

# ANNUAL REPORT 2015/16

1 July 2015-30 June 2016





# ABOUT THIS REPORT

## Acknowledgement

North Sydney Council acknowledges the Guringai Tribe and Cammeraygal Clan as the traditional owners of this land.

To improve our reporting to the public, Council would like to know how useful you found this Annual Report. If you would like to provide your feedback please complete the Feedback Form in the Appendix and return it to Council.

For further information regarding the Annual Report contact Council's Corporate Planning Coordinator on 9936 8270 or email [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au).

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This Annual Report summarises the performance of North Sydney Council for 2015/16 against the directions, outcomes, and strategies in the Community Strategic Plan 2013-2023 and actions identified in the Operational Plan 2015/16. It identifies the major projects and activities that have been implemented to improve and enhance the quality of life of our residents. As well as reporting on the financial results for the past year, the report looks to the year ahead.

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The aim of the report is to provide open, accurate and transparent information for all Council stakeholders including residents, ratepayers, businesses, customers, community and interest groups, visitors, workers in North Sydney as well as news media, non-government organisations, all levels of government, government departments and agencies, professional organisations and industry groups, contractors/suppliers, investors, councillors, our employees, potential employees, the education sector, other councils, our partners, other organisations working on their sustainability programs and reporting and the wider general community.

The scope of this report incorporates all operational activities of North Sydney Council. The Annual Report also integrates information on Council's sustainability performance for 2015/16.

North Sydney Council's General Manager and Directors have reviewed the content of this Annual Report to ensure its accuracy. Council adopted the Financial Statements at the Council Meeting on 21 November 2015 following a review by an independent external auditor.

The Annual Report is forwarded to the Minister for Local Government and the State Library of NSW.





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# OUR VISION

Shaping a progressive, diverse and vibrant North Sydney community.

# VALUES



Sustainability

Equity, preservation, justice and precaution



Community service

Efficiency, effectiveness and responsiveness



Open government

Transparency and accountability



Ethical conduct

Honesty and integrity



Justice

Fairness and equity



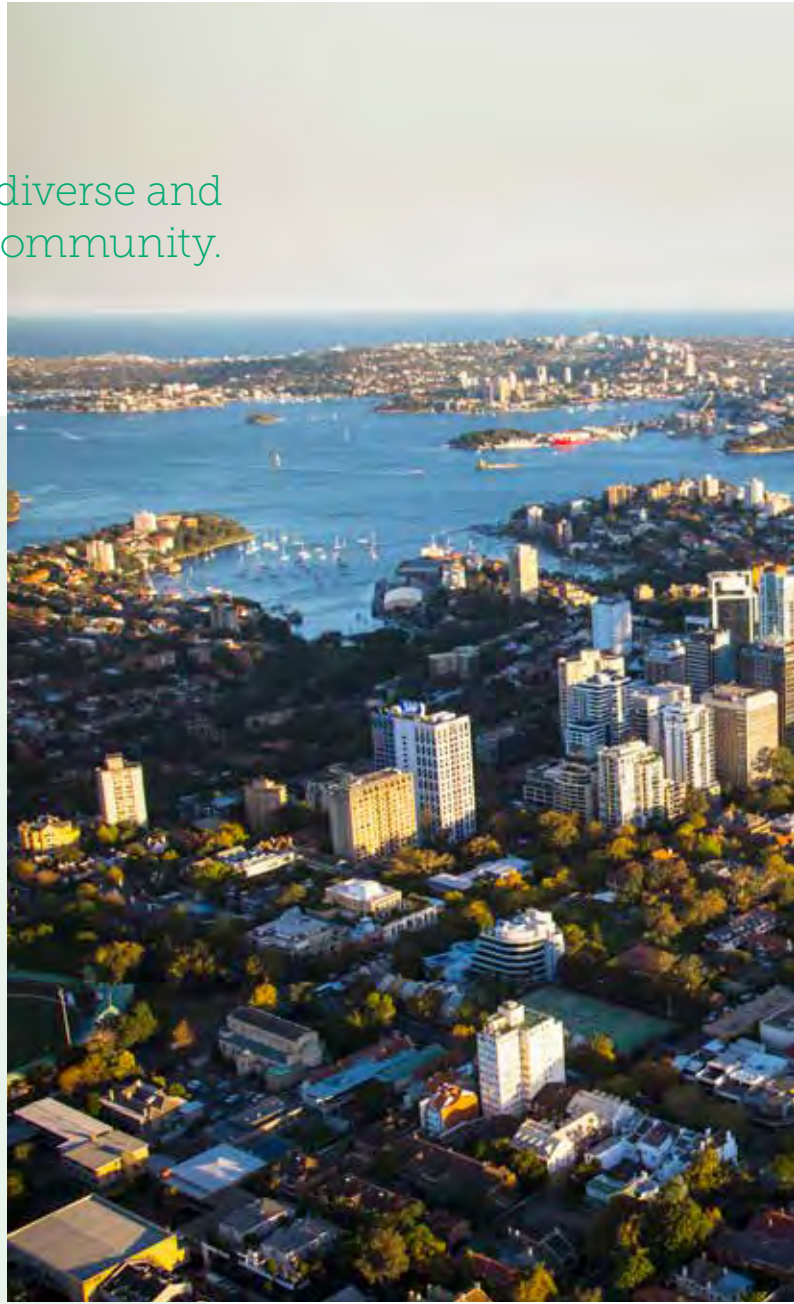
Quality

Innovation and excellence



Teamwork

Cooperation and respect





# CHARTER

In addition to the Council's Charter under Section 8 of the Local Government Act 1993, we have adopted our own Charter:

We will leave to future generations a better environment than we inherited. Sustainability will be a call to action across our community. In partnership with our community, we will ensure that responsible stewardship of the local environment is a guiding principle in all our activities. We will develop new local parks and sporting facilities, broaden the use of our existing open space and recreation resources and improve how we care for and manage them. We will work with other organisations, locally and regionally, to realise these ends. The importance of providing opportunities for community health and wellbeing will be central to all of our open space and recreation planning.

We will work with our community to create a built environment that is well designed, welcoming, safe, accessible and beautiful and which truly reflects our local heritage. We will protect the character of our urban environment while managing growth. We ensure that North Sydney's networks of roads, footpaths, seawalls and other local infrastructure is maintained to a standard that meets our community's expectations. Funding for major new infrastructure will be spread over the life of the asset. We will bring together other levels of government in sharing responsibility for our local infrastructure. We will make North Sydney pedestrian and bike friendly. The use of public transport and other alternatives to the private car will be encouraged through the improvement and expansion of sustainable transport options and the encouragement of car sharing options.

We will preserve the economic vitality of the North Sydney Central Business District and unique commercial centres. From a strong commercial heart, our CBD will host a thriving business community, provide diverse social and cultural activities and work in harmony with surrounding residential areas and other commercial centres nearby. The CBD will be internationally recognised as a place for innovation, excellence and ecologically sustainable development. Our commercial centres will remain economically viable, healthy and attractive. Our neighbourhoods will be strengthened so that there are village centres with shops and places to meet within walking distance of residential areas.

We will strengthen bonds in our community and give more recognition and support to our social and cultural diversity. A safer environment for people who live in and visit North Sydney will be created, and we will promote a sense of community responsibility for our collective wellbeing. We will ensure 'universal access' to our community services and facilities through continuous needs analysis and planning. We will pursue investment opportunities to enhance community assets under Council's care in the interests of quality of life, amenity and public safety. We will always regard our role in delivering services to the community as vital. We will work in partnership with other levels of government in planning and providing services. Central to our focus will be the needs of youth, families and older people as well as those with special needs.

We will continue our established tradition of good governance and we will be a leader in ethical, transparent and open government. We will be worthy of and receive the highest level of community confidence in our capacity to govern. We will adopt a sustainable approach to our financial planning, explore additional sources of income and minimise risks to our organisation. Achieving this will ensure that we are able to maintain a healthy and secure financial position while providing our community with a high level of service.

# MISSION

To be leading edge in serving the community of North Sydney by caring for its assets, improving its appearance and delivering services to its people in a financially, socially and environmentally responsible manner.





# OUR STAKEHOLDERS

During 2015/16 we continued to engage with our stakeholders to understand their expectations on the issues most important to them. We also have community engagement built into our project planning processes so that community engagement is integrated in all parts of project delivery.



We engage with our stakeholders in three primary ways:

- responding to specific requests for information and services
- conducting our own community engagement activities
- participating in multi-stakeholder relationships.

See page 46-48 for further information about some of our community engagement activities.



Stakeholder Groups	Ways of engaging with our stakeholders	Why our stakeholders are important to us	Why we are important to our stakeholders
Residents	<ul style="list-style-type: none"> <li>• Public meetings</li> <li>• Publications</li> <li>• Website</li> <li>• Social media</li> <li>• Information display or kiosk</li> <li>• Online panel</li> <li>• Public exhibition</li> <li>• Telephone surveys</li> </ul>	Provide guidance values, engagement and feedback	Provide civic leadership representation, services and facilities
Ratepayers	<ul style="list-style-type: none"> <li>• Rates notices</li> <li>• Publications</li> <li>• Website</li> <li>• Annual report</li> </ul>	Provide guidance values, engagement and feedback	Generate sustainable growth and return to the community
Business	<ul style="list-style-type: none"> <li>• Focus groups and workshops</li> <li>• Publications</li> <li>• Website</li> <li>• Social media</li> <li>• Telephone surveys</li> </ul>	Build capacity and drive the economy in our community	Provide and promote business
Community groups and volunteers	<ul style="list-style-type: none"> <li>• Focus groups and workshops</li> <li>• Precinct committees</li> </ul>	Build trust and bridges to local communities through services	Provide support and partnerships
Visitors	<ul style="list-style-type: none"> <li>• Events</li> <li>• Website</li> <li>• Published information</li> </ul>	Provide economic benefit, generate employment opportunities and financial viability	Provide products, services and facilities
Customers	<ul style="list-style-type: none"> <li>• Customer experience and satisfaction measurements</li> <li>• Customer care and service</li> <li>• Website</li> <li>• Publications</li> <li>• Fact sheets</li> <li>• Suggestion box</li> </ul>	Provide us with feedback and utilise the services and products	Provide products and services at good value and quality
Employees and their representatives	<ul style="list-style-type: none"> <li>• Intranet</li> <li>• Staff briefings and onsite meetings</li> <li>• Employee survey</li> <li>• Exit surveys</li> <li>• Performance reviews</li> <li>• Newsletters</li> </ul>	Central to the success of our business by providing valuable knowledge, skills and labour	Provide a fair, engaging and enriching work experience with career development and flexible work arrangements
Partners—regional and national	<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Account management relationships</li> </ul>	Provide shared knowledge, cultural experiences, knowledge and resources	Provide advocacy, leadership and resources in line with policy and legislation
Other levels of government	<ul style="list-style-type: none"> <li>• Formal meetings</li> <li>• Briefings</li> <li>• Networks</li> <li>• Correspondence</li> <li>• One on one meetings</li> </ul>	Provide funding opportunities, services, planning direction, legislation and networks	Provide local strategies, partnerships and networks
Suppliers	<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Account management relationships</li> </ul>	Provide good value and quality products and services	Provide fair access to business opportunities in line with policy and legislation
Media	<ul style="list-style-type: none"> <li>• Media releases</li> <li>• Briefings</li> <li>• Interviews</li> </ul>	Build and protect reputation and raise awareness of our services and facilities	Provide trend data as well as environmental, economic, social and governance information



# AWARDS AND RECOGNITION

In 2015/16 Council and community partnerships received a number of awards for excellence in the delivery of a range of projects and services.

Department	Association	Awards Program Name	Category within Awards Program	Project Name
Community and Library Services	National Trust of Australia (NSW)	National Trust Heritage Awards	Multimedia	At Home in North Sydney—an architectural history of a locality
Landscape Planning and Design	Parks & Leisure Australia–NSW	Parks & Leisure Australia Awards	Public Play Space under \$500,000–Winner	Wollstonecraft Station playground, Berry Island playground and Brightmore Reserve tricycle track
Environmental Services	Local Government NSW	Excellence in the Environment Awards	Communication, Education and Empowerment Award, Division C–Winner	Harvest North Sydney





# DIRECTION 1: OUR LIVING ENVIRONMENT

## Achievements

- 110kg of waste per person was diverted from landfill (page 85)
- Maintained 145 hectares of open space—enough to fill 77 SCGs (page 87)
- Held community sustainability workshops (page 86)
- Upgrade works were completed for a number of parks and playgrounds (page 87)
- Implemented drop in cricket wicket technology at North Sydney Oval (page 87)
- Upgraded sportsfield lighting at North Sydney Oval (page 87)
- Restored Sawmillers Reserve timber lookout (page 87)
- Installed CCTV system at North Sydney Oval (page 87)
- Installed shade structures at Ilbery Reserve (page 87)
- Upgraded Watt Park playground (page 87)

## Challenges

- Impact of climate change on services and infrastructure projects
- Reducing our carbon footprint
- The need to implement plans to protect biodiversity and halt the intrusion of animal and plant pests
- Managing the impacts of government policy changes which may affect our commitment to environmental initiatives, climate change adaptation, carbon reduction and the availability of grant funding
- Ensuring we reach our wider community to promote sustainable living
- Taking up new environmental initiatives as they become commercially and economically available and sensitively retro-fitting them into Council's buildings, which sometimes have heritage significance
- Maintaining parks and sportsgrounds to meet competitive usage, increasing demand and community expectations
- Keeping North Sydney Olympic Pool competitive with other nearby facilities is an ongoing challenge

## Disappointments

- The yield of collected recyclables fell slightly this year
- Construction of second synthetic sportsfield and lighting construction was deferred by Council. Project is now expected to be completed in 2016/17
- Upgrade of Bon Andrews Oval pavilion delayed due to issues with termite damage and stability of ground conditions. Project is now expected to be completed in 2016/17
- Refurbishment of Bradfield Park Sydney Harbour Foreshore Bicentennial fence delayed as consultant's report identified replacement of the entire fence would be required and further funding needed to complete the project. Trial repairs are now underway and will be completed in 2016/17. Once trial repairs are completed a new specification will be developed for tendering and construction
- Installation of lighting at Tunks Park was deferred by Council due to public objection
- Construction of bar, kiosk and merchandising facilities at North Sydney Oval was held up due to delay with consideration of the most suitable brief and is now expected to be completed in 2016/17
- Construction of Coal Loader to harbour link steps delayed as platform at Coal Loader has taken substantial time and effort to commence and took precedent over construction of the link steps. Project is now expected to be completed in September 2016
- A reduction in water use by Council properties was not met this year. Many of Council's water reduction initiatives were implemented late in 2015/16. Savings are expected to be observed within twelve months of conducting water reduction initiatives

## The Year Ahead

- Council will continue to invest in sustainability programs
- Council will continue to reduce the amount of water required in its parks and open space by using efficient irrigation systems where irrigation is required and installing water reuse systems
- Continue water saving programs and energy efficiency projects at Council facilities
- Council will continue programs to encourage residents and businesses to reduce their environmental impacts by saving water, reducing energy consumption and improving recycling
- Council will continue to work towards developing a sustainable vehicle fleet. Key actions include continued sharing of fleet vehicles, reductions in vehicle size and using alternative fuels and technologies
- Council will continue to promote sustainability through the ongoing activities of the Coal Loader Sustainability Centre. Council will also continue to support key events including Clean Up Australia Day and National Tree Day
- Council will continue to work with neighbouring councils and other land managers to accommodate regional demand for sporting facilities
- Upgrade of North Sydney Olympic Pool complex
- Works programs to upgrade parks and open spaces include:
  - North Sydney Oval
  - Bon Andrews Oval
  - Forsyth Park
  - Waverton Park
  - Bradfield Park
  - Milson Park
  - Dr Mary Booth Reserve
  - Tunks Park
- Preparation of St Leonards Park Masterplan
- Interactive "green roof" for Coal Loader
- Planning for expansion and embellishment of Hume Street Park, Crows Nest Achievements

## DIRECTION 2: OUR BUILT ENVIRONMENT

### Achievements

- Record number of road and footpath improvements (page 100-101)
- Delivery of timely planning decisions (page 101-102)
- Approving new dwellings (page 103)
- Consultation on traffic and parking (page 154)
- Upgrade of public domain at Ernest Place and Burlington Street, Crows Nest (page 120)

### Challenges

- Ensuring all our assets are maintained to a reasonable level to meet the needs of the community
- Investing in and managing assets and infrastructure in a constrained financial environment is an ongoing challenge
- Continuing to work with stakeholders to create more opportunities to share existing facilities and make better use of Council's building assets
- Balancing the approach to land use, residential amenity, business development and environmental issues
- The state government's metropolitan planning reforms provide uncertainty about how neighbourhoods will be managed in the future
- Traffic and parking management across North Sydney

### Disappointments

- Installation of CCTV system at North Sydney Oval delayed as tender specifications was more complicated than first envisaged. The review of the documentation is also taking longer than anticipated. Project is now expected to be completed in 2016/17.
- Review of Section 94 Contributions Plan has been put on hold until further notice
- Expansion and embellishment of Hume Street Park, St Leonards delayed as Council yet to acquire all the properties required to commence construction. Construction is now expected to commence in 2016/17 once acquisition process is complete
- Preparation of Whole of Waverton Peninsula Strategy was delayed as the development application for Berry's Bay marina was refused by the Joint Regional Planning Panel
- Project awaiting outcome of an appeal to the Panel's decision
- Upgrade of signage at Council car parks delayed awaiting installation of new car park equipment. Project is now expected to be completed in 2016/17
- Installation of shared zone at Grosvenor Lane and Young Lane, Neutral Bay delayed as awaiting further funding
- Relocation of substation kiosk at Ernest Place, Crows Nest required new design. New tenders will be called in 2016/17
- Resident and business satisfaction with traffic flow throughout North Sydney did not meet targets. A wide range of comments were provided regarding aspects of the service area respondents found unsatisfactory, with the responses collated for current and future consideration. The survey responses and results will be used for further reference and consideration, particularly during considerations relating to the Traffic Strategy

- Resident and business satisfaction with parking provision did not meet targets. A wide range of comments were provided regarding aspects of the service area respondents found unsatisfactory, with the responses collated for current and future consideration. The survey responses and results will be used for further reference and consideration, particularly during considerations relating to the Traffic Strategy

### The Year Ahead

- Our investment in capital works projects will top \$71.1 million. Major projects include the upgrade of roads, footpath and drainage revitalisation of North Sydney CBD and upgrade of North Sydney Olympic Pool
- Develop North Sydney Transport Strategy
- Develop North Sydney Parking Strategy
- Install traffic calming devices
- Planning for new North Sydney Metro Station
- Install Harbour Bridge to Neutral Bay to Cremorne and Falcon Street North Sydney to Mosman route 2 cycle routes
- Install new bus shelters
- Enhancement to education precinct
- Upgrade to jetty and boardwalk at Lavender Bay
- Implementation of Crows Nest/St Leonards Planning Study and undertaking Crows Nest/St Leonards Planning Study Precinct 4
- Planning for expansion and embellishment of Hume Street Park, Crows Nest
- Continue to maximise multiple opportunities of our community assets
- Council will continue to advocate for sustainable transport options which will help make North Sydney a pleasant place to live and also help reduce our carbon footprint
- Continue to promote use and adaption of heritage and other existing buildings through the development application process



## DIRECTION 3: OUR ECONOMIC VITALITY

### Achievements

- Public domain improvements in North Sydney CBD (page 100)
- Preparing Economic Development Strategy (page 120)
- Happiness Works Here Program (page 120)
- Working closely with the business community (page 120)

### Challenges

- Competition for business from neighbouring municipalities
- Balancing the pressure for residential development with protecting key sites which support North Sydney's business and commercial roles

### Disappointments

- Business Network events and Business After Hours function not held in 2015/16 due to lack of staff and resources. Events to be held in 2016/17
- North Sydney Oval attendance did not meet target due to significant construction occurring at the Oval during 2015/16

### The Year Ahead

- Council will continue its work to develop economic strength through Economic Development Strategy.
- Renewal of Brett Whitely Place to create a cultural heart of North Sydney CBD
- Continue to implement CBD Marketing Plan



## DIRECTION 4: OUR SOCIAL VITALITY

### Achievements

- Welcoming 789 new citizens (page 50)
- Continued to provide a high quality range of services to support children, young people, families and the elderly to ensure quality of life is enjoyed by all in the community (page 130-131)
- Continued to support the particular needs of customers from diverse cultural and linguistic backgrounds through the provision of specific programs and services (page 127)
- Promoted community harmony and intercultural understanding through programs which counter racism and intolerance and develop understandings of cultural, linguistic and religious diversity (page 127)
- Giving \$2.2 million in grants to local community organisations (page 132-134)
- Stanton Library welcomed 516,478 visitors and has around 30,000 members (page 127-129)
- Initiation of public art trail (page 127)
- Developing and implementing Road Safety Action Plan (page 135)

### Challenges

- The growing older population placing increasing pressures on a number of our services
- Increasing risk of social isolation as social bonds are weakened and people become more disconnected from others
- The declining affordability of local housing
- Children's services development and usage continues to be affected by increased demand that could not be met within available resources, government freeze on the funding of additional services, and policy changes, particularly a move towards accreditation and increasing regulation

### Disappointments

- 'Neighbour Day' celebration not held in 2015/16 due to lack of staff and resources. Event to be held in 2016/17
- Attendance at Nutcote did not meet target as museum was closed to the public since March for essential maintenance work
- Stanton Library membership did not meet target. Results reflect change in measurement from regular to heavy users of the Library as defined by the State Library
- Library stock circulation did not meet target. While the results falls short of target, the target was set prior to the opening of large central libraries at Lane Cove and Willoughby. The target has been adjusted for 2016/17
- The number of participants in Author Talk events did not meet target due factors including Sydney Writers Festival authors signing exclusivity contracts
- Residents serviced by Home Library Service did not meet target. Results reflect change in measurement to not include lapsed memberships
- Community facilities bookings did not meet target. This is a one-off occurrence. Situation to be monitored
- Community facilities utilisation did not meet target. Reasons to be identified

### The Year Ahead

- Creation of a public art trail
- Preparation of Masterplan for Stanton Library
- Upgrade McMahons Point Child Care Centre playground
- Transform former North Sydney police station into youth hub
- Refurbish Crows Nest Community Centre
- Council will continue to work on its various community programs including immunisation, vacation care, Planet X Youth Centre, Creating Wellbeing, Men's Shed and community safety
- Continue to ensure local communities are connected through knowledge and information



## DIRECTION 5: OUR CIVIC LEADERSHIP

### Achievements

- Engaging with our community (page 153-155)
- Council continued to expand the use of social media (page 156)
- Visits to Council's website continued to increase reinforcing the website's popularity as the first point for information (page 156)
- Implementing advocacy campaigns on behalf of the community including on Fit for Future Local Government Reform Program (page 156)
- Connecting with our customers (page 156-157)
- Improving business systems and technology (page 159)
- Awarding \$33.2 million in major contracts (page 64)
- Council received 963 GIPA access applications (page 159)
- Conducted customer satisfaction survey (page 153)
- Managing the accuracy and control of rapidly developing social media is an ongoing challenge for Council. Work continues to ensure that Council is responsive and respectful in social media interactions and policies and procedures enable Council to be a trusted voice in the community
- An ageing workforce and skills shortages in various services delivered by Council
- Responding to state government local government reforms
- Uncertainty about the policy initiatives of the state and federal government
- Keeping pace with providing services in an environment of increasing legislative obligations imposed by the state government
- Management of legislative compliance obligations under the multitude of NSW and Australian legislative requirements
- Keeping pace with the rapid developments in information technology
- Effective performance management, to support responsible, transparent and accountable government

### Challenges

- Integrated organisational planning, to support the delivery of community outcomes and financial sustainability
- Responding to an evolving community profile, an increasing demand for services and associated cost pressures but not receiving commensurate government funding
- Ensuring our community is well informed and developing the capacity of our community to engage in Council's decision making
- Addressing our medium to long term financial position
- Long term financial planning to ensure we address the historical under expenditure in maintaining Council assets
- Developing new sources of revenue, other than rates, to maintain and develop infrastructure

### Disappointments

- Project management framework improvements was placed on hold until 2016/17 pending recommendations from internal audit review.
- Visual communications style guide was placed on hold pending outcome of amalgamation legal action
- Complaints handling process review was placed on hold until 2016/17 due to reallocation of staff time to Public Inquiry
- Resident awareness of Precinct System did not meet target. There is a high population turnover due to a highly transient population. There was also a lack of staff resourcing in 2015/16. Further promotion of Precinct System to be undertaken in 2016/17

- Business satisfaction with Council's service delivery did not meet target. A wide range of comments were provided regarding aspects of the service area respondents found unsatisfactory, with the responses collated for current and future consideration. In the future the survey will seek to uncover potential reasons that may lie behind lower levels of satisfaction within the business community using in-depth qualitative research
- Average hours of training per year per employee did not meet target due to a large proportion of the training budget allocated to specialised training for a small number of staff. However, no training applications were declined
- The number of workplace safety incidents increased. Improved information systems, may have affected the results reported, potentially elevating numbers

### The Year Ahead




- Council's budget for the 2016/17 financial year forecasts a net operating result, before capital grants and contributions, of \$4.2 million. Income from total continuing operations is forecast at \$10.4 million including capital grants and contributions
- In our Operational Plan 2016/17 will build on the work we have achieved in the previous 12 months and support the strategic direction of the community. Under our strategic priority of 'Our Civic Leadership', we will be focusing on correct resourcing to achieve our other strategic priorities
- Implement recommendations from results of customer satisfaction survey
- Review complaint handling processes
- Organisation wide service reviews to identify efficiencies and process improvements
- Conduct Governance Health Check and implement recommendations

Further detail on the progress of these and other 2015/16 achievements, challenges and disappointments can be found on pages 80-177.

# SUMMARY OF PERFORMANCE

The table below presents the 2015/16 end of year position of Council’s performance against the directions and outcomes of the Community Strategic Plan.

Progress against the activities as outlined in the Operational Plan 2015/16 is provided in detail throughout the remainder of the report. Council’s progress against each direction and outcome is illustrated as a percentage and by the following symbols:

-  Performance for the year is on track or better i.e. 90% or exceeded.
-  Performance for the year is delayed but can get back on track in the next reporting period i.e. 75%-89%.
-  Performance for the year is in danger of not finishing/did not finish on time or may be/was not delivered i.e. <75%.

Direction	Progress
<b>Direction 1: Our Living Environment</b>	 99%
<b>Outcome</b>	
1.1 Protected, enhanced and rehabilitated native vegetation communities and ecosystems	 100%
1.2 Quality urban greenspaces	 100%
1.3 Healthy and clean local waterways	 100%
1.4 Improved environmental footprint and responsible use of natural resources	 98%
1.5 Provide appropriate public open space, recreation facilities and services.	 95%
<b>Direction 2: Our Built Environment</b>	 97%
<b>Outcome</b>	
2.1 Infrastructure, assets and facilities that meet community needs	 100%
2.2 Improved mix of land use and quality development through design excellence	 98%
2.3 Vibrant, connected and well maintained streetscapes and villages that build a sense of community	 91%
2.4 North Sydney’s heritage is preserved and valued	 100%
2.5 Sustainable transport is encouraged	 98%
2.6 Improved traffic management	 95%
2.7 Improved parking options supply	 96%
<b>Direction 3: Our Economic Vitality</b>	 92%
<b>Outcome</b>	
3.1 Diverse, strong, sustainable and vibrant local economy	 80%
3.2 North Sydney CBD is one of Australia’s largest commercial centres	 100%
3.3 North Sydney is a place that attracts events	 97%







Direction		Progress
Direction 4: Our Social Vitality		● 99%
Outcome		
4.1	Community is connected	● 96%
4.1	Community is diverse	● 100%
4.2	Enhanced arts and cultural programs and facilities	● 100%
4.3	North Sydney's history is preserved and recognised	● 99%
4.4	Lifelong learning and volunteering is encouraged	● 100%
4.5	Library services meet information, learning and volunteering is encouraged	● 97%
4.6	Community is active and healthy	● 100%
4.7	Enhanced community facilities, information and services	● 98%
4.8	Enhanced community safety and accessibility	● 100%
4.9	Improved affordable housing and accommodation	● 100%
Direction 5: Our Civic Leadership		● 97%
Outcome		
5.1	Council leads the strategic direction of North Sydney	● 98%
5.2	Council is financially sustainable	● 100%
5.3	Council is ethical, open, accountable and transparent in its decision making	● 98%
5.4	Community is informed and aware	● 88%
5.5	Customer focused Council services	● 98%
5.6	Council is an employer of choice	● 94%
5.7	Risks are minimised and continuity of Council's critical business functions is ensured	● 100%

# SUSTAINABILITY PERFORMANCE

We have grouped our activities to indicate if they relate to environmental, economic, social, and governance elements of sustainability, thereby creating a quadruple bottom line performance report.

Progress against the quadruple bottom line was on track during 2015/16

Element of QBL	Progress
Environmental	99%
Economic	92%
Social	99%
Governance	97%



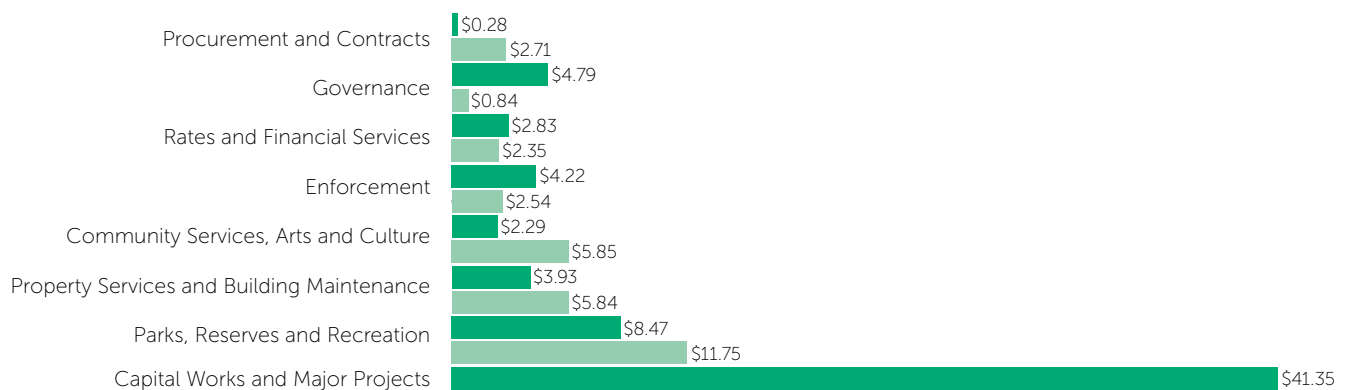




# OUR SERVICES – RATES AT WORK

Council adopted a budget for 2015/16 identifying how funds were to be allocated. For every \$100 of expenditure, Council delivered the following services during 2015/16:

## For every \$100 of Rate Revenue 2015/16



# YEAR IN NORTH SYDNEY



● July 2015 ● August 2015 ● September 2015 ● October 2015 ● November 2015 ● December 2015

**NAIDOC  
WEEK**



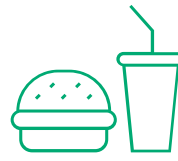
Science Week



Biodiversity Month

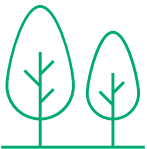


Mental  
Health Month



Twilight Food Fair

**SUMMER  
READING  
CLUB**



National Tree Day



Children's  
Book Week

**HISTORY  
WEEK**



Spring into Jazz



International  
Men's Day



New Year's Eve  
celebration at  
North Sydney  
Olympic Pool

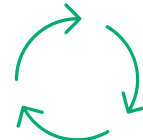
**FAMILY  
HISTORY  
WEEK**



Sustainable  
House Day



Ride to Work Day  
Community Breakfast

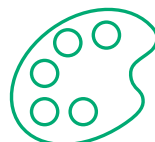


National  
Recycling Week

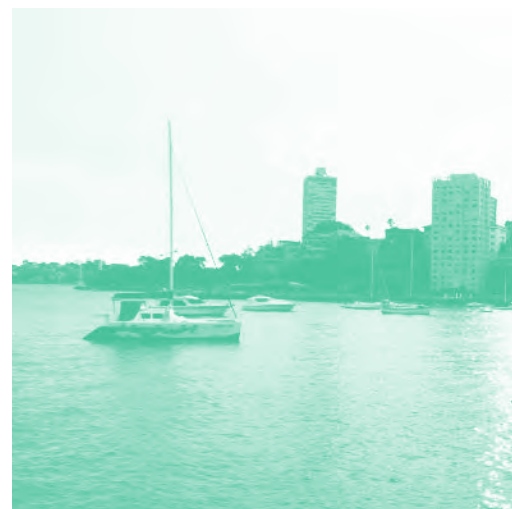


Health and  
Wellbeing Day

**CROWS  
NEST  
FAIR**



North Sydney  
Children's  
Art Exhibition







January 2016

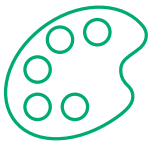
February 2016

March 2016

April 2016

May 2016

June 2016



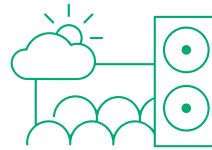
School Holiday  
Activities



Coal Loader  
Artisan Market



Harmony  
Day



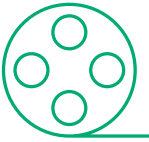
Shorefest  
National Youth Week  
Music Festival



Law week



World  
Environment Day



Sunset Cinema

**HEALTH  
WEEK**

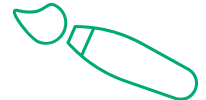


Clean Up  
Australia Day

**NATIONAL  
TRUST  
HERITAGE  
FESTIVAL**



Guringai  
Festival



Primrose Park  
Artists Open Studio



Australia Day  
Celebrations

**NAN  
MANFIELD  
YOUNG  
WRITER'S  
AWARD**

**NORTH  
SYDNEY  
STREET  
FESTIVAL**



North Sydney  
Olympic Pool  
Family Fun Day



International  
Women's Day

**SENIORS  
WEEK**



# MAYOR'S MESSAGE



It is with pleasure I present North Sydney Council's Annual Report for 2015/16.

We have continued to drive some major projects this year—one of these projects is the revitalisation of the North Sydney CBD. The importance of revitalising Brett Whitely Place in the CBD cannot be understated. New developments are being approved, the public domain is being refurbished and events and street activations are helping to breathe new life in the area. By creating not only an economic but also cultural heart for our municipality, we can give residents and visitors even more reason to visit—and build a more thriving economy and cohesive community.

Another highlight has of course been the transformation of the Alexander Street Car Park. The development adds vibrancy to the Crows Nest village, looking colourful by day and night. The carpark was redeveloped as part of a public private partnership with Woolworths, which now has a modern two-tier supermarket providing 115 jobs.

It was pleasing to see the results from the customer satisfaction survey, which showed that our community appreciate the efforts Council is making to address their needs. The community were yet again positive about most areas of Council's services and overall satisfaction across most service remained high. It was good to see Council also outperformed other Sydney councils for overall satisfaction and was above the NSW satisfaction benchmark.

Engaging with our community is at the heart of good governance. We strive to ensure that we engage effectively with our stakeholders on decisions that affect them. During the past year Council carried out community engagement on a number of key projects such as the North Sydney Olympic Pool redevelopment, design options for Hume Street Park, and our soon to be released transport, traffic and parking strategies.

Council continues to be financially well managed as indicated by our audited financial statements. Detailed financial information is available on pages 184-279.

Council's commitment to supporting the community continued. In 2015/16 we provided more than \$2 million in community grants, supporting the wonderful work being undertaken by many community organisations.

In the light of proposed council amalgamation, it has been business as usual at Council. I thank the staff for their dedication during the year.

It is a great honour to hand over to you this Annual Report on behalf of my fellow councillors and staff. I trust that it will provide you with a better understanding and appreciation of the breadth and quality of services provided by North Sydney Council.

**Cr Jilly Gibson**  
Mayor of North Sydney



# GENERAL MANAGER'S REPORT

I am pleased to present my first annual report for North Sydney Council.

As you read through this report I hope you gain a clear picture of performance against our strategic priorities. But most importantly, the document should be considered against the standards that you, our community, expect in the delivery of more than 100 services and programs. This year marked the third year of our Delivery Program 2013/14-2016/17. By 30 June 2016, we had delivered on 97 percent of the actions earmarked for completion in 2015/16. You will find detailed reporting on pages 80-177.

Financially, 2015/16 was again a sound year for Council. We have a sound financial operating result for the past year. As page 20 of this Report shows, we had an operating surplus of \$61.6 million. This was an increase of \$39 million from the result achieved in 2014/15.

In 2015/16 Council invested \$43.7 million on capital works, the majority of which was spent on infrastructure projects including the footpaths and public domain upgrades.

In 2015/16 Council invested \$43.7 million on capital works, the majority of which was spent on infrastructure projects including the footpaths and public domain upgrades.

We understand that people are key to our success. We continued to invest in development, leadership and wellbeing programs for our staff. Our staff turnover was 10%, down from 12% last year.

As this Report reveals, despite the challenges we face, including the implications of the state government's local government reform program, we remain both excited and positive about North Sydney's future and the initiatives planned for our community.

Whilst the results from our Customer Satisfaction Survey were very positive, we will not rest on our laurels as ideally we'd like to see top results for all our services. We have started work on traffic and parking strategies which will help balance the demand and supply for parking and better manage traffic congestion.

With a new metro station coming to North Sydney, Council will be working to ensure the new infrastructure maximises benefit to the community.

The Crows Nest Planning Study for Precinct 4 will be a blueprint for future sustainable growth in the area.

Construction of the Coal Loader Centre for Sustainability's new green roof providing a multi-purpose recreational space, with vegetable plots, performance space and seating will progress.

Council will continue its work to develop economic strength through its Economic Development Strategy.

Of course, we are continuing our commitment to improving our essential infrastructure, with significant funding being allocated next year to roads, footpaths and drainage.

I thank my staff for their dedication over the past year. Their competence and dedication have made these achievements possible.

I also extend my thanks to our elected councillors for their commitment to North Sydney over the past year.



**Ross McCreanor**  
Acting General Manager



# FINANCIAL REPORT

The following information presents a summary of financial results for 2015/16. For more detail please refer to the Financial Statement on pages 184-279.

Council's financial results for 2015/16 were consistent with the performance achieved in the previous year and the performance budgeted for.

## 2015/16 Financial Results Overview

	(\$000)
Total Income	160,796
Total Expenses	99,236
Net Operating Result	61,560
Operating Result before Capital Income	13,856
Total Assets	969,620
Total Liabilities	51,149
Net Assets	918,471
Total Cash and Investments	100,955

### Net Operating Result

Council's Income Statement (see page 187) shows whether Council's operations were in surplus or deficit during 2015/16, and is calculated using the formula:

Total income - total expenses = net result.

The net result for 2015/16 as reported in the financial statements, is a surplus of \$61.6 million (\$13.9 million before capital grants and contributions). This is an increase of \$39 million over the result achieved in 2014/15 (\$6.8 million excluding capital grants and contributions) and \$54.7 million higher than that forecast in the original budget (\$11 million excluding capital grants and contributions). The better than expected operating result can be primarily attributed to greater than expected revenue from developer contributions, construction zone and hoarding permit fees, on and off-street parking fees, parking enforcement and a \$34.3 million non-cash contribution reflecting the increase in the value of Council's interest in the Woolworths/Alexander Street Car Park development in Crows Nest.

We have achieved a net operating surplus both including and excluding capital grants and contributions in each of the last five years.

Net Operating Result	2011/12	2012/13	2013/14	2014/15	2015/16
Operating Result before Capital Income	\$2M	\$15M	\$15M	\$7M	\$14M
Net Operating Result	\$9M	\$18M	\$27M	\$23M	\$62M



Council's Income Statement shows how much Council has earned during 2015/16. It details where Council receives its income and where it is spent.

**Income: where our money came from**

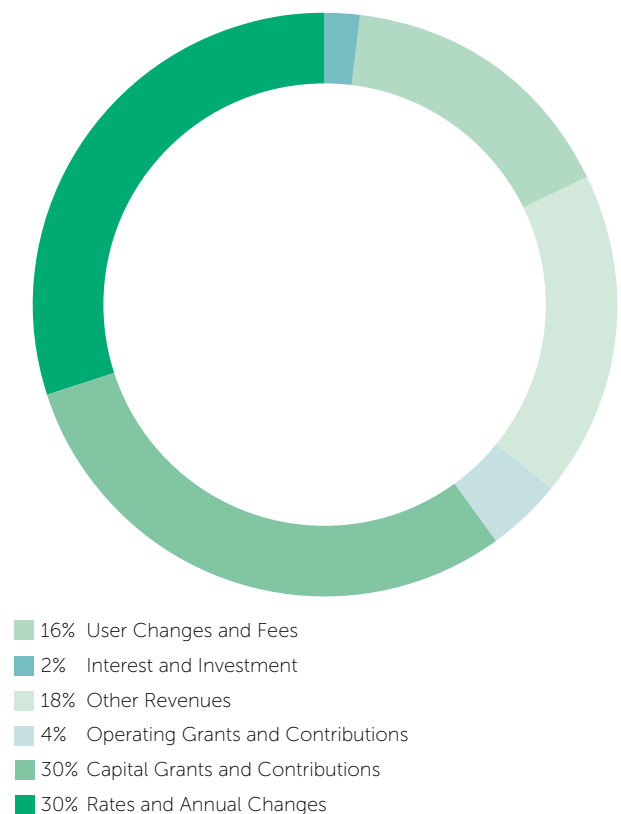
Council income is derived from various sources including rates, levies, fees and charges, interest, other income and grants and contributions.

This year, our main sources of income, other than rates, was from capital grants and contribution of \$47.7 million or 30% compared to 15.5 million or 13% in 2014/15.

In 2015/16, the largest contribution to income Council received was from Rates and Annual Changes (30%).

Council's total income for 2015/16 was 160.8 million. Total income increased by \$44.6 million from the previous year due to a \$34.3 million non-cash contribution reflecting the increase in the value of Council's interest in the Woolworths/Alexander Street Car Park development in Crows Nest, a \$7.9 million higher increase in the fair value of our investment property portfolio, a \$2.7 million increase in revenue from rates and annual charges and a \$1.7 million increase in revenue from parking fees and fines.

**Total Income (\$)**



<b>Total Income</b>	<b>2011/12 (\$000)</b>	<b>2012/13 (\$000)</b>	<b>2013/14 (\$000)</b>	<b>2014/15 (\$000)</b>	<b>2015/16 (\$000)</b>
Rates and Annual Charges	38,968	40,789	43,550	46,336	<b>49,000</b>
User Charges and Fees	20,624	21,056	22,709	24,812	<b>25,474</b>
Interest and Investment Revenue	3,770	4,280	4,022	4,613	<b>3,968</b>
Other Revenues	16,110	29,797	35,005	20,184	<b>28,507</b>
Operating Grants and Contributions	4,462	3,841	3,457	4,656	<b>6,118</b>
Capital Grants and Contributions	6,909	3,443	11,414	15,543	<b>47,704</b>
Gains Asset Disposal	129	1,542	0	75	<b>25</b>
Share in Joint Venture	20	0	0	0	<b>0</b>
<b>Total</b>	<b>90,992</b>	<b>104,748</b>	<b>120,157</b>	<b>116,219</b>	<b>160,796</b>

### Expenses: where our money went

Council's total operating expenditure for 2015/16 was \$99 million.

In 2015/16, the primary expense was employee benefits which accounted for 41% of expenses.

Total operating expenditure increased by \$6 million from the previous year.

### Total Expenses (\$)



- 41% Employee Benefits
- 35% Materials and Contracts
- 8% Other Expenses
- 16% Depreciation and Amortisation
- 0% Loss Asset Disposal
- 0% Loss in Joint Venture

Total Expenses	2011/12 (\$000)	2012/13 (\$000)	2013/14 (\$000)	2014/15 (\$000)	2015/16 (\$000)
Employee Benefits	33,611	34,811	35,559	38,756	40,544
Borrowing Costs	0	0	0	0	277
Materials and Contracts	25,932	27,757	29,275	30,891	34,421
Depreciation and Amortisation	14,469	15,044	15,283	15,684	15,536
Other Expenses	7,914	8,704	8,442	8,308	8,436
Loss Asset Disposal	0	0	4,851	0	0
Loss in Joint Venture	0	8	4	5	22
<b>Total</b>	<b>81,926</b>	<b>86,324</b>	<b>93,414</b>	<b>93,644</b>	<b>99,236</b>

### Expenses against Revenue

The graph and table below show the trend in Council's revenue, expenses and net result for the past five years. Some of Council's revenue is capital in nature and restricted as to its use. This capital revenue is shown separately in the table, with an adjusted net operating result, which is more indicative of net funds available to fund operations.

Total Expenses	2011/12 (\$000)	2012/13 (\$000)	2013/14 (\$000)	2014/15 (\$000)	2015/16 (\$000)
Revenue	90,992	104,748	120,157	116,219	160,796
Expenses	81,926	86,324	93,414	93,644	99,236
Net result	9,066	18,424	26,743	22,575	61,560
Less capital revenue not available to fund operations	6,909	3,443	11,414	15,543	47,704
<b>Net Operating Result</b>	<b>2,157</b>	<b>14,981</b>	<b>15,329</b>	<b>7,032</b>	<b>13,856</b>

### Our Financial Position is Sound

Council's financial position is sound with net assets of \$918 million, including cash and investments of \$101 million. Of this \$101 million, \$35 million was externally restricted for specific purposes and \$53 million was internally restricted for specific purposes. The remaining \$13 million was unrestricted.

Available working capital was \$3.8 million, a level sufficient to comfortably manage Council's day to day operations and provide a buffer against unforeseen and unbudgeted expenditures after taking into consideration the nature and level of internally restricted reserves.

The unrestricted current ratio provides a measure of the adequacy of working capital and the degree to which unrestricted current assets can satisfy the organisation's short term commitments. As at 30 June 2016, Council's unrestricted current ratio was 3.3:1, well above the industry benchmark of 1.5:1. This means that for every \$1 of current liabilities to be funded from unrestricted or internally restricted cash, \$3.30 of unrestricted or internally restricted cash was available.

The strong financial position reflects sound financial management and Council's commitment to financial sustainability. It also strengthens Council's financial capacity to deliver on the outcomes and strategies of the Community Strategic Plan.

### Budgeting

We are budgeting for an \$8 million surplus in 2016/17 (\$1.8 million excluding capital grants and contributions). Revenue is expected to be \$105.2 million, \$55.6 million lower than in 2015/16 due to less revenue from capital contributions and a more modest increase in the fair value of Council's investment property portfolio. We expect our expenditure to be \$97.2 million, \$1.8 million lower than 2015/16, due lower forecast levels of expenditure on legal costs and major non-recurrent, non-capital projects.

We anticipate increases in all other income and expenditure items to be consistent with those allowed for in our Long Term Financial Plan.

The Statement of Financial Position (see page 189) shows what we own (our assets), what we owe (our liabilities) and our net worth.

### Financial Strength: our net worth

Council's financial strength, indicated by net assets (what we own less what we owe) has increased by \$61.6 million to \$918.5 million.

### Assets: what we own

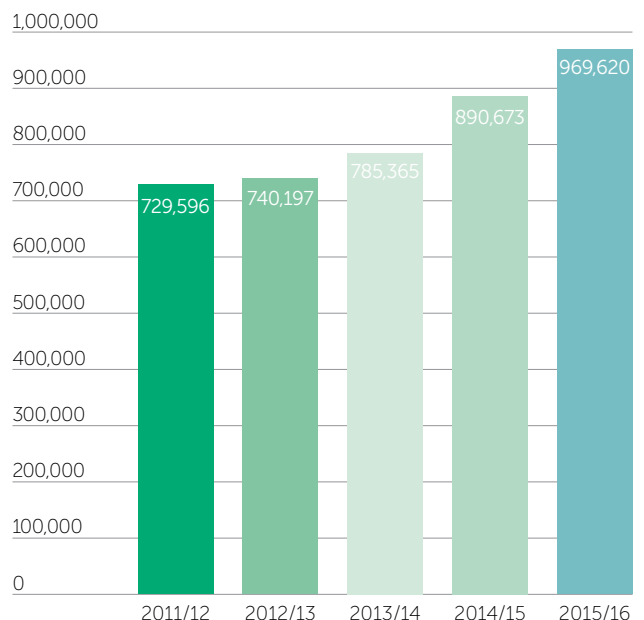
The major components of our assets include:

- Cash and investments of \$101 million
- Infrastructure, property plant and equipment valued at \$769 million.
- Investment properties valued at \$92 million.

These components make up 99% of our total assets.

Total assets increased in 2015/16 by \$78.9 million (8.9%) primarily due to increased capital expenditure and increases in the fair value of our investment properties.

### Total Assets(\$000)



	2011/12 (\$000)	2012/13 (\$000)	2013/14 (\$000)	2014/15 (\$000)	2015/16 (\$000)
Cash and Cash Equivalents	2,284	3,081	5,108	8,607	5,521
Investments	63,308	68,514	90,510	94,534	95,434
Receivables	6,204	5,547	6,603	5,829	6,840
Inventories	39	43	51	43	43
Prepaid Expenses	217	43	59	228	226
Infrastructure, Property, Plant and Equipment	605,700	600,893	608,323	701,806	769,132
Investment in Shorelink Library Network	73	65	61	56	34
Investment Property	62,372	77,680	74,650	79,570	92,390
<b>Total Assets</b>	<b>740,197</b>	<b>755,866</b>	<b>785,365</b>	<b>890,673</b>	<b>969,620</b>

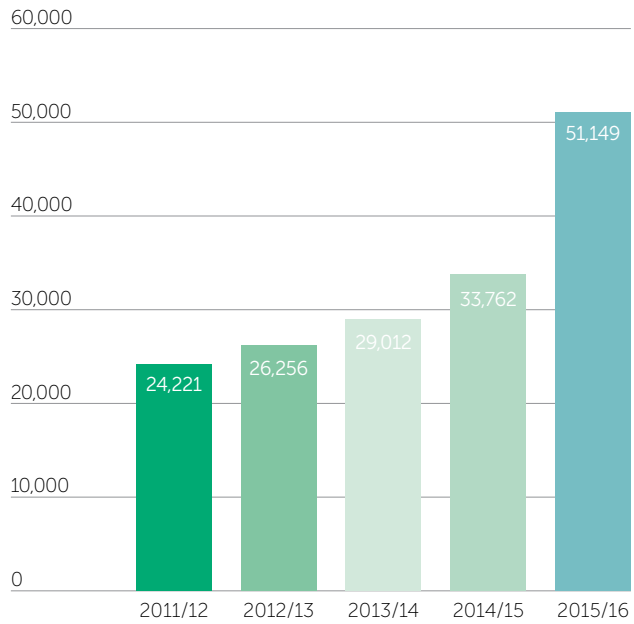


**Liabilities: what we owe**

Council’s liabilities include debt, amounts owed to suppliers and amounts owed to employees for leave entitlements.

Our total liabilities at 30 June 2016 were \$51.1 million, an increase of \$17.4 million (51.5%) on the previous year due to the borrowing of \$9.5 million to fund our contribution to the redevelopment of the Alexander Street Car Park site in Crows Nest and the upgrade of our ageing parking meter infrastructure, an increase in the provision for employee leave entitlements and an increase in payments due to creditors at balance date.

**Total Liabilities (\$000)**

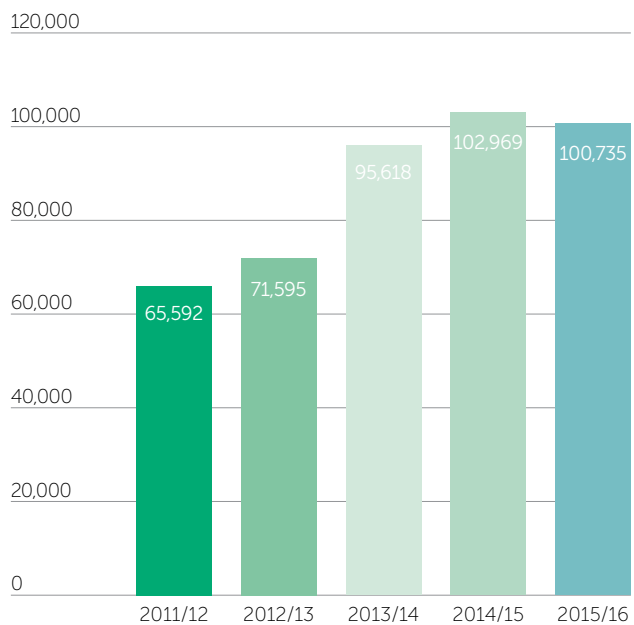


	2011/12 (\$000)	2012/13 (\$000)	2013/14 (\$000)	2014/15 (\$000)	2015/16 (\$000)
Payables	11,891	13,213	15,475	18,802	25,290
Borrowings	–	–	–	172	9,720
Provisions	12,330	13,043	13,537	14,788	16,139
<b>Total Liabilities</b>	<b>24,221</b>	<b>26,256</b>	<b>29,012</b>	<b>33,762</b>	<b>51,149</b>

**Statement of Cash Flows: where our cash comes from and where it goes**

The Statement of Cash Flows (see page 191) shows Council’s cash inflows and outflows. This statement shows our ability to pay our bills to continue normal operations, pay off our debts and have money available for the construction and renewal of assets. Our year ending cash, cash equivalents and investments balance was \$100.7 million, \$2.2 million less than that of the previous year to assist in the funding of our substantial capital works program.

**Cash Balance (\$000)**



	2015/16 (\$000)
Cash and Cash Equivalents	5,521
Investments	95,434
Less Bank Overdraft	220
<b>Total Cash, Cash Equivalents and Investments</b>	<b>100,735</b>

### Financial Ratios

Council is required to disclose several financial ratios in the Financial Statements. The ratios demonstrate the financial health of Council.

