venue is unavailable, then the alternative venue is up to a standard of four star NRMA rating;
- Night before and after depending on the event and travel circumstance, such approval must be obtained in advance from the General Manager;
- Council to make the relevant accommodation booking.

Meals and Other Incidental Expenses

Outlined in the establishment of monetary limits and standard provisions contained in this policy.

Attendance at training and educational courses

Attendance at training and educational courses by Councillors must be authorised in advance by a Council Resolution. An exception may occur in an emergency, then such attendance must be authorised by the Mayor and General Manager.

The exception will only apply to short term (1 day) events and be organised within the local region and facilitated by the Local Government & Shires Association, Independent Commission Against Corruption or Department of Local Government.

Council will be responsible for the following expenses to be incurred by a Councillor in attending an approved training or educational courses.

Registration Expenses

Including official luncheons, dinners and tours relevant to the training or educational course.

Travel Expenses - Local or Outside Local Government area

As detailed within this policy.

Accommodation Expenses

Accommodation for attendance at approved training or educational courses will only be authorised on the following basis:

- Venue where the training or educational course is being conducted;
- Where venue is unavailable, then the alternative venue is up to a standard of four star NRMA rating;
- Night before and after depending on the event and travel circumstance, such approval must be obtained in advance from the General Manager;
- Council to make the relevant accommodation booking.

Meals and Other Incidental Expenses

Outlined in the establishment of monetary limits and standards provisions contained in this policy.

Local travel arrangements and expenses

Councillors will be entitled to be reimbursed for travel from their home whilst undertaking civic duties at the rate per kilometre as set out in the Notional Agreement Preserving the State Award, Local Government (State) Award 2004.

Travel outside local government area including interstate travel

Councillors must obtain approval from Council for all travel outside of the Local Government Area, including interstate travel.

Councillors will be entitled to travel to official engagements at Council's expense by the most practical method, i.e. aircraft, Council vehicle or private vehicle.

Councillors when travelling by air will travel Economy Class or as determined by the General Manager.

All "Frequent Flyer" points accrued are to remain the property of Council.

A Councillor who travels in his/her own vehicle will be reimbursed at the appropriate per kilometre rate or airfare whichever is the lower.

Telephone costs and expenses

Councillors will be provided with a mobile telephone to assist in undertaking civic duties.

Council will meet the cost of providing the mobile telephone, maintenance, monthly service and access fees, and call charges up to a maximum of \$400 per month for the Mayor and \$200 per month for other Councillors made in the conduct of their civic duties.

Individual Councillors must meet the cost of all non- business calls and any additional Council calls above the limits.

Councillors will be provided with a fax machine to assist in undertaking civic duties. Council will meet the cost of providing the fax machine, maintenance and rental charges for one (1) home facsimile line, together with fax paper.

Computer Facilities

Councillors will be provided with computer facilities to assist in undertaking civic duties.

Postage of Official Councillor Correspondence

Councillors will be reimbursed for official postage, provided expenses can be verified and where it is impractical to use the Council's own mail system.

Applications for reimbursement of postage expenses must contain verification information and be authorised by the General Manager.

Internet

Council will meet the cost of Internet charges involved in the conduct of the Mayor and Councillors civic duties.

Care and other related expenses

Councillors are entitled to the reimbursement of carer expenses that were necessary to enable Councillors to undertake their civic duties.

The maximum entitlement for such expenses is \$2,000 per annum.

Insurance expenses and obligations

Councillors are to receive the benefit of insurance cover for:

Personal Injury

Whilst on Council business, covering bodily injury caused by accidental, violent, external and visible means up to a sub-limit for death and capital limits as specified in the Councillors and Officers Liability Insurance Policy. Also covering permanent disablement, temporary total disability and temporary partial disability.

Professional Indemnity

For matters arising out of Councillors' performance of civic duties or exercise of their functions as Councillors provided the performance or exercise of the relevant civic duty or function in the opinion of Council is bona fide and/or proper and is carried out in good faith, as required under 731 of the Local Government Act.

Public Liability

For matters arising out of Councillors' performance of civic duties or exercise of their functions as Councillors, being carried out in good faith.

Legal expenses and obligations

Legal expenses for a Councillor may be either paid or reimbursed by the Council only if the matter is authorised by the Local Government Act 1993 either expressly or because it is supplemental or incidental to or consequential upon the exercise of its functions.

Council may therefore indemnify or reimburse the reasonable expenses of:

- Councillor defending an action arising from the performance in good faith of a function under the Local Government Act (Section 731) ; or
- 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 ; or
- Councillor for proceedings before the Local Government Pecuniary Interest and Disciplinary Tribunal or investigative body and where the finding is substantially favourable to the Councillor.

Council will not indemnify or reimburse the legal expenses of Councillor arising merely from something that a Councillor has done during his or her term in office.

Council will not meet the costs of an action in defamation taken by a Councillor as a plaintiff in any circumstances.

Council will not meet the costs of a Councillor seeking advice in respect of possible defamation or in seeking a non-litigious remedy for possible defamation.

Additional Mayoral Expenses

Provision of a dedicated motor vehicle

A motor vehicle bearing no markings or identification will be provided for the sole use of the Mayor.

The motor vehicle is and shall remain the property of Council and shall be surrendered to Council by the Mayor in the event that the person is no longer the Mayor.

The Mayor is to be given unrestricted use of such vehicle with the Council servicing and maintaining such vehicle, paying registration and insurance (including full comprehensive cover) and providing fuel. Private use means that the Mayor and his/her spouse or other licensed driver (provided the Mayor or Mayor's spouse is in the car) or any other Council employee are allowed to drive the vehicle.

The type of vehicle that will be provided is to be at a standard in accordance with Council's Motor Vehicle Lease Policy, and sets a standard for energy efficiency.

The vehicle is to be replaced at the most economically beneficial time as determined by the Works Manager.

Other equipment, facilities and services

Other equipment, facilities and services that are to be provided by Council for the use of the Mayor are as follows:

An experienced person suitably qualified to provide secretarial support to the Mayor.

Mayoral letterhead, envelopes and stationery generally.

Where appropriate assistance with the organisation of functions, meetings and briefings to which the Mayor is invited to attend.

A furnished office will be provided at the Council Administration Office, to enable the Mayor to undertake the civic duties appropriate to that position.

Limited refreshments will be provided in the Mayoral Office for entertainment purposes.

An allotted parking space will be provided at the Council Administration Offices for the parking of the Mayoral vehicle.

PART 3 PROVISIONS OF FACILITIES GENERAL PROVISIONS

Provision of facilities generally

Council will provide facilities and equipment to each Councillor to ensure that they can undertake their civic duties in an appropriate manner. The facilities and equipment include:

Stationery

Provision of personalised Councillor letterhead and envelopes exclusively for Council related business

Business cards

Provision of 250 business cards (replacement on request)

Christmas cards

Maximum of 100 per year

Name badges

Councillors to be provided with a name badge

Filing cabinet

Councillors to be provided with a home filing cabinet if required.

Filing cabinet is to be returned if the person ceases to be a Councillor.

Meetings meals and refreshments

Provision of meals and refreshments associated with Council, committee and working party meetings where appropriate.

Meeting rooms/ Councillor room

Provision of meeting room facilities, including telephone, computer network facilities and access to a photocopier in the Administration Centre for the purpose of Council, committee and working party meetings and for meeting with constituents.

Secretarial support

Provision of secretarial support, as necessary for Councillors to undertake their civic duties.

Private use of equipment and facilities

A Councillor must not use any of the facilities allocated by Council for their private use.

A Councillor may use their mobile telephone or facsimile machine for their private use however payment is to be made to Council for such use.

Any contravention of this policy will result in the matter being reviewed against the provisions of Council's Code of Conduct.

PART 4 OTHER MATTERS

Acquisition and returning of facilities and equipment by Councillors

Councillors are to return to Council, where appropriately practicable, after the completion of their term of office or entering extended leave of absence or at the cessation of their civic duties all facilities and equipment that have been allocated by Council.

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.

Status of the Policy

The provisions of the Councillors- Payment of Expenses and Provision of Facilities for Mayors and Councillors shall remain valid until revoked or amended by Council.