Explanations for each of the indicators, together with the calculations for each, are contained in note 13 to the Financial Statements (pages 184-279) of this Annual Report.

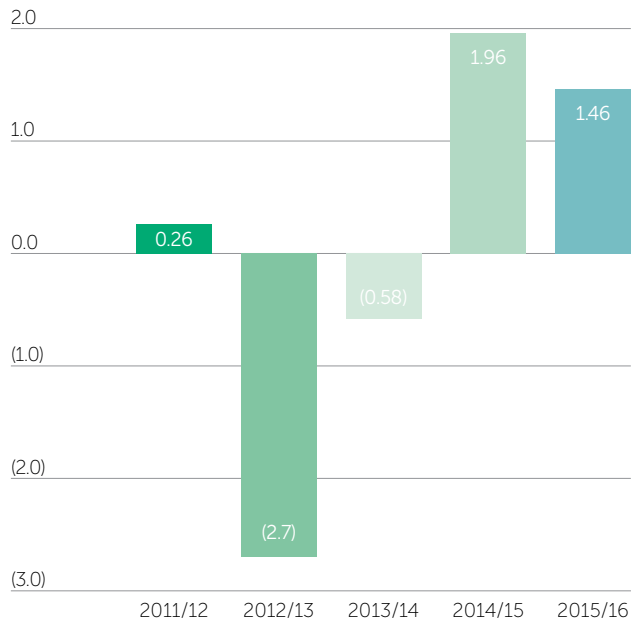
	2011/12	2012/13	2013/14	2014/15	2015/16
Operating Performance Ratio	0.26%	-2.70%	-0.58%	1.96%	1.46%
Own Source Operating Revenue Ratio	87.20%	91.67%	85.05%	81.81%	63.67%
Unrestricted Current Ratio	2.86x	2.34x	2.25x	4.95x	3.30x
Debt Service Cover Ratio	0.00	0.00	0.00	0.00	62.39x
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	1.10%	0.93%	0.63%	0.74%	1.05%



### Operating Performance Ratio

This indicator measures the extent to which operating revenue raised covers operational expenses. At 1.46%, it was better than the breakeven position of 0%, an indication that operating expenditure was entirely funded from operating income with surplus funds available for future capital works projects. This has been the case in each of the last two years. To prevent a deterioration in Council's financial position, at least a breakeven position should be achieved, on average, over the long term.

Operating Performance Ratio (%)

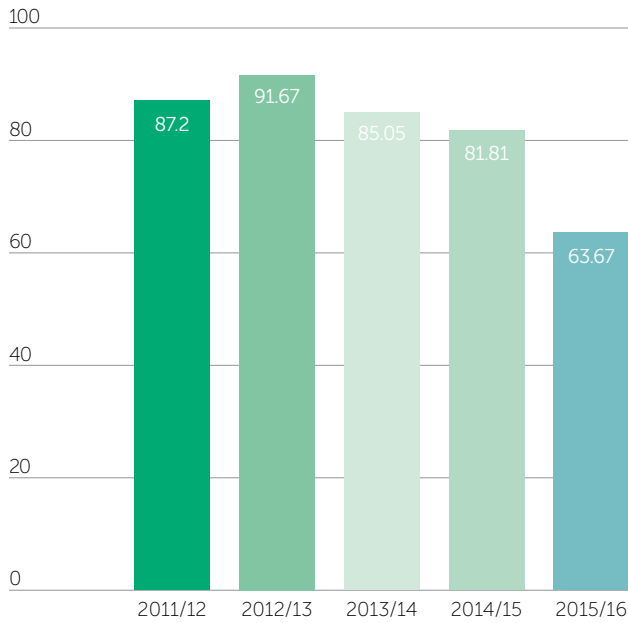




### Own Source Operating Revenue Ratio

This ratio provides a measure of Council's reliance on external funding sources such as grants and contributions. At 63.67%, it was above the industry benchmark of 60%, as has been the case in each of the last five years. This indicates an adequate degree of reliance on Council's own source revenue as opposed to revenue from external sources. It did fall significantly from 82% in 2014/15 due to the inclusion of a one-off \$34.3 million non-cash contribution in operating revenue and is forecast to exceed 80% in future years.

#### Own Source Operating Revenue Ratio (%)



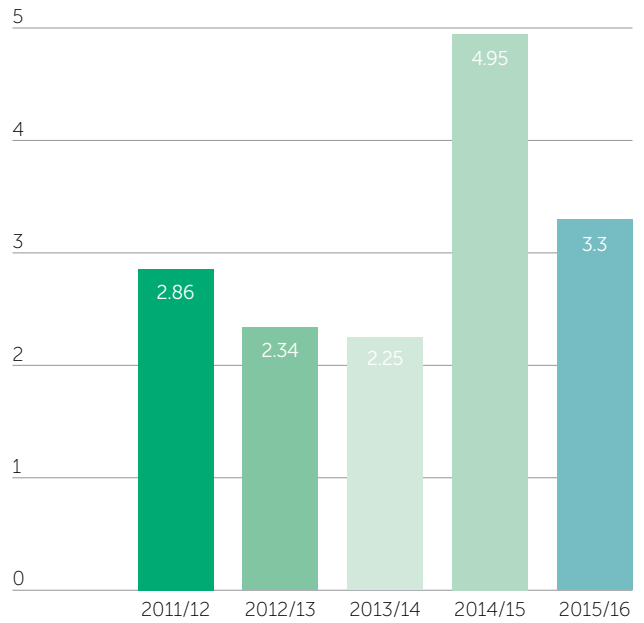
### Debt Service Ratio

This ratio measures the availability of operating cash to service the repayment of debt. During the year, Council borrowed \$9.5 million to fund our contribution to the redevelopment of the Alexander Street Car Park site in Crows Nest and the upgrade of our ageing parking meter infrastructure. Excluding capital grants and contributions and non-cash items from the operating result, the net surplus was sufficient to cover annual interest repayments 62.4 times, well above the industry benchmark of a minimum of 2 times. This was partially due to repayments consisting of interest only until 31 July 2018.

### Unrestricted Current Ratio

The ratio was assessed the adequacy of working capital to satisfy our obligations in the short term for our unrestricted activities. For every \$1 Council owned we had \$3.30 to cover it, which is more than adequate to meet our financial obligations in the short term. It is generally accepted that a ratio above 1:5 is satisfactory, meaning that Council has liquid assets that can meet short term liabilities as they fall due.

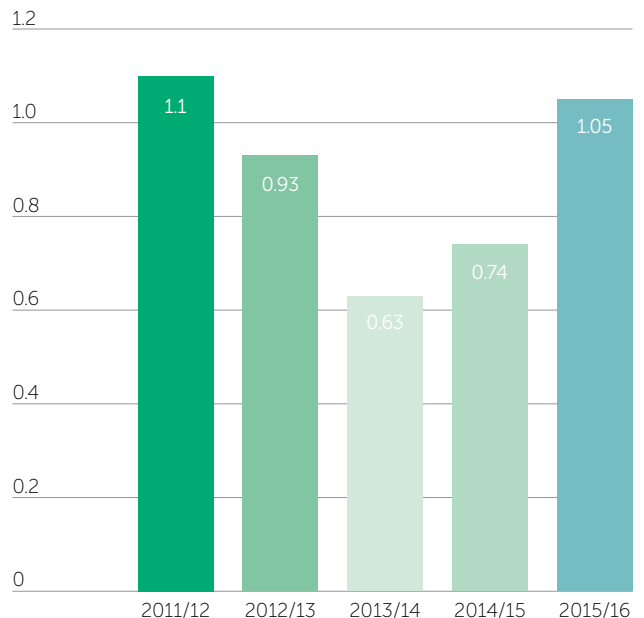
#### Unrestricted Current Ratio (%)



### Rate and Annual Charges Outstanding

The ratio assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of our recovery efforts. While it deteriorated slightly from 0.74% to 1.05%, it still compares very favourably with the industry benchmark of 5%, a reflection of the ongoing effectiveness of our recovery efforts.

#### Rates and Annual Charges Outstanding (%)

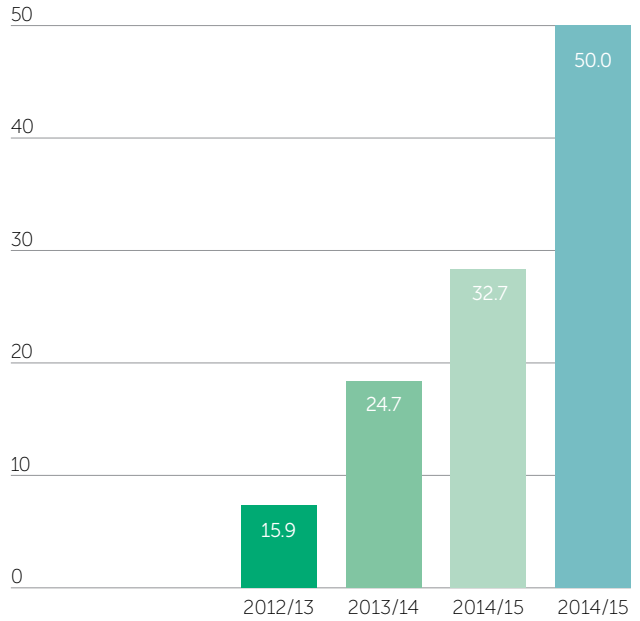


**Capital Works Expenditure**

In 2015/16, Council invested \$43.7 million on capital works plus a further \$6.3 million on plant and property purchases. Among the most significant works were:

- North Sydney CBD Public Domain Improvements—\$10.5 million;
- Road Pavement Renewal—\$5.6 million;
- Alexander Street Car Park Upgrade—\$5.4 million;
- Coal Loader Platform—\$2.6 million;
- Stormwater Drainage Improvements—\$2.6 million;
- Kerb and Gutter Renewal—\$2.4 million;
- North Sydney Oval Improvements—\$2 million;
- Footpath Renewal—\$1.8 million;
- Crows Nest Public Domain Improvements—\$1.1 million;
- Bike Facilities—\$845,000;
- Stabilisation of Retaining Walls—\$761,000;
- Parraween Street Car Park Mixed Use Redevelopment.—\$736,000;
- Parking Meters Upgrade—\$713,000;
- Bon Andrews Oval Pavilion Upgrade—\$594,000; and
- Road Safety Barriers Upgrade—\$415,000.

**Capital Works Expenditure (\$ Million)**



\* includes plant and property purchases



### Future Planning and Trends

Council has many current and future demands on funding. This requires strong, long term planning and the targeted allocation of resources. This is achieved through the preparation of the Community Strategic Plan and is supported by the Resourcing Strategy which includes Council's Long Term Financial Plan.

The Long Term Financial Plan expresses the outcomes and strategies of the Community Strategic Plan in financial terms.

It also projects Council's financial commitments for the next 10 years and enables us to identify and analyse trends of significance and provide for sound financial planning and decision making. It also sets down the principles for financial management for the years ahead.

Council's financial performance targets are documented in the Long Term Financial Plan, resourced through its budgets and audited outcomes and are reported to the community through the Annual Report.

The following table shows the general financial indicators over the first 10 years of the Long Term Financial Plan, which includes the four years of the Delivery Program 2013/14-2016/17.

Council aims to ensure that it is able to maintain its infrastructure asset at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, rates increased by 5.5% inclusive of the annual rate peg in 2014/15 to provide for growth in asset renewal funds combined with operational expenditure. The table below depicts key financial information as forecast in Council's Long Term Financial Plan.

	Actual (\$000)			Forecast (\$000)					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Total income from continuing operations	116,219	98,898	101,229	103,847	107,466	110,473	113,803	117,211	120,689
Total expenses from continuing operations	93,644	93,760	97,450	100,060	103,539	108,032	111,634	115,372	119,255
Net operating result	22,575	5,138	3,779	3,787	3,927	2,441	2,169	1,839	1,434
Net operating result before capita grants and contributions	7,032	1,096	(264)	764	904	(583)	(855)	(1,186)	(1,591)
Capital expenditure—new assets	5,036	3,567	2,560	2,343	1,936	918	1,176	840	1,451
Capital expenditure—replacement/refurbishment of existing assets	27,672	19,229	19,895	13,591	12,948	13,713	13,625	14,736	14,684
Total capital expenditure	32,708	22,796	22,455	15,934	14,884	14,631	14,801	15,576	16,135

The Long Term Financial Plan is available on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

### Major Projects

Council has identified a number of major projects for the municipality.

Our major projects help drive activity to achieve our strategic directions. During 2015/16, our major projects included the following:

- Redevelopment of Alexander Street Car Park, Crows Nest
- Preparing submission on Fit for Future Local Government Reform Program
- Upgrade of Walker Street, North Sydney
- Undertaking consultation on Transport Strategy
- Undertaking consultation on development of North Sydney Olympic Pool

Overall, major projects have progressed satisfactorily during the year.

### Future Major Projects

Other major projects to commence or continue in 2016/17 include:

- Renewal of Brett Whitely Place in North Sydney CBD
- Planning for new North Sydney Metro Station
- Upgrade of North Sydney Olympic Pool complex
- Upgrade of North Sydney Oval
- Interactive "green roof" for Coal Loader
- Preparing Masterplan for St Leonards Park
- Implementation of Education Precinct Masterplan
- Planning for expansion and embellishment of Hume Street Park, Crows Nest
- Implementation of Crows Nest/St Leonards Planning Study and undertaking Crows Nest/St Leonards Planning Study Precinct 4
- Creation of a public art trail
- Preparation of Masterplan for Stanton Library
- Implementation of Customer Service Improvement Strategy
- Organisation-wide review of Council's services



# OUR COMMUNITY

## North Sydney Profile

This brief snapshot alludes to some of the strategic factors that will influence North Sydney over the next 10 years.

### Overview

The North Sydney local government area is located in Sydney's inner northern suburbs, about 3km from the Sydney GPO and covers ten square kilometres. It is both urban and green in character, comprising two Central Business Districts (CBDs), smaller suburban centres, residential areas and parks and open spaces.

The local government area includes the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahon's Point, Milsons Point, Neutral Bay, North Sydney, St Leonards (part), Waverton and Wollstonecraft. It is bounded by Willoughby local government area in the north, the Mosman local government area in the east, Port Jackson in the south and the Lane Cove local government area in the west.

Major features include the commercial and retail areas, St Leonards Park and North Sydney Oval, HMAS Waterhen and HMAS Platypus, Mary MacKillop Place, Admiralty and Kirribilli Houses, and a high proportion of academic facilities including TAFE Colleges, a campus of the Australian Catholic University and a number of secondary and primary schools. North Sydney is served by the Bradfield Highway, the Pacific Highway, the Warringah Freeway and the North Shore railway line with stations at Milsons Point, North Sydney, Waverton and Wollstonecraft.

Council acknowledges the Guringai Tribe and Cammeraygal Clan as the traditional custodians of this area. It is important to recognise the Aboriginal spiritual, social and cultural connections to North Sydney's land and waters.

### North Sydney at a Glance

Population	2016	2036
	71,063	83,212
Land area	1,049 hectares (10km <sup>2</sup> )	
Population density	67.71 persons per hectare	

Source: Australia Bureau of Statistics and NSW Department of Planning and Infrastructure

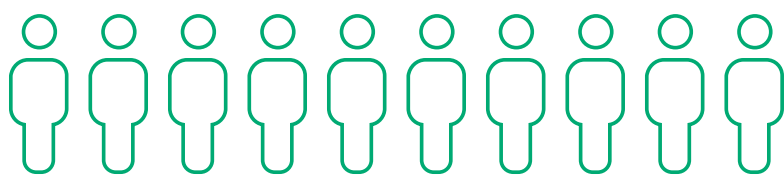
### Demographic Profile

The main features of the demographic profile on North Sydney are:

- The estimated resident population in 2016 was 71,063 people.
- The North Sydney population is expected to increase to 83,212 people by 2036 — an additional 12,149 people (17.10%) during this period.



Estimated resident population in 2016 was 71,063 people.

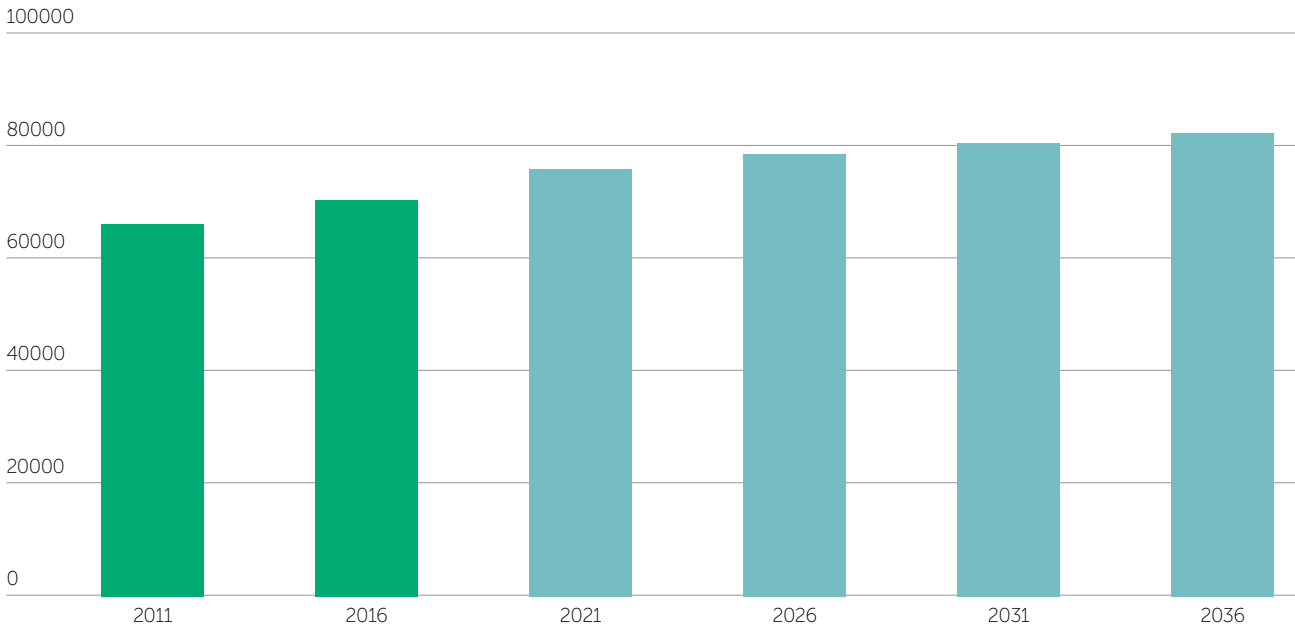


expected to increase to

**83,212**

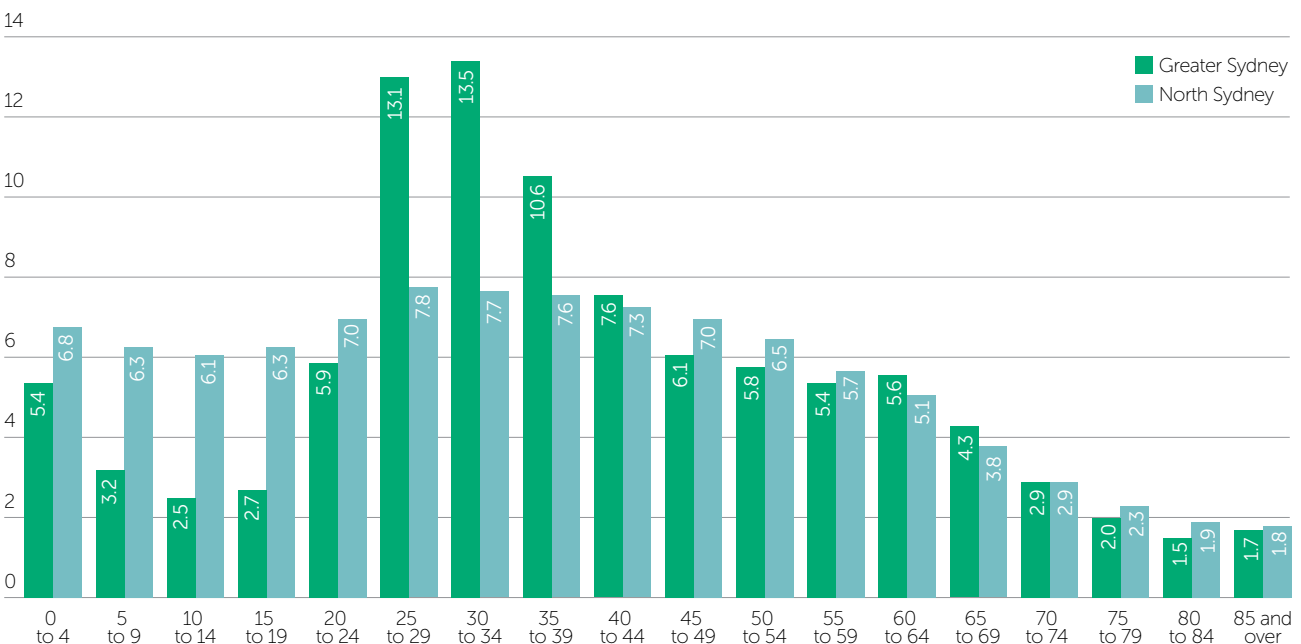
people by 2036.

Population summary



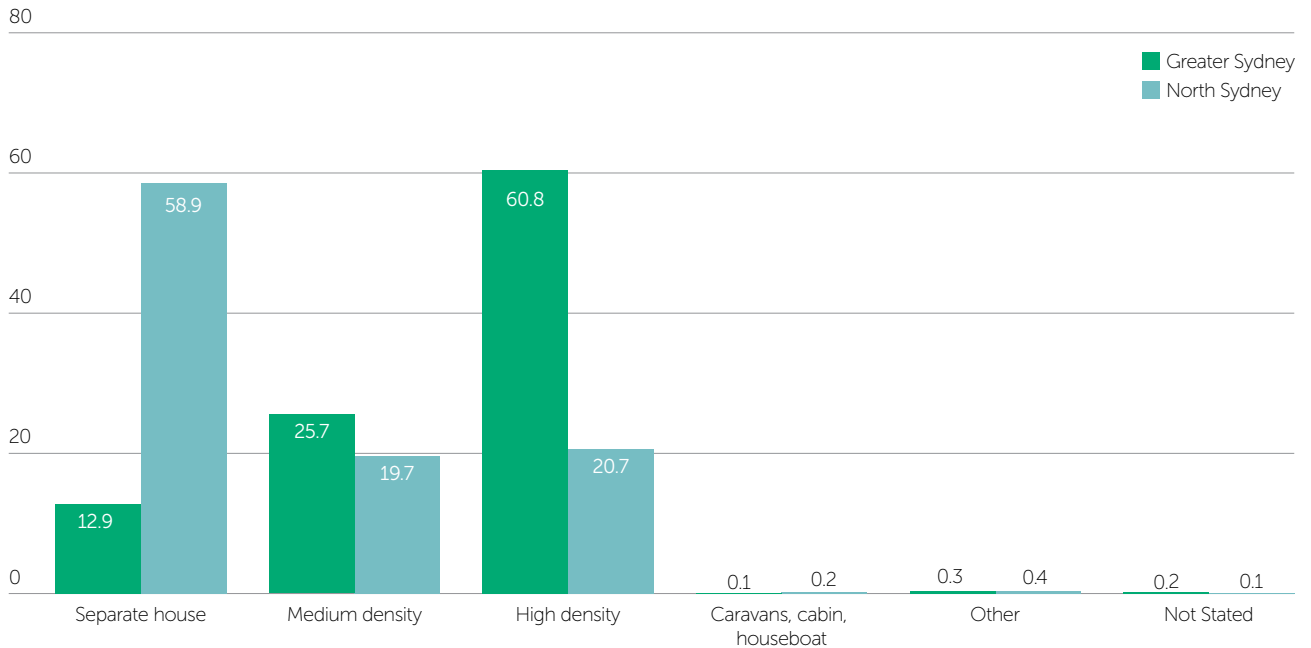
- More than half of North Sydney's residents are aged between 25 and 49 years.
- The largest age group is 30 to 34 year olds (13.5%). North Sydney has a larger percentage of 25 to 34 year olds (26.6%) compared to the Greater Sydney average (15.5%).
- North Sydney has a lower proportion (11.1%) of people in the younger age groups (under 15) and a similar proportion (12.4%) of people in the older age groups (65+) compared with 19.2% and 12.7% respectively for Greater Sydney.

Age structure - five year age groups (%)



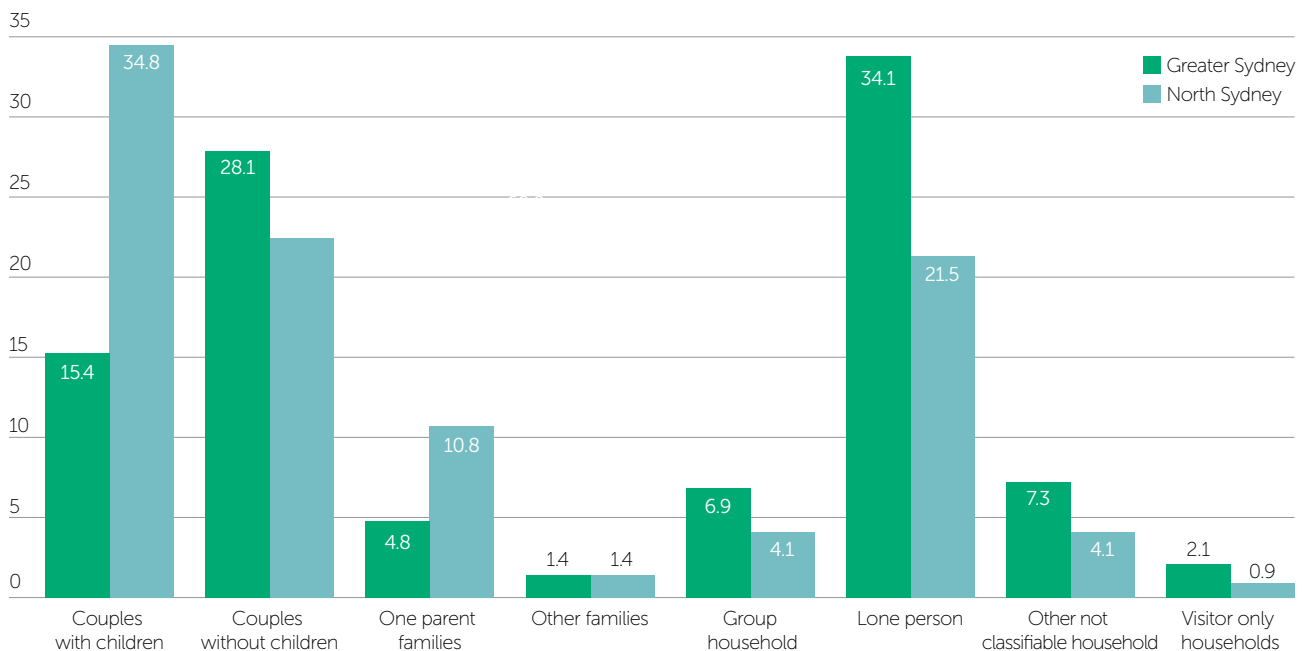


Dwelling structure (%)



- North Sydney is a relatively affluent community with above average incomes. Overall 42% of households earn \$2,500 or more per week, whilst 11% are low income households, earning less than \$600 per week.
- Overall, 66.9% of the population hold tertiary qualifications compared with 48.2% for the Sydney average.
- Overall, 36.4% of the population was born overseas, compared with 34.2% for Greater Sydney; 20.8% are from a non-English speaking background, compared with 26.3% for the Sydney average.
- The largest non-English speaking country of birth in North Sydney was China, where 2.2% of the population, or 1,382 people, were born.
- The dominant language spoken at home, other than English, in North Sydney was Cantonese, with 2.7% of the population or 1,662 people speaking this language at home.
- In 2011 the North Sydney population was living in 34,897 dwellings with the most dominant household size being 2 persons per household. Dwelling density is higher in North Sydney than in other parts of Sydney with 25.7% residing in medium density dwellings (semi-detached, row, terrace, townhouses and villa units) compared with 19.7% for the Sydney average; while 60.8% live in high density dwellings (flats and apartments) compared with 20.7% for the Sydney average.
- North Sydney has a low proportion of households with children (15.4%), compared to the Greater Sydney average (34.8%) with 87.2% of the population being over 18 years.
- Family households accounted for 49.7% of total households in North Sydney while lone person households comprised 34.1% of total households compared with 69.6% and 21.5% respectively for Greater Sydney.

Household type (%)



- The population is highly mobile. 46.5% of all residents rent compared with 30.4% in Greater Sydney.

It is forecast in 2021:

- The most populous forecast age group will be 25-29 year olds, with 8,712 persons.
- The age group with the largest proportional increase (relative to its population size) will be 70-74 year olds, who are forecast to increase by 92.2% to 2,912 persons.
- The number of people aged under 15 is forecast to increase by 1,894 (33.0%), representing a rise in the proportion of the population to 10.4%. The number of people aged over 65 is expected to increase by 3,649 (50.6%), and represent 14.8% of the population by 2021.

- The largest increase in household type between 2006 and 2021 is forecast to be in group households, which will increase by 601 households, comprising 7.8% of all households, compared to 7.2% in 2006.

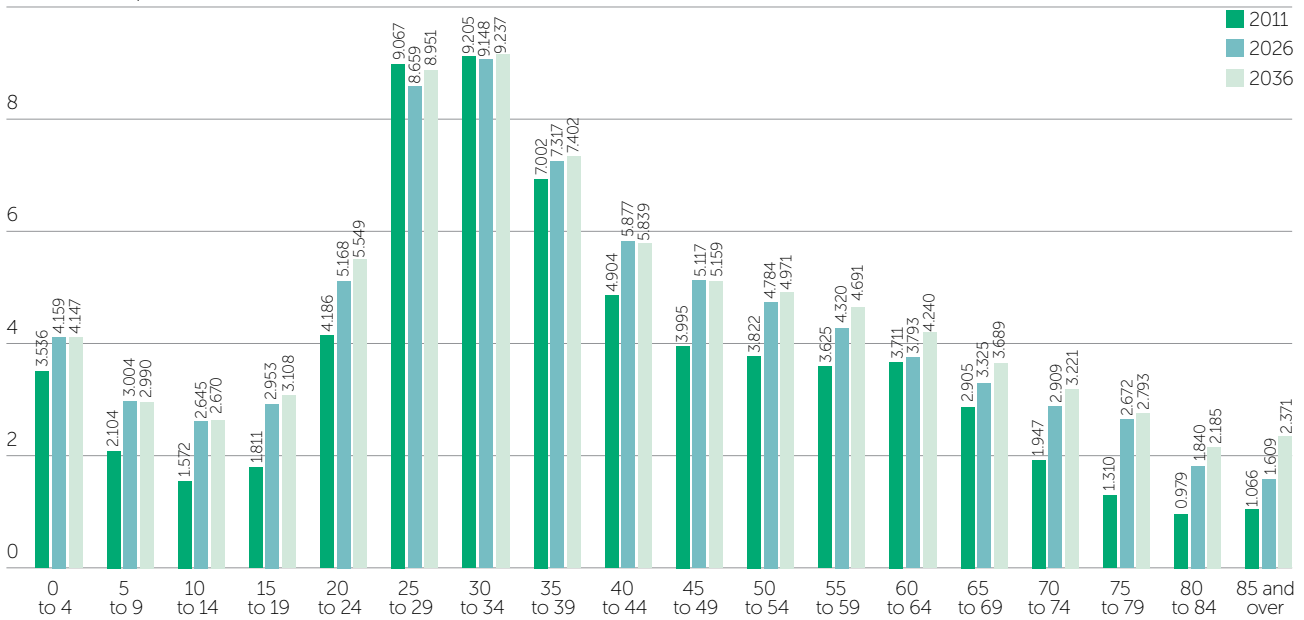
- In contrast lone person households are forecast to increase by 1,448 households, to comprise 38.2% of all households in 2021, compared to 39.7% in 2006.

Source: Australian Bureau of Statistics, Census of Population and Housing, 2001 and 2011; and .id, the population experts 2012.

For more information about North Sydney's demographic characteristics, please refer to the demographic profile at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au)

### Forecast age structure - 5 year age groups

10 (number of persons '000)



# KEY CHALLENGES AND ISSUES

The following section identifies key environmental, economic, social and governance challenges and issues facing North Sydney. While we, the community, have varying degrees of influence on these matters they inform our future planning, reporting and decision making.

## Environmental Sustainability

### Greater Pressure on Natural Resources

There are many natural and human challenges that confront North Sydney and the region including the increasing demand for resources and diminishing capacity to send waste to landfill sites and potential impact of changes to our climate.

Our challenge is to collaborate with all our partners to address the way we use resources especially water and energy and the predicted long term effects of climate change such as extreme heatwaves and intense rainfall events.

Council has introduced a range of strategies to reduce its impact on the environment, including the Environment Policy, Greenhouse Strategy, Water Strategy, Biodiversity, Waste and Recycling Strategy, Stormwater Management Plan and the Integrated Transport Strategy.

Our Greenhouse Action Plan sets the direction for our climate change mitigation response to 2015. It includes an action plan with actions for implementation over the next two years.

Council consumes energy for Council's corporate activities including recreation facilities, libraries and waste collection.

Our Water Action Plan sets the direction for our climate change mitigation response to 2015. It includes an action plan with actions for implementation over the next two years.

Council consumes water for Council's corporate activities including open space and sporting grounds.

## Economic Sustainability

### Financial Sustainability

Most Australian local government authorities have existing infrastructure assets such as roads, footpaths and drainage systems as well as other community assets that are reaching the end of their useful life and are due for reconstruction. The work of rebuilding community assets is constrained by a shortage of funds and accordingly, councils need to be selective in the projects they undertake.

It follows that there is little in the way of discretionary resources within local government that can be used for constructing new assets or expanding non-core services. North Sydney Council is typical of most developed urban councils in that it relies to some extent on its property base of 27,944 properties in funding its operations.

Council is working to bridge the gap between the rate of "consumption" of its infrastructure and the rate of renewal. Current strategies to achieve this include resource sharing with other councils and continually reviewing our programs of service delivery and delivering efficiencies.

The continued use of rate pegging in NSW imposes a fundamental constraint on the ability of councils to raise revenue. Obtaining permission from the Independent Pricing and Regulatory Tribunal (IPART) to raise rates beyond the prescribed level requires a strong case to be made by the council, is difficult to achieve and removes the final decision making away from the local community. In North Sydney, rates have been kept at a very low level for a number of years. Council has an excellent rate base with its large commercial area but the revenue received is relatively low because of the low average rates.

Other factors that have reduced Council's income include reduced earnings from interest on investments, a reduction in the availability of developer contributions due to state government reforms, an increase in vacancies in Council's commercial property portfolio, and a decline in parking revenue from a fall in retail activity within the commercial centres.

Generally the costs of service delivery have risen over time at a greater pace than revenue from all sources.

Alternative options to achieve better financial sustainability include reducing the existing level and standard of service delivery which previous survey data indicates would not be well received by the community. The sourcing of new revenue streams is the other option and this could be done through disposal of under utilised assets, increasing rates (as already acknowledged) or lobbying for changes to intergovernmental funding agreements. Increased participation with other councils in collaborative resource sharing arrangements, such as joint purchasing and contracting projects and activities, appears a more widely acceptable and immediately productive avenue to achieve financial sustainability goals.

The changing demographics of the municipality have the capacity to impact on rateable income for Council. North Sydney's population is expected to grow leading to an increase in rates income. However, the ability for Council to generate income is likely to be affected by an increased demand for services and an increased demand for age-related discounts.



### Growing Community Expectations and Remaining Financially Sustainable

Traditionally, councils focused their activities on collecting rubbish, maintaining roads and collecting rates to pay for these services. While recent Customer Satisfaction Surveys have shown that these and other traditional services, such as street cleaning, park maintenance and development assessment remain important, the list of services which the community believes are important for Council to provide has grown considerably. Council now provides childcare; runs events; provides a library and aquatic and sporting facilities.

North Sydney like most Australian local government authorities continues to face a shortage of funds with the largest single demand on Council's resources being the renewal and maintenance of infrastructure. Grant income is not keeping pace with Council's expenditure levels required to deliver services to the community. As a result there is an increasing financial burden on Council and its ratepayers i.e. a cost shift to local government from NSW and Australian governments. It follows that there is little in the way of discretionary resources that can be used for constructing new assets or expanding non-core services. The resulting increase in Council's reliance on rate income to fund services is reflected in Council's Long Term Financial Plan.

Our challenge is to have an ongoing dialogue with the community to manage expectations and optimise service delivery as a Council with finite resources.

### Financial Management

Council's finances are well managed with Council financially sustainable and remaining debt free. Council achieved a surplus of \$61.6 million in 2015/16.

Council's operating expenditure was \$99.2 million with an operating performance ratio of 1.46% in 2015/16, better than the breakeven position of 0%. This has been the case for the last two years. Operating performance ratio measures the extent to which revenue raised covers operational expenses. A positive ratio will indicate that sufficient operational revenue is raised to cover operational expenditure while helping to fund proposed capital expenditure. At least a breakeven position should be achieved, on average, over the long term to prevent a further deterioration in Council's financial position.

Own source operating revenue ratio was 63.67% the industry benchmark of 60%. This ratio measures operating revenue excluding grants and contributions as a percentage of total operating revenue. It is an indication of Council's dependence on external funding such as operating grants and contributions.

Unrestricted current ratio is 3.30x, well above 1.5x, the benchmark considered satisfactory by the industry. This indicates that Council has adequate capacity to meet its financial obligations in the short term such as paying for goods and services supplied.

Council's infrastructure renewals ratio was 172.78%, meaning that, during 2015/16 \$37.8M was allocated to the renewal of Council's infrastructure assets to offset the amount by which they depreciated.

Council's debt service ratio was 62.39x. This means that excluding capital grants and contributions, depreciation fair value and adjustments and gains/losses from disposal of assets and the interest; the Shorelink Library Network joint venture, the net operating surplus was sufficient to cover annual loan interest payments 62.4 times. This was well above the industry benchmark of a minimum of 2 times.

### Cost Shifting

The existence and impact of significant cost shifting by state and federal governments onto councils across Australia has been well documented. Cost shifting onto local government has significantly undermined the ability of councils to meet their expenditure obligations, in particular their responsibilities to adequately maintain existing infrastructure.

If other levels of government continue to shift costs onto local government, without correspondingly providing matching revenue, councils across Australia will become progressively unsustainable. Infrastructure will continue to deteriorate and tensions between councils and their communities will increase as a result. North Sydney is no exception.

### Resource Sharing

In view of the current pressure on councils to provide escalating levels of service delivery with no comparative increase in resources, it is important that North Sydney continually seeks to implement the most cost effective and innovative solutions, and resourcing sharing has been identified as a means of achieving this. The current Community Strategic Plan places an emphasis on the need to strengthen collaboration with governments, other councils, volunteers and the wider community.

Alternative options to achieve better financial sustainability include reducing the existing level and standard of service delivery which surveys indicated would not be well received by the community. The sourcing of new revenue streams is the other option and this could be done through disposal of under utilised assets or lobbying for changes to inter-governmental funding arrangements. Ongoing and increased participation with other councils in collaborative resource sharing arrangements, such as joint purchasing and contracting projects and activities, appears a more widely acceptable and immediately productive avenue to achieve financial sustainable goals.

North Sydney Council is increasingly implementing resource sharing across a diverse range of activities and services. Activities and services that utilise resource sharing arrangements have been identified and are currently being conducted.

It is vital that North Sydney continues to explore additional resource sharing opportunities to ensure that it continues to function in an efficient, effective and appropriate manner, while sustaining its existing levels of service delivery. To date, the impacts attributed to resource sharing activities have been very positive and it is expected that the benefits that accrue from such activities will expand as future opportunities are identified and pursued.

### Working Capital Indicator

An important measure of financial sustainability is working capital which is an organisation's capacity to fund its short term liabilities. This indicator is measured by comparing current assets (cash and receivables) to current liabilities (payables and short term provisions). If this indicator measures less than 1.0 (i.e. if current assets are lower than current liabilities) then it may indicate financial difficulty.

As at 30 June 2016, Council had working capital of \$3.8 million which was more than sufficient to cover known commitments.

### Funding From Other Levels of Government

Grant income is not keeping pace with Council's expenditure levels required to deliver services to the community. As a result there is an increasing financial burden on Council and its ratepayers i.e. a cost shift to local government from NSW and Australian governments. The resulting increase in Council's reliance on rate income to fund services is reflected in Council's Long Term Financial Plan.

### Long Term Financial Plan

Council prepares the annual Budget in line with statutory requirements and within a financial sustainability framework for consideration by Council by 30 June each year. A key component of the framework is the Long Term Financial Plan. Council has prepared a Long Term Financial Plan for the 10 year period 2013-2023 as part of Council's ongoing financial planning to assist in adopting a budget within a longer term framework.

### Remaining Competitive and Creating a Stronger Economy

North Sydney CBD and St Leonards are identified as strategic employment centres in the NSW Government's Metropolitan Strategy. The North Sydney CBD is part of Global Sydney and the most prominent business and employment centre in North Sydney. There are over 16 000 businesses operating and around 65 000 people working in North Sydney. Employment capacity targets of 60 000 jobs by 2031 including 11 000 new jobs have been set for it as a major employment centre. North Sydney is the sixth largest office market in Australia.

St Leonards on the fringe of the LGA, has evolved as a specialised centre due to the regional scale education and medical clusters located within the centre. There are also unique opportunities with telecommunications and multimedia clusters at North Sydney.

Our challenge is to plan for sufficient infrastructure for business, reinvigorate North Sydney CBD, and utilise all the opportunities that the education, medical, telecommunications and multimedia clusters can bring, so that North Sydney remains competitive and nationally significant.

### Social Sustainability

#### Growing and Changing Population

As indicated on pages 30-34, North Sydney, with a current population of 69,248 people, is expected to increase to over 76,861 people by 2031. In North Sydney the number of people aged over 65 is expected to increase by 50.6%, and represent 14.8% of the population by 2031. It is forecast that the most populous age group will be 30-34 year olds.

The major driver of population change in the North Sydney LGA is the continued attractiveness of the area for young adults seeking inner city accommodation close to employment and entertainment. Also, the addition of large numbers of new dwellings, particularly in St Leonards, will result in population growth in the LGA. Our challenge is to meet the increasing pressure of a growing population and offer appropriately targeted support services, and medium density retirement and care accommodation to ensure that we adjust to the community's needs.

### Ageing Infrastructure

Most of the infrastructure in North Sydney was built in the early to mid twentieth century. Many types of infrastructure, including roads, footpaths, drains and public buildings, are therefore coming to the end of their useful life and will soon need to be renewed or replaced.

The expected population growth means that the extent of infrastructure available in the LGA will need to be increased. There is also a need to match community expectations and needs, current and future, with what our resources, existing and future, can realistically sustain.

Our challenge is to share the planning for critical infrastructure with various state government agencies and private developers. This will ensure that Council can continue to meet the needs of existing residents and maintain and upgrade existing infrastructure.

### Moving in and Around North Sydney

Compared to many parts of Sydney, North Sydney is well serviced by public transport. Nevertheless due to North Sydney's position within metropolitan Sydney's transport network, there are still many private motor vehicles travelling within and through North Sydney, leading to traffic congestion and impacting on pedestrian accessibility and amenity. There is also a high demand for on-street parking particularly within the commercial centres.

Our challenge is to advocate for improved roads and public transport provision, encourage greater use of public transport and walking or cycling as alternatives to car use and balance the demand and supply for parking.

### Healthy, Safe and Connecting Communities

Living within connected and safe communities and pursuing a healthier lifestyle is increasingly more important to us. Our challenge is to deliver services directly or collaborate with other government and community agencies to facilitate their delivery.

### Housing Affordability and Choice

North Sydney has currently over 34,000 dwellings, with targets set by the Draft Subregional Strategy for an additional 5,500 dwellings by 2031. The affordability of local housing continues to place strain on households within North Sydney. Over time declining affordability will continue to prevent low and moderate income earners from entering the property market. This may force our younger population to move to more affordable areas, which could contribute to the ageing demographic of North Sydney.

The housing stock of the municipality has been dominated by medium density housing. There has been few specialist retirement and aged care housing projects. Young families generally move to areas that have larger properties more suited to families.

Council's Heritage Register identifies 1,200 heritage places and areas and our 14 suburbs each have distinctive characteristics valued by those who live in them.

Our challenge is to offer a range of affordable and diverse choice in housing, through strategic forecasting and planning, that meets the changing needs and demands of our growing community while maintaining the character of our suburbs.

### Growing Demand for Sport, Recreation and Open Space

An increasing population means that the demand for open space and sporting and recreation facilities grows. Our challenge is to plan and manage the demand for active and passive recreation and leisure opportunities from our community and visitors.

### Governance Sustainability

#### Governance

North Sydney Council has long prided itself on its reputation for openness and transparency and is guided by the principles of integrity, accountability, transparency and community participation.

Policies provide guidance to Councillors and staff on carrying out their responsibilities to the highest possible standards. These policies are reviewed regularly to ensure that they are in accordance with best practice.

Council also conducts internal audits across a range of activities, to ensure that procedures are sound and reduce the opportunity for corrupt and unethical practices to develop.

An independent Local Government Review Panel has been established by the Minister for Local Government. The Panel has responsibility for a number of actions relating to governance, structure and financial sustainability.

A Local Government Acts Taskforce has also been appointed to rewrite the Local Government Act 1993.

#### Leadership

North Sydney is acutely conscious of the need to ensure ongoing sustainability, taking into account exposures noted in section Financial Sustainability above. Programs to bridge the gap between the rate of depreciation and the rate of renewal of infrastructure assets are and will continue to be implemented.

Like most of Australia, North Sydney has an ageing community. Many of our community facilities were constructed at a time when there was strong population growth. Community resistance to increasing rates and rationalising community facilities to better prioritise resources is strong, and astute leadership will be required in working through the options.

Environmental, economic, social and governance sustainability has become a major priority in recent years. Council is engaged in programs to ensure sustainability on these fronts and is looking to initiate more collaborative projects to further address sustainability issues into the future.



Other areas in which Council has assumed a leadership role include valuing our community. Sustainable communities are those that can respond effectively to increasing diversity, changes in demographics and areas of particular need. Council facilitates this process by having a customer service based approach, regularly reviewing and responding to community needs, and ensuring frequent and timely consultation and engagement on issues that affect the community. Maintaining an awareness of policy and legislative changes and ensuring local government has a voice in these processes, particularly where they will directly impact on the community, is also a priority.

Community capacity building is another area in which Council takes a leadership role. This involves collaboration with the community and other civic leaders to identify and respond to opportunities to enhance community wellbeing and development. Better utilisation of existing resources is addressed on an ongoing basis, together with the sourcing of funding where possible from other bodies to initiate and improve programs, projects and infrastructure for the benefit of the community. Council can also be expected to play a focal role in the event of community emergencies. Consequently, emergency planning is a critical component of Council's strategic planning.

Local government, together with other levels of government, will be compelled to respond to national and international demographic change by ensuring budgets, infrastructure and social support programs can accommodate an ageing population. An ageing population will also correspondingly impact on Council's workforce. Planning for such changes is a mandatory requirement for human resources administrators.

### Communication and Engagement

North Sydney's community has an expectation that Council be both accountable and responsive to its needs. In particular, Council should inform, engage and involve the community in major issues. Council regularly communicates with the community through the "North Sydney News", published biannually, and a regular column in the Mosman Daily newspaper. These publications provide topical information about Council and its services.

Where responses to specific issues are required, residents may participate in Council decision making in a number of ways including attending public meetings, lodging petitions and attending Community Ward Forums. When major Council projects or decisions are being contemplated, a specific communication and engagement strategy is designed to obtain community feedback.

Enhancements have been made recently to the administrative procedures for the conduct of community engagement.

The Community Precinct System has been in operation for close to three decades. North Sydney's 14 active Precinct Committees provide a vehicle for the expression of comment, concern and suggestion between the Council and the community.

Council also conducts surveys of our community's satisfaction with services and programs and periodic benchmarking against other councils in a range of activities to ensure that we maintain a high level of service delivery.

The Local Government Act 1993 has placed increasingly stringent consultation demands on councils. Amendments to the Act require that Council conduct consultation as part of the comprehensive review of its Community Strategic Plan every four years.

### Organisational Culture

Staff turnover rates show that North Sydney continues to successfully retain its staff and is on par with the local government sector nationally.

Our staff strive for excellence in service provision. Council's Customer Satisfaction Survey conducted in 2013 indicated that satisfaction with Council's overall performance was 85%.

Council participates in the Local Government Managers Association Challenge run by the Local Government Managers Association. This has proven to be an invaluable professional and personal development experience for the employees that have been selected to participate. It has also been an important investment for North Sydney in proactively providing development opportunities to employees who will be future leaders within our industry.

The organisational culture engenders a high level of staff goodwill and trust and generally harmonious and cooperative working conditions prevail.

In order to achieve more with current resources, a 'work smarter' approach must be developed which is complemented by best practice technology and associated employee training and development opportunities.

Workforce planning to strategically and successfully manage the transition of the "baby boomers" into retirement will also need to take into account the inevitable ageing of the workforce.

A continuously strong focus on managing the health of our workforce will be required, to ensure that we prevent injuries to workers as far as possible, and generally promote good health and safety.

A key to North Sydney's success in the future will be to reinforce a strong and positive culture by ensuring sound risk management practices are linked to workforce succession planning strategies.

### Human Resource Management

Proactive programs are in place to ensure equitable treatment of staff by recognising and rewarding superior performance, protecting health, safety and welfare and the provision of opportunities for relevant training and development.

Council's Personal Performance Appraisal (PPA) system provides a means to appraise and improve organisational performance by linking and aligning individual, team, and organisational objectives and results. Whilst focusing on future development, the program also identifies and rewards good performance and provides measures for managing underperformance.

The PPA program is also designed to provide individuals and their managers with feedback to assist and motivate employees by highlighting areas of achievement and also identifying, where relevant, areas where improvements may be made.

Future challenges for North Sydney include maintaining an ongoing commitment to the PPA process— as the pressure on Council to provide greater levels of service delivery with fewer resources mounts, there may be reluctance to commit scarce resources to such programs; and financial constraints - budget allocations to training and development may be threatened if funding cutbacks are required. Programs such as PPA can be perceived as discretionary and subject to sacrifice in favour of other expenditure areas.

### Employer of Choice

Council is aware of the need to remain an employer of choice so as to attract and retain valued employees in an increasingly competitive labour market.

Council has continued to work with staff to put in place family friendly employment arrangements designed to ensure North Sydney remains an employer of choice. Strategies have included the provision of part time work, job share arrangements, flexible starting and finishing times, flexi time, paid study leave and financial assistance, and work from home (on an ad hoc basis).

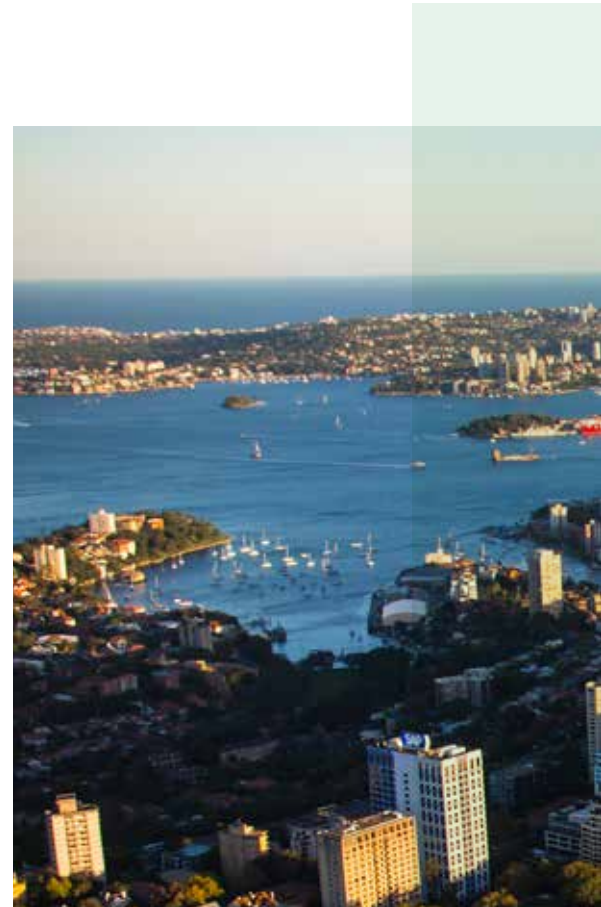
To ensure it remains competitive in attracting and retaining high quality employees, Council will need to develop and sustain a competitive advantage. Human Resources can contribute by ensuring adequate human resource policies and procedures are in place to provide employees with sufficiently flexible work arrangements. Such arrangements should facilitate participation in the workforce while also providing for family commitments. Measures that will need to be adopted to address this include:

- Retaining mature age employees
  - As the "baby boomers" consider retirement, employers risk losing a wealth of knowledge and experience. Council employees in this age range comprise 26% of the total workforce. Council will need to promote phased retirement, part time employment, particularly at senior levels, and ensure policies are in place that encourages such options to be taken.
- Management/leadership programs for women - Women continue to be underrepresented in senior positions across Council. Career development and leadership programs that target women and address this imbalance will be important.
- Appealing career opportunities
  - Enhancing the appeal of local government to prospective employees presents many challenges for Council. Changes in policy, career structures, management styles and organisational culture will be needed to attract new generations of workers.

### Greater Collaboration between all Stakeholders

Local government operates under a range of legislation which determines the functions Council undertakes on the community's behalf. Many of the aspirations within the Community Strategic Plan are beyond the scope of this legislation and are therefore beyond the direct influence of Council.

Our challenge is to partner and collaborate with other organisations, stakeholders and tiers of government to achieve the outcomes we have worked together to identify.





North Sydney is acutely conscious of the need to ensure ongoing sustainability.



# OUR COUNCIL

## Electoral Representation

The elected Council comprises the Mayor and 10 councillors who are elected by the residents and ratepayers of the North Sydney Municipality.

The North Sydney local government area comprises four wards—Cremorne, Tunks, Victoria and Wollstonecraft—each represented by three elected councillors. Visit Council's website at [www.northsydney.nsw.gov](http://www.northsydney.nsw.gov) for information about Council's Ward boundaries. Local government elections to elect councillors and directly elect a mayor are held every four years.

It is the role of the Mayor and councillors to set the priorities for the local government area, establish policies and monitor performance in accordance with the Local Government Act and other applicable legislation.

The Mayor presides at meetings of the Council, carries out the civic and ceremonial functions of the civic office, exercises, in cases of necessity, the policy making functions of the governing body of the Council between its meetings and exercises any other functions that the Council determines.

The Mayor and councillors employ and delegate the management and delivery of Council services to the General Manager. The responsibilities of councillors, and the additional responsibilities of the Mayor, are defined under the Local Government Act 1993.



Mayor  
Jilly Gibson

Cremorne Ward



Councillor  
Stephen Barbour

Victoria Ward



Mayor  
Tony Carr



Councillor  
Michel Reymond



Councillor  
Virginia Bevan

Tunks Ward



Deputy Mayor  
MaryAnn Beregi



Councillor  
Véronique  
Marchandau

Wollstonecraft Ward



Councillor  
Zoë Baker



Councillor  
Melissa Clare



Councillor  
Jeff Morris

## The Role of Council

Council operates under the *Local Government Act 1993*.

The Council is responsible for providing leadership, monitoring the performance of Council, overseeing the allocation of the Council's resources and determining policies of Council.

## Changes to Council Structure in 2015/16

There were nil changes to Council's structure in 2015/16.

## Mayor and Councillor Allowances, Fees and Expenses

Councillors are also entitled to reimbursement for reasonable business expenses when attending conferences, seminars, meetings or functions. Approval to attend conferences and seminars is granted through resolution of the Council. Councillors are entitled to receive facilities such as a computer and printer/fax for Council business purposes, stationery and refreshments at Council and Committee meetings. Councillors also receive an annual allowance set by the Remuneration Tribunal. This allowance is paid in recognition of the demands placed on councillors in carrying out their civic duties.

In addition, the Mayor is entitled to receive a Mayoral allowance, and reimbursement of reasonable expenses incurred when attending functions or performing duties in the role of the Mayor. Approval to attend conferences must be through resolution of Council. The Mayor is issued with a mobile phone and has access to a vehicle for Council business purposes only.

The allowances and fees are:

Allowance and Fees	Amount \$
Mayor allowance	62,090
Councillors' fees and allowances	233,229
<b>Total</b>	<b>259,319</b>

Councillors incur expenses in the course of fulfilling their roles. Council's Mayor and Councillor Facilities and Benefits Policy provides for the following benefits:

Councillor Expenses	Amount \$
Conferences and seminars	25,864
Consultants	16,779
Newspapers	1,014
Office equipment	20,700
Mobile phones	1,500
Printing and stationery	1,271
Sundries	1,018
Sustenance	2,495
Training	3,500
Travel (taxi, couriers, e-tags, public transport)	5,144
<b>Total</b>	<b>25,864</b>

Refer to the Council's website for Council's policy on Mayor and Councillor Facilities and Benefits.

## Training Councillors

Councillor training sessions occur after every election and are ongoing. They include meeting procedures and an overview of the parameters within which local councils operate.

## Decision Making

### Council, Committee and Reference Group Meetings

Council's formal decision making processes are conducted through Council Meetings and Committees of Council.

A large number of business matters covering a wide range of issues are discussed at Council and Committee meetings.

Council and Committee meetings are usually held at 7pm on the third Monday of every month, (except in January and excluding public holidays) in the Council Chambers, 200 Miller Street, North Sydney. Development applications and other planning matters are discussed at Independent Planning Panel Meetings. These meetings are open to the public, except for discussion of legal, staff or other confidential matters which occur during closed sessions of a Council Meeting as defined in the Local Government Act 1993. Extraordinary Meetings of Council may be called to deal with urgent matters. The dates for these meetings are advertised in the Mosman Daily newspaper and on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

Members of the public with an interest in an agenda item are welcome to attend and address meetings. Those wishing to speak at a meeting are advised to contact Council prior to the meeting by telephoning Council on 9936 8100 or in person prior to commencement of the meeting at the Council Chamber. Speakers are limited to three minutes.

Meetings are held in accordance with Council's Code of Meeting Principles and Practices. Reports for consideration are prepared by staff when a matter requires a decision by Council. Council considers recommendations in the report before making a final decision. Meeting agendas and reports are available the Thursday prior to a meeting on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au). Reports considered during closed sessions, are not accessible to the general public. Minutes are available on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au) two days after the meeting. Agendas, reports and minutes of past meetings are also available on Council's website.

Councillors are required to disclose any conflict of interest in any item to be discussed at Council meetings, and are precluded from voting on an item if a conflict of interest exists.

The General Manager and the directors of Council's five divisions also attend Council meetings to assist the councillors with information as required.

Council records the resolutions of each Council meeting which become the minutes of that meeting. The minutes are available on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au) two days after the meeting.

Council operates several committees that have specific responsibilities. The committees consider matters and make recommendations to meetings of Council for determination. The Council's committees are:

### Committees of Council

Governance

Legal and Planning

Traffic

Each committee is made up of councillors.

Council also has set up Reference Groups to deal with various other activities. They include:

#### Reference Groups of Council

Access and Community Safety Reference Group

Community Services Reference Group

Environment Reference Group

Sport and Recreation Reference Group

Sustainable Transport Reference Group

Reference Groups are chaired by a councillor and also have appointed members from the community.

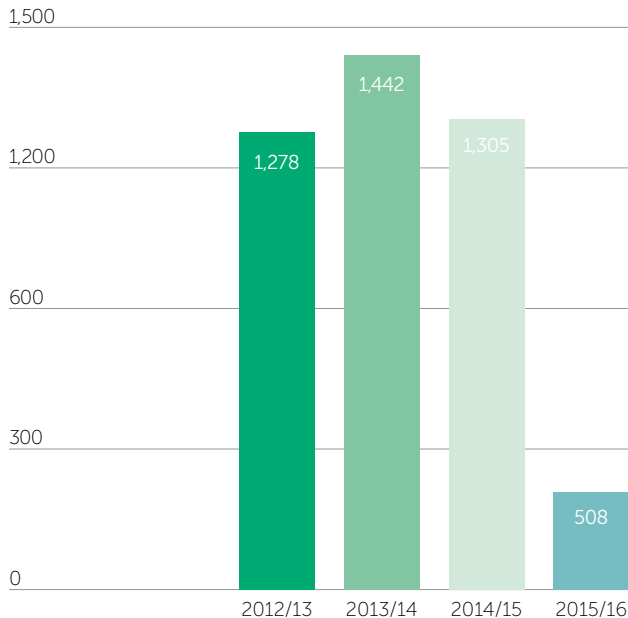
Committee Meetings and Reference Group Meetings are held at various times. For details of meeting times and locations, and agendas, reports and minutes please refer to the individual committee meetings on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au) or by contacting Council on 9936 8100.

Members of the public with an interest in an agenda item are welcome to attend and address meetings. Those wishing to speak at a meeting are advised to contact Council prior to the meeting by telephoning Council on 9936 8100 or in person prior to commencement of the meeting at the Council Chamber. Speakers are limited to three minutes.

Meetings are not normally held in January or late December.

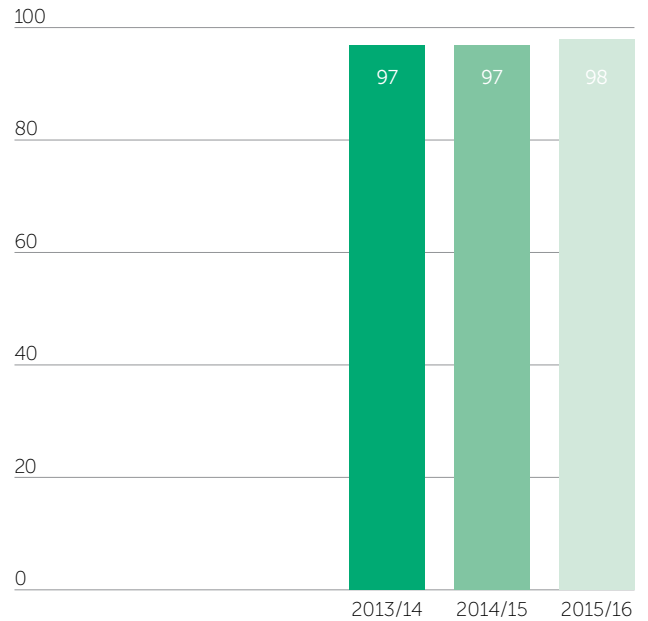
During 2015/16, 15 Council meetings and 28 Committee meetings were held with a total of 508 resolutions made by Council compared with 1,305 in the previous year.

#### Number of Council Resolutions



98% of these decisions were made in open session.

#### Council Resolutions Made in Open Session (%)



#### Council Meeting Attendance

Attendance at Council Meetings from 1 July 2015 to 30 June 2016 was as follows:

Councillor	Number of Council and Extraordinary Meetings Attended (Leave of Absence Granted)
Jilly Gibson	14 (1)
Zoe Baker	14 (1)
Stephen Barbour	10 (4)
MaryAnn Beregi	13 (1)
Virginia Bevan	14 (1)
Tony Carr	12 (2)
Melissa Clare	14 (1)
Veronique Marchandean	13 (2)
Jeff Morris	15 (0)
Michel Reymond	13 (2)



### Delegations

Not all decisions are made at Council Meetings. Most decisions of an operational nature are delegated to the General Manager who, in turn, may delegate responsibility to other Council staff, ensuring Council's activities are carried out effectively and efficiently. This system recognises the General Manager's statutory responsibility in managing the day to day operations of the organisation. Decisions under delegation may only be exercised in accordance with Council adopted policies.

### Councillor Briefings

Councillor Briefings are held occasionally. These are not decision making meetings but closed informal meetings where councillors have the opportunity to have in depth discussion on strategic policy development, new and ongoing projects and other matters.

### Policies

One of the most important roles of Council is to participate in making policy. Council's policy documents support the delivery of the strategic outcomes for North Sydney. Council delegates the majority of its decision making to Council staff. These delegations are exercised in accordance with adopted Council policies.

The General Manager approves administrative policies relating to the management of Council staffing and internal services.

Policies adopted by Council are available on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

Further information on policies is available on page 75.

### Code of Conduct

Council has adopted a Code of Conduct that applies to all councillors. The code provides an overview of the councillors' responsibilities and includes guidelines for rules of conduct, decision making and the use of North Sydney Council's resources. Council received one Code of Conduct complaint from the public about councillors in 2015/16.

There were no Code of Conduct complaints about members of Council committees or delegates to Council

The Code also includes guidance on conflicts of interest. A conflict of interest is defined as arising when a person carries out a particular function with two or more interests in conflict. In their capacity as members of Council, a conflict of interest exists when a councillor has a private interest in a decision where they also have a public role as an elected member. In such a case the public role and private interest are in conflict. The result can be a poor decision because their private concerns, that have nothing to do with their private duty, have influenced the decision.

The Code is available for public inspection at Council's Customer Service Centre, Stanton Library and on its website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

Further information on the Code of Conduct is available on page 75.

### Community Participation and Engagement

There a number of ways for our stakeholders to participate in Council's decision making. These include:

- vote for councillors every four years through the local government election
- attend the meetings of Council and its various committees
- address Council during the public forum at those meetings. For further information contact Council on 9936 8100
- make submissions on Council's plans and policies during their public exhibition
- joining Council's online community engagement panel Voice Box at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).
- attend Community Ward Forums
- contact elected councillors. Councillor contact details are available on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au)
- get social and connect with us on our social media channels, including Facebook, Twitter and Pinterest
- make a submission on Council's Delivery Program when publicly exhibited each year or on our 10 year Community Strategic Plan publicly exhibited every four years
- make submissions on other major projects, plans, policies or development applications that are consulted or publicly exhibited throughout the year
- stand for election as a councillor. The next local government election is due to be held in September 2016
- contact Council on any matter. Contact details are listed on the inside cover of this report.

Council is committed to engaging our stakeholders in the development of plans, policies and the delivery of services for the community. Council's Community Engagement Policy recognises that community consultation and participation are vital for effective decision making.

Council's community engagement activities are guided by our community engagement framework.

The framework continues to improve the way Council engages with its stakeholders by considering:

- the impact of Council's decisions
- who is being affected
- the level of involvement those impacted have on decisions.

Our stakeholders are defined in relation to each proposal involving community engagement.

The framework aligns community engagement approaches to the impact and complexity of the proposal. The greater the impact and the more people affected, the greater the level of community engagement.

Council uses a range of engagement processes every year to ensure that the community's views are obtained and Council's policies, processes and decision making reflect the aspirations of the community. This happens in different ways, from formal public consultation periods to public meetings and surveys. The advent of technology has allowed Council to broaden its scope to online forums and discussions.

**Project-based Community Consultation**

Council conducts community consultation to gain the views of the community or specific stakeholders on projects, issues or policies.

Feedback is invited each year on Council's Delivery Program, Operational Plan and Budget.

**Public Exhibition**

Council often places draft documents and plans on public exhibition so the community can comment on them. Council also seeks opinion and comment regarding proposed major changes within the local government area through community meetings, surveys and focus group discussions. Councillors take these comments into account before a decision is made or an application determined.

**Online Community Engagement Panel**

Council's online community engagement panel Voice Box allows the community to have their say about important local Council issues. By joining the panel participants are asked to take part in online surveys to tell Council what they think about particular issues and proposals relating to their area(s) of interest.

**Community Ward Forums**

Community Ward Forums are an opportunity for residents and interested parties to direct questions to councillors and senior staff and also hear up to date news on Council projects. Forums are held quarterly in each ward to service residents across the local government area.

**Streetscape Committees**

Council partners with local retailers and businesses to improve the ambience of its local shopping areas through its streetscape program. There are currently six active Streetscape Committees in North Sydney: Cammeray, Cremorne, Crows Nest, Kirribilli, Neutral Bay and Waverton.

**Precinct Committees**

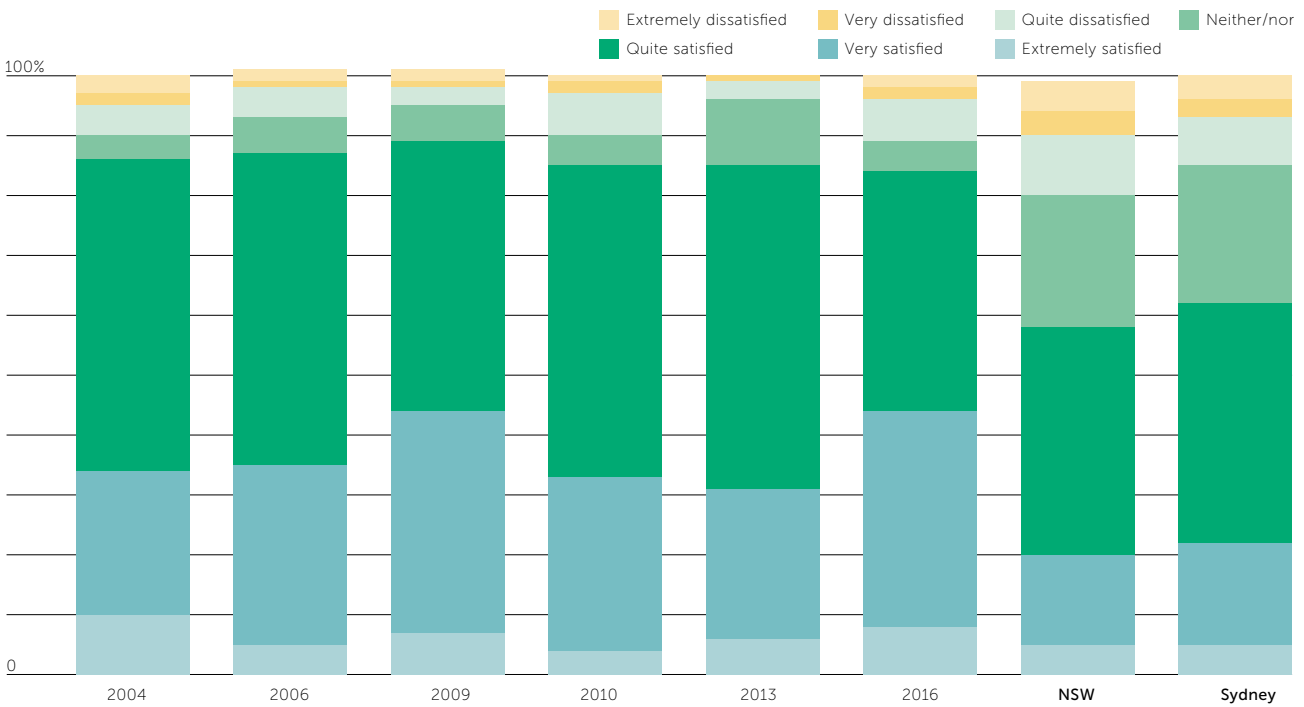
The North Sydney Community Precinct System, comprised of neighbourhood committees, is regularly involved in Council's community consultation activities. Membership of precincts is open to all members of the North Sydney community, and provides a valuable way for Council to seek the views of a cross-section of the community in an efficient and timely manner.

Precinct Committees are governed by Council's Code of Conduct for Volunteers and Community Representatives, which can be accessed via Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

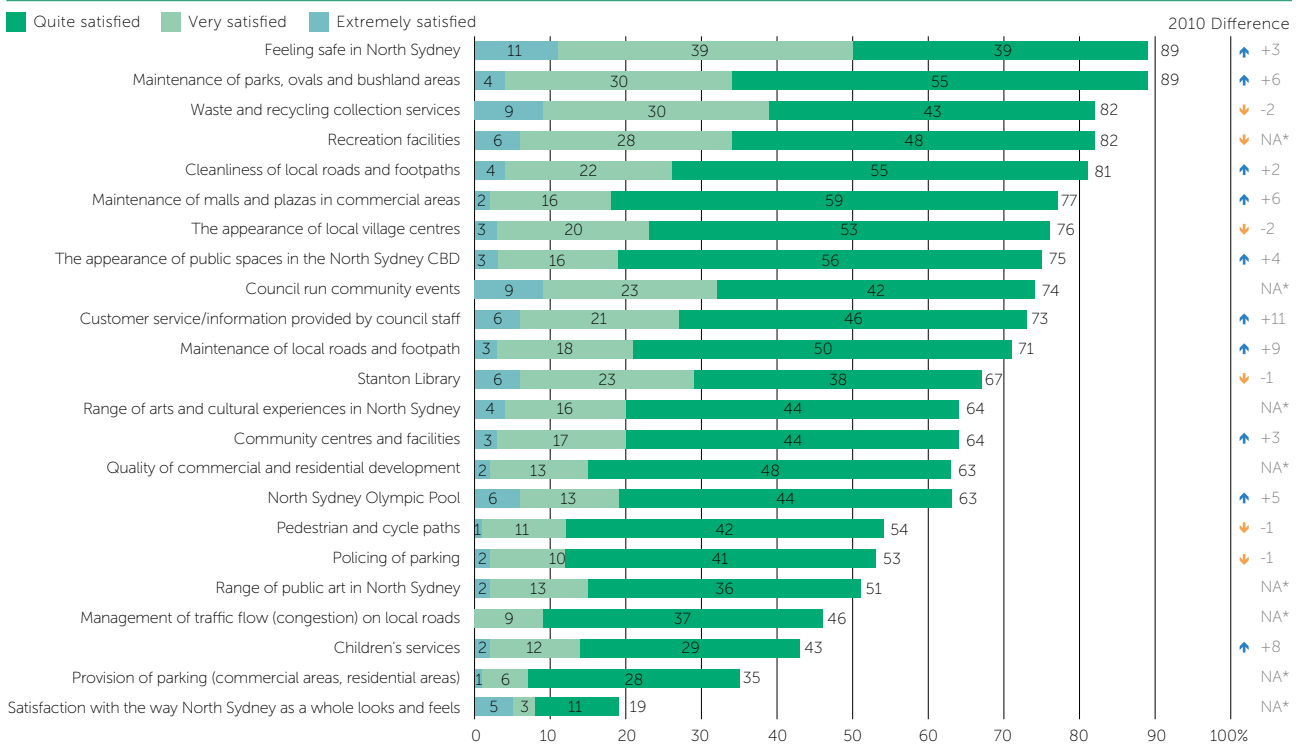
**Customer Satisfaction Survey**

Council conducts a Customer Satisfaction Survey every two years, to determine community attitudes toward the services and facilities it provides. This provides Council with feedback about the quality and appropriateness of each of its services, and this information is used in the development of the Operational Plan and Budget to ensure areas that are not meeting community expectation are reviewed and improved. Council's Customer Satisfaction Survey 2016 provided the following results:

**Overall satisfaction with North Sydney Council**



**Satisfaction in Relation to Key Service Areas (Positive)**



This information shows that 84 per cent of residents are either quite, very or extremely satisfied with the performance of Council in delivering services. It also reveals that the majority of Council's services are rated as at least quite satisfactory by residents. The results inform the determination of priorities in the budget process. Future surveys will provide Council with feedback on how the services are improving. The full results of the Customer Satisfaction Survey 2016 are available on Council's website [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

Further information on community engagement is available on page 154 and on Council's website.

### Customer Service

Council's Customer Service Centre is located at 200 Miller Street, North Sydney and is open Monday to Friday 9am to 5pm except for public holidays.

Council's Customer Service Department handles requests, inquiries and payments including:

- all first contact telephone calls and counter inquiries
- payments
- rate inquiries (including Pensioner Rebate application forms)
- animal control and registrations
- resident parking permits
- waste collection details and bookings
- permits for road closure, skips, street opening and plant
- bookings for community facilities
- applications for development.

Customers are welcome to visit the Customer Service Centre during opening hours. If a customer wishes to speak to a particular Council officer it is advisable to telephone in advance and make an appointment.

Council's Call Centre can be contacted on weekdays between 9am and 5pm on 9936 8100 except for public holidays. For out of office hours call Council's After Hours Service on 9936 8100.

Further information on customer service is available on pages 156-158 and on Council's website.

### Complaints and other Feedback

Council welcomes feedback about the services we provide, our policies and procedures, our employees, agents and contractors.

Complaints received from residents and other members of the public are treated with the utmost seriousness.

Biannual reports on complaints help us to identify areas requiring improvement.

Council has implemented a customer feedback framework. This includes the following:

- Complaints Handling Policy
- online form for making a complaint, offering a compliment or making a suggestion
- Staff Complaints Handling Guidelines and training.

If you wish to make a complaint or provide feedback to Council, you can do so by:

- completing the online feedback form available on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au) or at Council's Customer Service Centre

**E:** Council at [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au)

**T:** 9936 8100

**F:** 9936 8177; or

- write to the General Manager, PO Box 12, North Sydney, NSW 2059.

Further information on complaints is available on page 158 and on Council's website.

### Communication

Council produces a wide range of materials to keep residents, stakeholders and the community informed about services and events within the local government area.

Council's annual Community Report is a concise version of the Annual Report, informing the community of Council's activities during the previous reporting year. The Community Report is a strategically focused document, presenting against the Community Strategic Plan's Directions. The Community Report is made available at Council's Customer Service Centre, Stanton Library and on Council's website and is also distributed at all Council events.

Council's biannual newsletter, North Sydney News, is distributed to all residents and businesses and provides information about Council services and includes up to date Council news, local issues and upcoming events. The newsletter is also available at Council's Customer Service Centre, Stanton Library and on Council's website.

Council's What's On Guide includes upcoming events and activities. Up to date events listings are also on Council's website.

Council's weekly column appears in the Thursday edition of the Mosman Daily highlighting Council events and news.

Council publishes a range of electronic newsletters with information tailored for all sections of the community. Bushcare, Business, Green Events, North Sydney Council e-news, Stanton Library and Streets Alive are regular e-newsletters and readers can subscribe to these e-newsletters at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

Council also uses social media to connect with our community. Facebook has been a useful tool to promote programs, events and consultations. Council's Facebook page is complemented by a Twitter account.

Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au) provides information for residents and visitors on key services of Council and provides the opportunity to undertake online services including processing forms, making submissions, making applications and payments.

Council uses the *Sydney Morning Herald* and *Mosman Daily* for its public advertising.

All Council's advertised material is placed on our website.

Further information on communications is available on page 156.



**Advocacy**

Council is committed to representing the community and advocating to other levels of government to address a range of key priorities and issues.

Further information on advocacy is available on page 156.

**Civic Functions**

Council hosted a number of civic functions through the year. These included citizenship ceremonies, Australia Day Community Awards and volunteer appreciation functions.

**Citizenship**

During the year, Council hosted 11 citizenship ceremonies welcoming 789 residents as Australian citizens. This included a special citizenship ceremony as part of celebrations to mark Australia Day.

Citizenship ceremonies are coordinated by Council on behalf of the Department of Immigration and Citizenship and in liaison with the Australian Electoral Commission which coordinates the electoral enrolment process for new citizens. The Mayor receives the Oaths or Affirmations of Allegiance for new citizens.

**Australia Day Community Awards**

Council calls for nominations for Australia Day Community Awards for a number of categories and a ceremony to present these awards is held with the community on Australia Day annually. In 2016, the award winners were:

**Citizen of the Year**

Michael Stevens

**Young Citizen of the Year**

Sam Yu

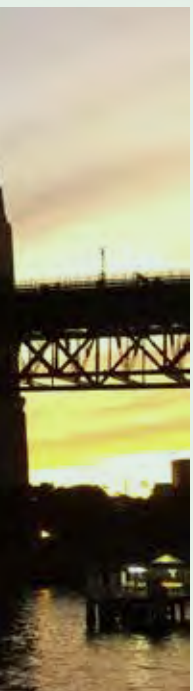
**Community Group of the Year**

Neutral Bay Seniors Centre



84%

of residents were satisfied with  
the performance of Council in  
delivering services in 2015/16



# OUR ORGANISATION

## Sustainability

North Sydney's commitment to ensuring the sustainability of our organisation and community into the future is described in our Community Strategic Plan. This plan was developed against a backdrop of major challenges including the global financial crisis, reduced federal and state government spending and cost shift pressures, increasing construction costs, increasing community expectations, the need to sustain our environment, and to support a changing population. The Community Strategic Plan ensures that we are preparing for a sustainable future.

Council has adopted five strategic directions which encompass the full range of Council activities and services on behalf of the community. They are: Our Living Environment, Our Built Environment, Our Economic Vitality, Our Social Vitality and Our Civic Leadership.

The community's directions are related and support environmental, economic, social and governance sustainability.

### Defining Sustainability

In its broadest sense, sustainability is defined as:

'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.'

The Report of the Brundtland Commission  
'Our Common Future', 1987

While there is no universally accepted definition of sustainability, one often used is the original definition: 'Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.' (The Report of the Brundtland Commission, 'Our Common Future', 1987)

In practice, it means our actions must be integrated to generate mutually beneficial environmental, economic, social and governance outcomes.

## Living Sustainably

On behalf of their communities councils are required to:

- properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
- have regard to the long term and cumulative effects of its decisions,
- take into consideration the principles of ecologically sustainable development (ESD) in carrying out their responsibilities; and
- under the Integrated Planning and Reporting Framework, adequately address environmental, economic, social and civic leadership considerations. This approach is referred to as the 'quadruple bottom line'.

The underpinning ideals of the Community Strategic Plan are for the North Sydney community to become sustainable. The key message coming from the community over the last few years has been the need to address issues in a sustainable manner.

The Community Strategic Plan encourages the North Sydney community to aspire to a more sustainable future, to provide for integrated decision making and coordinated use of resources; to provide a long term focus for our decisions, as well as ensuring Council is more accountable to the community.

**Organisational Sustainability Policy**

Council’s Organisational Sustainability Policy defines sustainability as: ‘maintaining and enhancing our quality of life, while ensuring the viability of Council, now and in the future, through an integrated consideration of environmental, economic, social and governance factors’.

For Council to embrace the principles of sustainability (environmental quality, economic prosperity, social equity and good governance) it requires recognition that all its decisions and actions have an impact on the quality of life of present and future generations. The desired result is to balance sustainability considerations to provide positive influences toward community wellbeing while maintaining or enhancing those aspects the community most values in the ecological, economic, social and cultural environments.

Council, as an organisation, has applied this quadruple bottom line approach (Sustainability Framework) to its planning, reporting and decision making. This means that planning, reporting and decision making will include consideration of the environmental, economic social and governance implications in the context of the overall aim of working toward sustainability.

Council sees the principles of sustainability as follows:

Environmental quality	Council will deliver services and activities improving overall physical amenity, while protecting and enhancing natural assets and considering the economic, social and governance implications of decisions.
Economic prosperity	Council will promote a strong local economy, while considering the environmental, social and governance implications of decisions.
Social equity	Council will ensure access to services, facilities and amenities, and encourage community participation while considering the environmental, economic and governance ramifications of decisions.
Good governance	Council will govern in order to achieve its objectives within an acceptable degree of risk while not compromising its environmental, economic and social wellbeing.

**Legislation Relating to Sustainability**

The goal of sustainable development is implicit in legislation. Taking into consideration the principles of ecologically sustainable development (ESD) is a legal requirement for all councils under the Local Government Act 1993. The Act requires councils to have regard to the principles of ESD in carrying out their responsibilities. The Councils’ Charter in NSW states “To properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development” and ‘to have regard to the long term and cumulative effects of its decisions.’.

It is Council’s aim to embed sustainable development principles into the organisational culture, operations and services.

**Our Management Approach to Sustainability**

Sustainability planning, monitoring and reporting continue to be integrated into the Community Strategic Plan. The Community Strategic Plan’s five strategic directions cover a range of environmental, economic, social and governance elements of sustainability.

**Direction 1: Our Living Environment**

**Climate Change**

Council has developed a plan to respond to climate change. The Greenhouse Action Plan identifies risk from carbon pollution and climate change and outlines an action plan for implementation over the next five years.

**Cities for Climate Protection Program (CCPP)**

Council has achieved milestones 1 to 4 of the CCPP. Under the program Council has also developed a Greenhouse Action Plan, setting out emission levels and strategies for reducing emissions of both Council and the community.

**Water Campaign**

Council has attained milestone 4 of the International Council for Local Environmental Initiative’s Water Campaign to reduce Council water consumption. Council’s Water Management Plan sets out what we and the community can do to reduce water use and water pollution.

**Water Reuse and Irrigation Projects**

Council has implemented a Water Reuse Scheme at a number of its parks and rainwater tanks have been installed at various Council facilities. Council reserves have been fitted with water saving devices and water consumption is monitored.

We are also implementing water conservation/reuse projects as identified in our Water Management Plan.

**Biodiversity Conservation**

Council’s Bushland Plan of Management aims to conserve and enhance Council’s management of land, biodiversity and environment heritage in North Sydney. Protecting biodiversity at a local government level is about protecting existing biodiversity and, to the extent that is possible, re-establishing local indigenous flora and fauna.

Council’s Street Tree Strategy has led Council to plant thousands of trees.

**Reducing our Environmental Impact**

A range of energy saving projects has been undertaken at Council buildings, including energy audits and Council’s vehicle fleet includes hybrid vehicles.

We have reduced the number of Council reports we print and now distribute most of them electronically—on Council’s website or by email.

We release some of our publications in electronic format only, and those we do print are printed on 100 per cent recyclable paper. We currently use 50 per cent recycled content paper in all of our photocopiers and printers and recycle all of our waste paper using secure disposal processes.

We also recycle 100 per cent of our ink and toner cartridges and ensure all laptop batteries are disposed of in an environmentally friendly way.

We continued to convert all paper based forms into electronic forms.

All inbound physical mail is scanned and distributed electronically.



### Sustainable Procurement

Council is committed to sustainable procurement and where appropriate will endeavour to design quotations and tenders to provide goods, services, capital projects and/or processes that minimise environmental and negative social impacts and achieve value for money.

### Education for Sustainability

Council has developed a range of community education strategies on the importance of living more sustainability. Projects have included sustainability workshops, funding of schools' sustainability projects under Council's Eco-school Grants and the promotion of annual events including Earth Hour.

### Genia McCaffery Centre for Sustainability at the Coal Loader

The Genia McCaffery Centre for Sustainability at the Coal Loader is a 'grassroots' hub where the community can learn how to reduce their ecological footprint. The centre also showcases state of the art technologies for building, energy and water use.

For details on Our Living Environment outcomes, strategies and performance refer to pages 82-98.

## Direction 2: Our Built Environment

### Environmentally Sustainable Design

Council develops policies and strategies to ensure the conservation and enhancement of North Sydney's high quality urban environment, including our neighbourhood character, amenity and liveability. These include:

- North Sydney Development Control Plan
- North Sydney Local Development Strategy
- North Sydney Residential Development Strategy.

Council maintains and updates the North Sydney Local Environmental Plan in order to encourage appropriate planning outcomes throughout the local government area.

### Asset Management Policy

Council's Asset Management Policy outlines the key principles that underpin the asset management practices of North Sydney. The scope of this policy applies to Council and to all Council staff involved with the management of physical assets. These assets include roads, footpaths, street furniture, buildings, bridges, drainage, playgrounds, parks and sports facilities.

Council is responsible for documenting the required levels of service, in consultation with the community, to deliver to the agreed risk and cost standards.

### Asset Renewal

One of the most significant challenges Council continues to face is the coordination of its infrastructure assets and how they are effectively managed for their full lifespan. The timely renewal of assets minimises the ongoing cost of maintaining significant levels of infrastructure. The asset renewal gap has been assessed and a 10 year Asset Management Plan is being implemented. The plan will help Council ensure assets are renewed over the long term in the most cost effective way.

For details on Our Built Environment outcomes, strategies and performance refer to pages 99-118.

## Direction 3: Our Economic Vitality

### Supporting Business

Council delivers support to local businesses through a number of initiative including training and networking opportunities and through the provision of relevant information supporting the further development of local businesses.

For details on Our Economic Vitality outcomes, strategies and performance refer to pages 119-125.

## Direction 4: Our Social Vitality

### Planning for the Changing Community

To monitor and plan for the community's changing needs, Council has a range of policies, strategies and plans including:

- Access and Inclusion Plan
- Children's Services Strategic Plan
- North Shore Community Housing Strategic Plan
- Youth Services Strategic Plan.

Council also provides training and awareness activities to various community groups.

For details on Our Social Vitality outcomes, strategies and performance refer to pages 126-151.

## Direction 5: Our Civic Leadership

### Effective Governance

Council has a broad range of statutory responsibilities under the Local Government Act 1993 and other NSW legislation. Officers work within this legislative framework to ensure we meet our statutory obligations.

Council has a compliance process in place to ensure we meet our statutory responsibilities. Statutory registers are maintained and regular audits conducted to ensure compliance is met. Refer to page 76 for more information on Council's compliance program.

Many of the Council and General Manager's decision making powers are formally delegated to officers and these delegations are reviewed annually. Decisions made under delegation are required to be exercised in accordance with Council directions, policies and procedures.

### Community Engagement

The Community Engagement Policy outlines how Council will fulfill its commitment to creating genuine and transparent opportunities for active community participation in decision making processes.

Community consultation and engagement is an integral component of Council's commitment to sustainable governance and transparent processes, and is vital to the effective representation of our community in Council's decision making processes. Refer to page 46 for more information on Council's community engagement program.

### Human Resource Management

Council has a number of key guiding principles to promote a sustainable work environment, including:

- Code of Conduct
- Equal opportunity
- Flexible working arrangements
- Parental leave
- Health and wellbeing
- Employee Assistance Program.

Council's Equal Opportunity Policy reflects our desire to provide a workplace free of discrimination on the basis of respect and value for others. The Equal Opportunity Policy applies to all employees, contractors and temporary staff working at Council.

### Long Term Financial Plan

As part of the process of developing our Community Strategic Plan, Council reviewed its Long Term Financial Plan. We assessed financial strategies and the organisation's ongoing financial sustainability and made minor adjustments to the plan. Refer to page <#> for more information on Council's Long Term Financial Plan.

### Sustainability Capacity Building Program

In 2007 Council joined the ICLEI Sustainability Services Triple Bottom Line Capacity Building Program to move toward integrating sustainability into all areas of Council. The program included a number of key initiatives:

- Integrating sustainability into Council's integrated planning and reporting framework
- Incorporating a range of long term environmental, economic, social and governance strategies and indicators into the Community Strategic Plan
- Including sustainability as a corporate behaviour for all staff
- Developing a Sustainability Assessment Toolkit to inform Council decision making
- Undertaking communication strategies to support the implementation of organisational sustainability to ensure employees, councillors and the community are engaged as stakeholders
- Progressively updating Council's policies to ensure they reflect the outcomes and priorities in the Community Strategic Plan
- Improving marketing of performance to the organisation and the wider community.

### Sustainability Health Check

Council undertakes the NSW Local Government Sustainability Health Check program which provides a tool to review the extent to which Council embraces sustainability practices and processes.

### Development of Council Plans

Council has prepared a number of plans identifying several sustainability projects, including a Water Savings Action Plan and Energy Savings Action Plan.

### Procurement Policy

Council has a procurement policy that commits to sustainability through internal sustainable purchasing activities to eliminate unnecessary purchases, maximise the reuse and recycling of products; minimise waste; purchase fewer goods with a negative environmental impact; and prioritise value for money throughout the entire lifecycle of a product.

### Creating an Environmentally Responsible Work Culture

To make environmental sustainability an integral part of our everyday operations and build an environmentally responsible culture within the organisation, Council has a team of environmental sustainability champions from across the organisation.

Performance measures for environmental, economic, social and governance outcomes are monitored and reported throughout the year.

For details on Our Civic Leadership outcomes, strategies and performance refer to pages 152-175.

### Coordinating Sustainability

To assist Council to better coordinate and integrate sustainability issues into its decision making processes, we have established an Organisational Sustainability Working Group. Key sustainability projects are presented to the group on a regular basis, ensuring greater collaboration, communication and integration of sustainability issues across the organisation.

# STRATEGIC PLANNING FRAMEWORK AND PROCESS

Council’s integrated planning framework ensures Council’s plans and resources are aligned and provide a robust basis on which to measure and improve our performance.

Council’s strategic planning process involves four layers:

- a 10 year Community Strategic Plan
- a four year Delivery Program
- an annual Operational Plan
- subsidiary plans



**The Community Strategic Plan**

Developed by Council in consultation with the community, the Community Strategic Plan 2013-2023 describes the vision of what we aspire to have in the future and sets out our direction for 10 years. The Community Strategic Plan identifies a range of stakeholders, of which Council is one, to support the achievement of the vision. Council engages the community every four years coinciding with the election of a new council to review the Community Strategic Plan.

Council aligns its activities to reflect the Community Strategic Plan. The Community Strategic Plan feeds into the development of the four year Delivery Program and annual Operational Plan and informs the work we do.

**Strategic Priorities**

The community determined five strategic priority areas or directions for 2013-2023 and has set outcomes Council is expected to achieve in the 10 year period. Some of the activities we have undertaken to achieve these outcomes are detailed throughout this report and referenced below. These are drawn from the Community Strategic Plan and included in the Delivery Program. All activities completed by Council contribute to one or more of these directions.

**Our Living Environment**

**Outcomes for 2013-2023:**

- Protected, enhanced and rehabilitated native vegetation communities and ecosystems
- Quality urban green spaces
- Healthy and clean local waterways
- Improved environmental footprint and responsible use of natural resources
- Public open space, recreation facilities and services that meet community needs.

See pages 82-98 for further details.

**Our Built Environment**

**Outcomes for 2013-2023:**

- Infrastructure, assets and facilities that meet community needs
- Improved mix of land use and quality development through design excellence
- Vibrant, connected and well maintained streetscapes and villages that build a sense of community
- North Sydney's heritage is preserved and valued
- Sustainable transport is encouraged
- Improved traffic management
- Improved parking options supply.

See pages 99-118 for further details.

**Our Economic Vitality**

**Outcomes for 2013-2023:**

- Diverse, strong, sustainable and vibrant local economy
- North Sydney CBD is one of Australia's largest commercial centres
- North Sydney is a place that attracts events.

See pages 119-125 for further details.

**Our Social Vitality**

**Outcomes for 2013-2023:**

- Community is connected
- Community is diverse
- Enhanced arts and cultural programs and facilities
- North Sydney's history is preserved and recognised
- Lifelong learning and volunteering are encouraged
- Library services meet information, learning and leisure needs
- Community is active and healthy
- Enhanced community facilities, information and services
- Enhanced community safety and accessibility
- Improved affordable housing and accommodation.

See pages 126-151 for further details.

**Our Civic Leadership**

**Outcomes for 2013-2023:**

- Council leads the strategic direction of North Sydney
- Council is financially sustainable
- Council is ethical, open, accountable and transparent in its decision making
- Community is informed and aware
- Customer focused Council services
- Council is an employer of choice
- Risks are minimised and continuity of Council's critical business functions is ensured.

See pages 152-177 for further details.



### The Delivery Program

The Delivery Program outlines the activities Council will undertake over the four year electoral term. It describes how these activities are going to be resourced and, importantly, it also articulates how our performance will be measured and reported through the Annual Report and other performance reports.

The Delivery Program is developed every four years and reviewed annually. The review of the Delivery Program occurs in conjunction with the development of the budget and the annual Operational Plan.

Our Delivery Program is focused on the five strategic directions of the Community Strategic Plan.

### The Operational Plan

Annual departmental Operational Plans are formed from the Delivery Program.

Our services and projects are identified and planned in the annual Operational Plan contained within the four year Delivery Program and aligned to the overall outcomes of the Community Strategic Plan.

### Budgeting

Income for Council is generated by a combination of rates, state and federal government grants and subsidies, fees and charges and interest and investments. Council has 38,094 rateable properties and an operating budget of \$102.2m. Budgets are prepared every year and the rates are set in July as per the requirements of the Local Government Act 1993.

Budgets provide information on the costs associated with the operations of Council. The budget is contained within the Delivery Program.

### Reporting on our Progress

#### Reporting on the Operational Plan

Performance against the Operational Plan is assessed on a quarterly basis.

#### Biannual Reviews

The progress of the Delivery Program is reported to Council on a six monthly basis.

The biannual report tracks the progress of our performance against the Community Strategic Plan or, more specifically, the activities set out in our Operational Plan. Where performance is below planned levels, a detailed comment is provided. Reporting on the Delivery Program is structured around the five strategic directions outlined in the Community Strategic Plan.

#### Annual Report

The Annual Report closes the loop in the process, reporting back in a transparent manner to the organisation and the community on each year's achievements against the directions and outcomes in line with the Community Strategic Plan.

The diagram below shows how the Community Strategic Plan aligns with our operational planning and reporting. It summarises the place of the plans and recognises the lifespan and interaction of the plans and the timeframe of reporting progress against the strategic directions set out within these plans.

### Community Strategic Plan 2013-2023

Delivery Program 2013/14-2016/17	Delivery Program 2017/18-2020/21	Delivery Program 2021/22-2024/25
<b>Annual Operational Plans</b>		
Annual Report 2015/16		
2015/16	30 Jun 2016	

The Community Strategic Plan and Delivery Program are available on Council's website and at the Customer Service Centre and Stanton Library.

# MANAGEMENT EXECUTIVE

The organisation is bound by the Charter in the Local Government Act 1993. The General Manager is the only member of staff directly appointed by and responsible to Council. The General Manager is responsible for ensuring Council achieves the strategic directions determined by councillors in consultation with the community, day to day operation of the organisation and for implementing decisions of the Council. The General Manager is also responsible for the exercise of any functions delegated to them by the Council, the appointment of staff, the direction and dismissal of staff and the implementation of Council's Equal Employment Opportunity Management Plan. The General Manager's performance is reviewed annually by the Council.

Decisions under delegation can only be exercised in line with existing Council adopted policies. These policies are reviewed by each newly elected Council. The General Manager must also exercise powers in ways consistent with previously established guidance or direction from the Council.

The General Manager, together with five directors, forms the management executive. The management executive provides the leadership necessary for North Sydney Council to achieve our strategic directions and outcomes. The management executive runs the organisation and provides advice to Council on policy and strategic direction for effective decision making.

The management executive is supported by departmental managers and staff who have responsibility for implementing the directions and policies set by the Council. A summary of the various services each division is responsible for is included on the following pages.



### **Ross McCreanor**

#### **Acting General Manager**

The General Manager leads the organisation and is responsible for the day to day management of Council, exercising functions including policies and decisions delegated to them by Council and the appointment, direction and dismissal of staff. The role of the General Manager is also to oversee mayoral and councillor support and legal services.

Services provided by this division include:

- Citizenship ceremonies
- Civic events
- Executive services
- Legal services
- Lobbying and advocacy
- Major projects delivery
- Procurement
- Risk management
- Work health and safety



### **Joseph Hill**

#### **Director City Strategy**

One of the key roles of the City Strategy Division is working with Council to achieve long term sustainability and the delivery of the Vision. The Division coordinates the process to establish a shared vision and strategic directions through consultation with the community. The Division is also responsible for assessing and determining development applications and the regulation of strategic land use planning, through planning instruments such as heritage controls. The Division also supports local government area-wide economic development and ensures public health and safety.

Services provided by this division include:

- Animal and parking management
- Building certification
- Building compliance
- Building surveying
- Community engagement
- Corporate planning and performance reporting
- Development assessment
- Development compliance
- Economic development
- Environmental and health compliance
- Heritage conservation
- Human resources
- Learning and development
- Strategic land use planning
- Urban design



### **Martin Ellis**

#### **Director Community and Library Services**

The Community and Library Services Division plans and delivers a range of services and programs for seniors and people with special needs, families and children services, youth services and arts and cultural events. The division is also responsible for management of Stanton Library and the North Sydney Heritage Centre.

Services provided by this division include:

- Aged and disability services
- Arts and cultural programs and facilities
- Children's and family services
- Community development
- Community facilities
- Community grants
- Community safety
- Community transport
- Family services
- Historical services and museums
- Immunisation
- Library services
- Social planning
- Youth services



**Sandra Moore**

**Acting Director Corporate Services**

The Corporate Services Division is responsible for delivering good governance and customer services to the community and business support and financial services to Council.

Services provided by this division include:

- Access to information
- Accounts payable and receivable
- Communications
- Council and Committee Meetings
- Councillor support
- Customer services
- Events
- External audit
- Facilities management
- Financial accounting
- Financial management and reporting
- Financial services
- Governance
- Information technology
- Insurance
- Internal and external communications
- Management accounting
- Payroll
- Records management
- Revenue collection
- Spatial information



**Duncan Mitchell**

**Director Engineering and Property Services**

The Engineering and Property Services Division is responsible for the delivery of local government infrastructure. Activities include the maintenance of built assets including community facilities, roads, footpaths and drainage. The division is also responsible for parking meters, parking stations and management of Council's commercial property portfolio. Engineering and Property Services also delivers capital works projects, manages traffic planning and facilities, provides road safety education programs and manages Council's fleet and plant.

Services provided by this division include:

- Council buildings leasing management
- Council buildings maintenance
- Drainage
- Emergency management
- Fleet and plant
- Footpath and cycleways maintenance
- Graffiti removal
- Infrastructure maintenance
- Infrastructure management
- Off street car parking
- Project management for capital works delivery
- Property management
- Property services
- Road construction
- Road maintenance
- Road safety
- Street cleaning
- Street lighting
- Transport and parking management
- Transport and traffic planning



**Robert Emerson**

**Director Open Space and Environmental Services**

The Open Space and Environmental Services Division's responsibilities include waste management, environmental services and sustainability, natural resource management and parks and reserves management. North Sydney Olympic Pool and the North Sydney Oval and Function Centre, recreational planning, Aboriginal heritage, street cleaning, and landscaping planning and design are also managed by this division.

Services provided by this division include:

- Aboriginal heritage
- Bushland management
- Catchment management
- Environmental planning
- Landscape design and construction
- Open space acquisition
- Parks, gardens and sportsgrounds maintenance
- Pest management
- Special events
- Sporting facilities
- Street and parks trees maintenance
- Sustainability education
- Tourism
- Tree preservation
- Verge maintenance
- Waste management



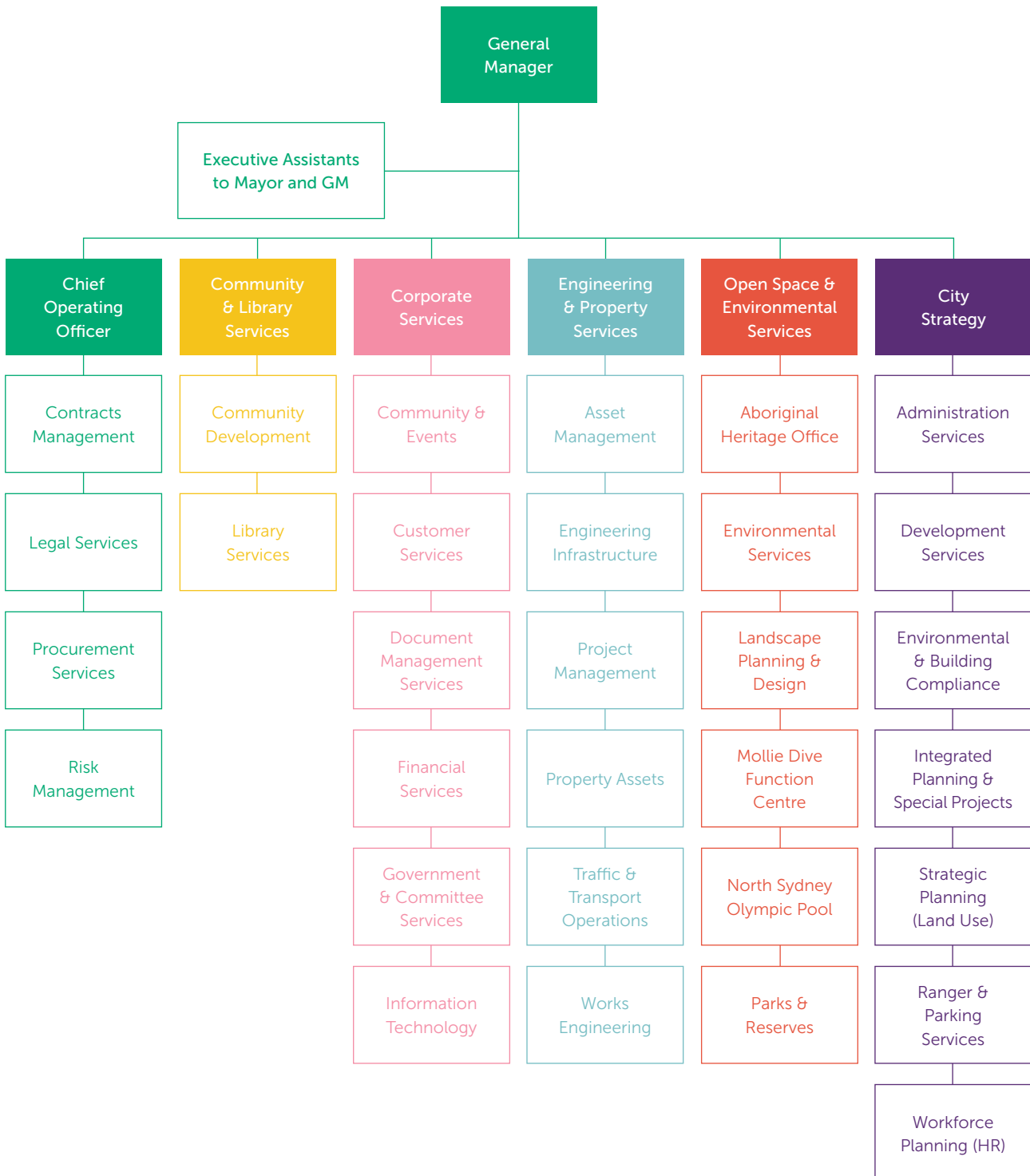
Staff per division as at 30 June 2016

General Manager's Office	City Strategy	Community and Library Services	Corporate Services	Engineering and Property Services	Open Space and Environmental Services
14 (3%)	99 (25%)	58 (14%)	67 (17%)	54 (13%)	110 (27%)

Changes to the Organisation Structure in 2015/16

There were nil changes to Council's organisational structure in 2015/16.

Organisational structure as at 30 June 2016



### Overseas Visits

No paid overseas visits were undertaken by councillors, staff or other persons representing Council.

### Functions Delegated by Council to External Bodies

Council did not delegate functions to any external bodies during 2015/16.

### Controlling Interest in Companies

Council holds a controlling interest in Nutcote Pty Ltd which is the trustee company for the Nutcote Trust.

### Partnerships, Cooperatives and Joint Ventures

Partnering with other organisations and groups is an efficient way for Council to offer services and deliver projects. Council was a party to the following partnerships, cooperatives and joint ventures:

Program	Description
Aboriginal Heritage Management Program	Joint Venture between Lane Cove, North Sydney, Manly, Ku-ring-gai, Pittwater, Ryde, Warringah and Willoughby Councils and Department of the Environment and NSW Heritage Office to effectively manage and preserve Aboriginal heritage sites across the participating government areas.
Joint Special Interest Group	Joint Special Interest Group between Canada Bay, Gosford, Melton (Vic), Mosman, Newcastle, Noosa (Qld), North Sydney, Shellharbour, Tea Tree Gully (SA), Wellington (NSW), Wellington (SA) Councils and Avand and Civica to provide better integration of Civica–Authority and Advanced Data Integration–DataWorks applications in the areas of document storage and management and the control of names within the applications.
Metropolitan Public Libraries Association (NSW)	An organisation representing the concerns of sharing knowledge and bulk purchasing.
Northern Sydney Regional Organisation of Councils (NSROC)	An organisation representing the concerns of local government in the greater Sydney region.
Road Safety Program	North Sydney Council and Roads and Maritime Services jointly fund the position of a Road Safety Officer. The Road Safety Officer’s role includes public education regarding road safety issues.
Shorelink	A library management network involving Lane Cove, Manly, Mosman, Stanton and Willoughby public libraries.
Statewide Mutual Insurance Pool	A cooperative formed from a large number of councils design to provide access to reasonably priced insurance.

### Purchasing Decisions

Purchasing decisions are made in compliance with Section 55 of the *Local Government Act 1993*. Goods and services valued above \$150,000 over the life of the contract are subjected to a publicly advertised tender process and require approval by Council resolution. All successful and unsuccessful tenderers are notified in writing of the tender evaluation outcomes. Quotations are to be publicly advertised where expenditure will be greater than \$75,000 and less than \$150,000. For expenditure between \$25,000 and \$75,000, a minimum of three quotations is required. Providing the pricing is competitive, a supplier may be selected, and direct procurement may occur, where expenditure on a good, service or material will not exceed \$25,000 over the life of the contract.

All potential suppliers are treated impartially. All processes, evaluations and decisions are transparent, free from bias and fully documented in accordance with applicable policies and requirements. Any actual or perceived conflicts of interest are identified, disclosed and appropriately managed. Any information provided to Council by a supplier is treated as commercial-in-confidence and is not released unless authorised by the supplier or relevant legislation.

The total value of Council's major contracts (>\$150,000 each) awarded was \$33.5m.

The following contracts and agreements over \$150,000 were awarded:

Contractor	Goods and Services Supplied	Amount \$
AMA Projects Pty Ltd	Upgrade works to Nutcote	182,086
Firecorp Australia Pty Ltd	Provision of fire services	197,009
Windeal Pty Ltd	Victoria Cross Sculpture Commission	210,000
Environmental Partnership (NSW) Pty Ltd	Public domain upgrade Mitchell St St Leonards	233,650
Complete Urban Pty Ltd	Cycleway and Streetscape Improvement Plan Stages 2-6	237,136
Sullivan Constructions (Aust) Pty Ltd	New Public Amenities Facility Neutral Bay	292,520
Albert Smith Signs Pty Ltd	Alfred Street Archway Milsons Point	450,950
Civil Works (NSW) Pty Ltd	Footpath and stairway upgrade construction works	461,890
Australian High Voltage	Education Precinct – installation of MPP lighting	468,823
ITS PipeTech Pty Ltd	Stormwater Drainage Rehabilitation Works	480,131
Starcon Group Pty Ltd	Burlington Street Public Domain Upgrade Works	514,563
Smec Australia Pty Ltd	Pavement investigations and designs	530,415
State Civic Pty Ltd	Footpath and stairway upgrade construction works	557,700
Noel Bell Ridley Smith & Partners Pty Ltd	Parraween Street Cremorne Mixed Use Redevelopment	689,650
Samada Electrical Services Pty Ltd	North Sydney Oval Lighting Upgrade	725,830
Carfax Commercial Constructions Pty Ltd	Cunningham Pavilion Upgrade	889,561
Strahayr Pty Ltd	North Sydney Oval Drop in Wickets	963,224
G F James Plumbing Services	North Sydney Oval Grandstands Restoration Work	1,088,000
Citywide Civil Engineering NSW Pty Ltd	Stormwater Drainage Construction Works	1,101,427
CA & I Pty Ltd	Berry Street Public Domain Upgrade Works	1,295,650
AWB Contractors Pty Ltd	Lavender Bay Wharf and Boardwalk	1,460,534
Quality Management & Constructions Pty Ltd	Napier Street and Charles Street	1,520,000
Regal Innovations Pty Ltd	Brett Whiteley Place Public Domain Upgrade Works	7,160,388
Glascott Landscape and Civil Pty Ltd	Coal Loader Platform Waverton	11,753,148

### Social Procurement

Council is committed to socially responsible procurement by ensuring all procurement practices are sustainable and strategically aligned with Council's goals; achieving greater value for money across the community through the use of procurement; ensuring all businesses have the same opportunity to tender for Council contracts; and enhancing partnerships with other councils and suppliers.

### Competition Policy

The principle of competitive neutrality requires that government businesses including those significant business functions operated by local government operate without net competitive advantages over the private sector as a result of their public ownership.

The following functions were categorised as being business activities and ones to which the principles of competitive neutrality would be applied:

#### Category 1: Turnover of more than \$2 million per annum

Name	Description of Activity
Waste management services	Waste collection and disposal (domestic, trade and recyclables)
Commercial property management	Managed rental property portfolios

#### Category 2: Turnover of less than \$2 million per annum

Name	Description of Activity
Development applications	Buildings, development and subdivision approval processing
Car parking services	Permanent and casual off street parking facilities subject to hire
North Sydney Oval Function Centre	Bar and catering facilities available for hire to the public and members

The Special Purpose Financial Reports for the year ended 30 June 2016 disclose the operating results for category 1 and category 2 activities.

Council did not receive any competitive neutrality complaints this year.

All competitive neutrality complaints are dealt with in accordance with Council's Procurement Policy and Complaints Handling Policy. Council's Procurement Policy and Complaints Handling Policy are made publicly available on Council's website.





# OUR STAFF

Ensuring staff have the skills and knowledge to deliver the highest quality service to our customers is our priority. Council is committed to recruiting, developing and maintaining its staff.

## Productivity

### Our Performance Management Framework

This year we continued to leverage our performance management framework and build closer links to our remuneration process.

As a result, the performance expectations were more consistent, enabling management to better calibrate remuneration outcomes and reward staff appropriately.

Directors and managers continue to have regular formal performance conversations with their staff, which are underpinned by clearly determined outcomes around quality and service standards. These are designed to focus on areas for improvement resulting in a more direct and positive impact on the organisation and our customers.

### Remuneration

We aim to remain competitive and reward good performance. The management executive ensures the remuneration review process remains transparent and equitable, and that managers are highly engaged in the process.

Council's performance review program focuses on individual and team performance that can be directly linked to the Community Strategic Plan strategic priorities, together with department and personal performance objectives.

All Council employees have regular performance reviews to ensure they are meeting the organisational and individual objectives which are assessed against agreed priorities.

The General Manager's and Directors' performance plans are closely linked with the Operational Plan which sets out the projects to be delivered by the organisation. Council reviews the performance of the General Manager and the General Manager reviews the performance of Directors and sets out a performance plan for each of them for the coming year.

The total amount of money payable in respect to the employment of senior staff, including money payable for salary, the provision of fringe benefits, and for all other costs associated with their employment, was \$1,977,302.

The total remuneration packages for Council's senior staff for the period 1 July 2015 to 30 June 2016 was:

Position	Total Remuneration (\$)
General Manager	388,679
Directors	1,588,623
<b>Total</b>	<b>1,977,302</b>





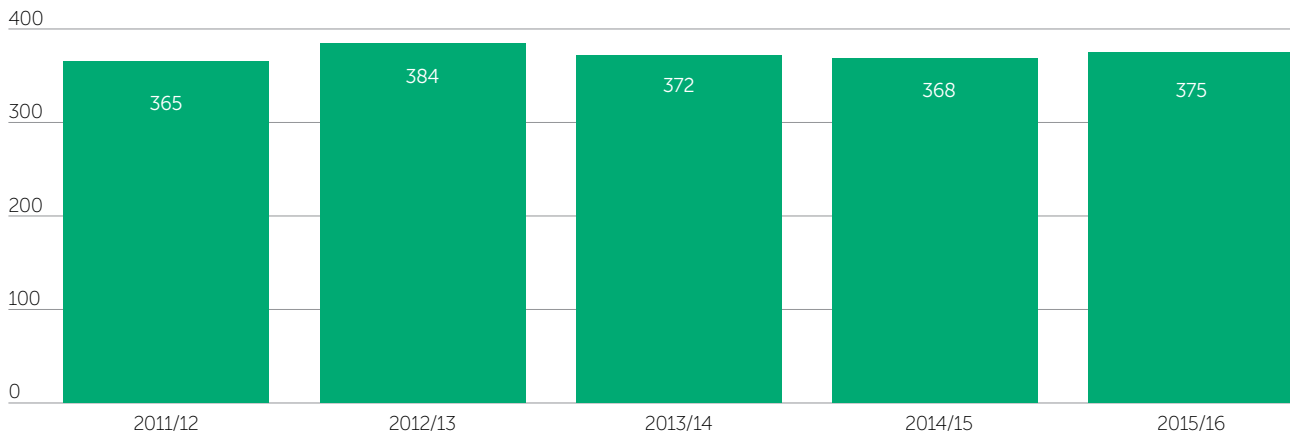
## Staffing and Recruitment

### Retaining and Attracting High Quality Employees

Our employee values proposition and opportunities for personal and career development have enabled North Sydney Council to continuously attract and retain high quality staff.

The number of full time equivalent permanent staff has increased slightly over the year from 368 to 375.

#### Number of Staff (FTE)



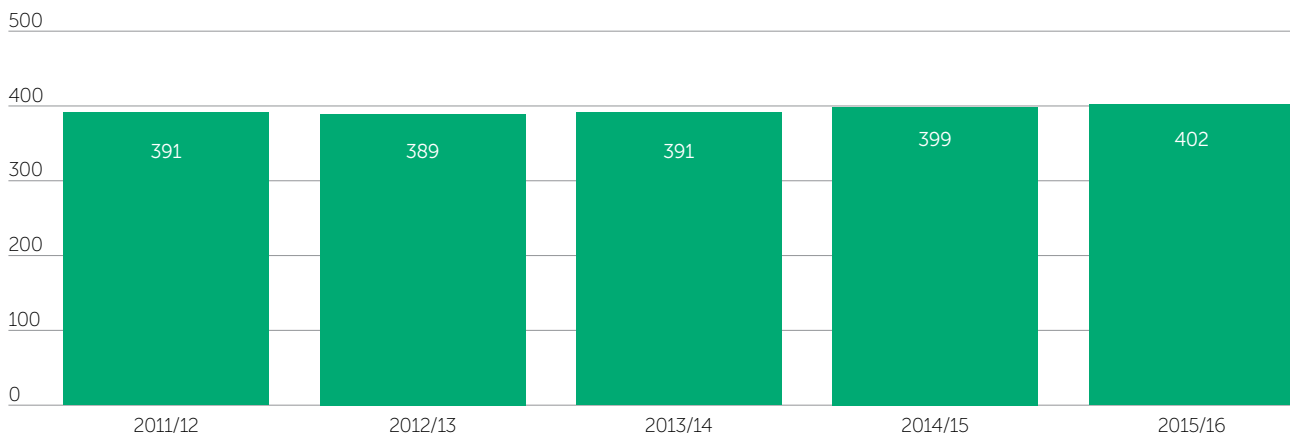
	2011/12	2012/13	2013/14	2014/15	2015/16
Total staff headcount	391	389	391	399	402
Total staff full time equivalent *	365	384	372	368	375

Note: Data excludes 'employees' defined as casuals or agency resources who meet the ad hoc needs of relevant Council business

\*Includes full time, part time and casuals

Headcount has increased in 2015/16 from 399 to 402 employees.

#### Number of Staff (Headcount)



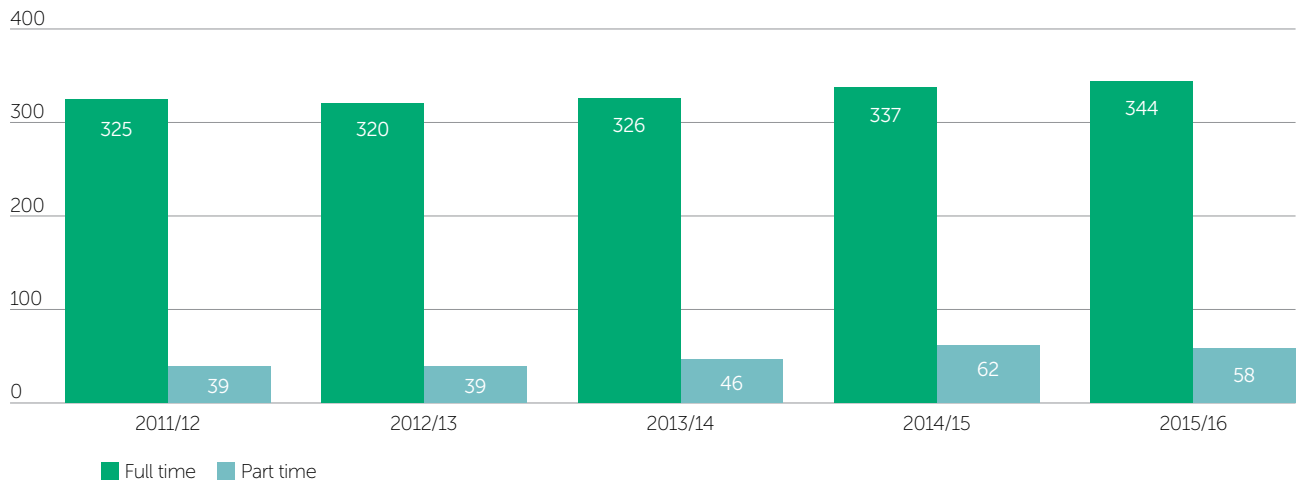
Note: Data excludes 'employees' defined as casuals or agency resources who meet the ad hoc needs of relevant Council business

\*Includes full time, part time and casuals

In a bid to attract skilled workers, Council implements a specialised recruitment and selection process. The process includes training more employees across the organisation to become recruitment panel members on behalf of the organisation. Council recruits staff through internal and external advertisements as deemed necessary.

In order to deliver the broad range of services provided by Council throughout the year, flexible employment arrangements are required. This provides benefits for both the community and our staff. The distribution between these employment types is show below.

### Employment Type



	2011/12	2012/13	2013/14	2014/15	2015/16
Full time	325 (89%)	320 (89%)	326 (88%)	337 (67%)	344 (71%)
Part time	39 (11%)	39 (11%)	46 (12%)	62 (13%)	58 (12%)
Casual	na	na	na	92 (19%)	82 (17%)
<b>Total</b>	<b>364 (100%)</b>	<b>359 (100%)</b>	<b>372 (100%)</b>	<b>491 (100%)</b>	<b>484 (100%)</b>

The age spread of Council's staff is consistent with Australia's ageing workforce trend.

This presents challenges in retaining and recruiting sufficient staff, as increasing numbers of our employees moving toward retirement.

Council is continuing to address this issue through initiatives such as succession planning, flexible working arrangements, family friendly policies and learning and development programs.

### Age Spread of Staff

	2011/12	2012/13	2013/14	2014/15	2015/16
<25	9 (2%)	11 (3%)	13 (3%)	11 (3%)	12 (3%)
25-34	75 (19%)	69 (18%)	69 (18%)	79 (20%)	68 (17%)
35-44	111 (28%)	106 (27%)	106 (27%)	103 (26%)	106 (26%)
45-54	110 (28%)	116 (30%)	116 (30%)	105 (26%)	104 (26%)
55-64	75 (19%)	75 (19%)	82 (21%)	89 (22%)	97 (24%)
65+	11 (3%)	12 (3%)	14 (4%)	13 (3%)	15 (4%)

### Age Spread by Gender and Employment Type as at 30 June 2016

Age	Full time		Part time		Casual		Total
	Male	Female	Male	Female	Male	Female	
<25	7 (2%)	5 (1%)	0 (0%)	0 (0%)	9 (24%)	8 (14%)	29 (6%)
25-34	32 (9%)	25 (8%)	2 (3%)	9 (16%)	13 (34%)	10 (17%)	91 (19%)
35-44	57 (17%)	33 (10%)	3 (5%)	14 (24%)	5 (13%)	8 (14%)	120 (25%)
45-54	54 (15.6%)	30 (9%)	2 (3%)	16 (28%)	5 (3%)	9 (16%)	116 (24%)
55-64	54 (16%)	33 (10%)	2 (3%)	8 (14%)	3 (8%)	9 (16%)	109 (23%)
65+	11 (3%)	3 (1%)	1 (2%)	1 (2%)	1 (3%)	2 (3%)	19 (4%)



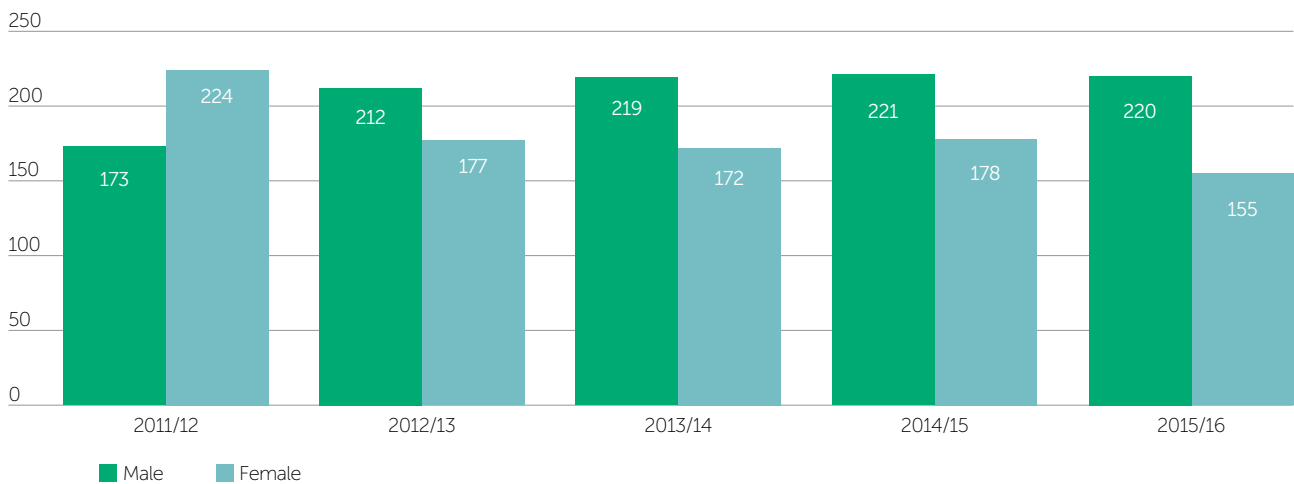
The percentage of Council's workforce that has been with Council for five years or less is 44 per cent.

#### Length of Service as at 30 June 2016

<b>Less than 1 year</b>	<b>40 (10%)</b>
1 to 5 years	136 (34%)
6-10 years	73 (18%)
11 to 20 years	106 (26%)
21 and over	47 (12%)

Gender composition of employees indicates the split between males (58 per cent) and females (41 per cent) employed at Council.

#### Employment Type by Gender



	2011/12	2012/13	2013/14	2014/15	2015/16
Male	173 (44%)	212 (55%)	219 (56%)	221 (55%)	220 (58%)
Female	224 (56%)	177(46%)	172 (44%)	178 (45%)	155 (41%)

#### Employment Type by Gender and Employment Type as at 30 June 2016

	Male	Female
Full time	215 (63%)	129 (37.5%)
Part time	10 (17%)	48 (83%)
Casual	36 (44%)	46 (56%)

#### New Employees by Gender and Age Group as at 30 June 2016

Age	Male	Female	Total
<25	4 (10%)	1 (2%)	5 (12%)
25-34	6 (14%)	7 (17%)	13 (31%)
35-44	5 (12%)	5 (12%)	10 (4%)
45-54	5 (12%)	1 (2%)	6 (14%)
55-64	9 (21%)	0 (0%)	9 (21%)
65+	0 (0%)	0 (0%)	0 (0%)

### Creating Development Opportunities

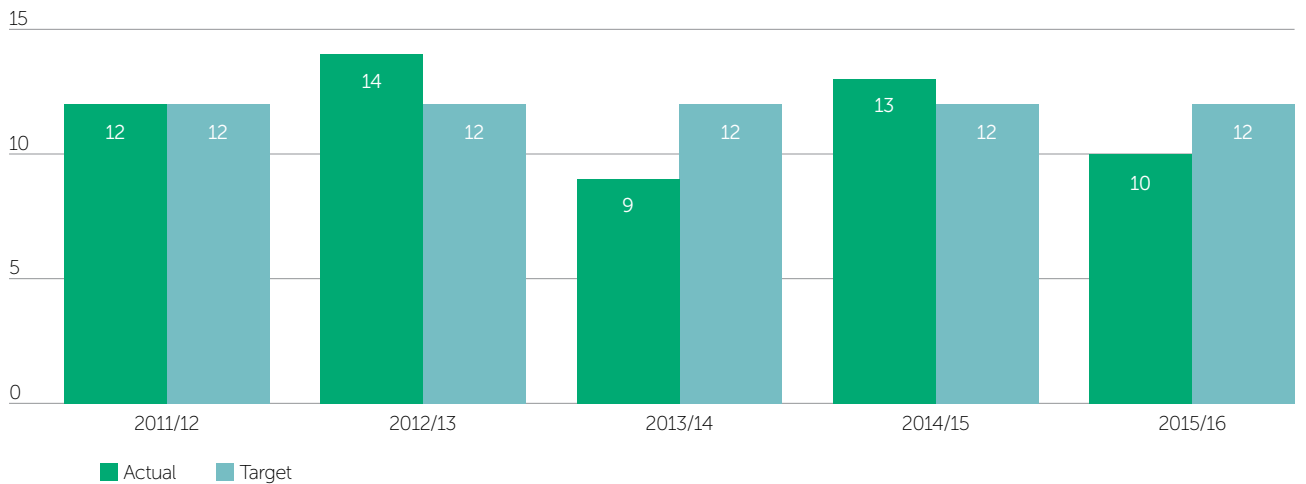
Our ability to achieve our strategic directions and to add genuine value to our customers depends on the skills and proficiency of our staff.

We provide access to ongoing learning and development opportunities to build the capacity of employees. These opportunities are offered by on the job internal and external workshops, conferences and programs, and through e-learning.

All new employees complete an induction.

Employee turnover was 10 per cent, 2 per cent lower than the 12 per cent in 2014/15. We facilitated a smooth transition of people and knowledge to ensure effective business continuity.

### Staff Turnover (%)



	2011/12 %	2012/13 %	2013/14 %	2014/15 %	2015/16 %
Permanent full time equivalent employees leaving the organisation	12	14	9	12	10

In 2015/16 retained 89.5% of its workforce. 41 employees terminated their employment, equalling a staff turnover rate of 10% for the year, which is a decrease from the previous year.

Staff turnover rates show that North Sydney continues to successfully retain its staff and is on par with the local government sector.

In an effort to minimise staff turnover, exit surveys provide insight into the reasons staff leave Council.

Retirements created more opportunities for growth and advancement for our existing employees and, supported by formal development, planning will ensure our people both achieve to expectations and reach their potential.

### Staff Turnover by Gender and Age Group as at 30 June 2016

Age	Male	Female	Total
<25	2 (5%)	0 (0%)	2 (5%)
25-34	6 (5%)	5 (13%)	11 (28%)
35-44	7 (18%)	6 (15%)	13 (33%)
45-54	3 (8%)	4 (10%)	7 (18%)
55-64	1 (3%)	4 (10%)	5 (13%)
65+	2 (5%)	0 (0%)	2 (5%)

### Leadership Development

Council provides a leadership development program to ensure senior leaders within the organisation have the capabilities required to lead us into the future.

### Workforce Planning

Planning for the needs of our current workforce and those of the future is a major focus for Human Resources. Council's Workforce Management Strategy, a component of the Resourcing Strategy 2013/14-2016/17, will ensure that Council has the right workforce to sustain a high level of service for years to come.

The aim of the strategy is to ensure we retain our staff, hold a strong position within the employment market and remain an employer of choice.

### Joint Consultative Committee

The Joint Consultative Committee is comprised of elected staff and management representatives. It is coordinated by the Human Resources department and meets monthly. The committee aims to facilitate workplace reform therefore enhancing the efficiency and productivity of Council.

### Employee Surveys

Council conducts an employee survey every two years. This assists us to understand employee satisfaction and perceptions of performance, as well as identify opportunities for improvement.

Employees are also requested to complete an exit survey when they leave the organisation.

### Ensuring Equity and Diversity in Employment

North Sydney Council is rich in talent and diversity. This reflects our approach to recruitment, selection and promotion, and our efforts to ensure that we mirror the demographic profile of the community we serve.

Similar to Australian trends, Council has a high representation of males in senior management roles.

The number of women as a percentage of the total workforce has remained constant at 41% per cent. The representation of women within middle management has remained stable at 3%.

### Women in Middle Management/Executive and Management Positions Held by Women as at 30 June 2016

	2014/15	2015/16
	10 (2.5%)	10 (2.7%)

The majority of employees are positioned at the officer level (93 per cent) with senior management representing 6 per cent of the total workforce.

### Employee Category as at 30 June 2016

	Male	Female	Total
Executive*	6 (1%)	0 (0%)	6 (1%)
Managerial	18 (4%)	9 (2%)	27 (7%)
Non-managerial	206 (51%)	161 (40%)	373 (93%)

\*Comprises General Manager and directors

### Return to Work Retention Rates after Parental Leave

	2011/12	2012/13	2013/14	2014/15	2015/16
Male	1 (100%)	0 (0%)	1 (100%)	0 (100%)	1 (100%)
Female	4 (50%)	5 (80%)	3 (100%)	10 (100%)	9 (100%)

For more information on equal employment opportunity groups and their distribution, see our Equal Employment Opportunity (EEO) profile below.

Council is an EEO employer committed to providing a workplace that is free from discrimination and harassment and provides equal employment opportunities for current and prospective employees. Our success depends on attracting and retaining the best people to support our community's aspirations.

Policies and practices meet both the diverse needs of employees and those of the community. Council's EEO policy provides that all aspects of human resource management be conducted without discrimination.

By eliminating unlawful discrimination, we have made sound progress toward providing the key EEO target groups of women, Aboriginal and Torres Strait Islanders, people from non-English speaking backgrounds and people with disabilities with the opportunity to compete equally for jobs, promotion or transfer and to pursue their careers. However, current data recognises that people from traditional EEO target groups remain under-represented in some areas of our organisation.

We are continuing to collect employee data relating to the EEO target groups. This demographic information is collected via an EEO survey distributed to all new employees during their induction.

Data collected from the EEO surveys is shown below:

### EEO Profile as at 30 June 2016

EEO Target Group %	North Sydney Council 2012/13*	North Sydney Council 2013/14*	North Sydney Council 2014/15*	North Sydney Council 2015/16*	North Sydney Local Government Area**
Women	45.5	44	44	42.5	52.4
Indigenous people	2.1	2	2	1.2	0.2
People from culturally and linguistically diverse backgrounds	14.7	13.8	13.8	13.4	19.6
People with disabilities	2.1	1.8	1.8	5	1.9

\*indicative, based on EEO survey data

\*\*ABS 2011

The Policy aims to ensure all employees can work in an environment that fosters mutual employee respect and where each employee has the opportunity to progress to the fullest of his or her capabilities, enhancing Council's efficiency and service delivery. Council's commitment is also extended to members of the public in accessing our services.

As part of our commitment to EEO, employees have been asked to nominate themselves as EEO Contact Officers who are provided with training to deal with EEO issues and assist people who have been harassed or discriminated against.

We conduct awareness raising sessions for managers on EEO complemented by sound recruitment and selection training. We also determine whether positions as they become vacant are suitable for redesign for part time employment or traineeships or as apprenticeships for EEO target groups.

In 2015/16, Council prioritised the following EEO policies and programs:

- Disability Inclusion Plan

### Multicultural Policies and Services

Council's activities are centred on providing services to members of the public. Therefore we have a capacity to address multicultural services issues.

Our employment record is evidence of our support for cultural diversity. Our commitment is reflected in the number of racial and ethnic groups which comprise our staff.

For more information on multicultural policies and services, see page 127.

### Disability Action Plan

Our Disability Action Plan continues to meet the needs of people with a disability both as staff and customers by:

- ensuring their access to Council premises and the premises they need to visit in the course of their duties
- ensuring their access to information about services of Council
- improving their employment opportunities at Council.

### Supporting our Staff

We are committed to health and wellbeing practices to boost morale and job satisfaction among staff and to lower the rate of absenteeism.

Our Employee Assistance Program includes an independent, confidential counselling service for staff and their immediate families.

We continued to strongly encourage wellness and work-life balance. Council provides a Health and Wellbeing Program to assist staff in making better lifestyle choices. Regular activities have been undertaken including lunch exercise sessions, free flu vaccinations and health checks.

We also offer flexible work options including flexible working hours and job share, working from home and leave arrangements.

### Celebrating Achievements

Council celebrates the achievements of its employees in a number of ways including employee achievement awards, recognition of service awards, our internal staff newsletter NewSCene and staff forums.

### Student Placements

Student placements are provided by Council allowing students to gain valuable but unpaid on-the-job experience.

### Keep Employees Informed

Council communicates with employees by using a number of platforms including Council's official employee newsletter NewSCene and its intranet site which provides access to work related documents, publications and policies as well as upcoming events and news.

Staff forums are hosted by the General Manager to bring together employees from across the organisation to hear and discuss key organisation topics.

### Social Committee

The North Sydney Council Social Committee is a social committee run by staff, for staff. It is fully funded by employees and run by a representative committee.

Some of the events held in the past year include the Trivia Night, Australia's Biggest Morning Tea and the Christmas Party.

The committee is an integral part of our culture and providing our staff with fun activities and a chance to network with colleagues.

### Workplace and Environment

#### Workplace Health and Safety

Council is responsible for providing the best possible standard of workplace health and safety (WHS) for all employees, contractors, volunteers, work experience persons, visitors and members of the public to our premises.

By understanding the type, frequency and severity of injury, we are able to modify current practices to minimise risk to WHS.

Council records all WHS incidents in a register of injuries.

There were 98 incidents and 28 workers compensation claims during 2015/16. The lost time injury frequency rate for 2015/16 was 0.13 per cent. Further information on our work health and safety performance is available on page 160-163.

We actively promote safe and healthy work practices and continually improve our systems to reduce accidents, create a safety conscious culture and ensure continuing compliance.

Through our WHS policy, we are committed to the wellbeing of employees, volunteers, contractors and visitors.

Our WHS committee comprises selected staff and nominated management representatives. The WHS committee is actively involved in contributing to a safe work environment. It provides a consultative forum for workplace WHS issues between management and employee WHS representatives. The committee meets quarterly to review our safety management systems, monitor changes in law and recommend improvements.

We carry out scheduled site safety audits on all our premises and work sites. These audits are undertaken with a member of the WHS committee and reported back to the committee for action.

Safe operating procedures are reviewed at least annually or when there has been a change to the way a task is carried out, either through process changes or the purchase of new equipment or plant. Affected staff are involved in reviewing these changes and are consulted, inducted and trained in the new procedure prior to undertaking the task. The review of safe operating procedures is ongoing and is monitored by the WHS committee.

We continue to ensure that all staff are appropriately trained and skilled in all facets of their work. Safety related training minimises risks to staff and the community and ensures work is carried out in the safest possible way.

We strive for early intervention and support when employees are injured to ensure they are able to remain at work or ensure every opportunity for a quick recovery and return to the workplace.



# CORPORATE GOVERNANCE

## Setting Strategic Direction

### Our Community Strategic Plan

Our Community Strategic Plan adopted by the Council in 2013 outlines the strategic directions for the North Sydney community. Council tracks progress toward achieving the overall outcomes on a quarterly basis. For further information refer to pages 80-175.

## Ethical and Responsible Decision Making

### High Standards of Conduct are Instilled

We foster a culture that strongly values ethical behaviour, integrity, honesty and professionalism throughout the organisation.

Our Code of Conduct governs our people in their day to day activities and decisions and dealings with customers, colleagues and stakeholders. Staff must adhere to the Code of Conduct Policy and Procedures. Council has a responsibility under the *Independent Commission Against Corruption Act 1988* to report any suspected corrupt conduct. Council's Code of Conduct provides guidance for managing actual and perceived conflicts of interest.

Council is committed to minimising corrupt conduct by implementing and regularly reviewing a range of strategies that prevent, detect and investigate corrupt conduct. We have a zero tolerance to corrupt conduct.

On induction, all employees are given training and are required to sign the Code of Conduct Policy. Refresher training and awareness sessions are provided at appropriate intervals for Council's longer serving employees.

There were no instances of internal suspected or actual corrupt conduct reported during 2016/17. The Code of Conduct is available for public inspection at Council's Customer Service Centre, Stanton Library and on its website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

## Anti-Corruption

100% of employees were trained in organisation's anti-corruption policies and procedures in 2016/17.

## Protecting Privacy

Council is committed to protecting an individual's privacy when we collect, store, use and disclose personal information. When dealing with private and personal information, we apply the principles and obligations within the Privacy and Personal Information Act 1998 to ensure:

- collection is lawful, direct, open and relevant
- storage is secure
- access is transparent
- use is accurate and limited
- disclosure is restricted and safeguarded.

Council's Privacy Management Plan provides an outline of how Council observes and adheres to privacy legislation and manages personal information held throughout the organisation.

Council also has an Access to Information Policy and Collection and Recording of Information Policy.

These documents are available at Council's Customer Service Centre and on Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

## Policy Development and Review

Council policies are public statements formally adopted by Council, which clearly state our requirements in relation to particular matters or issues. Council policies contribute to achieving one or more of the strategic directions of our Community Strategic Plan.

The following policies were reviewed or developed in 2015/16:

Policy	Adopted or Amended by Council
Financial Investment Policy	17 August 2015
Financial Investment Policy	17 August 2015
Oversight and Liaison with General Manager Policy	21 September 2015
Mayor and Councillor Facilities and Benefits Policy	21 September 2015
Procurement Policy	19 November 2015
Code of Conduct—Councillors and Staff	17 December 2015
Code of Meeting Principles and Practices	20 July 2016
Cash Handling Policy	20 July 2016
Debt Management Policy	20 July 2016

## Compliance Management

While the main functions of Council fall under the *Local Government Act 1993*, Council has powers and obligations under a number of other Acts.

Some of these are:

- *Anti Discrimination Act 1977*
- *Building and Construction Industry Long Service Payments Act 1986*
- *Building Services Corporation Act 1989*
- *Bush Fires Act 1949*
- *Charitable Fundraising Act 1991*
- *Children (Care and Protection) Act 1987*
- *Clean Air Act 1961*
- *Coastal Protection Act 1979*
- *Commons Management Act 1989*
- *Community Land Development Act 1989*
- *Community Land Management Act 1989*
- *Companion Animals Act 1998*
- *Construction Safety Act 1912*
- *Contaminated Land Management Act 1997*
- *Conversion of Cemeteries Act 1974*
- *Conveyancing Act 1919*
- *Copyright Act 1968 (Commonwealth)*
- *Crimes Act 1900*
- *Crown Lands Act 1989*
- *Dangerous Goods Act 1975*
- *Disability Discrimination Act 1992 (Commonwealth)*
- *Disorderly House Amendment Act 1995*
- *Dividing Fences Act 1991*
- *Electricity Safety Act 1945*
- *Electricity Supply Act 1995*
- *Environmental Offences and Penalties Act 1989*
- *Environmental Planning and Assessment Act 1979*
- *Environmental Protection Act*
- *Environmentally Hazardous Chemicals Act 1985*
- *Essential Services Act 1988*
- *Financial Institutions (New South Wales) Act 1992*
- *Fines Act 1996*
- *Fire Brigades Act 1989*
- *Fluoridation of Public Water Supplies Act 1957*
- *Food Act 2003*
- *Fringe Benefits Tax Act 1986*
- *Geographical Names Act 1966*
- *Government Information (Public Access) Act 2009*
- *Health Records and Information Privacy Act 2002*
- *Heritage Act 1977*
- *Home and Community Care Act 1985 (Commonwealth)*
- *Human Rights and Equal Opportunity Act 1992 (Commonwealth)*
- *Impounding (Penalty Notice Offences) Regulation 1993*
- *Impounding Act 1993*
- *Income Tax Act (various) (Commonwealth)*
- *Interpretation Act 1987*
- *Justices (amendment) Act 1985*
- *Justices Regulation 1993*
- *Land Acquisition (Just Terms) Compensation Act 1991*
- *Library Act 1939*
- *Liquor Act 1982*
- *Noise Control Act 1975*
- *Noxious Weeds Act 1993*
- *Ombudsman Act 1974*
- *Pollution Control Act 1970*
- *Privacy and Personal Information Protection Act 1998*
- *Protected Disclosures Act 1994*
- *Protection of the Environment Operations Act 1997*
- *Public Health Act 1991*
- *Public Works Act 1912*
- *Real Property Act 1993*
- *Recreational Vehicles Act 1983*
- *Road Rules 2008*
- *Road Transport (Safety and Traffic) Act 1999*
- *Roads (General) Regulation 2005*
- *Roads (Transport Safety and Traffic Management) Regulation 1009*
- *Roads Act 1993*
- *Roads Regulation 2008*
- *Roads Transport (General) Act 2005*
- *Rural Fires Act 1997*
- *Sales Tax (Exemptions and Classifications) Act 1992 (Commonwealth)*
- *State Authorities Superannuation Act 1987*
- *State Emergency and Rescue Management Act 1989*
- *State Emergency Services Act 1989*
- *State Records Act 1998*
- *Strata Schemes (Freehold Development) Act 1973*
- *Strata Schemes (Leasehold Development) Act 1986*
- *Strata Titles Act 1973*
- *Swimming Pools Act 1992*
- *Swimming Pools Regulation (no.2) 1992*
- *Sydney Water Act 1994*
- *Threatened Species Conservation Act 1995*
- *Trade Practices Act 1974*
- *Traffic Act 1909*
- *Unclaimed Money Act 1995*
- *Unhealthy Building Land Act 1990*
- *Unhealthy Building Land Regulations 1991*
- *Valuation of Land Act 1916*
- *Waste Minimisation and Management Act 1995*
- *Waste Recycling and Processing Service Act 1970*
- *Water Management Act 2000*
- *Work and Health Safety Act 2011*
- *WorkCover Administration Act 1989*
- *Workers Compensation Act 1987*

Council also has a significant number of other compliance obligations including Division of Local Government directions, standards, and codes.

To ensure we meet our obligations, our compliance program promotes the importance of compliance to all staff, identifies compliance obligations and responds to non-compliance.

Council's compliance program includes:

- a Register of Compliance
- annual verification of compliance through internal sign off
- audit methodologies
- management reviews through regular reporting to the Management Executive and Audit and Risk Committee.

### **New Legislation**

There have been no new or amended items of legislation introduced by other levels of government that affect the structure and operations of Council over the past 12 months.

### **Probity in Procurement, Contracts and Tendering**

The *Local Government Act 1993* requires councils to prepare, approve and comply with a procurement policy. Council's Procurement Policy outlines to staff how to carry out their duties in a transparent and fair manner when purchasing goods, services and works by Council and dealing with contracts and tendering. This policy applies to all councillors, staff and agents of Council involved in Council procurement, contracts and tendering.

### **Financial Reporting**

#### **Audit and Risk Committee**

The Audit and Risk Committee independently reviews the objectivity and reliability of Council's financial information, and ensures financial statements are supported by appropriate management sign off on the adequacy of internal controls. A special meeting is also held to review Council's annual financial statements.

#### **Internal Audit**

Our internal auditors add value and improve our operation by providing independent and objective assurance. The audit function brings a systematic, disciplined approach to evaluate and improve organisational systems, processes and reporting. The internal auditors attend each quarterly Audit and Risk Committee meeting to report on the status of the Internal Audit Plan and present the findings of their reviews.

Council continues to participate in the Northern Sydney Internal Audit Group with neighbouring councils.

#### **External Audit**

A private firm appointed by Council annually audits Council's financial statements. They provide an independent opinion on whether Council's financial statements are true and fair and comply with applicable Australian Accounting Standards. The external auditors attend all Audit and Risk Committee meetings.

## Disclosure

### Accountability and Transparency

Council regularly informs the public on our performance, expenditure of funds, and of any significant issues that occur. Council does this through our Annual Report.

Council voluntarily adopts full and open reporting on our performance in our annual report. Council also demonstrates how strategic directions drive us forward.

### Open Access Information

Council is committed to complying with the *Government Information (Public Access) Act 2009* (the GIPA Act). Under the GIPA Act there are four ways that information can be made available to the public. These are mandatory disclosure of 'open access information', proactive release of information, informal release of information and through a formal access application.

In accordance with the GIPA Act, the following documents are available on Council's website, unless stated otherwise and are available for inspection free of charge at Council's Customer Service Centre, 200 Miller Street, North Sydney, during normal office hours:

- North Sydney Community Strategic Plan 2013-2023
- Annual Financial Reports
- Annual Report
- Annual reports of bodies exercising functions delegated by the local authority
- Any codes referred to in the Local Government Act (LGA)
- Auditor's Reports
- Code of Meeting Principles and Practices
- Council, committee and reference group meeting agendas, reports (business papers – excluding business papers for matters considered when part of a meeting closed to the public) and minutes
- Council's adopted Code of Conduct
- Council's Land Register—available for inspection by appointment at Council's Customer Service Centre
- Council's policy concerning the payment of expenses, and the provisions of facilities to councillors
- Departmental representative reports presented at a meeting of the Council in accordance with section 433 of the LGA
- EEO Management Plan
- Management Plan—superseded by Council's Delivery Plan; Operational Plan and Resourcing Strategy (Long Term Financial Plan, Asset Management Plan and Workforce Strategy)
- Register of current declarations of disclosures of political donations kept in accordance with section 328A of the LGA—online link to the Election Funding Authority website
- Register of Delegations
- Register of graffiti removal work – available for inspection by appointment at Council's Customer Service Centre
- Register of Investments
- Register of voting on planning matters
- Returns of the interest of councillors, designated persons and delegates—available for inspection by appointment at Council's Customer Service Centre
- Schedule of Fees and Charges
- The Model Code of Conduct for Local Councils prescribed under section 440 (1) of the LGA

Members of the public may purchase copies of these documents. The cost for these copies is determined by Council's Fees and Charges Schedule, which is adopted by Council on an annual basis.

In addition, there is other information that Council is obliged to have available for inspection. This includes:

- Environmental Planning Instruments, Development Control Plans and Plans made under Section 94 of the Environmental Planning and Assessment Act, 1979 applying to land within the Council's area
- Local policies adopted by the Council concerning approvals and orders
- Plans of Management for Community Land.

Information about development applications is available as follows:

- Development applications (within the meaning of the *Environmental Planning and Assessment Act 1979*) lodgement documentation and determination is made available online using DA tracking system on Council's website. Associated documents received in relation to a proposed development may be made available by lodgement of an informal access application.

Information not already available on the Council website can be obtained by submitting an informal or formal request for the release of government information under the GIPA Act. Such requests are accepted unless there is an overriding public interest against disclosure.

Refer to page 178-180 for details of requests for information held by Council made under the GIPA Act for 2015/16.

## Registers

The following is a list of registers kept by Council:

- Abandoned Vehicles Register
- Boarding Houses Register
- Building Materials on Footpaths Register
- Companion Animals Register
- Complying Development Register
- Consents and Certificates Register
- Consents Register
- Cooling Towers Register
- Council Investments Register
- Council Policies Register
- Council-Owned Land and Property Register
- Declarations of Disclosures of Political Donations by Councillors Register
- Declarations of Interest Register
- Delegations of Authority Register
- Dry Cleaners Register
- Environmental Protection Register
- Essential Fire Safety Measures Register
- Food Shops Register
- Gifts and Benefits Register
- Leases and Licences for Use of Public Land Register
- Lobbyist Register
- Marinas, Boatsheds and Slipways Register
- Notices and Orders Register
- Pecuniary Interest Returns Register

- Planning and Development Voting Register
- Plant Permits Register
- Section 94 Contributions Register
- Service Stations Register
- Skin Penetration Register
- Skip Permits Register
- Smash Repairs Register
- Street Opening Permits Register
- Swimming Pools Register
- Work Zone Permits Register

### Public Interest Disclosures

Councillors and Council staff are encouraged to report what they believe to be unethical conduct within the organisation.

Council is required under the Public Interest Disclosures Act to collect and report on information about public interest disclosures (PIDs).

One PID was made for the period 1 July to 30 June 2016.

#### Public Interest Disclosures

The number of public officials who have made a public interest disclosure to Council	0
The number of public interest disclosures received by Council in total and the number of public interest disclosures received by Council relating to each of the following:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste of local government money	0
• Government information contraventions	0
• Local government pecuniary interest contraventions	0
The number of public interest disclosures finalised by Council	0

Council has a PID policy in place. The PID policy is available for public inspection at Council's Customer Service Centre, Stanton Library and on its website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

A brochure summarising the key roles and responsibilities of the policy is available to all staff.

Council's Disclosures Coordinator and Disclosures Officers are responsible for receiving PIDs. Depending on the incident, either internal and/or external investigations are carried out including utilising the services of both the internal and external auditors.

### Managing Gifts and Benefits

Gifts are a feature of business and it is not uncommon for councillors and staff to be offered gifts.

Council manages the response to receipt of gifts and benefits through its Gifts and Benefits Policy.

The Gifts and Benefits Policy is available for public inspection at Council's Customer Service Centre, Stanton Library and on its website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

### Recognising and Managing Risk

Our risk management framework is embedded in our strategic and operational policies and practices. We maintain and regularly review our risk registers for key strategic, operational and significant project risks.

#### Formal Risk Management

Council applies a procedure of investigation in the workplace which identifies existing and known risks, as well as risks that have not yet materialised into damage to people or property. Pre-emptive treatment of these risks is an essential component of comprehensive risk management.

#### Informal Risk Management

Information on our risks emerges from many and various sources, including members of the public and our employees. Risk management responses are initiated on receipt of information received in this informal way.

#### Record Keeping

Council's commitment to electronic record keeping in accordance with legislative requirements provides a single repository for all corporate information. The focus on retaining corporate documents in an electronic records management system ensures best practice in record keeping and improves efficiencies for document processing to meet future customer service demands.



# OUR PERFORMANCE

## Our Performance against the Delivery Program 2013/14–2016/17

Our performance is measured against the strategic directions, outcomes and strategies of the Community Strategic Plan 2013–2023.

The following pages detail the performance, highlights, challenges and disappointments of Council during 2015/16 in each of our strategic directions and outcomes and briefly outline our plans for 2016/17.

Overall performance toward the directions for 2015/16 was 97 per cent.

## Our Performance against the Operational Plan 2015/16

Our Operational Plan 2015/16 responds to our Delivery Program, providing an overview of the priorities and activities to be undertaken, along with the resources to implement these, during the second year of our Delivery Program.




Our Operational Plan 2015/16 identified 595 deliverables to progress our Delivery Program. Each deliverable is linked to the directions, outcomes and strategies set in the Community Strategic Plan. This year 93 per cent of planned activities were completed or on track.

This Annual Report relates to activities identified in the Operational Plan 2015/16.



The following information explains how to read and understand the performance report below.

### Row and Column Information

Term	Definition
Progress	The percentage of item(s) completed for the financial year.
QBL Link	Element of QBL project or service directly contributes to.
Strategy Code	Strategy in the Community Strategic Plan project or service directly contributes to.
Project	A specific initiative that Council proposes to implement to achieve an objective. Projects have a short term focus, generally within a set budget and having a finite duration defined by planned start and finish dates.
Service	The activities Council carries out on an ongoing basis. How the outputs (the actual deliverables of services) will be achieved.
Start Date	Start date of project.
Target Date	Proposed finish date of project.
Traffic Light	Project: Performance status for financial year.
	<p><b>Direction:</b> Performance for the year is on track or better.</p> <p><b>Outcome:</b> Performance for the year is on track or better.</p> <p><b>Action:</b> Performance status (timeframe/scope) for the year is on track or better in terms of deliverables, scope, and timeframe. Completion of 90%+ of the scheduled requirements for the year.</p> <p><b>Key Performance Indicator:</b> Target for the KPI has been met (90%+) or exceeded.</p>
	<p><b>Direction:</b> Performance for the year is delayed but can get back on track in the next reporting period.</p> <p><b>Outcome:</b> Performance for the year is delayed but can get back on track in the next reporting period.</p> <p><b>Action:</b> Performance status for the year delayed but can get back on track in the next reporting period. Remedial action needs to be taken. Completion of 75-89% of the scheduled requirements for the year.</p> <p><b>Key Performance Indicator:</b> Target for the KPI was 75-89% met.</p>
	<p><b>Direction:</b> Performance for the year is in danger of not finishing/did not finish on time or may be/was not delivered.</p> <p><b>Outcome:</b> Performance for the year is in danger of not finishing/did not finish on time or may be/was not delivered.</p> <p><b>Action:</b> Performance status for the year is in danger of not finishing/did not finish on time or may be/was not delivered. This is addressed by commentary. Performance is rated as less than 75% of the scheduled requirements for the year.</p> <p><b>Key Performance Indicator:</b> Target for the KPI was not met (&lt;75%).</p>
"This project is not yet scheduled to commence"	Action was not scheduled to commence this year.
Key Performance Indicators	Details of each KPI (performance measure) for services.
Target	Service: Level of achievement to be attained for each KPI.
Actual	Service: KPI actual for financial year.
'na'	A number of key performance indicators do not currently have data available and are displayed as na. These measures are removed from the calculation of progress.
Trend	Work undertaken for which there is no pre-set target.

# DIRECTION 1

# OUR LIVING ENVIRONMENT

Refer to pages 83-98 for full details of Council's performance under this Direction.

## Council Services

The following Council services contribute to this Direction:

- Beach cleaning
- Bushfire prevention
- Bushland management including Bushcare
- Catchment management
- Community gardens
- Dog on and off leash areas
- Environmental education programs
- Environmental management and protection
- Landscape planning and design
- Noise, water and air quality monitoring
- Open space acquisition
- Parks and reserves
- Recreational facilities
- Sportsfield maintenance
- Tree preservation/removal
- Waste and recycling management

173

pieces of open space covering 145ha

405 street

trees planted

32,622 gigajoules

of energy used by Council

2,428 tonnes

of greenhouse gas emissions by Council

110kg

residential waste sent to landfill per person

95kg

residential recyclables collected per person

24kg

greenwaste diverted from landfill per person

34,026 kilolitres

of water recycled and reused by Council

90,146 kilolitres

of water consumed by Council

1,494

participants in residential, school, community groups and business sustainability programs

63%

of low/alternative fuel vehicles in our vehicle fleet

7

sportsgrounds

1

skate park

12

playgrounds

1

swimming pool complex

359,531

visits at North Sydney Olympic Pool

**Our Achievements**

**Bushfire Hazard Reduction**

Land managers and owners are responsible for conducting hazard reduction to protect assets susceptible to fire. In coordination with NSW Fire and Rescue, Council conducted one hazard reduction burn at Gore Cove Reserve in Wollstonecraft during 2015/16. The burn footprint totalled 0.2 hectares and was effective in reducing fuel loading along the boundaries of 12 residential properties, it also aided in increasing the ecological health and biodiversity value within that section of the reserve.

**Biodiversity**

Council continues to employ a variety of techniques to manage introduced flora and fauna focusing on feral animals, pest species and noxious weeds. Despite continued efforts by Council and volunteers, there has been no significant change in threatened or vulnerable species in North Sydney.

In North Sydney, there are nine threatened species and communities under active recovery management.

Around 405 street trees were planted during 2015/16.

Council’s Open Space Strategy outlines that indigenous plants will be used where there are existing remnant trees and vegetation and where there are existing indigenous plants.

North Sydney’s ‘green thumbs’ and Council worked to maintain four community gardens to encourage an active and healthy lifestyle as well as sustainable food production.

**Land**

Council continues to manage public land in accordance with site specific plans of management.

**Stormwater Management**

Council levied an annual charge for stormwater management services.

Stormwater projects completed during 2015/16 included drainage repairs or replacement at the following sites:

- Mount Street & Little Walker Street
- Carter St at Stratford St
- No 131 and No 133 Ben Boyd Road, Neutral Bay
- Ridge Street, North Sydney
- Milray Lane, Wollstonecraft
- Hazelbank Road and King Street, Waverton
- Carr Street and King Street, Waverton
- Paraween Street, Cremorne
- Montpelier Street, Neutral Bay
- No 49 West Street, North Sydney
- Bay Road, Waverton
- Fitzroy Street, Kirribilli
- Harriette Street, Neutral Bay
- Kurraba Road, Neutral Bay
- Yeo Street, Neutral Bay
- Belmont Avenue, Wollstonecraft
- Ennis Road, Kirribilli
- West Street, Crows Nest

**Coastal Protection Services**

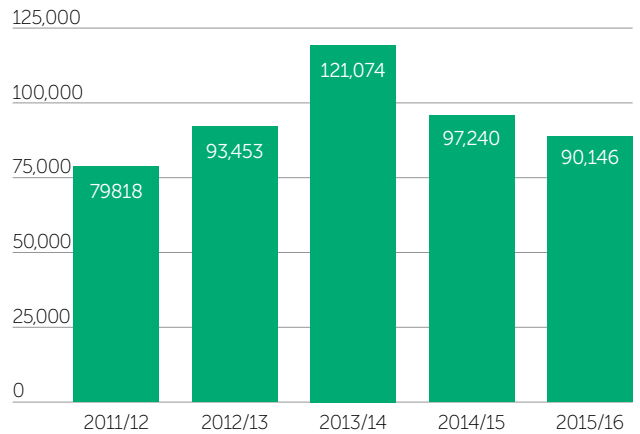
Council does not levy an annual charge for coastal protection services.

**Water Management**

A total of 90,146 kilolitres of water was consumed by Council in 2015/16.

Council’s water consumption decreased by 7 per cent compared to the previous year.

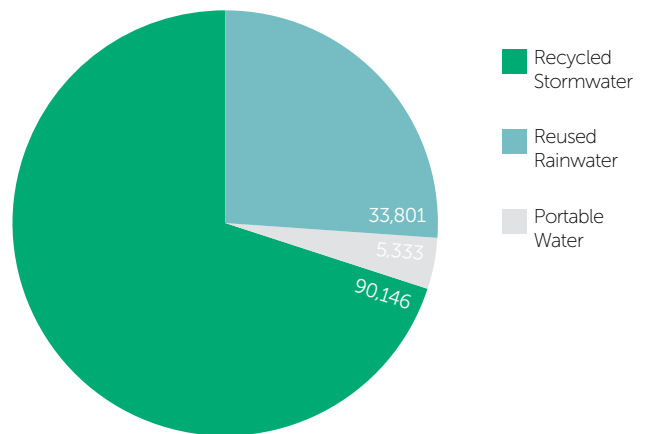
**Council Water Use**



	2011/12	2012/13	2013/14	2014/15	2015/16
Total (kilolitres)	79,818	93,453	121,074	97,240	90,146

The chart below indicates Council’s water use by source.

**Council Water Withdrawal by Council by Source (Kilolitres)**



Source	Amount (kilolitres)
Recycled Stormwater	33 801kL
Reused Rainwater	5 333kL
Potable Water	90 146kL

Council’s water recycling and reuse program saved an estimated 34,026 kilolitres of water in 2015/16 compared with 16,392 kilolitres in 2014/15.

**Energy Use**

Council contributes to reducing energy consumption through direct action to minimise their own consumption and use on Council assets. Actions include the installation of timers and energy efficient lighting in council buildings, change of plant and equipment to lower energy models and the introduction of photovoltaics and other renewable energy systems on Council properties.

Council energy use was 32,622 gigajoules in 2015/16.

The following chart provides a breakdown of energy use by source.

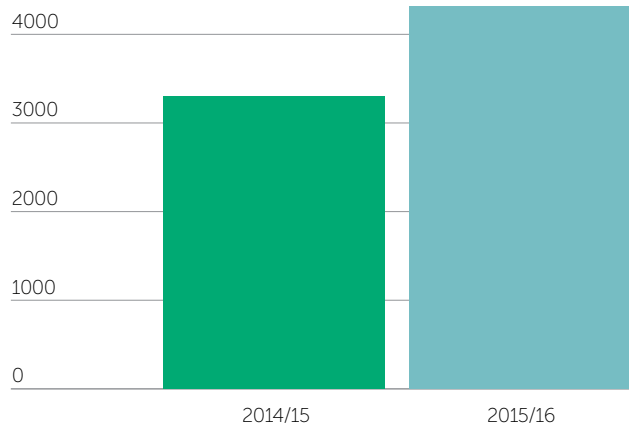
**Council Greenhouse Gas Emissions by Source (Gigajoules)**

Electricity	Gas	Fuel
5740 MWh	11959 gigajoules	13234 gigajoules

**Reducing Greenhouse Emissions**

Council’s greenhouse gas emissions for top three sites was 4,231 tonnes of carbon in 2015/16 compared with 3,295 tonnes in 2014/15. The increase in reported emissions is due to increased gas and electricity consumption at Olympic Pool resulting from faulty valve controls.

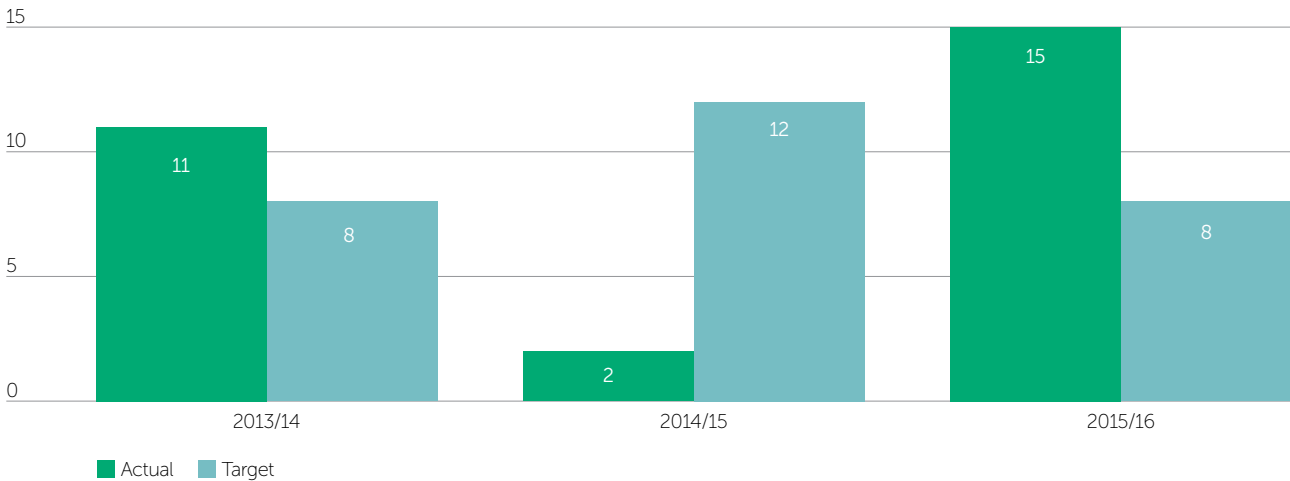
**Council Greenhouse Gas Emissions**



**Sustainable Building**

Council’s electricity consumption fell by 15 per cent from the previous year.

**Council Electricity Consumption Reduction (%)**



	2013/14	Target	2014/15	Target	2015/16	Target
Percentage reduction from previous year in Council’s electricity consumption	11	8	2	12	15	8

North Sydney Olympic Pool has a cogeneration plant that provides a combination of heating and power. The plant, which accounts for 35 per cent of Council’s total electricity use, produces more than 450,000kWh of electricity per annum, saving \$58,000 on the pool’s power bill.

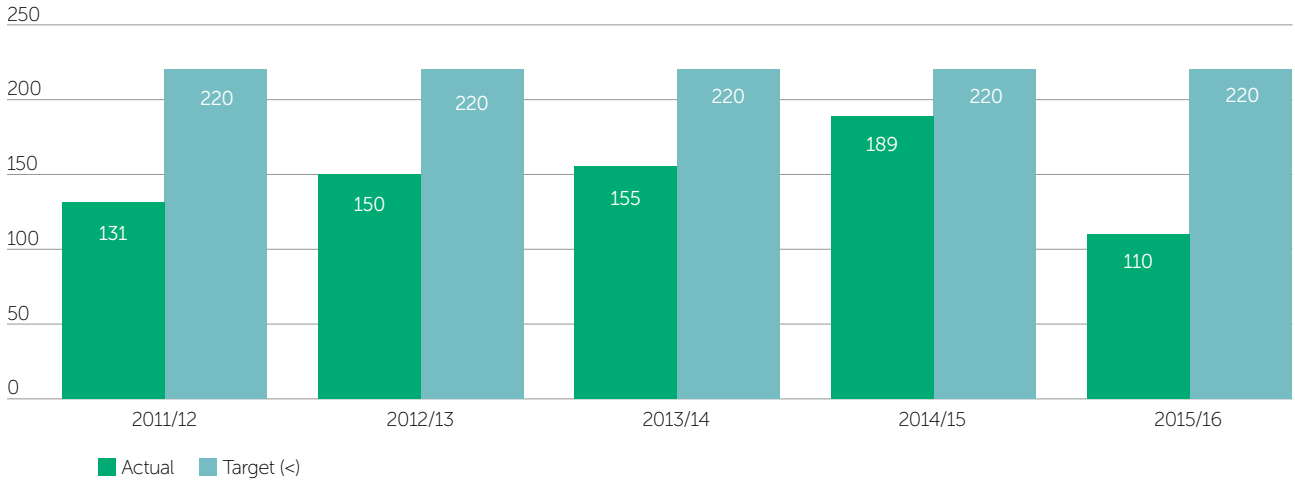
To reduce energy consumption Council purchases 50 per cent of GreenPower for street lighting and its top six energy using sites including North Sydney Olympic Pool and North Sydney Council Chambers.



**Waste Reduction**

Approximately 110kg of residential waste per person in North Sydney was disposed to landfill in 2015/16. This is decrease from 189kg per person in 2014/15

**Resources to Landfill per capita**

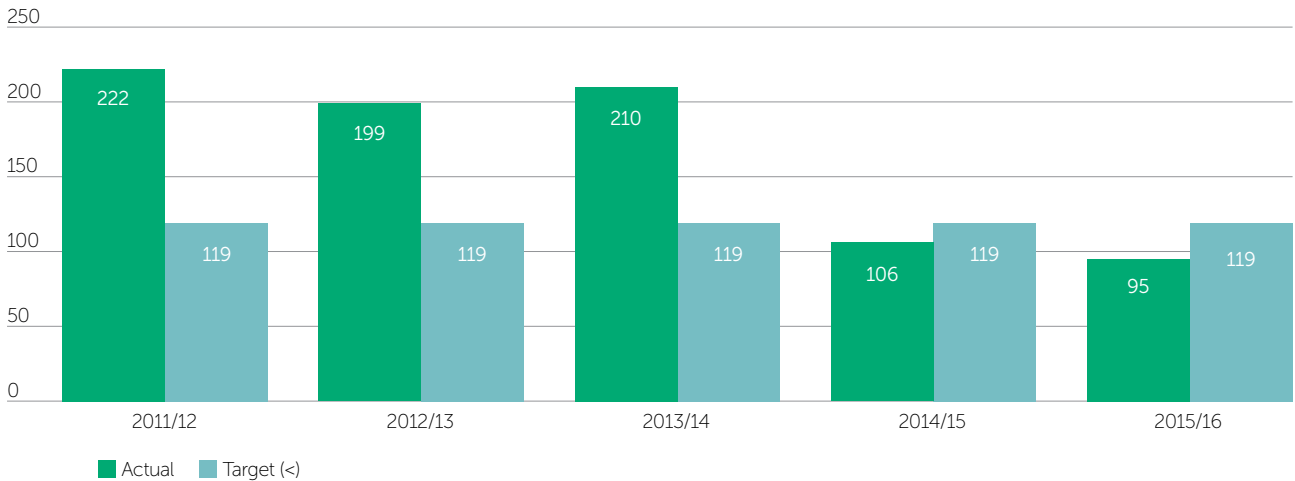


	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Resources to landfill per capita (kg)	131	220	150	220	155	220	189	220	110	220

More than 60% of material collected was diverted from landfill for alternative disposal such as recycling or composting.

The total resources recycled per capita decreased from 106kg to 95kg per person in 2015 /16.

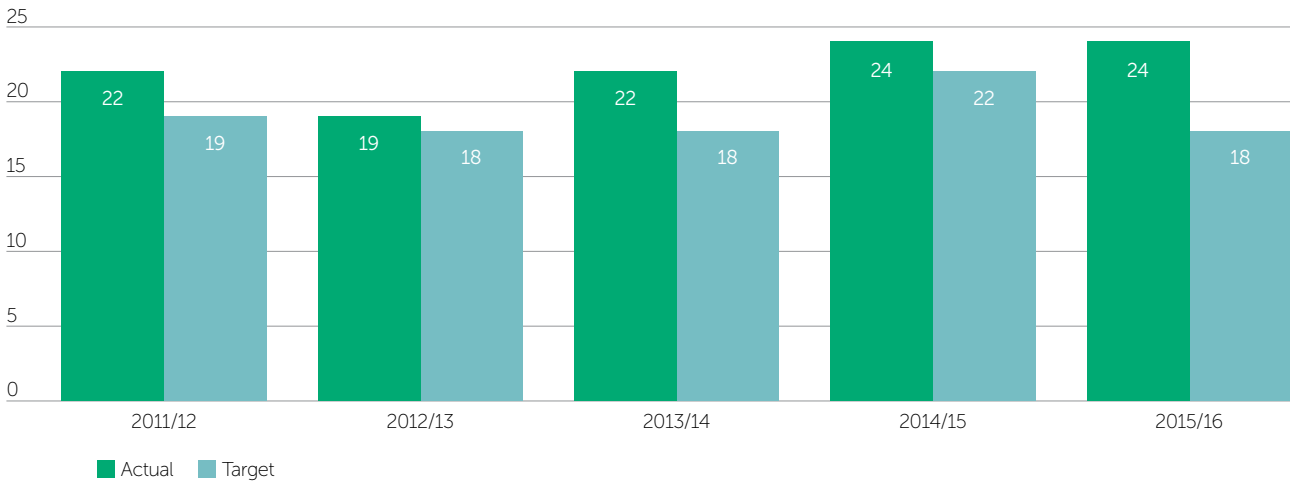
**Resources Recycled per capita**



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Resources recycled per capita (kg)	222	119	199	119	210	119	106	119	95	119

Greenwaste diverted from landfill was 24kg per person a year. This is has remained stable since 2014/15.

**Greenwaste Diverted from Landfill per capita**



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Greenwaste diverted from landfill per capita (kg)	22	19	19	18	22	18	24	22	24	18

Council continues to promote waste reduction and resource recovery through a variety of waste education initiatives.

**Air Quality**

Council has a limited sphere of influence over air quality in the local government area. However, as managers of the local government area, Council is aware of air quality and works with other sectors of government, industry and the community to improve air quality.

**Waste Services**

Council offers a comprehensive waste collection service comprised of weekly rubbish collections, a commercial waste service, green waste collection service, household waste clean up, household hazardous waste collection service and e-waste clean up.

**Environmental Awareness and Engagement**

More than 1,400 people participated in Council’s environmental sustainability education programs. Council’s environmental education program incorporates a range of education initiatives targeting schools, residents and the broader community to address key environmental issues and to encourage greater environmental stewardship by the community. Focusing on the themes of biodiversity, energy, water, waste and transport, the following initiatives and events were undertaken in 2015/16:

- CitySwitch Green Office
- Better Business Partnership
- GreeNSchools
- My Green Apartment
- Sustainable House Day.

Behaviour change is also a key component of achieving a cultural shift reflecting our sustainability core value. Water Dragons Council’s environmental sustainability staff volunteers’ initiatives this year included:

- Refuse Single Use promotion
- Plastic Free July
- Sustainable Christmas Gift Wrapping Workshops
- Recycling Centre tour.

### North Sydney Sustainability Awards

In 2015 the winners of the North Sydney Sustainability Awards were Michael Stevens (individual category) for his work establishing HarbourCare and the Neutral Bay Uniting Community Garden Group (community category) for transforming an underutilised church ground into a community garden. In addition, Ray Thomas for his work at the Coal Loader Community Garden; Stephen Hennessy for his work in achieving a six Star NABERS energy tenancy rating and the Margaret Street Streets Alive group who dedicated more than 580 hours to cleaning up the area and planting more than 200 plants were awarded highly commended awards.

### Green Fleet

Council opts for vehicles with low fuel consumption and where possible changes ordinary trucks for hybrid trucks, saving approximately one-third of the fuel consumption of these vehicles.

### Open Space

Council has a variety of active and passive open spaces which contribute to the environmental amenity of North Sydney. Council is being innovative and proactive in maintenance of open space and considers how best to maximise the public utility from existing places and facilities. This is demonstrated through activities such as upgrading walking trails and installing exercise stops and dog and playground equipment.

While the area of open space remains static in North Sydney, Council is looking at ways to maximise the activation and utility of its spaces.

### Upgrading our Parks

Council continued its works programs to upgrade parks and open spaces:

- upgrading Cammeray Park synthetic sportsfield and lighting
- upgrading sportsfield lighting at North Sydney Oval
- implementing drop in cricket wicket technology at North Sydney Oval
- improving lighting at Smoothey Park
- improving sportsground lighting at Waverton Park
- refurbishing skate plaza at Cammeray
- reconstructing change rooms in Anderson Park
- installing shade structures at Ilberry Reserve
- upgrading Brightmore Reserve trike track
- restoring Sawmillers Reserve timber lookout
- installing CCTV system at North Sydney Oval

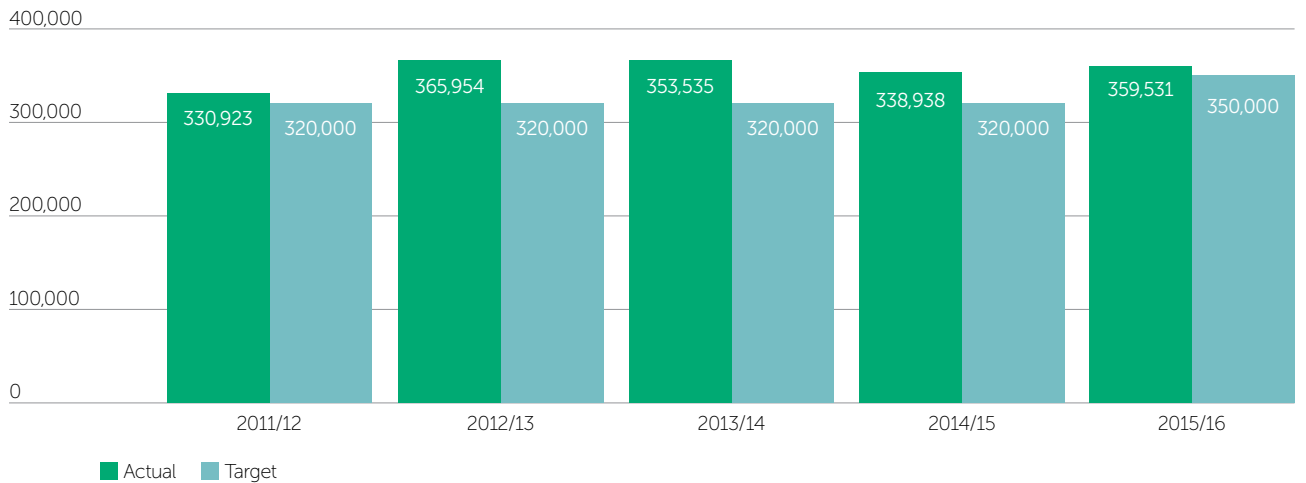
### Playground Upgrade Works

Upgrade works were completed for a number of playgrounds including Ilberry Reserve playground, Berry Island Reserve playground, Watt Park playground, Forsyth Park playground and Green Park playground.

### North Sydney Olympic Pool

North Sydney Olympic Pool continued to experience significant utilisation this year. Total attendances for 2015/16 reached 359,531.

### North Sydney Olympic Pool Visitors



	Target	2012/13	Target	2013/14	Target	2014/15	2015/16	Target
North Sydney Olympic Pool visitors	320,000	365,954	320,000	353,535	320,000	338,938	359,531	350,000

### North Sydney Oval

Picturesque North Sydney Oval holds a number of sporting matches throughout the year including cricket, soccer, rugby league, rugby union and Australian Rules football. The ground also hosts regional cricket games for the NSW Blues. The Northern Suburbs Rugby Union Club which plays in the NSW Club Rugby Competition play their home games at the ground. North Sydney Oval represents not only a prime location for sporting endeavours but is also an important location for large cultural events including the Sunset Cinema.

### Our Challenges

- Dealing with the affects of climate change when planning for roads and drains, parks, reserves, sporting grounds, open space and the foreshore
- Implementing affordable and sustainable building practices resulting in reduced demand on natural resources and a decrease in greenhouse gas emissions
- Reducing our carbon footprint
- Maintaining open space and bushlands during extreme weather conditions
- The need to implement plans to protect biodiversity and halt the intrusion of animal and plant pests
- Manage the impacts of government policy changes which may affect our commitment to environmental initiatives, climate change adaptation, carbon reduction and the availability of grant funding
- Being prepared to respond to government funding programs that benefit our environment, or in some cases decreased funding
- Ensuring we reach our wider community to promote sustainable living
- Taking up new environmental initiatives as they become commercially and economically available and sensitively retrofitting them into Council's buildings, which sometimes have heritage significance
- Maintaining parks and sportsgrounds to meet competitive usage, increasing demand and community expectations
- Keeping North Sydney Olympic Pool competitive with other nearby facilities is an ongoing challenge.

### Disappointments

- The yield of collected recyclables fell slightly this year
- Construction of second synthetic sportsfield and lighting construction was deferred by Council. Project is now expected to be completed in 2016/17
- Upgrade of Bon Andrews Oval pavilion delayed due to issues with termite damage and stability of ground conditions. Project is now expected to be completed in 2016/17
- Refurbishment of Bradfield Park Sydney Harbour Foreshore Bicentennial fence delayed as consultant's report identified replacement of the entire fence would be required and further funding needed to complete the project. Trial repairs are now underway and will be completed in 2016/17. Once trial repairs are completed a new specification will be developed for tendering and construction
- Installation of lighting at Tunks Park was deferred by Council due to public objection
- Construction of bar, kiosk and merchandising facilities at North Sydney Oval was held up due to delay with consideration of the most suitable brief and is now expected to be completed in 2016/17
- Construction of Coal Loader to harbour link steps delayed as platform at Coal Loader has taken substantial time and effort to commence and took precedent over construction of the link steps. Project is now expected to be completed in September 2016
- A reduction in water use by Council properties was not met this year. Many of Council's water reduction initiatives were implemented late in 2015/16. Savings are expected to be observed within twelve months of conducting water reduction initiatives

### Our Plans for the Year Ahead

- Council will continue to invest in sustainability programs
- Council will continue to reduce the amount of water required in its parks and open space by using efficient irrigation systems where irrigation is required and installing water reuse systems
- Continue water saving programs and energy efficiency projects at Council facilities
- Council will continue programs to encourage residents and businesses to reduce their environmental impacts by saving water, reducing energy consumption and improving recycling
- Council will continue to work towards developing a sustainable vehicle fleet. Key actions include continued sharing of fleet vehicles, reductions in vehicle size and using alternative fuels and technologies
- Council will continue to promote sustainability through the ongoing activities of the Coal Loader Sustainability Centre. Council will also continue to support key events including Clean Up Australia Day and National Tree Day
- Council will continue to work with neighbouring councils and other land managers to accommodate regional demand for sporting facilities
- Upgrade of North Sydney Olympic Pool complex
- Works programs to upgrade parks and open spaces include:
  - North Sydney Oval
  - Bon Andrews Oval
  - Forsyth Park
  - Waverton Park
  - Bradfield Park
  - Milson Park
  - Dr Mary Booth Reserve
  - Tunks Park
- Preparation of St Leonards Park Masterplan
- Interactive "green roof" for Coal Loader
- Planning for expansion and embellishment of Hume Street Park, Crows Nest

**Our Performance**

Direction 1 Our Living Environment ● 99%

Outcome: 1.1 Protected, enhanced and rehabilitated native vegetation communities and ecosystems ● 100%

Strategy: 1.1.1 Rehabilitate bushland areas and monitor and address threats to biodiversity using best practice. ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.1.1.1 Rehabilitate bushland areas and monitor and address threats to biodiversity using best practice	1.1.1.1.1 Enhance bushland vegetation and asset data in Geographical Information System (GIS)	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
	1.1.1.1.2 Update comprehensive flora and fauna database	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
1.1.1.2 Map flora species and vegetation communities and assess ecological condition	1.1.1.2.1 Undertake annual condition assessment of bushland	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
1.1.1.3 Manage bushland and green corridors	1.1.1.3.1 Conduct the feral animal control program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
	1.1.1.3.2 Review Bushfire Hazard Reduction Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
1.1.1.4 Implement bush regeneration and revegetation programs	1.1.1.4.1 Promote community partnerships and involvement in Bushcare	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
	1.1.1.4.2 Manage the Bushland Rehabilitation Plans for Middle Harbour and Port Jackson	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 1.1.2 Implement community education programs regarding protection and enhancement of the natural environment. ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.1.2.1 Expand the Coal Loader community nursery	1.1.2.1.1 Promote the Coal Loader community nursery	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
1.1.2.2 Engage home biodiversity programs, promoting use of local native plants	1.1.2.2.1 Undertake annual condition assessment of bushland	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
	1.1.2.2.2 Promote and expand Wildlife Watch Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%



## Our Performance

Outcome: 1.2 Quality urban greenspaces ● 100%

Strategy: 1.2.1 Maximise tree plantings to enhance canopy cover in developed areas. ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.2.1.1 Implement canopy enhancement program	1.2.1.1.1 Implement Street Tree Strategy	Env	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.2.1.1.2 Review and update Street Tree Strategy	Env	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 3	● 100%	
	1.2.1.1.3 Implement Urban Forest Strategy	Env	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.2.1.1.4 Assess and determine tree preservation order applications	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 1.2.2 Encourage community gardening. ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment	
1.2.2.1 Support the establishment of community gardens, pocket herb gardens and permaculture	1.2.2.1.1 Implement Streets Alive Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%		
	1.2.2.1.2 Implement Sustainable Food Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%		
	1.2.2.1.3 Hold Garden Competition		Env	OSE	Parks and Reserves	Q2 Yr 2	Q2 Yr 2	● 100%	
						Q2 Yr 3	Q2 Yr 3		
1.2.2.1.4 Support Wendy Whiteley's Garden, Lavender Bay	Env	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	● 100%			

Strategy: 1.2.3 Develop and implement green roof rooftops and hard surfaces. ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.2.3.1 Develop and implement green rooftops and hard surfaces	1.2.3.1.1 Seek funding for Coal Loader green roof platform project	Env	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 1.3 Healthy and clean local waterways ● 100%

Strategy: 1.3.1 Implement water quality improvement. ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.3.1.1 Implement water quality improvement projects	1.3.1.1.1 Implement catchment community education program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.3.1.1.2 Advocate for improved sewage infrastructure	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.3.1.1.3 Monitor local creeks and waterways water quality	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
1.3.1.2 Conduct stormwater rehabilitation works	1.3.1.2.1 Capture and remove gross pollutants from stormwater	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
1.3.1.3 Implement regulatory and enforcement strategies in accordance with legislation	1.3.1.3.1 Respond immediately to water pollution incidences	Env	OSE	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 1.4 Improved environmental footprint and responsible use of natural resources ● 98%

Strategy: 1.4.1 Promote sustainable energy, water and waste practices ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment	
1.4.1.1 Effectively communicate and promote sustainable energy, water and waste to the community	14.1.1.1 Implement community education and capacity building programs at the Coal Loader Centre for Sustainability	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%	
	14.1.1.2 Implement waste reduction community education programs	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%	
	14.1.1.3 Implement e-waste collection service		Env	OSE	Environmental Services	Q1 Yr 1	Q1 Yr 1	●	100%
						Q1 Yr 2	Q4 Yr 2		
						Q1 Yr 3	Q1 Yr 3		
						Q1 Yr 4	Q1 Yr 4		
	14.1.1.4 Provide public place recycling facilities	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%	
	14.1.1.5 Coordinate Clean Up Australia Day in North Sydney		Env	OSE	Environmental Services	Q3 Yr 1	Q3 Yr 1	●	100%
						Q3 Yr 2	Q3 Yr 2		
						Q3 Yr 3	Q3 Yr 3		
Q3 Yr 4						Q3 Yr 4			
14.1.1.6 Promote Household Chemical Collection Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%		
14.1.1.7 Hold a sustainability themed public event		Env	OSE	Environmental Services	Q3 Yr 1	Q3 Yr 1	●	100%	
					Q3 Yr 2	Q3 Yr 2			
					Q3 Yr 3	Q3 Yr 3			
					Q3 Yr 4	Q3 Yr 4			
14.1.1.8 Implement the Sustainable Apartments Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%		
1.4.1.2 Demonstrate sustainable business practices in Council's own activities, including improved environmental performance of existing buildings	14.1.2.1 Implement Water Management Plan	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%	
	14.1.2.2 Increase stormwater, rainwater and waste water harvesting	Env	EPS OSE	Environmental Services	Q1 Yr 1	Q4 Yr 1	●	100%	
	14.1.2.3 Review fleet management options to reduce fuel consumption	Env	EPS	Works Engineering	Q1 Yr 1	Q4 Yr 1	●	100%	
	14.1.2.4 Develop Environmental Design Guidelines for Council's property	Env	EPS OSE	Environmental Services Property Assets	Q1 Yr 3	Q4 Yr 4	●	100%	
	14.1.2.5 Develop Renewable Energy Masterplan	Env	OSE	Environmental Services	Q1 Yr 3	Q4 Yr 4	●	100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
14.1.3 Reduce energy consumption and greenhouse gas emissions	14.1.3.1 Implement Greenhouse Action Plan	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	14.1.3.2 Implement additional use of GreenPower	Env	EPS	Property Assets	Q1 Yr 1	Q4 Yr 1	● 100%	
	14.1.3.3 Install energy cogeneration at North Sydney Olympic Pool	Env	EPS OSE	Property Assets Environmental Services	Q1 Yr 1	Q1 Yr 1	● 100%	

Strategy: 14.2 Effectively manage waste collection and disposal contracts ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
14.2.1 Effectively manage waste collection and disposal contracts	14.2.1.1 Investigate regional opportunities for waste disposal collection	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	14.2.1.2 Pursue resource recovery and advanced waste treatment technologies	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 14.3 Advocate for container deposit legislation and extended producer responsibility ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
14.3.1 Advocate for container deposit legislation and extended producer responsibility	14.3.1.1 Advocate for container deposit legislation and extended producer responsibility	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 14.4 Facilitate community stewardship through environmental sustainability programs ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
14.4.1 Facilitate community stewardship through environmental sustainability programs	14.4.1.1 Implement greenNSchool Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	14.4.1.2 Implement the Sustainable Business Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	14.4.1.3 Lead and coordinate Environment Reference Group	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 14.5 Recognise community champions in environmental sustainability ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
14.5.1 Recognise community champions in environmental sustainability	14.5.1.1 Conduct Sustainability Awards	Env	OSE	Environmental Services	Q3 Yr 1	Q4 Yr 1	● 100%	
					Q3 Yr 1	Q4 Yr 1		
					Q3 Yr 1	Q4 Yr 1		
					Q3 Yr 1	Q4 Yr 1		
	14.5.1.2 Promote local achievements in sustainable design	Env	OSE	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 1.4.6 Prepare for the impacts of climate change and sea level rise ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.4.6.1 Prepare for the impacts of climate change and sea level rise	4.1.6.1.1 Participate in professional/regional local government cooperatives to address climate change	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.4.6.1.2 Advocate to address local impacts of climate change	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 1.4.7 Reduce air and noise pollution and ensure compliance with regulatory legislation ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.4.7.1 Ensure development does not detrimentally impact on air and noise quality is mitigated	1.4.7.1.1 Respond immediately to air and noise pollution incidences	Env	CIS	Environmental and Building Compliance Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.4.7.1.2 Undertake environmental audits of businesses	Env	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 1.5 Public open space, recreation facilities and services that meets community needs ● 95%

Strategy: 1.5.1 Provide a range of recreational facilities and services for people of all ages and abilities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.1.1 Review all Plans of Management	1.5.1.1.1 Review and update North Sydney Oval Plan of Management	Soc	OSE	Landscape Planning and Design	Q1 Yr 2	Q4 Yr 4	● 100%	
	1.5.1.1.2 Review and update Bushland Plan of Management	Env	OSE	Landscape Planning and Design	Q1 Yr 2	Q4 Yr 2	● 100%	
	1.5.1.1.3 Prepare Whole of Reserve Plan for Christie Street Reserve, St Leonards	Env	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 1	● 100%	

Strategy: 1.5.2 Improve equity of access to open space and recreation facilities ● 88%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.2.1 Improve open space and recreation facilities through capital improvement projects	1.5.2.1.1 Improve Cremorne Reserve pedestrian facilities	Soc	OSE	Parks and Reserves	Q3 Yr 2	Q4 Yr 2	● 100%	
	1.5.2.1.2 Improve lighting in Bon Andrews Oval	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q3 Yr 1	● 100%	
	1.5.2.1.3 Install new barbecue facilities at Berry Island Reserve	Soc	OSE	Parks and Reserves	Q2 Yr 1	Q2 Yr 1	● 100%	
	1.5.2.1.4 Prepare concept masterplan for upgrade of North Sydney Olympic Pool	Soc	OSE	Project Management	Q1 Yr 2	Q3 Yr 2	● 100%	
	1.5.2.1.5 Manage Indoor Sports Centre lease	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	● 100%	

Year 1 Activities Operational Plan 2015/16		QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.2.1.6	Upgrade Brightmore Reserve trike track	Soc	OSE	Landscape Planning and Design	Q2 Yr 1	Q2 Yr 2	● 100%	
1.5.2.1.7	Reconstruct change room amenities in Anderson Park	Soc	OSE	Landscape Planning and Design	Q2 Yr 1	Q3 Yr 1	● 100%	
1.5.2.1.8	Implement Smoothey Park lighting improvements	Soc	OSE	Parks and Reserves	Q2 Yr 1	Q4 Yr 1	● 100%	
1.5.2.1.9	Upgrade Berry Island Reserve playground	Soc	OSE	Landscape Planning and Design	Q3 Yr 1	Q4 Yr 4	● 100%	
1.5.2.1.10	Plan for staged development of an expanded Hume Street Park, Crows Nest	Soc	CIS	Strategic Planning	Q3 Yr 1	Q4 Yr 4	● 100%	
1.5.2.1.11	Refurbish Skate Plaza, Cammeray	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 2	● 100%	
1.5.2.1.12	Refurbish/rebuild public amenities in Lavender Bay Parklands	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 2	● 100%	
1.5.2.1.13	Implement Lavender Bay Parklands Masterplan	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 3	● 100%	
1.5.2.1.14	Resurface St Leonards Park hard courts	Soc	OSE	Parks and Reserves	Q4 Yr 2	Q4 Yr 2	● 100%	
1.5.2.1.15	Undertake Waverton Park drainage and levelling	Soc	OSE	Parks and Reserves	Q1 Yr 4	Q2 Yr 4	N/A 0%	This project is not yet scheduled to commence
1.5.2.1.16	Undertake Waverton Park sportsground lighting	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 4	● 100%	
1.5.2.1.19	Upgrade Cammeray Park synthetic sportsfield and lighting	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q2 Yr 2	● 100%	
1.5.2.1.20	Construct second synthetic sportsfield and lighting	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 3	● 75%	This project has been deferred by Council subsequent to a development application being approved.  Awaiting the development of a masterplan for Anderson Park.
1.5.2.1.21	Upgrade Ilbery Reserve playground	Soc	OSE	Landscape Planning and Design	Q1 Yr 2	Q3 Yr 2	● 100%	
1.5.2.1.22	Install shade structures at Ilbery Reserve	Soc	OSE	Parks and Reserves	Q1 Yr 2 Q1 Yr 3	Q3 Yr 2 Q1 Yr 3	● 100%	
1.5.2.1.23	Prepare Bradfield Park sandstone heritage shelters conservation report and undertake remedial repairs	Soc	OSE	Parks and Reserves	Q2 Yr 2	Q2 Yr 3	● 100%	
1.5.2.1.24	Restore bow of HMAS Sydney	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 2	● 100%	
1.5.2.1.25	Restore St Leonards Park cenotaph	Soc	OSE	Parks and Reserves	Q2 Yr 2	Q3 Yr 2	● 100%	
1.5.2.1.26	Upgrade Bon Andrews Oval pavilion	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 3	● 75%	Issues with termite damage, heights of existing concrete slabs and stability of ground conditions has extended the construction time of the project.  Construction progressing after rectification of issues.
1.5.2.1.27	Upgrade Watt Park playground	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 3	● 100%	



Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.2.1.28 Refurbish Bradfield Park Sydney Harbour Foreshore Bicentennial fence	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 3	● 75%	<p>Open Space and Environmental Services staff commissioned a consultants report identifying suitable repair options for the fence, highlighting the advantages and disadvantages of each option. As a result of this report it was identified that replacement of the entire fence would be required and further funding needed to complete the project. Based on this a further report was to be presented to Council.</p> <p>At the Council meeting on held on Monday the 16th May 2016 Council resolved that a trial repair based around option 3 of the consultant's report is undertaken.</p> <p>Trial repairs are currently underway and will progress into the next financial year. Once completed a new specification will be developed for tendering and construction purposes.</p>

Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.2.1.29 Install Forsyth Park sportsfield lighting	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 4	● 90%	<p>Design of this project is completed, development application has been prepared and will be lodged after it has been reported to Council in July.</p> <p>Design of this project is completed, development application has been prepared and will be lodged after it has been reported to Council in July.</p>

Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.2.1.30 Install Tunks Park sportsfield lighting	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 4	● 75%	<p>Council has deferred project. Public objection. Report to Council regarding the implementation a plan of management.</p>

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.2.1 Improve open space and recreation facilities through capital improvement projects	1.5.2.1.31 Upgrade Brightmore Reserve trike track	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 4	● 100%	
	1.5.2.1.32 Prepare St Leonards Park Masterplan	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q4 Yr 4	● 100%	
	1.5.2.1.33 Prepare Civic Park Fountain conservation report and undertake remedial repairs	Soc	OSE	Parks and Reserves	Q1 Yr 2	Q4 Yr 2	● 100%	
	1.5.2.1.34 Upgrade North Sydney Olympic Pool	Soc	EPS	Project Management	Q1 Yr 3	Q4 Yr 4	● 100%	
	1.5.2.1.35 Undertake levelling, drainage and irrigation of Forsyth Park	Soc	OSE	Landscape Planning and Design	Q1 Yr 4	Q4 Yr 4	N/A	0% This project is not yet scheduled to commence
	1.5.2.1.36 Prepare and implement Bradfield Park South Masterplan	Soc	OSE	Landscape Planning and Design	Q1 Yr 4	Q4 Yr 4	N/A	0% This project is not yet scheduled to commence
	1.5.2.1.37 Implement drop in cricket wicket technology at North Sydney Oval	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 3	Q4 Yr 3	● 100%	
	1.5.2.1.38 Construct bar, kiosk and merchandising facilities at North Sydney Oval	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 3	Q4 Yr 3	● 50%	Delays with consideration of the most suitable brief. Delays with progress from consultant architect once appointed.  Project to be carried over to the next financial year for completion.
	1.5.2.1.39 Upgrade sportsfield lighting at North Sydney Oval	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 3	Q4 Yr 3	● 100%	
	1.5.2.1.40 Restore Sawmillers Reserve timber lookout	Soc	OSE	Parks and Reserves	Q1 Yr 3	Q2 Yr 3	● 100%	
1.5.2.1.41 Install exercites in appropriate parks	Soc	OSE	Landscape Planning and Design	Q1 Yr 3	Q4 Yr 4	● 100%		
1.5.2.2 Access areas of land not dedicated as public open space	1.5.2.2.1 Pursue partnerships to access areas of land not dedicated as public open space	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.5.2.2.2 Pursue land swap and lease agreements	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.5.2.2.3 Advocate for the release of Crown Land holdings for public recreation	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	● 100%	
	1.5.2.2.4 Assess offers by private land owners who approach Council regarding land/facilities offered as open space/ for public use	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	● 100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.2.3 Improve access to sporting facilities	1.5.2.3.1 Work with neighbouring councils and other land managers to accommodate regional demand for sporting facilities	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	●	100%
	1.5.2.3.2 Promote and enforce Code of Conduct– Outdoor Fitness Trainers	Soc	OSE CIS	Parks and Reserves Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4	●	100%
	1.5.2.3.3 Conduct general enforcement patrols of parks	Soc	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 1.5.3 Pursue opportunities to enhance and upgrade foreshore access ● 98%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
1.5.3.1 Pursue opportunities to enhance and upgrade foreshore access	1.5.3.1.1 Investigate feasibility of Primrose Park water access point	Soc	OSE	Landscape Planning and Design	Q3 Yr 1	Q4 Yr 1	●	100%
	1.5.3.1.2 Construct Berry Island dinghy storage and water access point	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 1	●	100%
	1.5.3.1.3 Lead and coordinate Waverton Peninsula Working Group	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q4 Yr 4	●	100%
	1.5.3.1.4 Construct Coal Loader platform improvements	Soc	OSE	Landscape Planning and Design	Q1 Yr 1	Q2 Yr 4	●	100%
	1.5.3.1.5 Construct Coal Loader to harbour link steps	Soc	OSE	Landscape Planning and Design	Q1 Yr 3	Q4 Yr 3	●	90% The Coal Loader project has taken substantial time and effort to get started and has taken precedent over the link steps.  Construction company engaged, fabrication underway and works will be completed by September 2016.
	1.5.3.1.6 Construct Coal Loader to Carradah Park link steps	Soc	OSE	Landscape Planning and Design	Q1 Yr 2	Q4 Yr 2	●	100%

Key Performance Indicator		Related Outcome	QBL Link	2015/16 Actual	Target or Desired Trend 2015/16	YTD Progress
3	Number of hazard reduction activities undertaken	1.1	Env	3 activities	2 activities	● 100%
4	Number of participants in Native Havens Program	1.1	Env	78 participants	60 participants	● 100%
5	Number of participants in Wildlife Watch Program	1.1	Env	27 participants	25 participants	● 100%
6	Number of threatened species under active recovery management	1.1	Env	9 species	8 species	● 100%
7	Number of community gardens	1.1	Env	4 community gardens	4 community gardens	● 100%
8	Number of Streets Alive projects	1.2	Env	112 projects	107 projects	● 100%
9	Number of participants in residential, school, community groups and business sustainability programs	1.4	Env	1,494 participants	1,000 participants	● 100%
10	Percentage of participants satisfied with sustainability programs	1.4	Env	98%	95%	● 100%
11	Residential waste (kg) disposed to landfill per capita	1.4	Env	110kg	<219.5kg	● 100%
12	Residential recyclables (kg) collected per capita	1.4	Env	95kg	>118.8kg	● 80%
13	Residential greenwaste (kg) collected per capita	1.4	Env	24kg	>18kg	● 100%
14	Percentage of residential waste diverted from landfill	1.4	Env	62%	60%	● 100%
15	Percentage reduction from previous year in Council's electricity consumption	1.4	Env	15%	8%	● 100%
16	Tonnes of CO <sup>2</sup> generated by Council	1.4	Env	2,428 tonnes	8,700 tonnes	● 100%
17	Tonnes of CO <sup>2</sup> generated by Council fleet	1.4	Env	922 tonnes	1,000 tonnes	● 100%
18	Percentage reduction from previous year of kilolitres of water used by Council properties	1.4	Env	1%	5%	● 26%
19	Total volume (kilolitres) of water recycled and reused by Council	1.4	Env	34,026kl	12,000kl	● 100%

na=not available

N/A=not applicable

Trend=no specific target

Baseline=target to be determined following first information collection

# DIRECTION 2 OUR BUILT ENVIRONMENT

Refer to pages 100-120 for full details of Council's performance under this Direction.

## Council Services

The following Council services contribute to this Direction:

- Abandoned vehicles
- Asset management
- Boat ramps/watercraft storage
- Building and development advisory service
- Building control and compliance
- Bus stops
- Companion animals
- Compliance
- Cycleways and facilities
- Development assessment
- Engineering and design project management
- Environmental and public health
- Facilities management
- Fleet and plant management
- Food safety inspections
- Footpaths
- Graffiti removal
- Gross Pollutant Traps
- Heritage preservation
- Illegal dumping
- Infrastructure construction and maintenance
- Land use planning
- Local roads construction and maintenance
- Parking and enforcement
- Parking management
- Parking stations
- Place management
- Property maintenance
- Ranger services
- Seawalls and marine structures
- Stormwater drainage
- Street cleaning

- Street lighting
- Streetscape Committees
- Traffic management
- Verge mowing

**\$43.7m**  
capital works expenditure

**138km**  
local roads

**3km**  
shared user paths

**95km**  
drains

**66 crossings**

**61,700m<sup>2</sup>**  
roads resheeted

**14,748m<sup>2</sup>**  
of footpaths constructed or improved

**61**  
properties owned by Council

**26**  
dwellings approved

**\$501m**  
worth of development approved

**87**  
development applications received

**677**  
development applications determined

**66 per cent**  
of development applications determined within 65 working days

**67**  
average number of days taken to determine each received development application

**14**  
dog attacks investigated



## Our Achievements

### Capital Works Projects

The majority of Council's annual budget is spent on building, maintaining and designing the local government area's infrastructure. In 2015/16, Council invested \$43.7m on capital works. The program included a broad range of major street upgrades, road and footpath resurfacing projects, public street lighting, public art restoration and building construction.

Among the most significant works were:

- North Sydney CBD Public Domain Improvements – \$10.5 million;
- Road Pavement Renewal - \$5.6 million;
- Alexander Street Car Park Upgrade - \$5.4 million;
- Coal Loader Platform - \$2.6 million;
- Stormwater Drainage Improvements - \$2.6 million;
- Kerb and Gutter Renewal - \$2.4 million;
- North Sydney Oval Improvements - \$2 million;
- Footpath Renewal - \$1.8 million;
- Crows Nest Public Domain Improvements - \$1.1 million;
- Bike Facilities - \$845,000;
- Stabilisation of Retaining Walls - \$761,000;
- Parraween Street Car Park Mixed Use Redevelopment. - \$736,000;
- Parking Meters Upgrade - \$713,000;
- Bon Andrews Oval Pavilion Upgrade - \$594,000; and
- Road Safety Barriers Upgrade - \$415,000.

Information on capital works projects planned for 2015/16 can be found in our Delivery Program 2013/14-2016/17 at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).

### Asset Management and Maintenance

Council is responsible for the management and maintenance of infrastructure assets within the local government area including roads, footpaths, kerbs and stormwater drainage systems, public domain lighting, bridges and fences. Council also manages pedestrian and vehicular traffic improvement.

Council has an Asset Management Strategy which establishes the framework for Council to manage and maintain its assets including roads, buildings, drains and paths in accordance with quadruple bottom line principles. This including seeking opportunities for external funding sources for capital works projects.

Supporting the Asset Management Strategy are individual asset plans. These plans focus specifically on the type, life, value and replacement of the asset including maintenance programs which is underpinned by value for money services.

### Roads and Streetscapes

Council continues to prioritise pavement resurfacing in accordance with an assessment of condition.

During 2015/16, 61,700m<sup>2</sup> of road were resheeted. This included:

- Alan Street, Stratford Street to Cammeray Road
- Abbott Lane, Plamer Street to cul-de-sac
- Atchison Street, Alexander Street to Matthew Lane
- Bay Road, Crows Nest Road to south of Whatmore Street
- Bay Road, Waverton Avenue to Crows Nest Road
- Belmont Avenue, Belmont Lane to Newlands Street
- Belmont Avenue, Shirley Road to bridge end
- Belmont Avenue, bridge end to Belmont Lane
- Broughton Street, McDougall Street to Ennis Road
- Bruce Street, Sinclair Street to Pacific Highway
- Burlington Street, Alexander Street to Willoughby Road
- Carabella Street, Peel Street to Kirribilli Ave
- Carr Street, access road from 27-41 Carr Street
- Carrabella Street, Fitzroy Street to Peel Street
- Carter St, Greens Drive to Stratford Street
- Cremorne Lane, access road for 23-30 Cremorne Road
- Ellalong Road, access road from 21-25 Ellalong Road
- Fitzroy Street, Broughton Street to Carabella Street
- Folly Point, Cammeray Road to cul-de-sac
- Harriette Street, Thrupp Street to cul-de-sac
- Hazelbank Road, King Street to Ivy Street
- Holbrook Avenue, Carabella Street to cul-de-sac
- Holt Avenue, Military Road to Spofforth Street
- Hume Street, Nichoson Street to Pacific Highway
- Kurraba Road, Ben Boyd Road to Hayes Street
- Kurraba Road/Clark Road
- Matthew Lane, Atchison Street
- McKye Street, Tunks Street to Crows Nest Road
- Mil Mil Street, Blues Point Road
- Mitchell Street, Blues Point Road
- Morton Street, Hazelbank Road to Crows Nest Road
- Mount Street, Walker Street to Little Walker Street
- Peel Street, Carabella Street to cul-de-sac
- Pine Street East at Stratford Street
- Premier Street, Ben Boyd Road to Lindsay Street
- Premier Street, Lindsay Street to Yeo Street
- Princes Place, Mil Mil Street to Princes Street
- Princes Place, Princes Place to cul-de-sac
- Ridge Street, Miller Street to cul-de-sac
- River Road, Christie Street to Russell Street
- Shirley Road, Cable Street to Tryon Avenue
- Tunks Street, McKye Street to Whatmore Street
- Walker Street, Mount Street to Berry Street
- Walker Street, Pacific Highway to Mount Street
- Waters Road, Sutherland Street to cul-de-sac

Paving works were undertaken at:

- Burlington Street, Crows Nest
- Pacific Highway - Zone 4, Falcon Street to Hume Street (east)
- Pacific Highway - Zone 5, Shirley Road to Hume Street (west)
- Berry Street between Pacific Highway and Walker Street
- Walker Street between Pacific Highway and Berry Street

#### New or Replaced Footpaths

14,748m<sup>2</sup> of footpaths were constructed or maintained.

Road	Suburb
Shirley Road, Tyron Ave to end	Wollstonecraft
Wilson Street, Carter Street to end	Cammeray
Riley Street, Edward Street to end	North Sydney
Raymond Road including Lindsay Street and Barry Street	Neutral Bay
Yeo Street, Bent Street to Laycock Street	Neutral Bay
Kareela Road	Cremorne Point
Pine Street (Stage 1)	Cammeray
French Street	North Sydney
Doris Lane (Stage 1)	North Sydney
McKye Street, Carr Street to King Street	Wollstonecraft
Union Street	McMahons Point
Mackenzie Street	Lavender Bay
Maclaren Street, Miller Street to Pacific Highway	North Sydney
Colin Street, Carter Street to cul-de-sac	Cammeray
Falcom Street (Bardsley Gardens to Moodie Street)	North Sydney

The rating for the condition of footpath and roads is shown below.

#### Asset Condition

	2015/16
Footpath	2.8
Roads	2.2

1 Excellent - No work required (normal maintenance)

2 Good - Only minor maintenance work required

3 Average - Maintenance work required

4 Poor - Renewal required

5 Very Poor - Urgent renewal/upgrading required

Refer to pages 275-278 for detailed reporting of condition of assets.

#### Utilisation of Council Plant

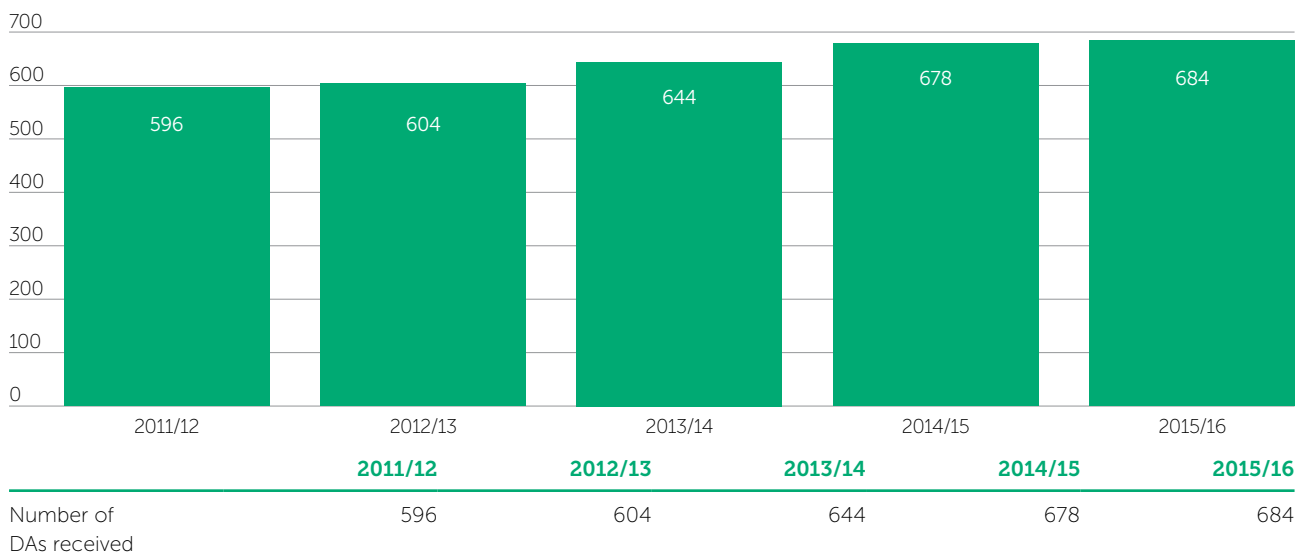
Council's fleet of vehicles, trucks, plant and equipment is continuously monitored for suitability in terms of type, capacity, numbers and contemporary technology. The operational demands of our projects and services are met by balancing the reallocation, hire, lease, replacement and purchase of fleet items against life cycle efficiency.

#### Processing of Development Applications (DAs)

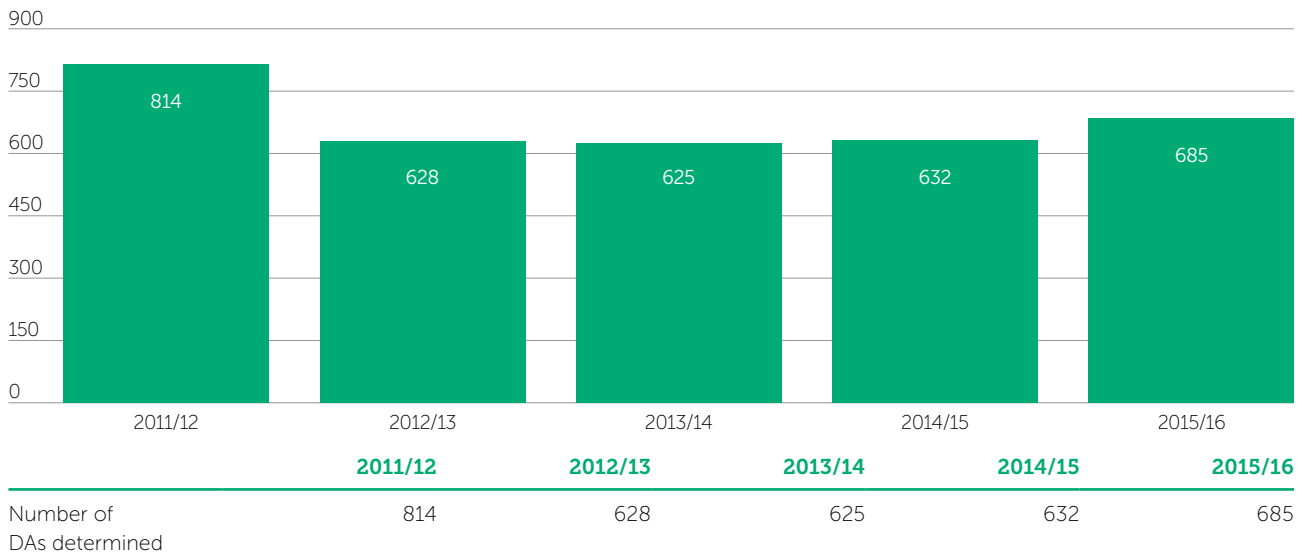
Council operates a fully comprehensive building and development approval service that assesses all applications to build, demolish or develop properties. The service includes the issuing of building certificates and development approvals, building inspections and advice on building regulations. The service also ensures that all development within the local government area is allowable within the context of the Local Environmental Plan and is aligned to any relevant legislation such as the *Environmental Planning and Assessment Act 1979*.

During 2015/16 Council received 684 DAs and determined 685 development applications with a combined value of more than \$501m. North Sydney continues to attract a high number of complex, large-scale commercial developments as can be seen by the proliferation of development in Milsons Point, North Sydney and St Leonards localities.

#### DAs Received

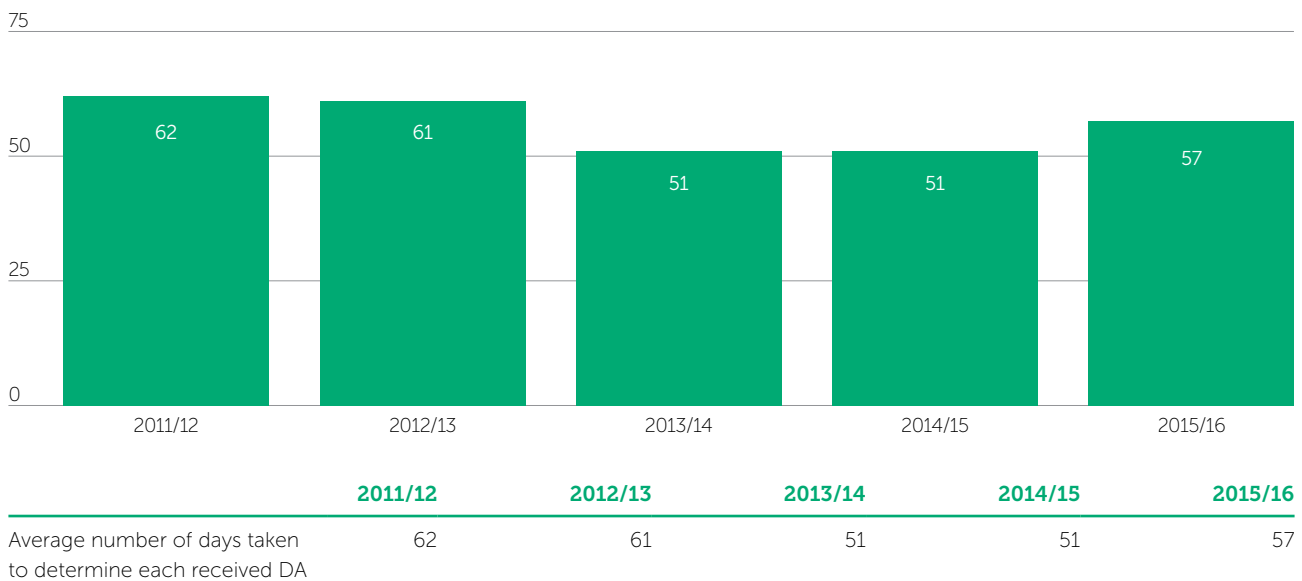


## DAs Determined



Council has continued its efficiency in the processing of DAs, with the average time taken for the assessing of development applications determined over the past year remaining static at 57 days.

## Development Assessment Average Days



Council aims to process DAs within 65 working days. Council resolved 66 per cent of DAs within this timeframe.

## Land Use and Construction

## Type of DAs in 2015/16

Year	Number of Commercial DAs	Number of Industrial DAs	Number of Residential DAs	Number of aged persons housing DAs	Other
2011/12	76	0	344	0	36
2012/13	137	0	408	0	85
2013/14	135	0	188	0	309
2014/15	161	0	379	0	92
2015/16	131	0	479	0	75

The total number of residential DAs in North Sydney remains relatively static over the past six years. Residential DAs represent 70 per cent of all DAs processed by Council with commercial DAs making up the next largest group at 20 per cent of all DAs processed.

**New Dwellings Approved**

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Number of new dwellings approved	39	313	272	419	176	262

**Stimulating Development**

As an indicator of the steady growth within the North Sydney municipality, 2015/16 saw a number of large scale development proposals lodged with a combined total for estimated cost of works well over \$312m.

17 major developments are currently under construction. These include several large scale sites on Pacific Hwy North Sydney, works within the CBD, Pacific Hwy Crows Nest and within St Leonards.

**Contribution Plans**

In 2015/16 Council collected \$9,412,587 in revenue from developers to fund public infrastructure.

**Land Use Planning**

Council prepares, maintains and reviews planning policies and strategies so that sustainable growth is achieved and the heritage, environment and cultural values of the local government area are protected. This includes managing the local government area's land and population based data, processing re-zoning and amendments to the Local Environment Plan and coordinating a range of planning and urban design projects. During the year Council commenced preparation of the Ward Street Masterplan and the North Sydney Centre Land Use, Capacity and Build Form Study.

**Design Excellence Panel**

Council's Design Excellence Panel is involved in the early stages of the design process. The Panel is an independent body of design professionals including a qualified community representative, that comment on major private development proposals as well as strategic plans prepared by Council.

**DA Tracking**

The electronic DA tracking tool is a secure online DA lodgement and tracking service. It allows the tracking of DAs for the entire DA lifecycle - from initial application lodging through to assessment. Interested parties can login to view how an application is progressing. Improvements have generally been made to the content of the portal, making the system easier to use.

**Planning Agreements under the *Environmental Planning and Assessment Act 1979***

As an alternative way of collecting and using developer contributions (Section 94 Contributions), Council can enter into a planning agreement with a developer. A planning agreement may prescribe for the developer to contribute funds for public infrastructure, land, or the provision of other public facilities and infrastructure.

Council entered into the following planning agreements during the 2015/16 financial year:

- 31-33 Albany Street Crows Nest
- 101-111 Willoughby Road Crows Nest
- 521 Pacific Hwy Crows Nest
- 6-16 Atchison Street St Leonards

**Alexander Street Car Park, Crows Nest**

Construction on the redevelopment of the Alexander Street Car Park, Crows Nest was completed during the year. Part of the Woolworths redevelopment, it created 164 new parking spaces and a new retail complex.

With 3,900m<sup>2</sup> of floor space, the new Woolworths is the first full-range supermarket in Crows Nest. The project created 300 new jobs during construction and 120 ongoing positions.

**Design Excellence Panel**

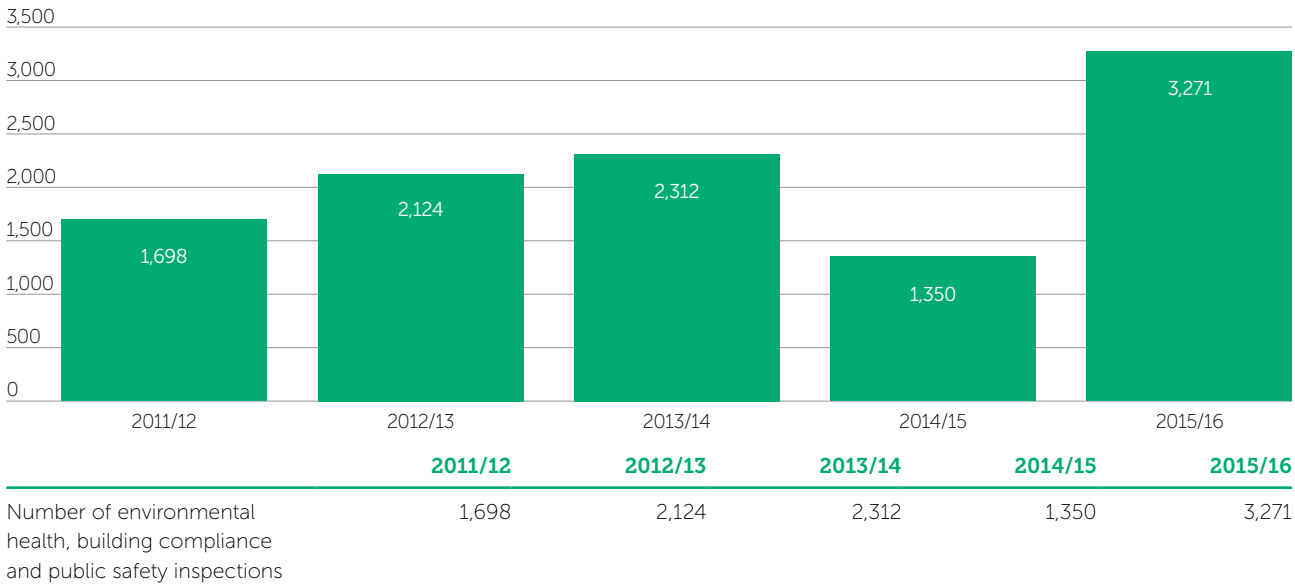
Council's Design Excellence Panel is involved in the early stages of the design process. The panel is an independent body of design professionals, including a qualified community representative, that comment on major development proposals and strategic plans in the local government area.

**Maintaining Public Health**

Council is responsible for ensuring the activities of businesses and individuals comply with legislation and do not adversely affect the community’s health and wellbeing and do not harm the natural environment, whether through air, noise or waste pollution.

Council conducted approximately 3,271 environmental health, building compliance and public safety inspections during 2015/16.

**Number of Environmental Health**



**Animal Management**

Council’s rangers work with the community to protect residents, their pets and the natural environment by enforcing companion animal laws.

During 2015/16, Council received 14 reports of alleged dog attack incidents. As required, all dog attacks were reported to the Division of Local Government within 72 hours of being advised of an attack.

Twenty six companion animals were impounded. Twenty two were returned to their owners or re-homed.

Council conducts a range of companion animal community education programs. This includes holding the “Bradfield Bark” Doggies Day Out, providing brochures on the responsibility of pet ownership to owners of newly registered animals and encouraging the desexing of cats and dogs through reduced registration fees. All impounded companion animals that are rehomed are desexed prior to rehoming.

As an alternative to euthanasia for unclaimed animals, unclaimed impounded animals are rehomed unless they have severe and untreatable health or aggression issues or are feral.

Council recognises the health and social benefits provided by companion animals. Most of North Sydney’s parks are off leash areas for the exercise of dogs.

Council spent approximately \$87,000 on companion animal activities. Council received \$20,819 in companion animal fund money.

**Environmentally and People Friendly Transport**

Council continues to work on a variety of transport projects designed to create a more people friendly environment and also help reduce our carbon footprint. Our programs include strategies to improve safety and amenity for pedestrians and cyclists and to increase access to public transport.

**Cycling Strategy**

Implementation of Council’s Sustainable Transport Action Plan and Cycling Strategy continued.

In addition to connecting each of North Sydney’s villages with a sustainable bicycle network, the Bicycle Plan aims to deliver a series of social programs to encourage the uptake of cycling. Council’s promotional activity, including sponsoring key cycling events such as Ride to Work Day - emphasises the health, social, financial and environmental advantages cycling provides.

The cycle plan also recognises the importance of protecting the safety of cyclists. Council is designing infrastructure and provides bicycle maintenance courses to support safe cycling.

**Traffic and Parking Strategy**

This year Council adopted the Integrated Traffic and Parking Strategy which sets the direction for traffic and parking planning and provision for the next 10 years. The aim of the Integrated Traffic and Parking Strategy is to help build a traffic and parking management system which meets the needs of all our residents and supports and fosters a prosperous economy as well as a socially connected community.



### Providing Parking

Vehicle parking is at a premium in the local government area. By enforcing parking regulations seven days a week and providing after hour patrols, we are helping to ensure public safety, turnover for traders, accessibility and amenity of streets and optimal road use.

### Public Transport

We continue to work with all levels of government to promote sustainable transport and advocate for improved public transport services around the local government area.

### Sustainable Transport

Council continues to work with all levels of government to promote sustainable transport and advocate for improved public transport services around the local government area.

### Car Share

Council is committed to developing a variety of programs to alleviate congestion on our roads and improve air quality. Dedicated car share parking is provided in prominent and desirable locations, as an incentive for residents to participate in car share schemes. It is estimated that one car share takes around ten privately owned vehicles off North Sydney streets, freeing up car parking spaces and reducing traffic congestion.

### Local Area Traffic Management

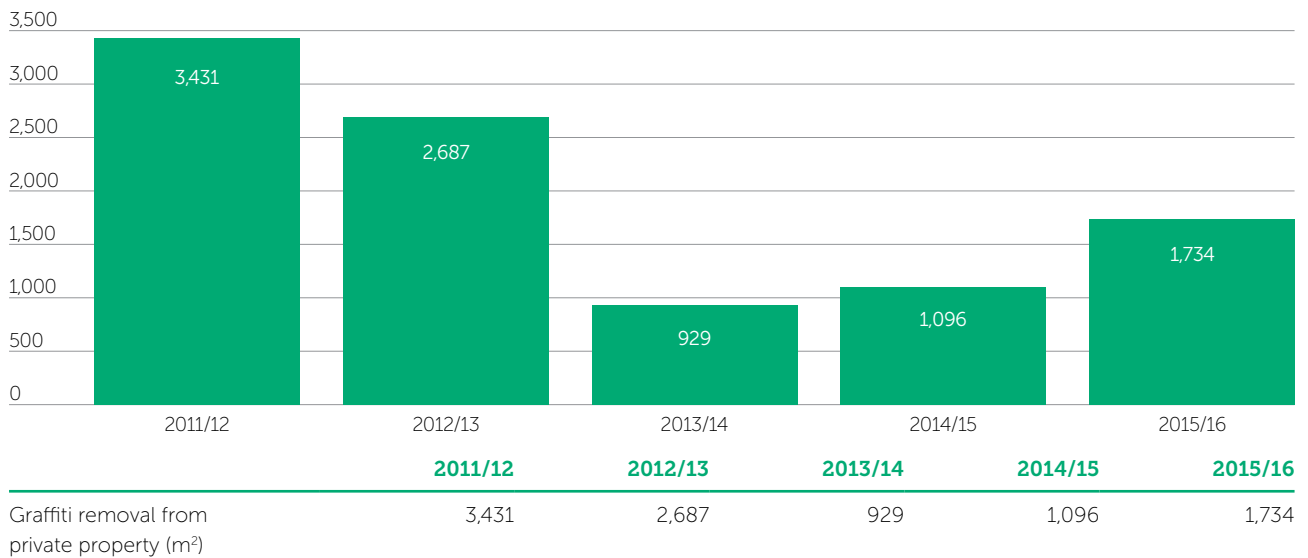
Council completed several traffic management projects which included the installation of traffic management devices at a number of locations including:

- Willoughby Road and Atchison Street pedestrian access upgrades
- Alexander Street and Atchison Street kerb build outs for pedestrian access and sight distance improvements
- Oxley Street on-street dedicated cycle lane
- Berry Street continuous footpath treatments
- implementation of various parking controls and traffic control signs (LGA wide)

### Graffiti Management

Council offers a graffiti removal service to remove reported graffiti on Council or private property at no cost to property owners. In 2015/16 Council's contractor received 366 requests and removed 1,734m<sup>2</sup> of graffiti from private properties. The total estimated value of this work is \$35,404.93 excluding GST.

### Graffiti Removal from Private Property



### Our Challenges

- Ensuring all our assets are maintained to a reasonable level to meet the needs of the community with much of our infrastructure built over 40 years ago
- Investing in and managing assets and infrastructure in a constrained financial environment is an ongoing challenge
- Continuing to work with shareholders to create more opportunities to share existing facilities and make better use of Council's building assets
- Balancing the approach to land use, residential amenity, business development and environmental issues
- Implementing the state government's Metropolitan Strategies at a local level through planning and development decisions which require a balance between planning for change and maintaining North Sydney's liveability. As the nature of the reforms become clearer, we will investigate our options and determine the appropriate way to manage our municipality's built form and neighbourhoods into the future
- Traffic and parking management across North Sydney

### Disappointments

- Installation of CCTV system at North Sydney Oval delayed as tender specifications was more complicated than first envisaged. The review of the documentation is also taking longer than anticipated. Project is now expected to be completed in 2016/17.
- Review of Section 94 Contributions Plan has been put on hold until further notice.
- Expansion and embellishment of Hume Street Park, St Leonards delayed as Council yet to acquire all the properties required to commence construction. Construction is now expected to commence in 2016/17 once acquisition process is complete.
- Preparation of Whole of Waverton Peninsula Strategy was delayed as the development application for Berry's Bay marina was refused by the Joint Regional Planning Panel. Project awaiting outcome of an appeal to the Panel's decision.
- Upgrade of signage at Council car parks delayed awaiting installation of new car park equipment. Project is now expected to be completed in 2016/17.
- Installation of shared zone at Grosvenor Lane and Young Lane, Neutral Bay delayed as awaiting further funding.
- Relocation of substation kiosk at Ernest Place, Crows Nest required new design. New tenders will be called in 2016/17.
- Resident and business satisfaction with traffic flow throughout North Sydney did not meet targets. A wide range of comments were provided regarding aspects of the service area respondents found unsatisfactory, with the responses collated for current and future consideration. The survey responses and results will be used for further reference and consideration, particularly during considerations relating to the Traffic Strategy.
- Resident and business satisfaction with parking provision did not meet targets. A wide range of comments were provided regarding aspects of the service area respondents found unsatisfactory, with the responses collated for current and future consideration. The survey responses and results will be used for further reference and consideration, particularly during considerations relating to the Traffic Strategy.

### Our Plans for the Year Ahead

- Our investment in capital works projects will top \$71.1 million. Major projects include the upgrade of roads, footpath and drainage revitalisation of North Sydney CBD and upgrade of North Sydney Olympic Pool
- Identify traffic congestion areas and issues across the municipality and make recommendations
- Develop North Sydney Transport Strategy
- Develop North Sydney Parking Strategy
- Install traffic calming devices
- Planning for new North Sydney Metro Station
- Install Harbour Bridge to Neutral Bay to Cremorne and Falcon Street North Sydney to Mosman route 2 cycle routes
- Install new bus shelters
- Enhancement to education precinct
- Upgrade to jetty and boardwalk at Lavender Bay
- Implementation of Crows Nest/St Leonards Planning Study and undertaking Crows Nest/St Leonards Planning Study Precinct 4
- Planning for expansion and embellishment of Hume Street Park, Crows Nest
- Continue to maximise multiple opportunities of our community assets
- Council will continue to advocate for sustainable transport options which will help make North Sydney a pleasant place to live and also help reduce our carbon footprint
- Continue to promote use and adaptation of heritage and other existing buildings through the development application process

<b>Direction 2</b>	<b>Our Built Environment</b>	●	97%
Outcome: 2.1	Infrastructure, assets and facilities meets current and future community needs	●	100%
Strategy: 2.1.1	Develop a program of infrastructure asset acquisition and creation, maintenance, renewal and disposal to minimise whole of life cost.	●	100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.1.1.1 Implement Asset Management Strategy	2.1.1.1.1 Review and update Asset Management Plans, including condition surveys for all asset classes	Soc	EPS	Asset Management Property Assets	Q1 Yr 1	Q4 Yr 1	●	100%
	2.1.1.1.2 Enhance Asset and Infrastructure Management (AIM) System, including mobile solutions	Soc	COS	Financial Services	Q1 Yr 1	Q4 Yr 4	●	100%
	2.1.1.1.3 Administer Infrastructure Levy	Soc	EPS	Asset Management	Q1 Yr 1	Q4 Yr 4	●	100%
	2.1.1.1.4 Administer Stormwater Management Charge	Soc	EPS	Asset Management	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.5 Advocate for adequate funding for asset maintenance and improvement	Soc	EPS	Asset Management	Q1 Yr 1	Q4 Yr 4	●	100%
	2.1.1.1.6 Administer street cleaning services program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	●	100%
	2.1.1.1.7 Upgrade fire safety at Stanton Library	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 2	●	100%
	2.1.1.1.8 Upgrade lift at Council Chambers	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.9 Implement improvements to Council Chambers accommodation and amenities	Gov	EPS	Property Assets	Q1 Yr 2 Q1 Yr 4	Q4 Yr 2 Q4 Yr 4	●	100%
	2.1.1.1.10 Conduct feasibility of upgrade of North Sydney Oval Grandstands	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.11 Upgrade North Sydney Oval Grandstands	Soc	EPS OSE	Property Assets North Sydney Oval & Function Centre	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.12 Refurbish Crows Nest Community Centre	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 2	●	100%
	2.1.1.1.13 Implement capital works program for roads	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.14 Maintain roads	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.15 Implement capital works program for footpaths	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.16 Maintain footpaths	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.17 Implement capital works program for drainage	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.18 Maintain drainage	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.19 Implement capital works program for kerb and gutter	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	●	100%
	2.1.1.1.20 Maintain kerb and gutter	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	●	100%

Year 1 Activities Operational Plan 2015/16		QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.1.1.1.21	Implement capital works program for sea walls and marine structures	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.22	Maintain sea walls and marine structures	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.23	Implement capital works program for retaining walls	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.24	Maintain retaining walls	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.25	Implement capital works program for street furniture	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.26	Maintain street furniture	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.27	Implement capital works program for safety fences and barriers	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.28	Maintain safety fences and barriers	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.29	Implement capital works program for timber fences	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.30	Maintain timber fences	Soc	EPS	Works Engineering	Q1 Yr 2	Q4 Yr 4	● 100%	
2.1.1.1.31	Upgrade Rangers' office and North Sydney Oval depot accommodation	Soc	EPS	Property Assets	Q1 Yr 2	Q4 Yr 2	● 100%	
2.1.1.1.32	Refurbish Forsyth Park Community Centre and North Sydney Family Day Care	Soc	CLS	Community Development	Q2 Yr 2	Q4 Yr 2	● 100%	
2.1.1.1.33	Reconstruct Lavender Bay jetty and boardwalk	Soc	EPS	Engineering Infrastructure	Q1 Yr 3	Q2 Yr 4	● 100%	
2.1.1.1.34	Implement bus shelter upgrade program	Soc	EPS	Engineering Infrastructure	Q1 Yr 3	Q4 Yr 4	● 100%	
2.1.1.1.35	Prepare Public Amenities Strategy	Soc	EPS	Property Assets	Q3 Yr 3	Q4 Yr 4	● 100%	
2.1.1.1.36	Install public toilets in Neutral Bay	Soc	EPS	Property Assets	Q2 Yr 2	Q4 Yr 3	● 100%	
2.1.1.1.37	Renovate North Sydney Oval Function Centre commercial kitchen	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 4	Q4 Yr 4	● 100%	
2.1.1.1.38	Install CCTV system at North Sydney Oval	Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 3	Q4 Yr 3	● 50%	Tender specifications production was more complicated than first envisaged. The review of the documentation is also taking substantially longer than anticipated. Project to be carried over to the next financial year for completion.

Strategy: 2.1.2 Expand capacity of existing community infrastructure

● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.1.2.1 Use existing community infrastructure in new ways	2.1.2.1.1 Determine future use of Anzac Club site	Soc	EPS	Property Assets	Q1 Yr 1	Q4 Yr 1	● 100%	
	2.1.2.1.2 Undertake strategic property review and plan for Council's property portfolio	Soc	EPS	Property Assets	Q4 Yr 1	Q2 Yr 2	● 100%	
	2.1.2.1.3 Redevelop Alexander Street Car Park, Crows Nest	Soc	EPS CIS	Project Manager	Q1 Yr 1	Q4 Yr 4	● 100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.1.2.1 Use existing community infrastructure in new ways	2.1.2.1.4 Investigate community uses on Council land	Soc	CIS	Strategic Planning	Q3 Yr 2	Q4 Yr 3	● 100%	
	2.1.2.1.5 Prepare Ward Street Masterplan	Soc	CIS	Strategic Planning	Q3 Yr 3	Q4 Yr 3	● 100%	
2.1.2.2 Acquire land and/or property to improve Council's effectiveness in providing services that best meet future community needs	2.1.2.2.1 Acquire property to fulfil Council's strategic priorities	Soc	EPS	Property Asserts	Q1 Yr 2	Q4 Yr 4	● 100%	

Strategy: 2.1.3 Advocate for improved state infrastructure and adequate funding for maintenance and improvement of community assets ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.1.3.1 Advocate for improved state infrastructure	2.1.3.1.1 Advocate for improved state infrastructure	Soc	EPS	Director Engineering and Property Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.1.4 Advocate for and investigate energy efficient street and public domain lighting ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.1.4.1 Advocate for and investigate energy efficient street and public domain lighting	2.1.4.1.1 Advocate for improved street lighting	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.1.4.1.2 Incorporate energy efficient LEDS into future lighting upgrades	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.1.5 Advocate for placing powerlines underground ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.1.5.1 Advocate for placing powerlines underground	2.1.5.1.1 Advocate for placing powerlines underground	Soc	EPS	Director Engineering and Property Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.1.5.1.2 Pursue opportunities as they arise to place powerlines underground	Soc	EPS	Engineering Infrastructure	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 2.2 Improved mix of land use and quality development through design excellence ● 98%

Strategy: 2.2.1 Maintain a contemporary Local Environment Plan (LEP) ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.2.1.1 Complete review of strategic land use framework (LEP and DCP)	2.2.1.1.1 Complete standard LEP review	Soc	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 1	● 100%	
	2.2.1.1.2 Complete Development Control Plans (DCP) review	Soc	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 1	● 100%	
	2.2.1.1.3 Implement Ecologically Sustainable Development Best Practice project	Soc	CIS	Strategic Planning	Q2 Yr 1	Q4 Yr 4	● 100%	



Strategy: 2.2.2 Implement development contribution schemes/ agreements to support land use development ● 88%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.2.2.1 Implement development contribution schemes/ agreements to support land use development	2.2.2.1.1 Participate in the Department of Planning and Environment's preparation of the Sub Regional Plan	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.2.2.1.2 Review S94 Contributions Plan	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 3	● 75%	No further work to be carried out at this time. Project has been put on hold until further notice.

Strategy: 2.2.3 Encourage sustainable design in future development and refurbishment of existing buildings for better environmental performance ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.2.3.1 Promote sustainable design in future private and public development	2.2.3.1.1 Lead and conduct Design Excellence Panel	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.2.3.1.2 Promote retrofitting of business properties through Promote Better Business Partnership (BBP) Program	Env	OSE	Environmental Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.2.4 Implement effective processes and strategies to manage the impact of new and existing development ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.2.4.1 Implement effective processes and strategies to manage the impact of new and existing development	2.2.4.1.1 Assess and determine development applications and certificates	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.2.4.1.2 Review procedures manual in line with any new planning legislation	Soc	CIS	Administration Services	Q1 Yr 1	Q1 Yr 1	● 100%	
	2.2.4.1.3 Pilot North Sydney Independent Planning Panel (NSIPP)	Soc	CIS	Development Services	Q2 Yr 1	Q2 Yr 2	● 100%	

Strategy: 2.2.5 Administer and enforce the statutory regulations of health and safety of licensed activities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.2.5.1 Inspect premises to ensure health and safety compliance with licensed activities	2.2.5.1.1 Implement food safety program for all food businesses including yearly inspection program	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.2.5.1.2 Inspect skin penetration premises	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.2.5.1.3 Inspect cooling towers	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4	● 100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.2.5.2 Inspect premises to ensure health and safety compliance with licensed activities	2.2.5.2.1 Implement regulatory building and development control compliance to ensure building work meets approved consents	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4	●	100%
	2.2.5.2.2 Conduct swimming pool inspection program	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4	●	100%
	2.2.5.2.3 Conduct fire safety inspection program	Soc	CIS	Environmental and Building Compliance	Q1 Yr 1	Q4 Yr 4	●	100%
	2.2.5.2.4 Enforce Companion Animals Act provisions	Soc	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4	●	100%
	2.2.5.2.5 Enforce NSW Road Rules provisions	Soc	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 2.2.6 Ensure new residential development is well designed, for people with a disability or limited mobility, the elderly and is adaptable for use by different household types to encourage ageing in place. ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.2.6.1 Ensure new residential development complies with ageing and disability standards and codes	2.2.6.1.1 Enforce the provisions of the Access to Premises Standards (Building Code of Australia)	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	●	100%
	2.2.6.1.2 Enforce the provisions of the Residential Flat Design Code	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	●	100%
	2.2.6.1.3 Implement adaptable use principles for ageing and disability through comprehensive LEP	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	●	100%

Outcome: 2.3 Vibrant, connected and well maintained streetscapes and villages that build a sense of community ● 91%

Strategy: 2.3.1 Develop and implement Masterplans for villages ● 89%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.3.1.1 Develop and implement Masterplans for villages	2.3.1.1.1 Implement Crows Nest Streetscape Capital Works/ Mainstreet Levy Program of Works	Soc	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	●	100%
	2.3.1.1.2 Implement Neutral Bay Streetscape Capital/ Mainstreet Levy Program of Works	Soc	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	●	100%
	2.3.1.1.3 Undertake Grosvenor Lane Planning Study	Soc	CIS	Strategic Planning	Q3 Yr 1	Q4 Yr 2	●	100%
	2.3.1.1.4 Undertake CrowsNest/ St Leonards Planning Study Precincts 2 and 3	Eco	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 2	●	100%
	2.3.1.1.5 Implement Crows Nest/ St Leonards Planning Study	Soc	OSE	Landscape Planning and Design	Q3 Yr 1	Q3 Yr 1	●	100%
					Q1 Yr 2	Q1 Yr 2		
					Q3 Yr 3	Q3 Yr 3		
					Q1 Yr 4	Q1 Yr 4		

Year 1 Activities Operational Plan 2015/16		QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.3.1.1.6	Expand and embellish Hume Street Park, St Leonards	Soc	OSE	Landscape Planning and Design	Q3 Yr 1	Q4 Yr 4	●	75% Masterplan completed and development application process about to commence for stage one. Council has yet to acquire all the properties required to commence construction.  Construction due to be commenced in the next financial year once acquisition process is completed.
2.3.1.1.7	Prepare Education Precinct Study	Soc	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 1	●	100%
2.3.1.1.8	Prepare and implement Education Precinct Masterplan	Soc	CIS EPS	Strategic Planning Engineering Infrastructure	Q2 Yr 1	Q4 Yr 4	●	100%
2.3.1.1.9	Prepare Whole of Waverton Peninsula Strategy	Soc	CIS	Strategic Planning	Q1 Yr 3	Q4 Yr 3	●	0% The Berrys Bay marina DA was refused by the JRPP. Council has adopted a wait and see approach pending an appeal to this decision. Significant resources will be required to undertake this work which will require diversion from existing priorities.  Review status of DA in 6 months.
2.3.1.1.10	Prepare Careening Cove Masterplan	Soc	CIS	Strategic Planning	Q3 Yr 2	Q4 Yr 2	●	100%
2.3.1.1.11	Construct gateway treatments for major entries to North Sydney local government area	Soc	EPS	Project Management	Q1 Yr 3	Q4 Yr 4	●	100%

Strategy: 2.3.2 Maintain and service village facilities through place management ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.3.2.1 Maintain and service village facilities through place management	2.3.2.1.1 Support Mainstreet Coordinators in Crows Nest and Neutral Bay	Soc	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 2.3.3 Improve pedestrian lighting and surveillance of the villages to reduce vandalism and graffiti ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.3.3.1 Regulate urban design to maintain and improve public safety	2.3.3.1.1 Implement under awning lighting program in Cremorne and Cammeray	Soc	EPS	Project Management	Q1 Yr 1	Q4 Yr 2	●	100%

Strategy: 2.3.4 Build pride in community assets that assists in maintenance ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.3.4.1 Build pride in community assets that assists in maintenance	2.3.4.1.1 Administer the commercial centres cleaning contract	Soc	EPS	Works Engineering	Q1 Yr 1	Q4 Yr 4	●	100%
	2.3.4.1.2 Administer the graffiti management contract	Soc	EPS	Works Engineering	Q1 Yr 1	Q4 Yr 4	●	100%
	2.3.4.1.3 Administer the verge mowing contract	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	●	100%
	2.3.4.1.4 Reconstruct 'Welcome to North Sydney' sign at Alfred Street South	Soc	EPS	Engineering Infrastructure	Q2 Yr 3	Q4 Yr 3	●	100%

Strategy: 2.3.5 Increase community engagement in improving streetscapes, villages and commercial centres ● 93%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.3.5.1v Implement Streetscape Program	2.3.5.1.1	Lead and coordinate Streetscape Committees	Soc	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	● 100%
	2.3.5.1.2	Upgrade public domain at Ernest Place and Burlington Street, Crows Nest	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 3	● 100%
	2.3.5.1.3	Upgrade public domain at Pacific Highway and Willoughby Road, Crows Nest	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 4	● 100%
	2.3.5.1.4	Upgrade St Leonards public domain	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 4	● 100%
	2.3.5.1.5	Upgrade signage at Council car parks	Soc	EPS	Works Engineering	Q1 Yr 2	Q2 Yr 3	● 85% The upgrade to the signage in Council's parking stations will be completed with the installation of the new carpark equipment planned for early 2017. This is necessary as the carpark equipment and the new signage must communicate with each other for this project to be successful. These two projects need to be run together.
	2.3.5.1.6	Upgrade lighting at Grosvenor Lane and Young Lane, Neutral Bay	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 2	● 100%
	2.3.5.1.7	Install shared zone at Grosvenor Lane and Young Lane, Neutral Bay	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 3	● 63% Planning and preliminary design complete. Currently awaiting further funding to construct.
	2.3.5.1.8	Upgrade awning lighting in commercial areas	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 4	● 100%
	2.3.5.1.9	Upgrade public domain along Military Road	Soc	EPS	Project Management	Q1 Yr 2	Q4 Yr 4	● 100%
	2.3.5.1.10	Undertake Wollstonecraft Village landscaping	Soc	EPS	Project Management	Q3 Yr 3	Q4 Yr 4	● 100%
	2.3.5.1.11	Relocate substation kiosk at Ernest Place, Crows Nest	Soc	EPS	Project Management	Q1 Yr 3	Q4 Yr 3	● 75% Fresh design certified by Ausgrid. Contestability to be put out for pricing during 1st quarter 2016/17. New tenders will be called in July 2016.

Outcome: 2.4 North Sydney's heritage is preserved and valued ● 100%

Strategy: 2.4.1 Protect and promote the heritage values of residential amenity including significant architecture, objects, places and landscapes ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.4.1.1 Consider heritage value/impact in development applications, where appropriate	2.4.1.1.1	Consider heritage value/impact in development applications, where appropriate	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	● 100%
	2.4.1.1.2	Maintain the Heritage Register	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%

Strategy: 2.4.2 Encourage the use and adaptation of heritage and other existing buildings ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.4.2.1 Encourage the use and adaptation of heritage and other existing buildings through the development application process	2.4.2.1.1 Promote use and adaptation of heritage and other existing buildings through the development application process	Soc	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 2.5 Sustainable transport is encouraged ● 98%

Strategy: 2.5.1 Promote use of public transport and encourage use of alternative modes of transport ● 85%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.5.1.1 Support car share initiatives	2.5.1.1.1 Manage existing and implement new on-street spaces for car share schemes	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
2.5.1.2 Provide education programs and facilities to promote opportunities and advantages of reduce private motor vehicle usage	2.5.1.2.1 Promote Walk to Work Day	Soc	EPS	Traffic and Transport Operations	Q2 Yr 1	Q2 Yr 1	● 100%	
					Q2 Yr 2	Q2 Yr 2		
					Q2 Yr 3	Q2 Yr 2		
					Q2 Yr 4	Q2 Yr 2		
2.5.1.2.2 Promote Ride to Work Day	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q2 Yr 1	● 100%		
				Q1 Yr 2	Q2 Yr 2			
				Q1 Yr 3	Q2 Yr 3			
				Q1 Yr 4	Q2 Yr 4			
2.5.1.2.3 Install bicycle facilities	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 4	● 100%		
2.5.1.2.4 Install 'end of trip' facilities in Ridge Street Car Park	Soc	EPS	Traffic and Transport Operations	Q1 Yr 3	Q4 Yr 3	● 25%	Retrofitting end-of-trip facilities (ie secure bike parking, bike lockers, showers) will be a large cost which may be better incorporated into redevelopment plans for Ridge Street car park which is currently under consideration.  Council has discussed options for end of trip facilities at train stations with Transport for NSW for which there is a high demand. Other locations will also be investigated for new public end of trip facilities where there is a high demand for such.	
2.5.1.2.5 Promote Park(ing) Day	Soc	EPS	Traffic and Transport Operations	Q1 Yr 3	Q2 Yr 3	● 0%	There was no activity this period.	



Strategy: 2.5.2 Increase incentives for the use of public transport, lower impact motor vehicles and changes to fringe benefit tax arrangements ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.5.2.1 Advocate for increased incentives for the use of public transport, lower impact motor vehicles and changes to fringe benefit tax arrangements	2.5.2.2.1 Advocate Federal and State Government for increased incentives for public transport	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.5.2.2.2 Advocate Federal and State Government for changes to fringe benefits tax	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.5.3 Increase the amount of street space dedicated to sustainable transport modes ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.5.3.1 Provide an integrated network of safe and accessible pedestrian and cycle paths	2.5.3.1.1 Implement Pedestrian Strategy	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.5.3.1.2 Review and implement Integrated Cycling Strategy	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.5.3.1.3 Seek funding for HarbourLink project	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 4	● 100%	
	2.5.3.1.4 Advocate for funding for additional/upgraded walking and cycling routes	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.5.3.1.5 Lead and coordinate Sustainable Transport Reference Group	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.5.4 Advocate for improved after hours transport services to assist workers and night time recreation ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.5.4.1 Advocate for improved after hours transport services to assist workers and night time recreation	2.5.4.1.1 Advocate for improved public transport and networks	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.5.5 Improve 'end of trip' facilities for cyclists and walkers e.g. bike parking, showers and change facilities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.5.5.1 Improve 'end of trip' facilities	2.5.5.1.1 Investigate and provide pedestrian and cyclist 'end of trip' facilities	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.5.6 Provide recharge facilities for electric vehicles at Council offices, facilities and car parks ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.5.6.1 Provide recharge facilities for electric vehicles at Council offices, facilities and car parks	2.5.6.1.1 Investigate provision of electronic recharge facilities for community use	Soc	EPS	Traffic and Transport Operations	Q3 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.5.7 Regulate Green Travel Plans for major developments ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.5.7.1 Regulate Green Travel Plans for major developments	2.5.7.1.1 Review Green Travel Plans for major development applications	Soc	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.5.7.1.2 Prepare Green Travel Plans for Council buildings and community facilities	Env	EPS	Traffic and Transport Operations	Q4 Yr 1	Q4 Yr 4	● 100%	

Outcome: 2.6 Improved traffic management ● 95%

Strategy: 2.6.1 Plan, design, investigate and manage traffic and transport in accordance with safety and community priorities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.6.1.1 Plan, design, investigate and manage traffic and transport in accordance with safety and community priorities	2.6.1.1.1 Implement Integrated Traffic and Parking Strategy - Traffic and Parking Area Scheme (TAPAS)	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.6.1.1.2 Implement Traffic Committee recommendations	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.6.1.1.3 Participate in NSROC Transport Forums	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.6.1.1.4 Prepare Crows Nest Local Area Traffic Management Plan (LATM)	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q2 Yr 1	● 100%	

Strategy: 2.6.2 Work with the State Government to develop and implement long-term transport strategy for the Spit Road/ Military Road corridor to the Northern Beaches ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.6.2.1 Lobby for improved public transport on Military Road/ Spit Road transport corridor to the Warringah Peninsula and Northern Beaches	2.6.2.1.1 Advocate for improved public transport on Military Road/Spit Road transport corridor to the Warringah Peninsula and Northern Beaches	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.6.3 Secure additional grant funding for the upgrade of traffic facilities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.6.3.1 Apply for grant funding and lobby Federal and State Government for additional funding for traffic facilities	2.6.3.1.1 Apply for grant funding and lobby Federal and State Government for additional funding for traffic facilities	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 2.7 Improved parking options and supply ● 96%

Strategy: 2.7.1 Provide integrated and efficient parking options in villages and retail and retail areas ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.7.1.1 Review on and off-street parking strategies including residential permits and enforcement	2.7.1.1.1 Review current parking restrictions	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1	● 100%	
	2.7.1.1.2 Prepare Integrated Parking Strategy for whole of North Sydney, including review resident parking permits	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1	● 100%	
	2.7.1.1.3 Review parking patrol operational strategies	Soc	CIS	Ranger and Parking Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	2.7.1.1.4 Renew resident parking permits	Soc	COS	Customer Services	Q3 Yr 1 Q3 Yr 2 Q3 Yr 3 Q3 Yr 4	Q3 Yr 1 Q3 Yr 2 Q3 Yr 3 Q3 Yr 4	● 100%	
2.7.1.2 Lobby for changes to Road Rules regarding long term boat, trailer and caravan parking on local roads	2.7.1.2.1 Lobby for changes to Road Rules regarding long term boat, trailer and caravan parking on local roads	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 2.7.2 Use technology to manage parking ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.7.2.1 Use technology to manage parking	2.7.2.1.1 Update parking meters	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 2	● 100%	
	2.7.2.1.2 Introduce licence plate recognition (LPR) technology	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1	● 100%	
	2.7.2.1.3 Install variable message signs in car parks	Soc	EPS	Works Engineering	Q1 Yr 1	Q2 Yr 1	● 100%	
	2.7.2.1.4 Review management of Council's on-street car parks	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 2	● 100%	
	2.7.2.1.5 Upgrade parking meters and implement sensor program	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 2	● 100%	

Strategy: 2.7.3 Manage off-street parking in new developments through Development Control Plan (DCP) ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
2.7.3.1 Review and revise off-street parking in DCP	2.7.3.1.1 Review and revise off-street parking in DCP	Soc	Strategic Planning	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1	● 100%	

Key Performance Indicator	Related Outcome	QBL Link	2015/16 Actual	Target or Desired Trend 2015/16	YTD Progress
20 Percentage of scheduled capital works progressing in accordance with agreed timeframes	2.1	Soc	na	90%	N/A 0%
21 Percentage of residents satisfied with the maintenance of local roads and footpaths	2.1	Soc	71%	>62%	● 100%
22 Percentage of businesses satisfied with the maintenance of local roads and footpaths	2.1	Soc	70%	>67%	● 100%
23 Number of development applications (DAs) received	2.2	Soc	684 development applications	Trend	● 100%
24 Number of development applications (DAs) determined	2.2	Soc	685 development applications	Trend	N/A 0%
25 Percentage of delegated determined DAs assessed within 65 days	2.2	Soc	66%	74%	N/A 0%
26 Mean gross days for DAs determined	2.2	Soc	67 days	73 days	● 100%
27 Median gross days for DAs determined	2.2	Soc	43 days	65 days	● 100%
28 Number of construction certificates issued by Council	2.2	Soc	9 certificates	Trend	N/A 0%
29 Number of occupation certificates issued by Council	2.2	Soc	8 certificates	Trend	N/A 0%
30 Number of subdivision certificates issued by Council	2.2	Soc	9 certificates	Trend	N/A 0%
31 Number of complying development certificates determined by Council	2.2	Soc	2 certificates	Trend	N/A 0%
32 Number of building certificates determined by Council	2.2	Soc	15 certificates	Trend	N/A 0%
33 Number of environmental health, building compliance and public safety inspections completed	2.2	Soc	3,271 inspections	1,379 inspections	● 100%
34 Percentage of residents satisfied with land use and quality of development	2.2	Soc	63%	>58%	● 100%
35 Percentage of businesses satisfied with land use and quality of development	2.2	Soc	72%	>69%	● 100%
36 Number of graffiti incidents removed	2.3	Soc	5,677 incidents	Trend	N/A 0%
37 Number of properties signed up for graffiti removal program	2.3	Soc	1,245 properties	71 properties	● 100%
38 Percentage of residents satisfied with the cleanliness of local roads and footpaths	2.3	Soc	81%	>79%	● 100%
39 Percentage of businesses satisfied with the cleanliness of local roads and footpaths	2.3	Soc	82%	>77%	● 100%
40 Number of attendees at Streetscape Committee meetings	2.3	Soc	31 participants	80 participants	● 39%
41 Percentage of residents satisfied with retention of heritage items	2.4	Soc	na	Baseline	N/A 0%
42 Percentage of businesses satisfied with retention of heritage items	2.4	Soc	na	Baseline	N/A 0%
43 Percentage of residents satisfied with pedestrian and cycle paths	2.5	Soc	54%	>55%	● 96%
44 Percentage of residents satisfied with traffic flow throughout North Sydney	2.6	Soc	46%	>60%	● 75%
45 Percentage of businesses satisfied with traffic flow throughout North Sydney	2.6	Soc	53%	>59%	● 88%
46 Number of resident parking permits issued	2.7	Soc	6,191 permits	4,788 permits	● 100%
47 Number of metered on-street parking spaces provided	2.7	Soc	2,672 spaces	2,665 spaces	● 100%
48 Up time for parking meters	2.7	Soc	99%	96%	● 100%
49 Up time for parking stations	2.7	Soc	99%	96%	● 100%
50 Percentage of residents satisfied with parking provision	2.7	Soc	34%	>59%	● 57%
51 Percentage of businesses satisfied with parking provision	2.7	Soc	33%	>43%	● 75%

na=not available

N/A=not applicable

Trend=no specific target

Baseline=target to be determined following first information collection

# DIRECTION 3 OUR ECONOMIC VITALITY

Refer to pages 119-125 for full details of Council's performance under this Direction.

## Council Services

The following Council services contribute to this Direction:

- Economic development
- Festivals and events
- Land use planning
- Mollie Dive Function Centre
- North Sydney Oval
- Outdoor dining permits
- Place management
- Tourist information and support

88,170

jobs, local government area

14,405

businesses in local government area

50,000

The number of people that flock to North Sydney to study or go to work

## Our Achievements

### Developing our Economic Development Strategy

The development of our Economic Development Strategy during 2015/16 provides new direction for North Sydney to become an international location of choice for businesses.

The Economic Development Strategy will help create an environment which fosters innovation and develops successful businesses; a thriving economy which attracts skills, talent and investment; infrastructure that supports business productivity and growth; a business environment which is strong and globally competitive.

### Guiding Growth and Development

The managed growth and development of North Sydney is being guided by Council's Local Environmental Plan to ensure it meets community and industry needs and expectations.

The Local Environmental Plan determines how and where development can occur. Council is required to update its Local Environmental Plan every 10 years.

### Public Domain Improvement Program

Council continued to implement the North Sydney Public Domain Improvement Program upgrading public domain in North Sydney CBD and at Ernest Place and Burlington Street, Crows Nest.

### Happiness Works Here Nth Syd

North Sydney has been relaunched as the destination for business and residents under a new brand. The brand centres on the tagline 'Happiness Works Here'.

For further information visit <http://nth Syd.com/>.

### Business Support

North Sydney's local business community, as a key stakeholder, needs support to establish successful businesses while Council maintains the conditions and economic environment that support their growth. The Doing Business section on Council's website provides prospective and existing small business proprietors with practical assistance and offers support on a wide range of business-related issues.

Council continues to liaise on an ongoing basis with local businesses, potential new business operators and the local business chamber, through various forums. This assists Council in understanding business needs.

### North Sydney Business Forums and Networking

Council holds Business Forums providing tips for small and medium business owners and operators on topics such as marketing, technology and networking.

The Better Business Partnership Program enables local participating businesses to identify strategies to build business resilience. Local companies are assisted with reducing their carbon footprint, business planning and reducing operating costs.

### North Sydney Business e-Newsletter

The North Sydney e-News was distributed to local businesses and made available on the City's website throughout 2015/16. This is a monthly electronic publication focussing on business news, and outlines events and services of interest to the local business community.

## Our Challenges

- Competition for business from neighbouring municipalities
- Balancing the pressure for residential development with protecting key sites which support North Sydney's business and commercial roles

## Disappointments

- Business Network events and Business After Hours function not held in 2015/16 due to lack of staff and resources. Events to be held in 2016/17.
- North Sydney Oval attendance did not meet target due to significant construction occurring at the Oval during 2015/16.

## Our Plans for the Year Ahead

- Council will continue its work to develop economic strength through Economic Development Strategy.
- Renewal of Brett Whitely Place to create a cultural heart of North Sydney CBD
- Continue to implement CBD Marketing Plan



Direction 3 Our Economic Vitality ● 92%

Outcome: 3.1 Diverse, strong, sustainable and vibrant local economy ● 80%

Strategy: 3.1.1 Review planning controls regarding small bars and late night trading ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.1.1.1 Review planning controls regarding small bars and late night trading	3.1.1.1.1 Enhance bushland vegetation and asset data in Geographical Information System (GIS)	Eco	CIS	Strategic Planning	Q3 Yr 1	Q4 Yr 1	●	100%
	3.1.1.1.2 Review and implement improvements to business development approval process	Eco	CIS	Development Services	Q1 Yr 1	Q4 Yr 4	●	100%
	3.1.1.1.3 Assess and process outdoor dining applications	Eco	EPS	Property Assets	Q1 Yr 1	Q4 Yr 4	●	100%
	3.1.1.1.4 Collect baseline data for North Sydney CBD Parking Meter Trial	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q2 Yr 1	●	100%

Strategy: 3.1.2 Encourage a diverse mix of businesses ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.1.2.1 Encourage economic development in business and retail centres	3.1.2.1.1 Prepare Economic Development Strategy	Eco	CIS	Strategic Planning	Q4 Yr 2	Q4 Yr 3	●	100%
	3.1.2.1.2 Promote North Sydney as a meetings, incentives, conference and events (MICE) destination	Eco	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%
	3.1.2.1.3 Explore feasibility of pop up shop initiatives in vacant premises	Eco	CLS	Community Development	Q3 Yr 1	Q2 Yr 2	●	100%
	3.1.2.1.4 Rename Mount Street Plaza as Brett Whiteley Place	Soc	EPS	Property Assets	Q1 Yr 1	Q1 Yr 1	●	100%
	3.1.2.1.5 Undertake Brett Whiteley Place, Elizabeth Plaza and Walker Street improvements	Soc	EPS	Engineering Infrastructure	Q3 Yr 1	Q4 Yr 4	●	100%
	3.1.2.1.6 Implement North Sydney CBD Public Domain Improvement Program	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	●	100%
	3.1.2.1.7 Upgrade lighting in North Sydney CBD	Soc	EPS	Engineering Infrastructure	Q1 Yr 1	Q4 Yr 4	●	100%
	3.1.2.1.8 Implement traffic works in North Sydney CBD	Soc	EPS	Traffic and Transport Operations	Q1 Yr 2	Q4 Yr 4	●	100%

Strategy: 3.1.3 Expand employment growth capacity ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.1.3.1 Provide employment growth capacity	3.1.3.1.1 Ensure the LEP provides capacity for employment growth in North Sydney	Eco	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 1	● 100%	

Strategy: 3.1.4 Enhance relationships/partnerships with Chambers of Commerce and peak bodies representing local businesses ● 0%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.1.4.1 Work in partnership with local Chambers of Commerce	3.1.4.1.1 Host Business After Hours function	Eco	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q1 Yr 1	● 0%	Lack of staff and resources to complete action.
					Q1 Yr 2	Q1 Yr 2	●	Business engagement position now filled and action plan for business engagement created for 2016/17.
					Q1 Yr 3	Q1 Yr 3	●	
					Q1 Yr 4	Q1 Yr 4	●	
3.1.4.1.2 Partner with local Chambers of Commerce and peak bodies to deliver Business Network events	Eco	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	● 0%	Lack of staff and resources to complete action. Business engagement position now filled and action plan for business engagement created for 2016/17.	
3.1.4.1.3 Develop and promote a business and services directory	Eco	COS	Communications and Events	Q4 Yr 1	Q4 Yr 4	● 0%	There was no activity this period.	

Strategy: 3.1.5 Increase community engagement with landowners, businesses and other stakeholders to improve the CBD and commercial centres through strengthened economic activity ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.1.5.1 Increase community engagement with landowners, businesses and other stakeholders	3.1.5.1.1 Consider Economic Development function	Eco	CIS	Director City Strategy	Q1 Yr 3	Q4 Yr 3	● 100%	
3.1.5.2 Ensure that decision making in reference to the CBD respects the needs of surrounding residents and the natural environment	3.1.5.2.1 Prepare project-specific engagement strategies for all major projects and planning studies	Gov	CIS	Strategic Planning	Q1 Yr 1	Q4 Yr 4	● 100%	
	3.1.5.2.2 Support community impact statements referrals	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
3.1.5.3 Strengthen economic activity through marketing and promotion	3.1.5.3.1 Implement Banner Hire Program	Eco	EPS	Project Management	Q1 Yr 1	Q4 Yr 4	● 100%	

- Outcome: 3.2 North Sydney CBD is one of Australia's largest commercial centres ● 100%
- Strategy: 3.2.1 Increase national and international exposure as a preferred location for business through appropriate branding ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.2.1.1 Develop criteria to attract and encourage businesses in the North Sydney CBD	3.2.1.1.1 Prepare North Sydney CBD Tenant Demand Study	Eco	CIS	Strategic Planning	Q1 Yr 1	Q1 Yr 1	●	100%
	3.2.1.1.2 Prepare and implement North Sydney Centre Review	Eco	CIS	Strategic Planning	Q1 Yr 1	Q2 Yr 3	●	100%
	3.2.1.1.3 Prepare and implement CBD Marketing Plan	Eco	CIS	Strategic Planning Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%
	3.2.1.1.4 Conduct North Sydney Centre public domain audit	Eco	CIS	Strategic Planning	Q3 Yr 2	Q2 Yr 3	●	100%

- Strategy: 3.2.2 Ensure major infrastructure and public domain design contributes to North Sydney's business needs ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.2.2.1 Implement North Sydney CBD Public Domain Strategy	3.2.2.1.1 Prepare and implement Public Domain Style Manual in village centres across the local government area	Eco	EPS	Engineering Infrastructure	Q1 Yr 1	Q4 Yr 4	●	100%

- Outcome: 3.3 North Sydney is a place that attracts events ● 97%
- Strategy: 3.3.1 Balance visitor impacts with residents' lifestyles and economic development ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.3.1.1 Balance visitor impacts with residents' lifestyles and economic development	3.3.1.1.1 Manage crowd safety and environmental impacts at New Years Eve event	Soc	COS	Communications and Events	Q1 Yr 1	Q3 Yr 1	●	100%
					Q1 Yr 2	Q3 Yr 2		
					Q1 Yr 3	Q3 Yr 3		
					Q1 Yr 4	Q3 Yr 4		
3.3.1.1.2 Explore application of user pays for special/external events	Eco	COS	Financial Services	Q1 Yr 1	Q2 Yr 1	●	100%	
3.3.1.1.3 Support Navy Centenary celebrations	Soc	OSE	North Sydney Oval and Function Centre	Q2 Yr 1	Q2 Yr 1	●	100%	

Strategy: 3.3.2 Attract major regional and sporting events

● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.3.2.1 Implement Mollie Dive Function Centre Business Plan	3.3.2.1.1 Secure major regional and sporting events to North Sydney Oval, including state and national titles	Eco	OSE	North Sydney Oval and Function Centre	Q1 Yr 1	Q4 Yr 4	●	100%
	3.3.2.1.2 Secure major non-sporting events to North Sydney Oval	Eco	OSE	North Sydney Oval and Function Centre	Q1 Yr 1	Q4 Yr 4	●	100%
	3.3.2.1.3 Develop and implement a new North Sydney Oval Business Plan	Eco	OSE	North Sydney Oval and Function Centre	Q1 Yr 2	Q4 Yr 2	●	100%

Strategy: 3.3.3 Foster partnerships with other governments and businesses to deliver an annual events calendar

● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.3.3.1 Prepare and implement Public Events Strategy	3.3.3.1.1 Consider dedicated Event Management position	Eco	GM	General Manager	Q1 Yr 1	Q1 Yr 1	●	100%
	3.3.3.1.2 Prepare and implement Events Strategy	Soc	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%
	3.3.3.1.3 Hold Spring into Jazz events	Soc	COS	Communications and Events	Q1 Yr 1 Q1 Yr 2 Q1 Yr 3 Q1 Yr 4	Q2 Yr 1 Q2 Yr 2 Q2 Yr 3 Q2 Yr 4	●	100%
3.3.3.1.4 Hold Twilight Food Fair		Soc	COS	Communications and Events	Q2 Yr 1	Q3 Yr 1	●	100%
					Q2 Yr 2	Q3 Yr 2		
					Q2 Yr 3	Q3 Yr 3		
					Q2 Yr 4	Q3 Yr 4		
3.3.3.1.5 Host Open Air Cinema at North Sydney Oval		Soc	OSE	North Sydney Oval and Function Centre	Q1 Yr 1	Q3 Yr 1	●	100%
					Q1 Yr 2	Q3 Yr 2		
					Q1 Yr 3	Q3 Yr 3		
					Q1 Yr 4	Q3 Yr 4		
3.3.3.1.6 Hold Art Along the Boardwalk		Soc	COS	Communications and Events	Q4 Yr 1	Q4 Yr 1	●	0% There was no activity this period.
					Q4 Yr 2	Q4 Yr 2		
					Q4 Yr 2	Q4 Yr 3		
					Q4 Yr 2	Q4 Yr 4		
3.3.3.1.7 Hold Sculptures at Sawmiller Reserve		Soc	COS	Communications and Events	Q2 Yr 1	Q3 Yr 1	●	100%
					Q2 Yr 3	Q3 Yr 3		

Strategy: 3.3.4 Identify opportunities for cultural, entertainment and public art activities in the commercial centres ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.3.4.1 Identify opportunities for cultural, entertainment and public art activities in the commercial centres	3.3.4.1.1 Host events in Brett Whiteley Place	Soc	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 3.3.5 Market North Sydney as a destination of choice to international and domestic visitors ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
3.3.5.1 Ensure planning for high profile tourism areas considers and protects the environment and residential amenity	3.3.5.1.1 Manage and promote open space and foreshore access	Soc	OSE	Communications and Events	Q1 Yr 1	Q4 Yr 4	● 100%	
3.3.5.2 Develop and implement Tourism Strategy	3.3.5.2.1 Work with Destination NSW to improve the availability of information about tourism within the LGA	Soc	GM	General Manager	Q4 Yr 1	Q4 Yr 4	● 100%	

Key Performance Indicator	Related Outcome	QBL Link	2015/16 Actual	Target or Desired Trend 2015/16	YTD Progress
52 Percentage of businesses that feel North Sydney is a good place to do business	3.1	Eco	na	Baseline	N/A 0%
53 Percentage of residents satisfied with the look and amenity of North Sydney	3.1	Soc	76%	Baseline	N/A 0%
54 Percentage of businesses satisfied with the look and amenity of North Sydney	3.1	Soc	81%	Baseline	N/A 0%
55 Number of outdoor dining permits issued	3.1	Soc	739 permits	Trend	N/A 0%
56 Percentage of outdoor dining areas inspected in accordance with schedule	3.1	Soc	100%	100%	● 100%
57 Number of events held at North Sydney Oval	3.3	Eco	180 events	100 events	● 100%
58 Number of attendees at events held at North Sydney Oval	3.3	Eco	62,275 attendees	130,000 attendees	● 48%

na=not available

N/A=not applicable

Trend=no specific target

Baseline=target to be determined following first information collection

# DIRECTION 4

# OUR SOCIAL VITALITY

Refer to pages 127-151 for full details of Council's performance under this Direction.

## Council Services

The following Council services contribute to this Direction:

- Aboriginal heritage
- Aged services
- Art gallery/exhibition space
- Arts and cultural development
- Children's services/child care
- Citizenship ceremonies
- Community centres and halls
- Community information
- Community grants
- Community housing
- Community safety
- Community transport
- Festivals and events
- Historical services
- Home and Community Care (HACC)
- Immunisation
- Inclusion (access and disability) services
- Local emergency management
- Museums
- North Sydney Heritage Centre
- North Sydney Olympic Pool
- North Sydney Oval
- Recreational planning
- Road safety
- Social/cultural development
- Skate Plaza
- Stanton Library
- Volunteering
- Youth Services

789

people who became Australian Citizens

1

library

51

groups assisted by annual Community Grants

12

community centres

87

youth attended youth centre (average per week)

1

art gallery

2

major sport complexes

14,000

community bus patrons

3,271

environmental health, building compliance and public safety inspections

516,478

visitors to Stanton Library

585,205

Stanton Library loans

30,000

Stanton Library members

25,106

attendees at Stanton Library events



## Our Achievements

### Community Events

Council produces a number of events designed to boost North Sydney's cultural and economic vitality. The annual program of events includes New Year's Eve, Spring into Jazz, Guringai Festival, Crows Nest Festival, Heritage Festival, Coal Loader Artisan Market, North Sydney Produce Market, Kirribilli Market and Twilight Food Fair. Council also supports Precinct Committees to hold street parties.

### Volunteers

Council is fortunate to have volunteers assisting in a number of areas supporting its capacity to deliver a range of services and programs. Some of the areas in which volunteers provided assistance include environmental management, community engagement through reference groups and Precinct Committees, aged care and delivered meals, community centres and environment related community events. Council funds community groups that are largely made up of volunteering organisations through its community grants program. Volunteers are recognised for their dedication through Council's annual volunteer recognition dinner. Council formally recognised volunteers at the civic dinner in December 2015.

### Multicultural Services and Programs

A role of Council is to promote services and access to services for people with diverse cultural and linguistic backgrounds.

During 2015/16 Council supported and organised a number of events for CALD groups within North Sydney. Key CALD events included Harmony Day celebrations, the Guringai Festival and NAIDOC Week.

In addition to these events, a number of CALD programs were also supported including the Crows Nest Centre's Migrant Settlement Service. Services range from case work support, information sessions, an enquiry service and English language classes. Council also hosted a cultural intelligence training day for community sector workers.

Council also partners with the Lower North Shore Multicultural Network to produce a Migrant Employment Guide to help migrants understand the job search process and the local services which are able to support them with their search. The guide is available in English and simplified Chinese. The popular Migrant Services Quick Reference Guide is available in five community languages - traditional Chinese, Japanese, Spanish, Korean and Farsi.

Council works with the Lower North Shore Inclusion support team to promote the inclusion in mainstream child care services of children from non English speaking backgrounds and children from Aboriginal and Torres Strait Islander, and South Sea Islander descent.

Council also provides affordable spaces for culturally diverse recreational pursuits such as the North Sydney Prayer Group and Chinese Frail Aged and Carers at the Kirribilli Neighbourhood Centre.

Stanton Library provides access to collections of materials in languages other than English including books, magazines and DVDs. Stanton Library also hosts monthly an ESL (English-as-a-second language) Book Club addressing issues of language proficiency and social isolation. Stanton Library also hosts talks and screens short films on multicultural issues.

Council also provides translation services and language assistance through the Translating and Interpreting Service (TIS). Council also provides the Waste Services Guide and immunisation brochure in community languages.

Council has developed Aboriginal and Torres Strait Islander Cultural Protocol Guidelines and trained staff in Aboriginal cultural appreciation.

Refer to Access and Equity Activities below for additional details of activities to develop and promote services and programs that provide for the needs of people with diverse cultural and linguistic backgrounds and Aboriginal and Torres Strait Islander People.

### Public Art Projects

Council continued work on a public art trail which will span 20 sites and incorporate art, architecture, gardens and views.

### Pop Up Shop Innovation

Council continued to roll out pop up shops throughout North Sydney commercial centres and villages. Pop up shops see retail businesses established for a short period of time at temporary venues to assist rejuvenate the retail sector. Pop ups provide an innovative approach to filling underused retail space in commercial centres and villages, while supporting new businesses to test their products and services.

### North Sydney's Heritage

Showcasing our heritage, the North Sydney Heritage Centre continued to provide access to information and cultural material about the people and places that make up North Sydney. In 2015/16 there were 305 visitors to Council operated museums.

Council continues to support the protection of non-Aboriginal heritage through land use planning and professional advice.

The Aboriginal Heritage Office is a joint initiative of Kuringai, Lane Cove, Manly, North Sydney, Pittwater, City of Ryde, Warringah and Willoughby Council and is supported by the NSW Office of Environment and Heritage and the Commonwealth Sustainability, Environment, Water, Population and Communities. The Aboriginal Heritage Office works to ensure the protection of Aboriginal sites and cultural heritage.

There are 81 Aboriginal sites in the local government area.

### North Sydney Local Studies Collection

The objective of the local studies collection is to ensure that information about the municipality is collected, preserved and organised for access and availability and to complement the information available in Council's archives.

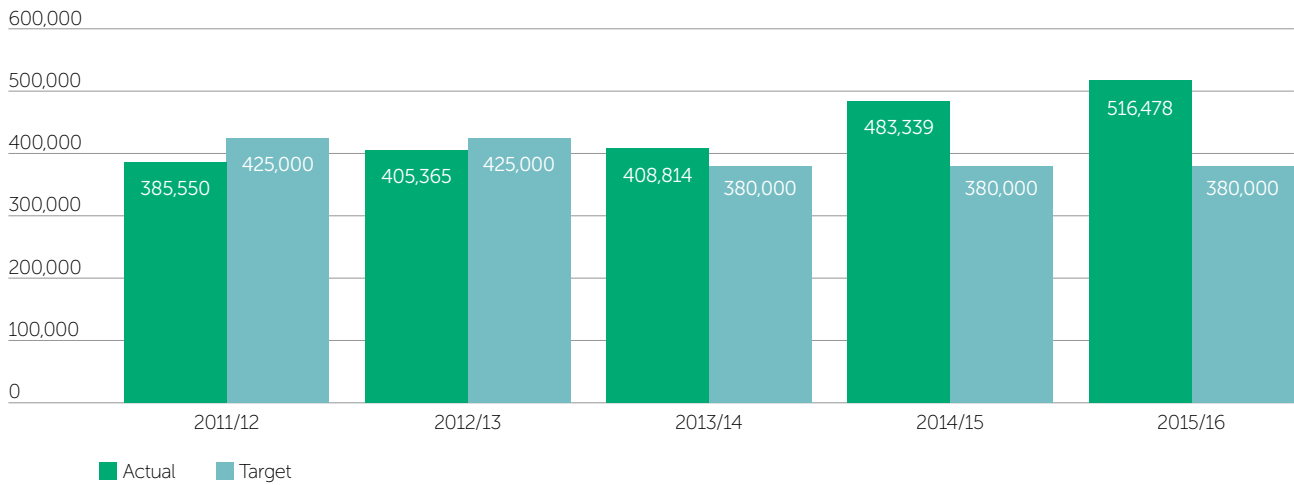
### Stanton Library

Stanton Library is not only a valued learning and resource centre - one of the top 15 most used libraries in the state - but contributes to quality of life, providing valuable social interaction for residents.

In addition to book loans Council's library service also offers free internet access and loan items such as CDs, DVDs, MP3s, newspapers, magazines and downloadable e-audio books.

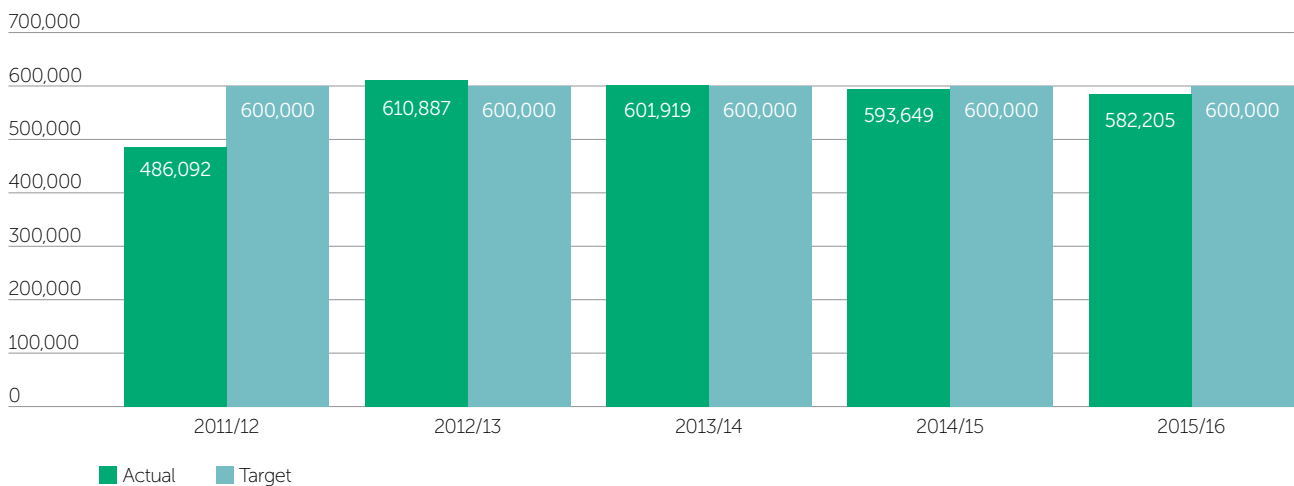
In 2014/15 Stanton Library welcomed 516,478 visitors and loaned 585,205 items. The number of people attending Stanton Library continues to exceed targets, indicating the important role Stanton Library plays as a community hub.

## Stanton Library Visitors



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Number of Stanton Library visitors	385,550	425,000	405,365	425,000	408,814	380,000	483,339	380,000	516,478	350,000

## Stanton Library Loans



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Number of Stanton Library loans	486,092	600,000	610,887	600,000	601,919	600,000	593,649	600,000	582,205	600,000

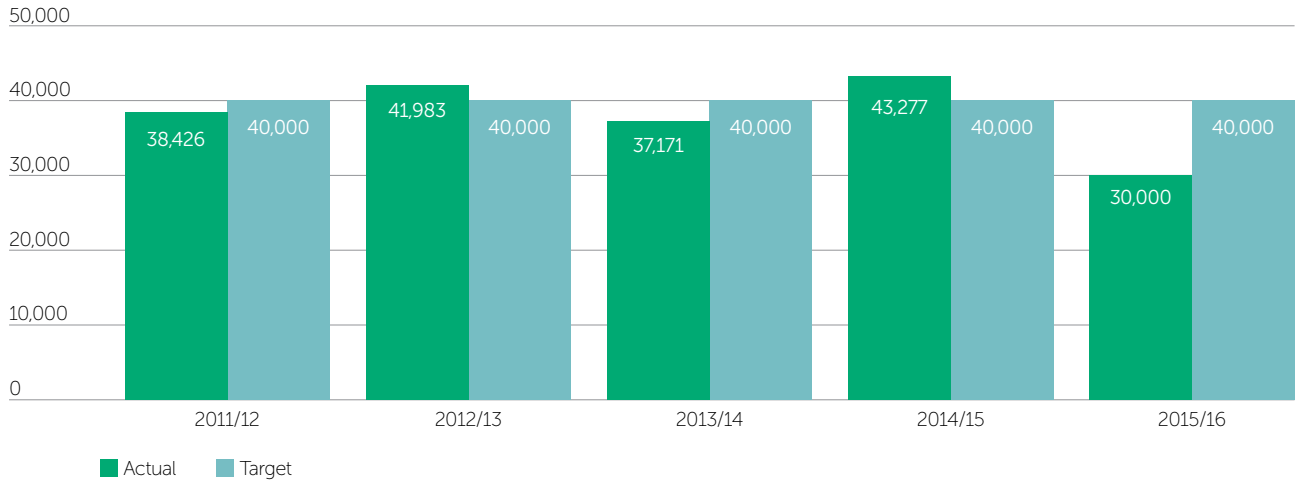
Stanton Library continues to be one of North Sydney's most popular community facilities with its membership at 30,000 for 2015/16. An estimated 31 per cent of residents in the municipality are members of Stanton Library.

Library web-hits continued to be high with library users taking the opportunity to research, renew and reserve items online.

Demand for library program sessions continued to increase - library program sessions attracted 25,106 participants. This included the Author Talk program which featured Ken Done, Tom Keneally, Stan Grant, Lindsay Tanner and Barry Jones.

More digital services were provided during the year with the implementation of e-magazines.

**Stanton Library Members**



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Number of Stanton Library members	38,426	40,000	41,983	40,000	37,171	40,000	43,277	40,000	30,000	40,000

**Lifelong Learning Program**

Stanton Library offers educational and social learning for all ages. Activities and events hosted at the library have an educational and social learning focus for all ages and include preschool storytime - a program for reading development for preschoolers which includes stories, music, songs and rhymes, holiday activities, Children’s Book Week, Nan Manefield Young Writers Award, Summer Reading Club and meet the author events. Stanton also holds a number of lifelong learning resources including a Plain English legal toolkit.

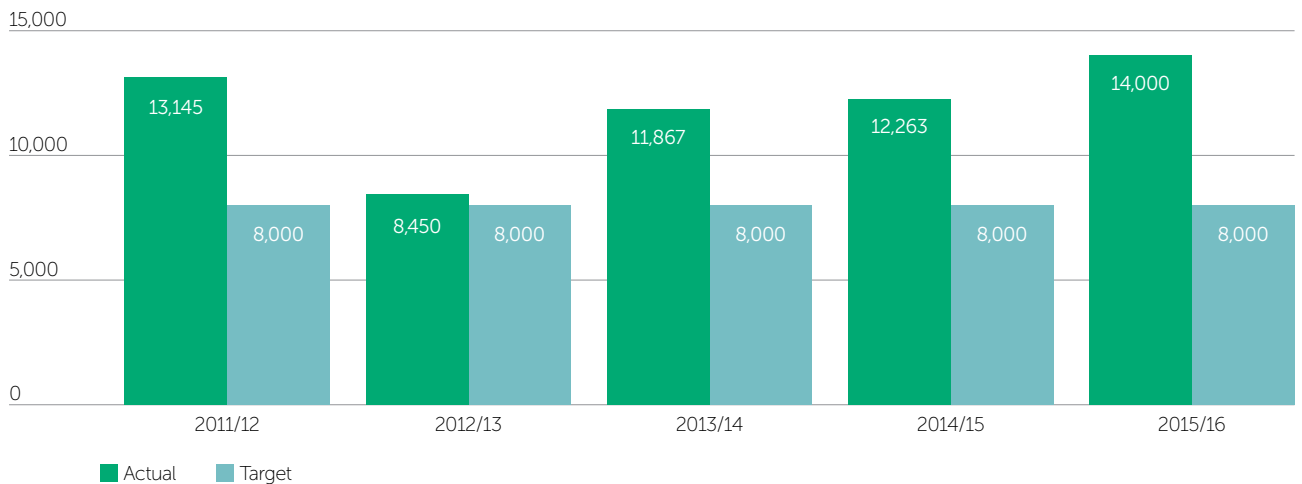
**Immunisation**

Throughout the year, Council provided free scheduled immunisation vaccinations for 368 children at its clinic located at the Council Chambers.

**Community Bus Service**

Council provides a community bus service to destinations within the local government area, for residents who have difficulty using normal transport services. The service is operated by Lower North Shore Community Transport. Patronage of community bus during the year was 14,000.

**Community Bus Patronage**



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Number of community bus patrons	13,145	8,450	11,867	8,000	12,263	8,000	14,000	8,000	30,000	40,000

### Children, Youth and Families

Council promotes and facilitates services and programs in partnership with family service providers to meet the needs of children, youth and families in North Sydney.

Council continued to provide support to children's services through sponsorship and management of North Sydney Family Day Care, Greenwood Long Day Care Centre, and the immunisation program.

Council's Children's Services Strategic Plan includes strategies to meet community child care needs.

Council has been active in highlighting to the Commonwealth government issues surrounding the affordability of care in the North Sydney area.

The development of all children's services are monitored and reviewed by Council through the Children's Services Strategic Plan to continually assess development trends and the capacity to meet community child care needs.

All of Council's childcare centres are accredited and qualified under the National Quality Frameworks.

Council held its North Sydney Children's Festival on 24 October 2015. The event featured free activities and entertainment for families.

Council continued to provide the Planet X Youth Centre as a place for young people aged 12 to 18 who are living, working or studying in the North Sydney area to socialise.

Council runs programs and activities for children and young people during school holidays.

Council also networks with other councils and community providers and disseminates information on available support services and programs within the community.

To celebrate National Youth Week, Council hosted its youth-focused day festival on 18 April 2016. The event featured live and local music and attracted 1,600 young people.

Council has also continued to advocate for affordable, accessible services for the entire community.

Refer to Access and Equity Activities below for additional details of activities to develop and promote services and programs that provide for the needs of children, families and youth.

For further information on the programs offered by Council or to find out what services are available within the community call Council's Customer Service Centre or visit Council's website.

### Seniors and Disability

Council supports older people, people with disability and carers living in the community. Council supports programs in the North Shore which support these groups, such as Seniors Week, and provides information and referral services.

Council has developed a seniors activities program offering a range of activities to the over 50s which support positive ageing and wellbeing.

Refer to Access and Equity Activities below for additional details of activities to develop and promote services and programs that provide for the needs of older people and people with a disability.

Council's Older Person's Plan includes strategies to assist and support older people to continue to live successful and active lives in their local community.

The community has 12 community centres that provide a range of programs for seniors.

As part of Council's Access and Inclusion Plan, significant changes have been achieved such as upgrades to parks and reserves, modifications to services, facilities and neighbourhoods for people with a disability and raising awareness among employees, and contractors and ensure they are responsive to the needs of people with a disability.

For further information on the programs offered by Council or to find out what services are available within the community call Council's Customer Service Centre or visit Council's website.

### Access and Equity Activities

Access and equity activities and strategies are those which benefit the broad community (eg designing and promoting safe public spaces, improving leisure opportunities and cultural development) and/or particular groups of people (eg expanding the number of playgroups). Council remains committed to social justice principles by ensuring all community members have equitable access to services and infrastructure regardless of ethnicity, culture, age, gender, sexual preference, disability or economic background.

The following outlines Council's activities in carrying out access and equity.

Activity	Status
<b>Aboriginal and Torres Strait Islander People</b>	
Protect and maintain sacred and Historic sites	Ongoing
Contribute to salary for subregional Aboriginal Heritage Officers	Ongoing
Make Available Aboriginal History of North Sydney	Ongoing
<b>Children and Families</b>	
Co-ordinate and support Family Day Care	Ongoing
Support Early Childhood initiatives	Ongoing
Support Playgroups & Occasional Care services	Ongoing
Operate and support affordable Long Day Care	Ongoing
Provide Free Immunisation Service	Ongoing

<b>Older People</b>	
Fund bus service for transport disadvantaged – scheduled runs	Ongoing
Fund individual transport needs through Flexi-cab Service	Ongoing
Support the North Sydney Men's Shed	Ongoing
Support Senior Citizens (Neutral Bay)	Ongoing
Support University of the Third Age (McMahons Point)	Ongoing
Support a range of services and activities for older people, particularly through the Crows Nest Centre, Kirribilli Neighbourhood Centre and Constant Companion	Ongoing
<b>People with Disabilities</b>	
Support Lower North Shore Parkinsons Support Group & the DARTs Bus	Ongoing
Auspiece Wellness Centre at Bradfield Park Community Centre	Ongoing
Commence Disability Inclusion Action Plan development	Ongoing
Implement Homelessness Strategy	Ongoing
Implement Severe Domestic Squalor protocol	Ongoing
Implement Universal Access Protocol within Council and promote to outside organisations	Ongoing
<b>Women</b>	
Celebrate International Women's Day	Ongoing
Celebrate Anti-Domestic Violence Love Bites program	Ongoing
Support Lower North Shore Domestic Violence Network	Ongoing
Support Relationships Australia service through accommodation	Ongoing
Support Adult Survivors of Child Abuse through accommodation	Ongoing
<b>Youth</b>	
Maintain North Sydney Skate Plaza	Ongoing
Provide a Youth Centre and associated services	Ongoing
Celebrate Youth Week through a major event	Ongoing
Support and work with local Youth Refuges and Support Services	Ongoing
Work with local schools to deliver anti domestic violence and drug and alcohol management programs	Ongoing
<b>People from Culturally and Linguistically Diverse Backgrounds</b>	
Ensure Council activities and services are accessible to the multicultural community	Ongoing
Provide a community language and English Development collection through the Stanton Library	Ongoing
Translate key council information	Ongoing
Celebrate Key CALD festivals or Special days	Ongoing
Incorporate CALD communities in Council's Arts and Cultural program	Ongoing
<b>All Population Groups</b>	
Retention and provision of affordable housing	Ongoing
Access to Council information	Ongoing
Plain language documents	Ongoing
Provide Accommodation for Adult Survivors of Child Abuse Call Centre	Ongoing
Customer driven service	Ongoing
Open government	Ongoing
Cultural development	Ongoing
Identify and conserve heritage and cultural resources	Ongoing
Support a network of community centres	Ongoing
Facilitate access to information	Ongoing
Outdoor recreation and leisure needs	Ongoing

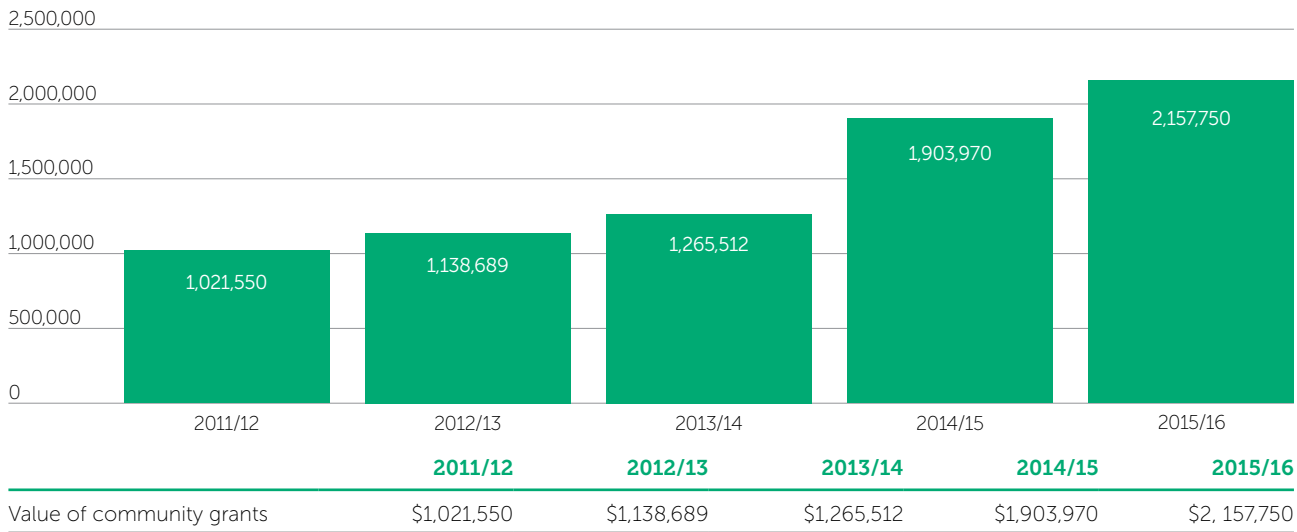
### Grants and Donations

Council offers a range of opportunities for groups and individuals who live in and service the municipality to apply for financial assistance.

Council's annual community grants program supports community groups and not-for-profit organisations to deliver services, programs, special events and other activities which meet identified community priorities that benefit the North Sydney community. During 2015/16 the program allocated \$2,157,750 to community organisations. The program seeks to align funding support with Council's strategic direction.

Council also provides support to community organisations which provide a wide range of services to residents and visitors, through donations and subsidies.

### Value of Community Grants





In 2015/16 the following was provided in grants, donations and subsidies:

<b>Beneficiary</b>	<b>Amount (\$)</b>
Aboriginal Project Worker	5,700
Bradfield Park Community Centre	60,400
Brother Junior Rugby League	1,000
Brothers Oztag	1,000
Cammeray Croquet Club	800
Cammeray Scout Group	1,000
Celtic Festival	2,700
Centre in the Park (Forsyth Park Scout Hall)	6,400
Community Groups Insurance (Live Poets, Prayer Group and Greenway, Neutral Bay Seniors)	3,200
Constant Companion	2,300
Crows Nest Centre	176,300
Crows Nest Centre - 4 event banners per year	800
Crows Nest Centre - daily trade waste	8,000
Crows Nest Centre - parking	49,200
Crows Nest Centre - programs	328,100
Crows Nest Centre - recognition of Early Childhood Centre lease	3,300
Crows Nest Centre - recognition of KidNest (Occasional Care lease)	6,000
Crows Nest Centre - recognition of LNS Community Transport Lease	21,400
Crows Nest Centre - room hire for parents classes run by Early Childhood Centre	16,800
Crows Nest Centre (Persian Morning Tea Group)	2,000
Crows Nest Fair - 50% contribution towards clean-up	2,500
DARTS Bus internal hire costs	10,368
Early Childhood Centres (Crows Nest and Cremorne) - parking subsidy	38,628
Early Ed Clinic - contribution from related parking in Ridge St Car Park	12,072
Ensemble Theatre - contribution to rates	3,500
Graffiti removal from private properties	30,800
Greenway Tenants Group	3,068
Guthrie Child Care	1,129
Kelly's Place Child Care Centre - parking subsidy	7,800
Kelly's Place Children's Centre	2,000
Kirribilli Neighbourhood Centre	39,000
Kirribilli Neighbourhood Centre	2,300
Kirribilli Neighbourhood Centre	2,000
Kirribilli Neighbourhood Centre - daily trade waste; 2 markets: 2 banners each month and 312 bins	18,424
Kirribilli Neighbourhood Centre - on street parking - volunteers (7)	5,000 (est.)
Kirribilli Neighbourhood Centre - programs	22,500
Kirribilli Neighbourhood Centre - Wellness Services	7,400
Lara Jean Association	2,000
LNS Domestic Violence Network	2,000
McMahons Point Community Preschool (in Community Centre)	1,700
McMahons Point U3A - annual Internet connection	866
Men's Shed	6,200
Men's Shed (Smoothey Park Scout Hall)	5,700
Miscellaneous	7,600
Montessori Preschool (Forsyth Park Community Centre)	1,650
Neutral Bay Seniors - annual Internet connection	866
North Shore Symphony Orchestra	4,300

North Sydney Community Centre	67,600
North Sydney Community Centre	1,500
North Sydney Community Centre - daily trade waste; 2 markets: 2 banners per month and 288 bins	19,616
North Sydney Community Centre - programs	73,500
North Sydney Community Centre (and additional cleaning after Council events)	4,400
North Sydney Community Centre/Tennis Courts - parking	34,800
North Sydney Indoor Sports Centre	200,100
North Sydney Indoor Sports Centre - parking	22,620
North Sydney Olympic Pool - crèche subsidy	20,539
North Sydney Olympic Pool - Park'n'Swim	405,000
North Sydney Olympic Pool - pensioner, seniors and benefit card discount	93,358
North Sydney Youth Symphony	2,100
Nutcote - programs	19,800
Nutcote Museum	2,500
Nutcote Museum - insurance premiums	8,400
Nutcote Museum - rates and maintenance	25,000
Occasional Care - Crows Nest	3,200
Occasional Care - McMahons Point	8,800
Occasional Care - McMahons Point Car Space subsidy	3,000
Parkinsons NSW LNS Support	700
Pensioner Christmas dinners	3,200
Pensioner Christmas Relief	8,500
Pensioner rate rebate	131,580
Phoenix House Youth Services	11,500
Primrose Park Art and Craft Centre - annual Internet connection	866
Primrose Park Arts and Craft Complex	13,500
Royal Art Society - contribution to rates	5,200
St Vincent De Paul Society	2,000
Story to Screen	16,800
Sydney Flying Squadron	2,500
Taldumande Youth Refuge	3,600
The Wollstonecraft Club	5,000
Waverton Hub	2,200
Zonta Club	2,000
<b>Total</b>	<b>2,157,750</b>

### **Community Information Services**

Council's waste management brochure was translated into Chinese and Japanese. The Children's Services Guide and community centres, What On and immunisation brochures are available in Chinese, Japanese and Korean.

### **Community Safety**

Council continued to implement our Community Safety Action Plan. The Plan identifies the programs and strategies to promote safety for the community by working in partnership with law enforcement agencies and community organisations. Programs included crime prevention measures such as improved lighting and visibility in provision of local facilities.

### **Road Safety**

In 2015/16 Council undertook road safety campaigns targeting pedestrians and learner and elderly drivers.

### **Affordable Housing**

Council adopted its Affordable Housing Strategy in 2015/16. The aim of the strategy is to maintain and increase the amount of affordable rental stock in North Sydney LGA and ensure the long term sustainability of Council's involvement in affordable housing.

### **Use of Facilities**

Ongoing management and focused marketing of North Sydney Olympic Pool will continue to encourage public use of the facilities and meet performance targets for attendance and revenue.

### **Our Challenges**

- An increase in the demand for Council services due to the shift in demographics; particularly the ageing population
- Increasing risk of social isolation as social bonds are weakened and people become more disconnected from others
- The declining affordability of local housing
- Children's services development and usage continues to be affected by increased demand that could not be met within available resources, government freeze on the funding of

additional services, and policy changes, particularly a move toward accreditation and increasing regulation. Within this climate, North Sydney Council has continued to advocate for affordable, accessible services for the entire community

- Managing increased challenges faced by young people with mental health issues

### **Disappointments**

- 'Neighbour Day' celebration not held in 2015/16 due to lack of staff and resources. Event to be held in 2016/17
- Attendance at Nutcote did not meet target as museum was closed to the public since March for essential maintenance work
- Stanton Library membership did not meet target. Results reflect change in measurement from regular to heavy users of the Library as defined by the State Library
- Library stock circulation did not meet target. While the results falls short of target, the target was set prior to the opening of large central libraries at Lane Cove and Willoughby. The target has been adjusted for 2016/17
- The number of participants in Author Talk events did not meet target due factors including Sydney Writers Festival authors signing exclusivity contracts
- Residents serviced by Home Library Service did not meet target. Results reflect change in measurement to not include lapsed memberships
- Community facilities bookings did not meet target. This is a one-off occurrence. Situation to be monitored
- Community facilities utilisation did not meet target. Reasons to be identified

### **Our Plans for the Year Ahead**

- Creation of a public art trail
- Preparation of Masterplan for Stanton Library
- Upgrade McMahons Point Child Care Centre playground
- Transform former North Sydney police station into youth hub
- Refurbish Crows Nest Community Centre
- Council will continue to work on its various community programs including immunisation, vacation care, Planet X Youth Centre, Creating Wellbeing, Men's Shed and community safety
- Continue to ensure local communities are connected through knowledge and information

## Direction 4 Our Social Vitality

● 99%

Outcome: 4.1 North Sydney community is connected

● 96%

Strategy: 4.1.1 Engage and connect communities through placemaking

● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.1.1.1 Develop and implement placemaking projects	4.1.1.1.1 Establish a placemaking framework	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 1	●	100%
	4.1.1.1.2 Consult and measure level of community connectedness	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 1	●	100%
	4.1.1.1.3 Prepare community guide to placemaking	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 2	●	100%
	4.1.1.1.4 Develop Welcome Kit for new residents	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 2	●	100%
	4.1.1.1.5 Develop a placemaking policy	Soc	CIS	Integrated Planning and Special Projects	Q1 Yr 3	Q4 Yr 3	●	0% There was no activity this period.
	4.1.1.1.6 Review placemaking Framework	Soc	CLS	Community Development	Q1 Yr 4	Q4 Yr 4	●	100%
	4.1.1.1.7 Measure level of community connectedness	Soc	CLS	Community Development	Q1 Yr 4	Q4 Yr 4	●	100%

Strategy: 4.1.2 Promote active and diverse street life, including markets, street parties and fairs using streets, laneways and public spaces

● 88%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.1.2.1 Hold community events	4.1.2.1.1 Prepare and distribute Arts and Culture in North Sydney brochure	Soc	CLS	Community Development	Q2 Yr 1	Q3 Yr 1	●	100%
					Q2 Yr 2	Q3 Yr 2		
					Q2 Yr 3	Q3 Yr 3		
					Q2 Yr 4	Q3 Yr 4		
4.1.2.1.2 Support and promote local markets	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	
4.1.2.1.3 Hold Guringai Festival	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	●	100%	
				Q1 Yr 2	Q1 Yr 2			
				Q1 Yr 3	Q1 Yr 3			
				Q1 Yr 4	Q1 Yr 4			
4.1.2.1.4 Hold Children's Festival	Soc	CLS	Community Development	Q2 Yr 1	Q2 Yr 1	●	100%	
				Q2 Yr 2	Q2 Yr 2			
				Q2 Yr 3	Q2 Yr 3			
				Q2 Yr 4	Q2 Yr 4			

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.1.2.1 Hold community events	4.1.2.1.5 Hold Christmas community art project	Soc	CLS	Community Development	Q2 Yr 1	Q2 Yr 1		100%
					Q2 Yr 2	Q2 Yr 2		
					Q2 Yr 3	Q2 Yr 3		
					Q2 Yr 4	Q2 Yr 4		
4.1.2.1.6 Hold Australia Day Community Awards	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1		100%	
				Q3 Yr 2	Q3 Yr 2			
				Q3 Yr 3	Q3 Yr 3			
				Q3 Yr 4	Q3 Yr 4			
4.1.2.1.7 Celebrate 'Neighbour Day' through the Community Precinct System	Soc	CLS	Integrated Planning and Special Projects	Q3 Yr 1	Q3 Yr 1		0% Lack of staff and resources to complete action. Community engagement position has been filled and resources available to hold event 2016/17.	
				Q3 Yr 2	Q3 Yr 2			
				Q3 Yr 3	Q3 Yr 3			
				Q3 Yr 4	Q3 Yr 4			
4.1.2.1.8 Participate in Vivid Sydney	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 1		100%	
				Q4 Yr 2	Q4 Yr 2			
4.1.2.1.9 Hold Christmas Decoration Competition	Soc	COS	Communications and Events	Q2 Yr 2	Q2 Yr 2		0% There was no activity this period.	
				Q2 Yr 3	Q2 Yr 3			
				Q2 Yr 4	Q2 Yr 4			

Strategy: 4.1.3 Improve social inclusion 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.1.3.1 Work with local service providers to identify the causes of social isolation and lessen its affects	4.1.3.1.1 Deliver, support and promote activities which encourage social inclusion	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%

Outcome: 4.2 North Sydney community is diverse 100%

Strategy: 4.2.1 Facilitate and support local cultural groups and community organisations 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.2.1.1 Facilitate and support local cultural groups and community organisations	4.2.1.1.1 Partner with Lower North Shore Multicultural Network on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%
	4.2.1.1.2 Work in partnership with local schools to deliver community projects and cultural activities	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4		100%

## Our Performance

Strategy: 4.2.2 Celebrate diversity within the community ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.2.2.1 Celebrate diversity through community events	4.2.2.1.1 Celebrate and promote Harmony Day	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1	●	100%
					Q3 Yr 4	Q3 Yr 4		
	4.2.2.1.2 Explore feasibility of local celebrations for Chinese New Year and Lunar New Year	Soc	COS	Communications and Events	Q1 Yr 1	Q1 Yr 2	●	100%
4.2.2.2 Hold citizenship ceremonies	4.2.2.2.1 Hold citizenship ceremonies	Soc	GMO	Executive Services	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 4.2.3 Provide translated community information ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.2.3.1 Provide translated community information	4.2.3.1.1 Update and promote translated community information	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%

Outcome: 4.3 Enhanced arts and cultural programs and facilities ● 100%

Strategy: 4.3.1 Implement and promote a diverse range of arts and cultural programs and facilities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.3.1.1 Implement Arts and Cultural Strategic Plan	4.3.1.1.1 Review and implement Arts and Cultural Strategic Plan	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
					Q2 Yr 2	Q3 Yr 2	●	100%
	4.3.1.1.2 Conduct North Sydney Art Prize	Soc	CLS	Community Development	Q2 Yr 4	Q3 Yr 4		
					Q2 Yr 1	Q2 Yr 1	●	100%
					Q2 Yr 2	Q2 Yr 2		
4.3.1.1.3 Conduct Story to Screen Program	Soc	CLS	Community Development	Q2 Yr 3	Q2 Yr 3			
				Q2 Yr 4	Q2 Yr 4			
				Q1 Yr 1	Q4 Yr 4	●	100%	
				Q3 Yr 2	Q4 Yr 2	●	100%	
4.3.1.2 Promote local arts facilities and programs	4.3.1.2.1 Support and promote local arts groups/ organisations and activities	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
					4.3.1.2.2 Host Coal Loader Artisan Markets	Soc	OSE	Environmental Services



Strategy: 4.3.2 Provide access to visual arts studio and exhibition spaces ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.3.2.1 Coordinate artists/writers studio and residency programs	4.3.2.1.1 Implement Primrose Park Arts and Craft Centre program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.3.2.1.2 Implement Don Bank Writers Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.3.2.1.3 Implement Coal Loader Artists Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.3.2.1.4 Refurbish Primrose Park Arts and Craft Centre	Soc	CLS	Community Development	Q3 Yr 1	Q4 Yr 4	● 100%	
	4.3.2.1.5 Refurbish Don Bank Heritage Centre	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4	● 100%	

Strategy: 4.3.3 Explore temporary use of unused commercial spaces as affordable exhibition spaces for artists and cultural groups ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.3.3.1 Investigate opportunities for use of unused commercial spaces as affordable/ temporary exhibition spaces	4.3.3.1.1 Implement pop up exhibition spaces program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.3.4 Implement public art initiatives ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.3.4.1 Implement Public Art Program	4.3.4.1.1 Implement public art on utility boxes project	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 1	● 100%	
	4.3.4.1.2 Investigate and implement options for 'Inside Out Cubes' project	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.3.4.1.3 Investigate options for additional public/ community art project	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 4	● 100%	
	4.3.4.1.4 Implement public art trail	Soc	CLS	Community Development	Q1 Yr 3	Q4 Yr 4	● 100%	

Strategy: 4.3.5 Identify opportunities for delivery of cultural programs through community centres ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.3.5.1 Establish partnerships to coordinate and support cultural development	4.3.5.1.1 Participate in professional/ regional programs and networks	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

## Our Performance

Outcome: 4.4 North Sydney's history is preserved and recognised ● 99%

Strategy: 4.4.1 Protect and maintain sacred and historic sites ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.4.1.1 Promote access to local history through North Sydney Heritage Centre, local museums and signage	4.4.1.1.1 Prepare St Thomas Rest Park and Sextons Cottage Conservation Plan	Soc	CLS	Library Services	Q1 Yr 1	Q2 Yr 1	●	100%
	4.4.1.1.2 Implement exhibition program	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
	4.4.1.1.3 Add items to local studies collection	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
	4.4.1.1.4 Facilitate re-establishment of RSL and memorabilia	Soc	CLS	Library Services	Q2 Yr 1	Q2 Yr 1	●	100%
	4.4.1.1.5 Refurbish Nutcote Museum	Soc	CLS	Library Services	Q4 Yr 3	Q4 Yr 4	●	100%
4.4.1.2 Maintain heritage monuments owned and managed by Council	4.4.1.2.1 Maintain heritage monuments owned and managed by Council	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
	4.4.1.2.2 Implement Conservation Plan of Management	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 2	●	100%
4.4.1.3 Preserve local sites of Aboriginal significance	4.4.1.3.1 Implement Aboriginal heritage school and community education projects	Soc	OSE	Aboriginal Heritage Office	Q1 Yr 1	Q4 Yr 4	●	100%
	4.4.1.3.2 Implement Aboriginal heritage protection and preservation projects	Soc	OSE	Aboriginal Heritage Office	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 4.4.2 Celebrate local history and heritage ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.4.2.1 Celebrate local history and heritage through services and events	4.4.2.1.1 Implement public programs	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
	4.4.2.1.2 Celebrate History Week	Q1 Yr 1	Q1 Yr 1	●	100%			
		Q1 Yr 2	Q1 Yr 2					
		Q1 Yr 3	Q1 Yr 3					
		Q1 Yr 4	Q1 Yr 4					
4.4.2.1.3 Represent Council on Centenary Anzac Committee	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 2	●	100%	
4.4.2.1.4 Prepare and implement World War I Centenary program of events	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4	●	100%	
4.4.2.2 Make accessible heritage documents and resources through ongoing acquisition and adoption of relevant technologies	4.4.2.2.1 Implement digitising of collection	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 4.4.3 Promote historical and cultural icons to locals and domestic and international tourists ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.4.3.1 Promote historical and cultural icons through services and events	4.4.3.1.1 Maintain online heritage factsheets	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.4.3.1.2 Prepare online architectural database	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 4.5 Lifelong learning and volunteering is encouraged ● 100%

Strategy: 4.5.1 Promote diversity of education choices available in North Sydney ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.5.1.1 Promote local primary secondary and tertiary educational institutions	4.5.1.1.1 Prepare and distribute local educational institutions directory	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	● 100%	
					Q1 Yr 2	Q1 Yr 2		
					Q1 Yr 3	Q1 Yr 3		
					Q1 Yr 4	Q1 Yr 4		
4.5.1.2 Work with the State Government to improve access to local primary and high schools	4.5.1.2.1 Work with the State Government to improve accessibility to secondary public school choices for local residents	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.5.1.2.2 Work with the State Government to address overcrowding in public primary schools	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.5.2 Provide networking opportunities and links between the education sector and community services ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.5.2.1 Provide networking opportunities and links between the education sector and community services	4.5.2.1.1 Lead and coordinate Community Services Reference Group	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.5.2.1.2 Lead and coordinate Educational Institutions Working Group	Soc	CLS	Director Community and Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.5.3 Address the educational needs of the community through activities and programs i.e. lifelong learning ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.5.3.1 Review collection management guidelines	4.5.3.1.1 Deliver course materials and programs through Stanton Library	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.5.4 Provide courses and activities through community centres and other educational institutions ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.5.4.1 Support and promote adult education programs delivered through community centres and educational institutions	4.5.4.1.1 Support and promote adult education programs delivered through community centres and educational institutions	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.5.5 Promote volunteering and community involvement that draw on community skills and expertise ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.5.5.1 Promote volunteer opportunities at Council	4.5.5.1.1 Prepare and distribute community participation brochure	Soc	CLS	Community Development	Q2 Yr 1	Q4 Yr 1	●	100%
	4.5.5.1.2 Support employment and volunteering opportunities for older people	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.5.5.1.3 Prepare volunteer position description and induction package	Soc	GMO	Risk Management	Q3 Yr 1	Q3 Yr 1	●	100%
4.5.5.2 Recognise the value of volunteer contributions	4.5.5.2.1 Host recognition awards in conjunction with International Volunteers Day	Soc	CLS	Library Services	Q3 Yr 1	Q3 Yr 1	●	100%
					Q3 Yr 2	Q3 Yr 2		
					Q3 Yr 3	Q3 Yr 3		
					Q3 Yr 4	Q3 Yr 4		

Outcome: 4.6 Library services meet information, learning and leisure needs ● 97%

Strategy: 4.6.1 Promote Stanton Library as a centre of excellence ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.6.1.1 Promote Stanton Library as a centre for information and learning excellence	4.6.1.1.1 Review and implement Library and Historical Services Strategic Plan	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
	4.6.1.1.2 Promote outreach library services and e-resources	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
	4.6.1.1.3 Investigate integration of databases and library catalogue	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 1	●	100%
	4.6.1.1.4 Develop and promote databases and library catalogue	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4	●	100%
	4.6.1.1.5 Upgrade Stanton Library furniture and fittings	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4	●	100%
4.6.1.2 Implement Shorelink Technology Plan	4.6.1.2.1 Update Shorelink Library Network	Soc	CLS	Library Services	Q1 Yr 1	Q2 Yr 1	●	100%
	4.6.1.2.2 Prepare Shorelink Business Continuity Plan	Soc	CLS	Library Services	Q2 Yr 2	Q2 Yr 2	●	100%

Strategy: 4.6.2 Enhance library services and events ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.6.2.1 Review library services and resources to reflect community trends and meet user expectations	4.6.2.1.1 Expand e-books collection	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
	4.6.2.1.2 Obtain community input for stock selection from seniors and young people	Soc	CLS	Library Services	Q2 Yr 1	Q4 Yr 4	●	100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment	
4.6.2.1 Review library services and resources to reflect community trends and meet user expectations	4.6.2.1.3 Install radio frequency identification (RFID) barcodes	Soc	CLS	Library Services	Q3 Yr 1	Q3 Yr 1	●	100%	
	4.6.2.1.4 Replace library security gates	Soc	CLS	Library Services	Q4 Yr 1	Q4 Yr 1	●	100%	
	4.6.2.1.5 Install climate control for public areas	Soc	CLS	Library Services	Q4 Yr 1	Q4 Yr 1	●	100%	
	4.6.2.1.6 Review library security measures	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 2	●	100%	
	4.6.2.1.7 Reconfigure library public areas	Soc	CLS	Library Services	Q1 Yr 2	Q4 Yr 4	●	100%	
	4.6.2.2 Conduct library programs and events	4.6.2.2.1 Conduct Author Talks Program	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
		4.6.2.2.2 Conduct children's and young people program	Soc	CLS	Library Services	Q1 Yr 1	Q4 Yr 4	●	100%
4.6.2.2.3 Conduct Nan Manefield Young Writers Awards		Q4 Yr 1	Q4 Yr 1	●	100%				
		Q4 Yr 2	Q4 Yr 2	●	100%				
	Q4 Yr 3	Q4 Yr 3	●	100%					
	Q4 Yr 4	Q4 Yr 4	●	100%					

Outcome: 4.7 North Sydney community is active and healthy ● 100%

Strategy: 4.7.1 Provide a range of recreation and leisure activities for people of all ages and abilities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.7.1.1 Improve recreation planning	4.7.1.1.1 Lead and coordinate Sport and Recreation Reference Group	Soc	OSE	Parks and Reserves	Q1 Yr 1	Q4 Yr 4	●	100%
	4.7.1.1.2 Prepare Recreational Needs Study	Soc	OSE	Landscape Planning and Design	Q4 Yr 1	Q4 Yr 2	●	100%
	4.7.1.1.3 Review and implement North Sydney Olympic Pool Marketing Plan	Soc	OSE	North Sydney Olympic Pool	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 4.7.2 Prepare strategies to ensure services meet local community needs for all stages of the life cycle ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.7.2.1 Conduct target group specific consultation as part of preparation of target group specific strategies	4.7.2.1.1 Implement Ageing (Older Person's) Strategy	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.7.2.1.2 Prepare and implement Youth Services (Young People's) Strategy	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 4.7.3 Improve access to health and wellbeing services, including increased services for older people and people with a disability ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.7.3.1 Encourage independent living for older people and people with special needs	4.7.3.1.1 Develop and implement programs promoting healthy lifestyles for older people	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.7.3.1.2 Support Home and Community Care (HACC)	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%

## Our Performance

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.7.3.2 Develop programs to promote a healthy lifestyle	4.7.3.2.1 Provide accommodation for Wellbeing Centre at Bradfield Park	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
4.7.3.3 Improve access to health and wellbeing services	4.7.3.3.1 Establish medical sharps container collection point system	Soc	OSE	Environmental Services	Q1 Yr 1	Q1 Yr 1	● 100%	

Strategy: 4.74 Establish partnerships and programs to improve social conditions and outcomes amongst particular communities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.7.4.1 Participate in regional Aboriginal cultural and community development projects	4.7.4.1.1 Partner with Northern Sydney Local Government Aboriginal Network on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.75 Support early childhood health ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.7.5.1 Support early childhood health	4.7.5.1.1 Hold immunisation clinics	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.76 Provide community transport enabling older people and people with disabilities to access services and leisure activities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.7.6.1 Provide community transport enabling older people and people with disabilities to access services and leisure activities	4.7.6.1.1 Support and promote Lower North Shore Community Transport	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.77 Investigate community bus system to service villages ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.7.7.1 Investigate feasibility of community bus system to service villages	4.7.7.1.1 Provide 'door to destination' flexible taxi service	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.7.7.1.2 Investigate feasibility of alternate community transport services to service villages	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 4	● 100%	
	4.7.7.1.3 Participate in the NSROC Age Friendly Integrated Transport and Mobility Plan	Soc	CLS	Community Development	Q4 Yr 2	Q4 Yr 4	● 100%	



Outcome: 4.8 Enhanced community facilities, information and services ● 98%

Strategy: 4.8.1 Provide and promote widely accessible information on support services, both face to face and online ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.8.1.1 Provide and promote widely accessible information on support services	4.8.1.1.1 Update and distribute printed community information directories	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	● 100%	
					Q1 Yr 2	Q1 Yr 2		
					Q1 Yr 3	Q1 Yr 3		
					Q1 Yr 4	Q1 Yr 4		
4.8.1.1.2 Provide directory through Online Local Information Network for Community Services (LINCS)	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%		
4.8.1.1.3 Conduct noticeboards program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%		

Strategy: 4.8.2 Provide childcare services including family day care and vacation care ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.8.2.1 Provide childcare services in accordance with national guidelines	4.8.2.1.1 Review physical needs of Council's childcare centres and develop and implement improvement plan	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
					Q1 Yr 2	Q4 Yr 4		
					Q1 Yr 3	Q4 Yr 4		
					Q1 Yr 4	Q4 Yr 4		
					Q1 Yr 1	Q4 Yr 4		
					Q1 Yr 2	Q4 Yr 2		
4.8.2.2 Replace children's playground equipment at Council owned facilities	4.8.2.2.1 Extend playground within Cammeray Childcare Centre	Soc	CLS	Community Development	Q1 Yr 1	Q3 Yr 1	● 100%	
					Q4 Yr 1	Q4 Yr 1		
4.8.2.1.2 Operate family day care	4.8.2.1.2 Operate family day care	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
					Q1 Yr 2	Q4 Yr 4		
					Q1 Yr 3	Q4 Yr 4		
					Q1 Yr 4	Q4 Yr 4		
					Q1 Yr 1	Q4 Yr 4		
					Q1 Yr 2	Q4 Yr 2		
4.8.2.1.3 Operate vacation care	4.8.2.1.3 Operate vacation care	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
					Q1 Yr 2	Q4 Yr 4		
					Q1 Yr 3	Q4 Yr 4		
					Q1 Yr 4	Q4 Yr 4		
					Q1 Yr 1	Q4 Yr 4		
					Q1 Yr 2	Q4 Yr 2		
4.8.2.1.4 Provide accommodation for outside school hours (OOSH) care	4.8.2.1.4 Provide accommodation for outside school hours (OOSH) care	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
					Q1 Yr 2	Q4 Yr 4		
					Q1 Yr 3	Q4 Yr 4		
					Q1 Yr 4	Q4 Yr 4		
					Q1 Yr 1	Q4 Yr 4		
					Q1 Yr 2	Q4 Yr 2		
4.8.2.1.5 Provide accommodation for preschools	4.8.2.1.5 Provide accommodation for preschools	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
					Q1 Yr 2	Q4 Yr 4		
					Q1 Yr 3	Q4 Yr 4		
					Q1 Yr 4	Q4 Yr 4		
					Q1 Yr 1	Q4 Yr 4		
					Q1 Yr 2	Q4 Yr 2		
4.8.2.1.6 Review financial sustainability of Council's childcare services	4.8.2.1.6 Review financial sustainability of Council's childcare services	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
					Q1 Yr 2	Q4 Yr 2		
					Q1 Yr 3	Q4 Yr 4		
					Q1 Yr 4	Q4 Yr 4		
					Q1 Yr 1	Q4 Yr 4		
					Q1 Yr 2	Q4 Yr 2		

Strategy: 4.8.3 Facilitate equal access to community services and facilities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.8.3.1 Support and resource local Community Centres	4.8.3.1.1 Review Community Centre Plans of Management	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1	● 100%	
					Q3 Yr 2	Q3 Yr 2		
					Q3 Yr 3	Q3 Yr 3		
					Q3 Yr 4	Q3 Yr 4		
4.8.3.1.2 Support Community Centre boards of management	Soc	CLS	Community Development	Q3 Yr 1	Q4 Yr 4	● 100%		

## Our Performance

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.8.3.2 Refurbish community centres and conduct minor reactive maintenance	4.8.3.2.1 Refurbish Crows Nest Centre foyer	Soc	CLS	Community Development	Q1 Yr 1	Q2 Yr 1	● 100%	

Strategy: 4.8.4 Increase access to services and information support for families, young people and older people ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment	
4.8.4.1 Lead or participate in interagency meetings (to identify emerging social issues/trends)	4.8.4.1.1 Partner with Local North Shore Families Network on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%		
	4.8.4.1.2 Engage families to identify and address social issues	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%		
4.8.4.2 Deliver structured youth services and programs afterhours, during holidays and Youth Week	4.8.4.2.1 Operate Planet X Youth Centre	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%		
	4.8.4.2.2 Operate youth outreach activities	4.8.4.2.3 Celebrate and promote Youth Week	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
						Q4 Yr 1	Q4 Yr 1	● 100%	
						Q4 Yr 2	Q4 Yr 2		
						Q4 Yr 3	Q4 Yr 3		
	Q4 Yr 4	Q4 Yr 4							
4.8.4.2.4 Partner with Local North Shore Youth Interagency on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%			
4.8.4.2.5 Deliver parents forums/ workshops addressing child development issues	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 1	● 100%			
4.8.4.3 Conduct active ageing activities program for seniors	4.8.4.3.1 Conduct Neutral Bay Seniors Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%		
	4.8.4.3.2 Conduct Men's Shed Program	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%		
	4.8.4.3.3 Celebrate and promote Seniors Week	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1	● 100%		
Q3 Yr 2					Q3 Yr 2				
Q3 Yr 3					Q3 Yr 3				
Q3 Yr 4					Q3 Yr 4				

Strategy: 4.8.5 Support and fund not-for-profit community groups/charities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.8.5.1 Support and fund not-for-profit community groups/charities	4.8.5.1.1 Administer Council's Community Grants and Subsidies Program	Soc	CLS	Community Development	Q3 Yr 1	Q3 Yr 1	● 100%	
					Q3 Yr 2	Q3 Yr 2		
					Q3 Yr 3	Q3 Yr 3		
					Q3 Yr 4	Q3 Yr 4		

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.8.5.1 Support and fund not-for-profit community groups/charities	4.8.5.1.2 Administer Clubs Grants scheme on behalf of participating clubs	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	●	100%
					Q1 Yr 2	Q1 Yr 2		
					Q1 Yr 3	Q1 Yr 3		
					Q1 Yr 4	Q1 Yr 4		
	4.8.5.1.3 Hold skills development workshops for community groups	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
4.8.5.1.4 Incorporate social benefit into Council's procurement framework	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 1	●	100%	
4.8.5.1.5 Support local charities and service organisations	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 4.8.6 Support and encourage philanthropy ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.8.6.1 Investigate establishment of a bequest program to encourage the donation of land, buildings and resources for community use	4.8.6.1.1 Research options for encouraging the donation of land, buildings and resources for community use	Soc	CLS	Integrated Planning and Special Projects	Q4 Yr 1	Q4 Yr 4	●	100%

Outcome: 4.9 Enhanced community safety and accessibility ● 100%

Strategy: 4.9.1 Promote and implement Council's Universal Charter for Access ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.9.1.1 Promote universal access principles	4.9.1.1.1 Promote and implement Council's Universal Charter for Access	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.9.1.1.2 Conduct audits to establish accessible and safe pathways between major facilities and venues	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.9.1.1.3 Provide staff training regarding hosting of accessible events	Soc	CLS	Community Development	Q4 Yr 1	Q4 Yr 2	●	100%
	4.9.1.1.4 Lead and coordinate Access and Community Safety Reference Group	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.9.1.1.5 Implement North Sydney Plan for Access and Inclusion	Soc	CLS	Community Development	Q1 Yr 2	Q4 Yr 4	●	100%
4.9.1.2 Provide programs and information to decrease drug and alcohol abuse, domestic violence and safety at home	4.9.1.2.1 Apply for funding to address priority issues in Community Safety Action Plan	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.9.1.2.2 Implement Community Safety Action Plan	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.9.1.2.3 Participate in local Liquor Accord	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	●	100%
	4.9.1.2.4 Review CCTV monitoring systems	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 1	●	100%

## Our Performance

Strategy: 4.9.2 Provide programs and information to decrease drug and alcohol abuse, domestic violence and safety at home ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.9.2.1 Provide information and referral to drug and alcohol support service providers	4.9.2.1.1 Provide information and referrals to drug and alcohol support service providers	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
4.9.2.2 Partner with community stakeholders on joint projects to decrease domestic violence/sexual assault	4.9.2.2.1 Partner with Lower North Shore Domestic Violence Network on joint projects	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.9.2.2.2 Promote healthy relationship programs	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
4.9.2.3 Partner with community stakeholders on joint projects to increase falls prevention	4.9.2.3.1 Promote falls prevention resources	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.9.3 Promote anti-discrimination and provide 'safe spaces' and inclusive programs for people of diverse genders, sexes and sexualities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.9.3.1 Promote anti-discrimination and provide 'safe spaces' and inclusive programs for people of diverse genders, sexes and sexualities	4.9.3.1.1 Provide information and referrals to GLBTI service providers	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.9.3.1.2 Review Safe Spaces Program	Soc	CLS	Community Development	Q4 Yr 1	Q2 Yr 1	● 100%	

Strategy: 4.9.4 Plan for large scale emergencies ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.9.4.1 Appropriately plan for large scale emergencies	4.9.4.1.1 Review emergency management plans in accordance with Local Emergency Management Committee (LEMC) requirements	Soc	EPS	Asset Management	Q1 Yr 1	Q4 Yr 1	● 100%	
					Q1 Yr 2	Q4 Yr 2		
					Q1 Yr 3	Q4 Yr 3		
					Q1 Yr 4	Q4 Yr 4		
4.9.4.1.2 Provide SES accommodation	Soc	EPS	Property Assets	Q1 Yr 1	Q4 Yr 4	● 100%		
4.9.4.1.3 Implement emergency management streetscape works	Soc	EPS	Engineering Infrastructure	Q1 Yr 2	Q4 Yr 4	● 100%		

Strategy: 4.9.5 Implement road safety education programs ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.9.5.1 Implement Road Safety Action Plan	4.9.5.1.1 Develop and implement Road Safety Action Plan	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 1	● 100%	
					Q1 Yr 2	Q4 Yr 2		
					Q1 Yr 3	Q4 Yr 3		
					Q1 Yr 4	Q4 Yr 4		
					Q1 Yr 2	Q4 Yr 2		

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.9.5.1 Implement Road Safety Action Plan	4.9.5.2.1 Advocate for road safety improvements	Soc	EPS	Traffic and Transport Operations	Q1 Yr 1	Q4 Yr 4	● 100%	

Outcome: 4.10 Improved affordable housing and accommodation ● 100%

Strategy: 4.10.1 Provide a range of affordable housing and accommodation types, including low cost, emergency and short term housing to suit a changing population ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.10.1.1 Work in partnership with other levels of government and community housing providers to increase the level of affordable housing in North Sydney	4.10.1.1.1 Implement and evaluate North Sydney Affordable Housing Strategy	Soc	CLS	Community Development	Q1 Yr 1	Q1 Yr 1	● 100%	
	4.10.1.1.2 Provide community housing through Link Housing Ltd	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
	4.10.1.1.3 Promote home modification service	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
4.10.1.2 Implement affordable housing opportunities through DCP	4.10.1.2.1 Review Affordable Housing Strategy and DCP	Soc	CIS	Strategic Planning	Q3 Yr 1	Q4 Yr 2	● 100%	

Strategy: 4.10.2 Increase housing diversity to meet a range of needs especially older people, people with disabilities and key workers ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.10.2.1 Explore opportunities for increased housing diversity to meet a range of needs especially older people, people with disabilities and key workers	4.10.2.1.1 Finalise development application for Parraween Street Car Park, Cremorne	Soc	EPS	Project Management	Q4 Yr 1	Q4 Yr 1	● 100%	
	4.10.2.1.2 Seek state and federal funding for Parraween Street Car Park, Cremorne redevelopment	Soc	EPS CLS	Project Management/ Director Community and Library Services	Q1 Yr 2	Q4 Yr 4	● 100%	
	4.10.2.1.3 Redevelop Parraween Street Car Park for mixed use	Soc	EPS	Project Management	Q1 Yr 3	Q4 Yr 4	● 100%	
	4.10.2.1.4 Develop strategic partnerships to increase affordable housing stock	Soc	CLS	Community Development	Q4 Yr 1 Q4 Yr 2 Q4 Yr 3 Q4 Yr 4	Q4 Yr 1 Q4 Yr 2 Q4 Yr 3 Q4 Yr 4	● 100%	

Strategy: 4.10.3 Support older residents through access to local nursing homes and retirement villages ● 100%













4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.10.3.1 Support older residents through access to local nursing homes and retirement villages	4.10.3.1.1 Provide information and referrals to aged care providers	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 4.10.4 Support people in public housing and provide assistance to people at risk of homelessness ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
4.10.4.1 Implement programs and services to support people in public housing	4.10.4.1.1 Provide and promote active ageing, wellbeing program and community services to public housing tenants in North Sydney	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	
4.10.4.2 Provide assistance to people at risk of homelessness	4.10.4.2.1 Provide housing and accommodation assistance referral service	Soc	CLS	Community Development	Q1 Yr 1	Q4 Yr 4	● 100%	

Key Performance Indicator	Related Outcome	QBL Link	2015/16 Actual	Target or Desired Trend 2015/16	YTD Progress
59 Number of attendees at community events	3.3	Eco	na	Baseline	N/A 0%
60 Number of attendees at arts and culture events	4.1	Soc	12,000 attendees	11,300 attendees	● 100%
61 Percentage of residents satisfied with Council run community events	4.1	Soc	74%	Baseline	N/A 0%
62 Number of attendees at multicultural events/activities	4.2	Soc	2,600 attendees	2,200 attendees	● 100%
63 Number of visitors to Primrose Park Art and Craft Centre	4.3	Soc	300 visitors	200 visitors	● 100%
64 Percentage of residents satisfied with the range of arts and cultural experiences in North Sydney	4.3	Soc	64%	Baseline	N/A 0%
65 Percentage of residents satisfied with the range of public art in North Sydney	4.3	Soc	51%	Baseline	N/A 0%
66 Number of visitors to North Sydney Heritage Centre	4.4	Soc	15,256 visitors	8,000 visitors	● 100%
67 Number of visitors to Council operated museums	4.4	Soc	305 visitors	339 visitors	● 90%
68 Number of visitors to Nutcote	4.4	Soc	3,906 visitors	5,200 visitors	● 75%
69 Number of participants in Aboriginal cultural community education programs	4.4	Soc	650 participants	200 participants	● 100%
70 Number of visitors to Stanton Library	4.6	Soc	516,478 visitors	350,000 visitors	● 100%
71 Number of Stanton Library members	4.6	Soc	30,000 members	40,000 members	● 75%
72 Number of Stanton Library loans	4.6	Soc	585,205 loans	600,000 loans	● 98%
73 Percentage of users satisfied with Stanton Library	4.6	Soc	93%	91%	● 100%
74 Number of residents serviced by Home Library Service	4.6	Soc	85 residents	117 residents	● 73%
75 Number of Home Library Service loans	4.6	Soc	11,625 loans	8,500 loans	● 100%
76 Circulation of library stock per capita	4.6	Soc	8%	10%	● 80%
77 Percentage of new library items acquired/stock replaced	4.6	Soc	9%	8%	● 100%
78 Number of participants in Author Talk events	4.6	Soc	3,900 participants	4,900 participants	● 80%
79 Number of participants in library programs	4.6	Soc	21,206 participants	12,000 participants	● 100%
80 Percentage of users satisfied with Council's recreation facilities	4.7	Soc	82%	Baseline	N/A 0%
81 Number of seasonal and casual sportsfields bookings	4.7	Soc	865 bookings	928 bookings	● 93%
82 Percentage of demand for sportsfields met by supply	4.7	Soc	98%	98%	● 100%
83 Number of visits to North Sydney Olympic Pool	4.7	Soc	359,531 visits	350,000 visits	● 100%
84 Number of Lane 9 Gym members	4.7	Soc	548 members	500 members	● 100%
85 Percentage of users satisfied with North Sydney Olympic Pool	4.7	Soc	83%	>80%	● 100%
86 Percentage of immunisation clinics held monthly	4.7	Soc	100%	100%	● 100%
87 Percentage of users satisfied with immunisation program	4.7	Soc	85%	>75%	● 100%



88	Percentage of residents satisfied with community centres and facilities	4.8	Soc	64%	>61%		100%
89	Number of community facilities bookings	4.8	Soc	358 bookings	482 bookings		74%
90	Utilisation of community facilities	4.8	Soc	23%	35%		66%
91	Percentage of residents satisfied with Council's provision of children's services	4.8	Soc	43%	>35%		100%
92	Percentage of users satisfied with children's services	4.8	Soc	86%	>78%		100%
93	Utilisation of vacation care program	4.8	Soc	100%	75%		100%
94	Number of visitors to Planet X Youth Centre	4.8	Soc	87 visitors	60 visitors		100%
95	Number of participants in Men's Shed Program	4.8	Soc	54 participants	54 participants		100%
96	Number of members in Neutral Bay Seniors Program	4.8	Soc	65 members	53 members		100%
97	Number of community bus patrons	4.8	Soc	14,000 patrons	8,000 patrons		100%
98	Number of participants in road safety programs	4.9	Soc	4,083 participants	4,083 participants		100%
99	Occupancy rate of community housing stock	4.10	Soc	95%	90%		100%

na=not available

N/A=not applicable

Trend=no specific target

Baseline=target to be determined following first information collection

# DIRECTION 5 OUR CIVIC LEADERSHIP

Refer to pages 152-175 for full details of Council's performance under this Direction.

## Council Services

The following Council services contribute to this Direction:

- Access to information
- Accounts payable and receivable
- Administrative and ancillary support
- Audit and Risk Committee
- Commercial property portfolio management
- Communications
- Community engagement (consultation)
- Community Ward Forums
- Corporate planning
- Council and Committee meetings
- Councillor support
- Customer Service Centre
- Document management
- Enterprise risk management
- Financial management
- Governance
- Human resources
- Information technology
- Insurance
- Investment portfolio management
- Learning and development
- Legal services
- Lobbying and advocacy
- North Sydney Community Precinct System
- Payroll
- Procurement
- Rates
- Reference Groups and Working Groups (special interest groups)
- Work Health and Safety
- Workforce planning

\$102.2

budget allocation

868,389

visitors to North Sydney Council website

3,144

Twitter followers,

1,070

followers on Instagram

5,014

Facebook followers

85

Voice Box online community panel members

1

customer service branch

3,857

call centre calls received

82%

of calls resolved on the first call, against 80 percent benchmark

76%

response to customer requests within agreed time-frames

90%

response to correspondence within 10 working days

963

access to information requests received

27,580

rateable properties

\$5.1m

secured in state and federal government funding during 2014/15

\$2.1m

provided in community grants through grants and contributions

\$131,580

in rates rebates given to approved pensioners

10%

staff turnover, against 12 per cent benchmark

20

hours of training per employee (average per year)

28

workers compensation claims

1

Council administration centre

26

properties leased by Council

## **Our Achievements**

### **Implementation of Integrated Planning and Reporting Framework**

Council continued to implement its Integrated Planning and Reporting Framework in 2015/16. The Framework provides the foundation for effective decision making, sound management and accountability across the organisation.

Council's integrated planning and reporting processes are shown in the diagram on page 56.

Council implemented 595 planned projects of the Operational Plan for 2015/16.

Refer to pages 80-177 for detailed reporting of performance.

### **Realising the Vision**

Council is driving change by developing and implementing corporate strategies to achieve our vision. Key strategies developed and implemented during 2015/16 included our:

- Crisis Management Plan
- Playgrounds Plan of Management
- Smoothey Park Plan of Management
- St Thomas Rest Park Plan of Management
- Sydney Metro Planning Study

### **Customer Satisfaction**

The results of Council's Customer Satisfaction Survey, undertaken during the year, showed that 84% of residents were either extremely, very or quite satisfied with services provided by Council.

### **Stakeholder Consultation and Engagement**

In 2015/16, Council engaged on many projects, providing the community the opportunity to provide input into a broad range of projects, services and issues.

Methods of engagement included online surveys, public meetings/forums, workshops and ongoing working groups.

In all cases, community engagement plans were developed to identify stakeholders and suitable engagement tools, including demographically specific options such as Facebook and Twitter.

Major community consultations undertaken in 2015/16 included:

Item	Description	Main Outcomes
North Sydney Transport Strategy, North Sydney Parking Strategy and Traffic and Parking Area Scheme (TAPAS) Action Plans	Stage 1 of community consultation was undertaken between February and May 2016. This involved surveys, workshops and an interactive mapping tool. Council received over 2,000 submissions over 7 zones including more than 5,000 comments relating to specific locations.	<p>Stage 1 findings were reported to Council on 18 July 2016. The findings will be used to inform the preparation of the North Sydney Transport Strategy, North Sydney Parking Strategy and Traffic and Parking Area Scheme (TAPAS) Action Plans.</p> <p>Community consultation on the Strategies and Action Plans will be conducted in 2016/17. Council will notify participants in the TAPAS consultation of these consultations.</p>
North Sydney Olympic Pool Redevelopment	The Draft Amended Delivery Program contains the Operational Plan 2016/17 outlining the services and capital projects Council proposes to implement in 2016/17 and details how Council will fund these commitments. The Plan was available on Council's website, at Council's Customer Service Centre and Stanton Library between 17 March and 21 April 2016. Submissions closed 21 April 2016.	Having considered the two submissions received Council adopted the Amended Delivery Program 2013/14-2016/17.
Draft Amended Delivery Program 2013/14-2016/17	The Draft Amended Delivery Program contains the Operational Plan 2016/17 outlining the services and capital projects Council proposes to implement in 2016/17 and details how Council will fund these commitments. The Plan was available on Council's website, at Council's Customer Service Centre and Stanton Library between 17 March and 21 April 2016. Submissions closed 21 April 2016.	Having considered the two submissions received Council adopted the Amended Delivery Program 2013/14-2016/17.
Hume Street Park Concept Design Options	Three (3) concept design options were drafted for Hume Street Park to provide more space in the St Leonards area. The concept design options were placed on public exhibition from 11 June to 10 July 2016 during which a comprehensive Community Engagement Strategy was implemented which include direct notifications, consultation sessions, an online presence and information displays. Submissions closed 10 July 2016.	Having considered the eighty seven (87) submissions received Council adopted design option 3 as the preferred option for the expansion of Hume Street Park.
Community Uses on Council Land Study	Draft concepts were prepared for three (3) Council assets - Barry Street car park, Neutral Bay Community Centre and Holtermann Street Car Park - seeking to improve the return that each asset is able to provide to the community. Council sought community feedback on each concept design option. The concept options were placed on public exhibition from 21 April to 23 May 2016. Submissions closed 23 May 2016.	Having considered the twenty five (25) submissions received Council refined the concept design options and identified preferred options.
Draft Affordable Housing Strategy	The Draft Affordable Housing Strategy aims to increase the amount of affordable rental stock in North Sydney LGA and ensure the long term sustainability of Council's involvement in affordable housing. The Strategy was available on Council's website, at Council's Customer Service Centre and Stanton Library.	No were submissions received and Council adopted the Strategy.
Draft Playgrounds Plan of Management	The Draft Playgrounds Plan of Management provide a set of guidelines for the effective short and long term management of all open space owned or under the care, control and management of North Sydney Council. The Plan was available on Council's website, at Council's Customer Service Centre and Stanton Library between 5 February and 18 March 2016. Submissions closed 18 March 2016.	Having considered the one (1) submission received Council adopted the Plan.
Draft Plan of Management for Smoothey Park	The Draft Plan of Management for Smoothey Park provides a set of guidelines for the effective short and long term management of the park. The Plan was available on Council's website, at Council's Customer Service Centre and Stanton Library between 5 February and 18 March 2016. Submissions closed 18 March 2016.	Having considered the one (1) submission received Council adopted the Plan.

Draft North Sydney Public Amenities Strategy	The Draft North Sydney Public Amenities Strategy will ensure that Council has a strategic framework to continuously improve its network of public amenities to ensure that they are placed in locations that best meet the community's needs and are designed to meet practice standards. The Strategy was available on Council's website, at Council's Customer Service Centre and Stanton Library between 28 April and 5 May 2016. Submissions closed 5 May 2016.	Having considered the two (2) submissions received Council adopted the Strategy.
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Council has a protocol for community engagement. The Protocol aims to clearly outline minimum obligations for community engagement. Council also made improvements to its consultation processes to ensure suitable forums are in place to consult on key issues facing North Sydney.

Low impact, simple, local issues such as installing a seat or replacing a footpath, require basic communications. Lower impact projects typically involve providing information locally through letterbox drops and providing information on Council's website. High impact, local government area-wide and complex proposals, such as the review of land use planning provisions require considerable community engagement. Clear guidelines benefit both Council and the community by ensuring that people can have a say on important issues and that Council uses its resources appropriately.

### Community Ward Forums

Council held one ward forum in 2015/16.

### Community Ward Forums

Ward	Date
Victoria	1 September 2015

Community Ward Forums are an opportunity for residents and interested parties to direct questions to councillors and senior staff and also hear up to date news on Council projects. Forums are held quarterly on a rotating basis to service residents across the municipality.

### Precinct Committees

Precinct committees are independent of Council and comprise residents and property owners. The committees provide Council with feedback on major Council projects and bring to Council's attention issues of local interest related to minor maintenance and service delivery. Council's 15 active precinct committees represent the following areas:

### Active Precinct Committees

Suburbs	Ward
Bay*	Tunks
Bennett*	Cremorne
Brightmore*	Cremorne
Cremorne Point***	Cremorne
Edward****	Wollstonecraft and Victoria
Holtermann*	Wollstonecraft and Victoria
Lavender Bay*	Victoria
Milson*	Victoria
Neutral*	Cremorne
Registry*	Tunks, Wollstonecraft and Victoria
Stanton*	Victoria
Union*	Wollstonecraft and Victoria
Waverton*	Wollstonecraft and Victoria
Willoughby Bay*	Tunks
Wollstonecraft**	Wollstonecraft

\*Meets monthly

\*\*Meets bimonthly

\*\*\*Meets quarterly

\*\*\*\*Meets on a needs basis

In 2015/16, 141 precinct committee meetings were held.

**Voice Box**

Council offers members of the community more convenient opportunities to share their views through the Voice Box online community panel. The panel allows community members, to provide Council will feedback on a range of issues important to them, through online surveys and online discussion forums.

Panel membership was at 85 members at June 2016.

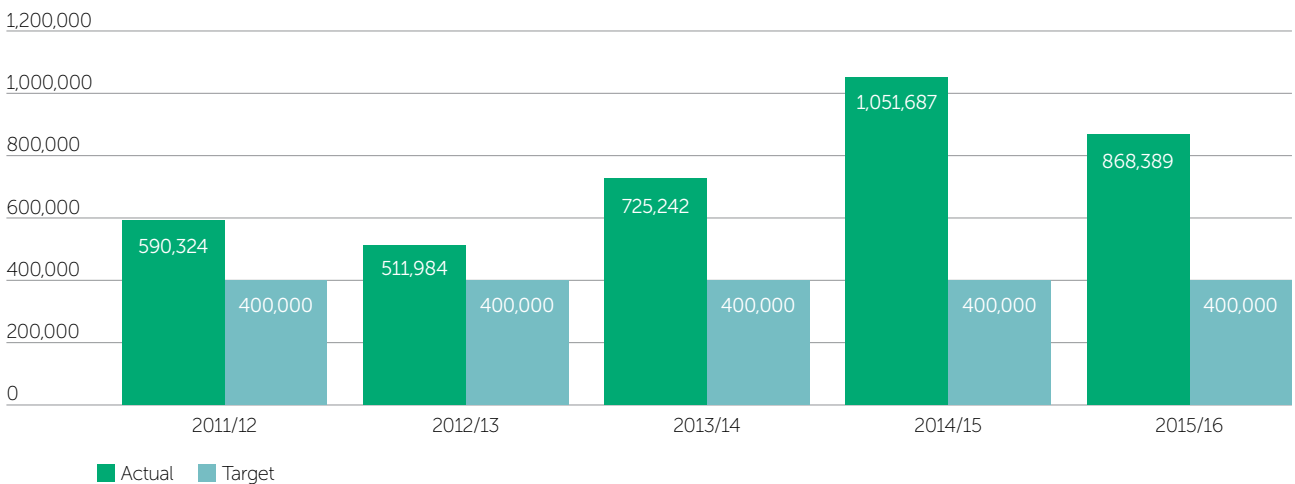
**Media Relations**

Council's Communications Department responds to media inquiries from local and metropolitan media on issues ranging from infrastructure projects and environmental sustainability to events and the review of the Community Strategic Plan. Council's Communications Department also manages Council's presence on social media.

**Growth in Digital Footprint**

Council had 868,389 visitors to its website compared with 1,051,687 in 2014/15

**Website Visits**



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Number of website visits	590,324	400,000	511,948	400,000	725,242	400,000	1,051,687	400,000	868,389	400,000

Council has strengthened its interest in social media, with 5,014 likes on Facebook, following of 1,070 on Instagram and Twitter following of 3,144.

**Advocacy**

Council represented the community in providing feedback to the state government on options proposed for governance models, structural arrangements and boundary changes for NSW Local Government.

Advocacy was also undertaken with a focus on:

- improving sewage infrastructure
- addressing local impacts of climate change
- the release of Crown Land holdings for public recreation
- adequate funding for asset maintenance and improvement
- achieving additional funding for traffic facilities
- improving state infrastructure
- improving street lighting
- placing powerlines underground
- increasing incentives for public transport
- additional/upgraded walking and cycling routes
- improving public transport and networks
- improving public transport on Military Road/Spit Road transport corridor to the Warringah Peninsula and Northern Beaches
- improving road safety
- advocating to government on cost shifting

**Focusing on Customers**

Improving the satisfaction of our customers and reducing inefficiencies in our service delivery are providing the focus for our new Customer Service Strategy.

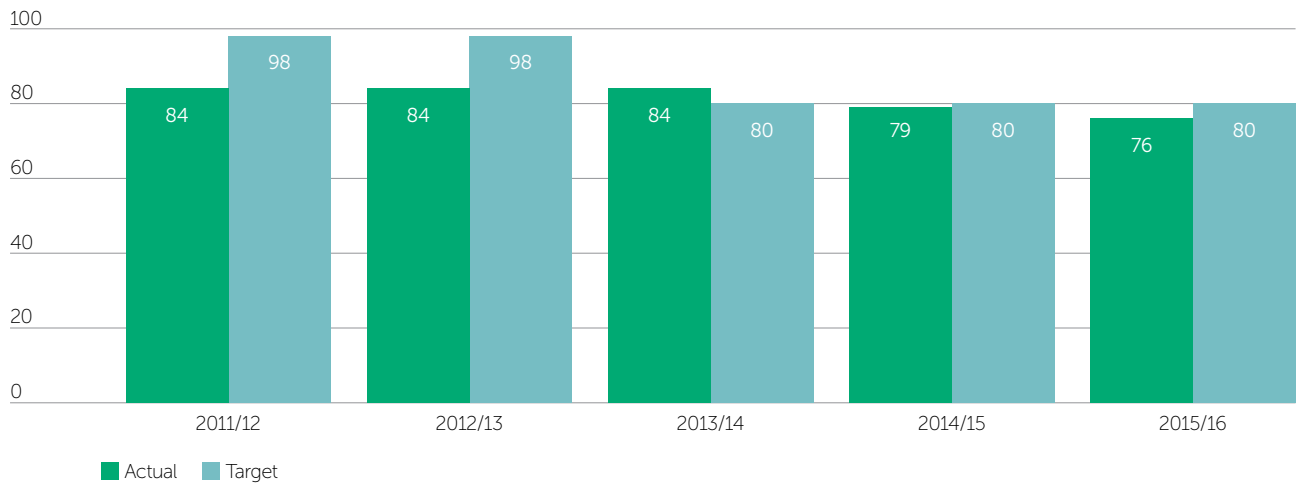
We will continue to work to identify opportunities to improve our customer service and increase the flexibility of our service delivery by using Smartphone applications, social media, online forms and self service options; educate our staff on our Customer Service Policy; and use the customer satisfaction survey to identify trends and potential for improvement.

**Customer Request Management**

All customer requests must be actioned by the appropriate Council staff member within the appropriate timeframe.

During 2015/16 Council resolved 76% of service requests within the timeframe.

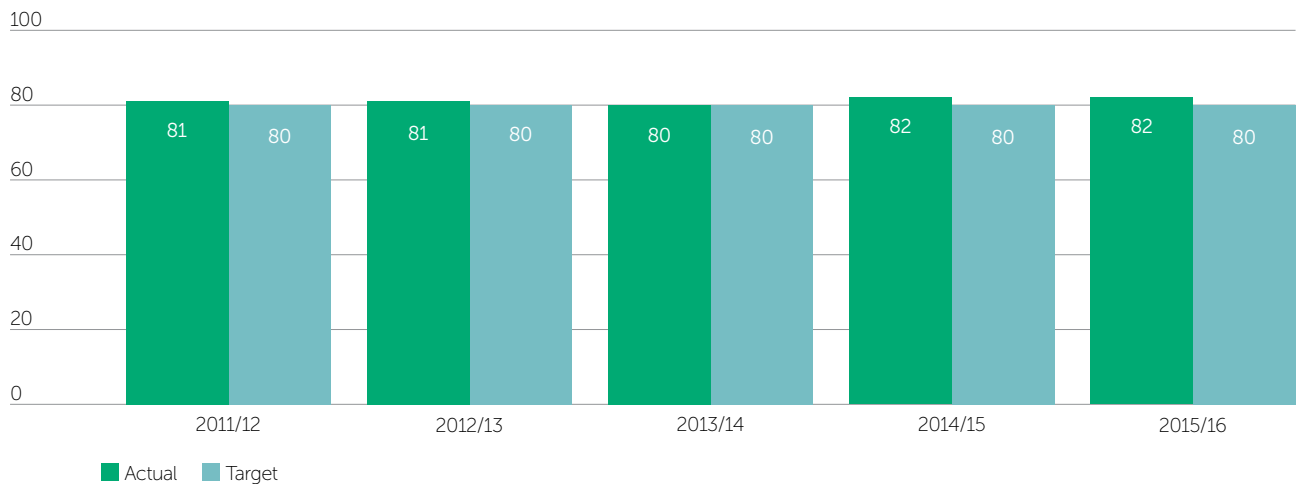


**Customer Requests Responded to within Agreed Timeframes (%)**

	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Percentage of customer requests responded to within agreed timeframes	84	98	84	98	84	80	79	80	76	80

**Call Centre**

Council's Call Centre continues to provide customers with information on Council services. In 2015/16, 3,857 calls were processed by our Call Centre. 82 per cent of customer phone enquiries were answered at the first point of call.

**First Time Call Resolution Rate (%)**

	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
First Time Call Resolution Rate	81	80	81	80	80	80	82	80	82	80

### Customer Service Working Group

A Customer Service Working Group has been established with the aim of improving customer service across the organisation. The working group consists of customer service staff and officers from a range of customer facing departments.

### Complaints Handling

Council is committed to dealing promptly and fairly with all complaints, investigating all new complaints it receives, even those made anonymously.

Our Complaints Handling Policy outlines our obligations, responsibilities and procedures to effectively and efficiently deal with complaints and feedback received from customers about us.

The number of complaints received has remained stable overall during the past five years.

Type of Complaint	Total complaint outstanding as at 30 June 2013	Total complaint outstanding as at 30 June 2014	Complaints received between 1 July 2014 & 30 June 2015	Complaint closed between 1 July 2014 & 30 June 2015	Total complaints outstanding as at 30 June 2015	Complaint received between 1 July 2015 & 30 June 2016	Complaint closed between 1 July 2015 & 30 June 2016	Total complaint outstanding as at 30 June 2016
Lack or delay in service provision	0	10	7	7	0	12	12	0
Level of program/service	0	16	6	6	0	5	5	0
Council policy	0	0	3	3	0	0	0	0
Inadequate information	0	0	0	0	0	2	2	0
Wrong/misleading information	0	0	0	0	0	0	0	0
Inadequate/no response	0	3	9	9	0	11	11	0
Staff behaviour	0	5	12	12	0	11	11	0
Compliance issue	0	1	5	5	0	4	4	0
Agents	0	1	0	0	0	0	0	0
Other	0	1	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>37</b>	<b>42</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Complaints which are classified as public interest disclosures are covered by our public interest disclosure policies (see page 79).

### Achieving Greater Efficiencies

New developments in technology and communications are helping Council to achieve greater efficiencies in its operations.

Refer to page 181 for full details of productivity savings achieved in 2015/16.

### Grant Funding

Successfully obtaining grant funding is an important function for Council. Sourcing additional funding provides Council a mechanism for delivering key projects that are aligned to achieving our Community Strategic Plan. Without this additional source of revenue many of these activities could not be completed within Council's budget.

During 2015/16, Council received \$5.1 million in state and federal government funding. This was a \$1.2 million increase from the \$3.9 million received in 2014/15.

### Contribution Funding

During 2015/16, Council received \$53.8 million in funding from specific purpose contributions. This was a \$33.6 million increase from the \$20.2 million received in 2014/15.

Of the 53.8 million received in 2014/15, \$9.4 million was for developer contributions levied under Section 94 of the Environmental Planning & Assessment Act and \$3.3 million was for a contribution levied under Section 93F of the Act. A further \$34.3 million was a non-cash contribution reflecting the value of Council's interest in the car park constructed in conjunction with the new Woolworths supermarket in Alexander Street at Crows Nest.

Other major specific purpose contributions were \$673,000 towards the maintenance and renewal of roads from NSW Roads and Maritime Services and \$660,000 from Link Housing towards the construction of affordable housing at 23 Nicholson Street at Wollstonecraft.

**Impact of Special Rate Variation**

Approval was given by IPART for Council’s proposal for a special rate variation (SRV) in 2011/12. This allowed an increase in rates by 12.34 per cent in 2012/13, 14.57 per cent in 2013/14, and 5.50 per cent in each year from 2014/15 to 2017/18. These increases include the previously approved special variation of 5.50 per cent for each year, and the continuation the Infrastructure, Environment, Crows Nest Mainstreet and Neutral Bay Mainstreet levies. This additional revenue is used on critical environmental, infrastructure and commercial precinct programs.

The SRV is proving to have a positive effect on rates income, but expenditure remains greater than income.

Refer to pages 181-182 for detailed reporting of special rate variation income and expenditure.

**Properties**

Council’s property portfolio includes 26 commercial properties that provide opportunities for investment and revenue.

**Rates and Charges Written Off**

Pensioner rebates totalling \$2,735 were written off for this fiscal year. The table below shows the rates and charges written off during 2015/16.

Rates and Charges	Amount (\$)
Rates Written Off	2,735
Interest Charges Written Off	366

**Enhancing Technology Infrastructure**

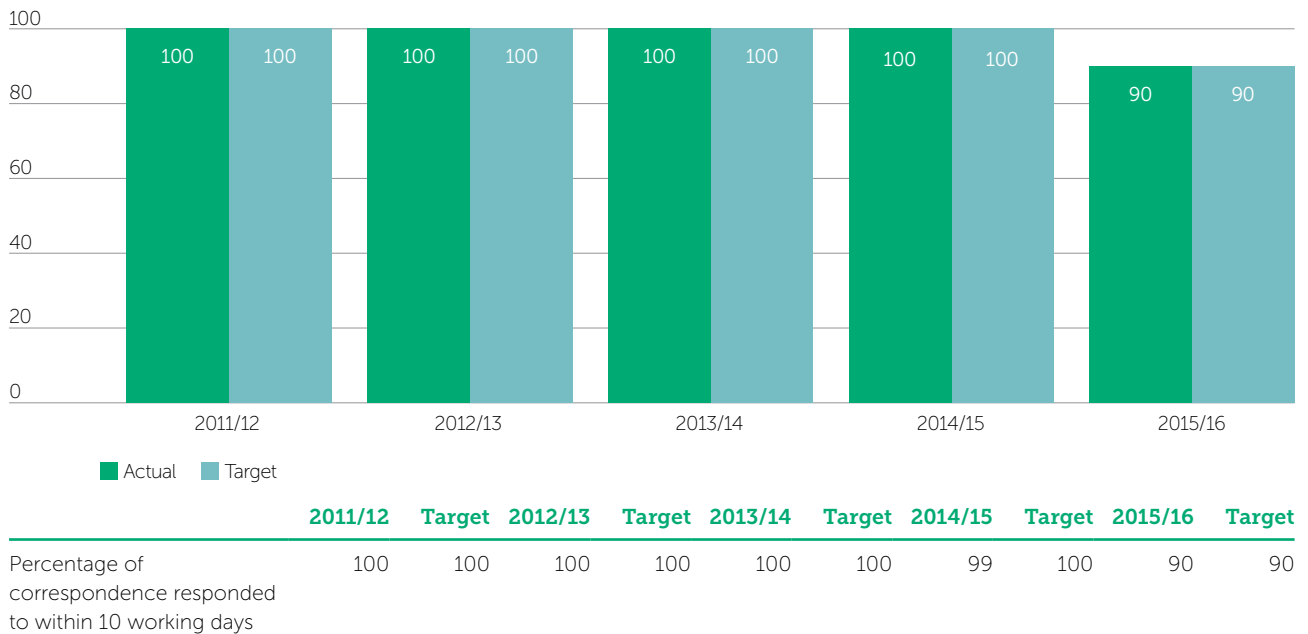
Identifying and making improvements to our information systems enables Council to improve the efficiency and effectiveness of services delivered to our community. In 2015/16, we worked on a number of critical projects including:

- implementation of mobile information technology solutions to enhance connectivity and usability of corporate applications for our mobile workers
- a review of Council’s electronic document management system to increase efficiencies in the registering of documents in central repository

**Response to Correspondence within Timeframe**

Council aims to respond to correspondence within 10 working days. In 2015/16 Council responded to 90 per cent of correspondence within the timeframe.

**Correspondence Responded to within 10 Working Days**



**Access to Information**

During 2015/16, Council received 963 GIPA access applications. We had 11 formal access application and 952 informal requests for the release of information.

Refer to pages 178-180 for additional details on the handling of access applications.

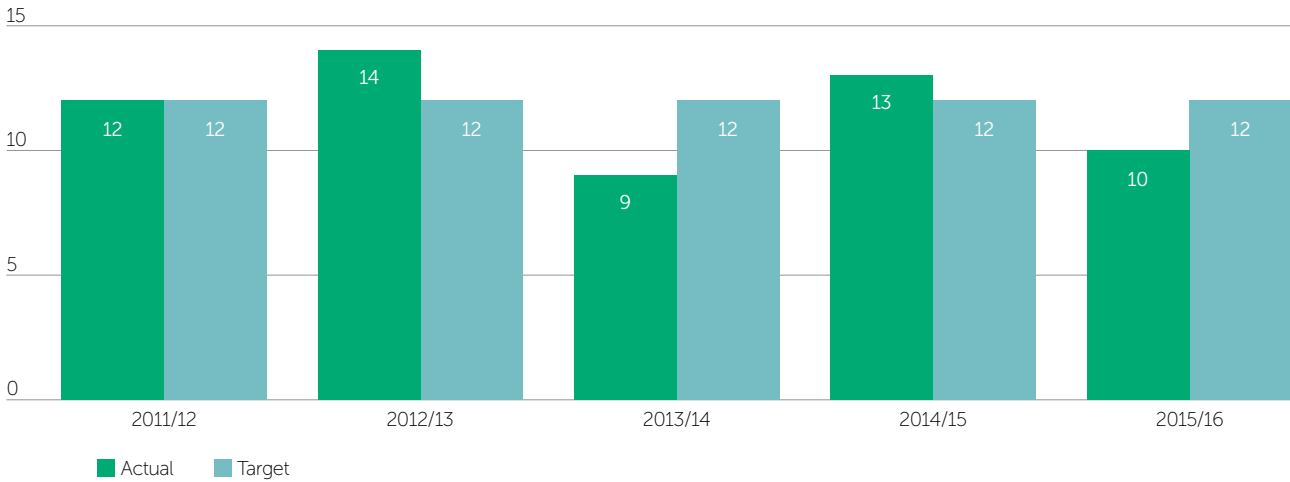
**Internal Audit Action Plan**

Council continues to participate in the Northern Sydney Internal Audit Group with neighbouring councils.

In 2015/16, the internal auditors:

- conducted a review of project management
- reviewed previous internal audit findings.

Staff Turnover (%)



	2011/12	Target	2012/13	Target	2013/14	Target	2014/15	Target	2015/16	Target
Permanent full time equivalent employees leaving the organisation	12%	12%	14%	12%	9%	12%	13%	12%	10%	12%

Staff Turnover

Staff turnover for the year based on permanent full time equivalent positions was 10 per cent against 12 per cent benchmark. This was a decrease from 2015/16 (13 per cent).

Becoming an Employer of Choice

In 2014/15 Council conducted its Employee Survey. The survey is designed to provide information to assist Council further develop attraction and retention initiatives and to provide a benchmark for assessing progress in Council's quest to become an employer of choice.

Employee Satisfaction

	2010/11	2012/13	2014/15
Employee Satisfaction	76%	78%	75%

The results of the survey showed that North Sydney Council is generally a good place to work.

An action plan was developed in 2015/16 to respond to issues identified in the survey.

Work Health and Safety

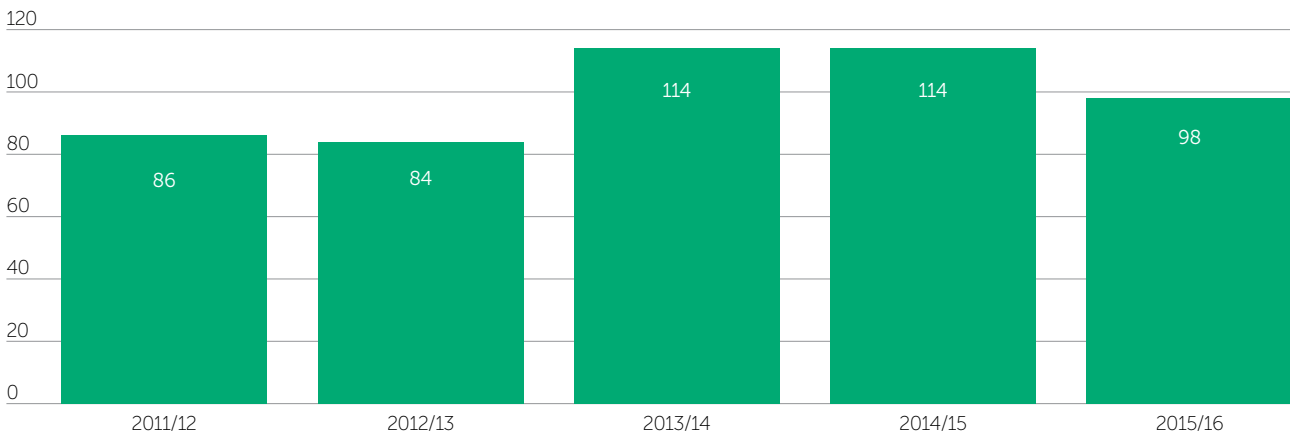
Work health and safety strategies implemented in 2015/16 included:

- undertaking risk assessments meeting legislative requirements
- ensuring Personal Protective Equipment compliance amongst personnel
- improving the reliability of WHS occurrence management and data collection
- implementing the Safety Collaboration Program for outdoor staff

Safety related training carried out in the last 12 months included first aid, traffic control, WHS Induction, chemical application, tree equipment operation, risk management and tool box talks.

During the year, there were 98 reported safety incidents which was a decrease from 114 in the previous year. There were 28 workers' compensation claims compared with 18 in the previous year. None of these caused an absence of any tangible length.

Reported Incidents Including Near Misses



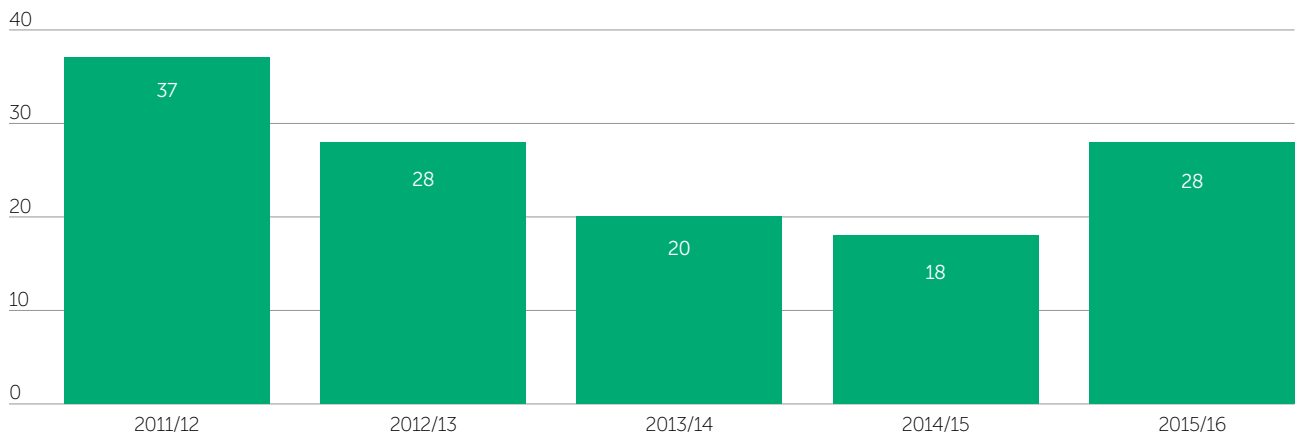
	2011/12	2012/13	2013/14	2014/15	2015/16
Male	47	50	69	71	63
Female	39	34	45	43	35
<b>Total</b>	<b>86</b>	<b>84</b>	<b>114</b>	<b>114</b>	<b>98</b>

No incidents of significance were reported and no single incident or injury type (relative to the nature of work undertaken) was overly represented.

### Workplace Injuries and Reported Incidents

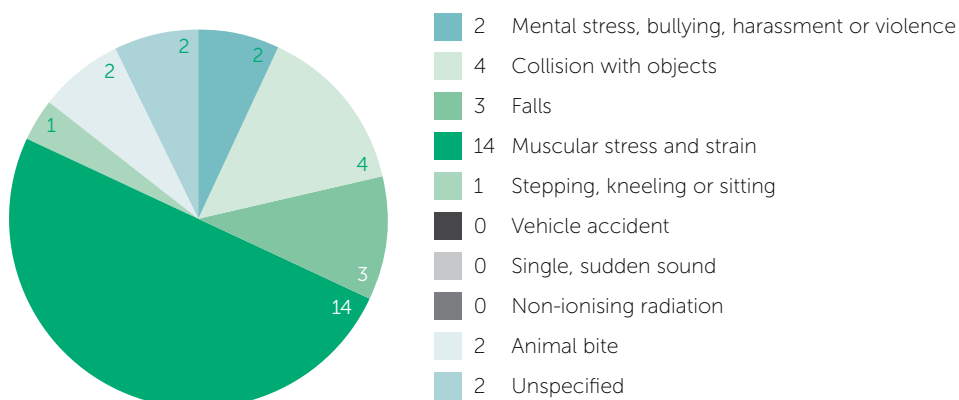
	2011/12			2012/13			2013/14			2014/15			2015/16		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Minor incidents	18	19	37	12	17	29	39	28	67	24	31	55	21	18	39
Medical incidents	21	19	40	22	11	33	23	7	30	18	5	23	28	10	38
Lost time incidents	4	7	11	10	4	14	10	1	11	9	1	10	8	3	11
Near miss	8	1	9	16	6	22	7	10	17	29	7	36	14	7	21

### Workers Compensation Claims



	2011/12	2012/13	2013/14	2014/15	2015/16
Workers compensation claims	37	28	20	18	28

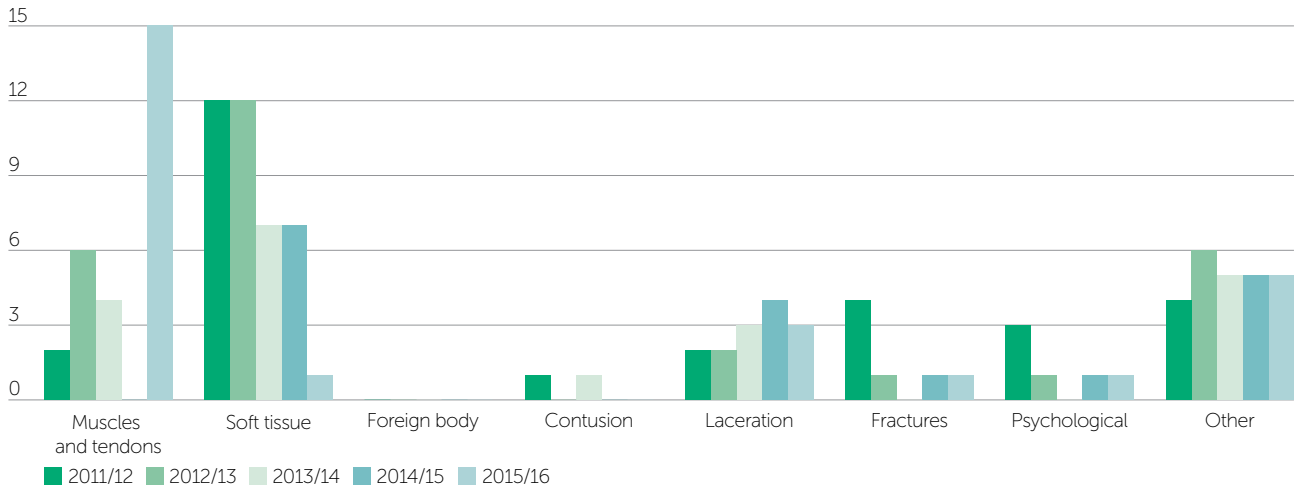
### Mechanism of Injury



## Location of Injury

	Head	Trunk	Arm	Leg	Psych.	Other	Total
2011/12	2	13	7	7	3	5	37
2012/13	5	8	6	6	1	2	28
2013/14	2	6	6	2	1	3	20
2014/15	3	4	6	3	1	1	18
2015/16	2	6	8	8	1	3	28

## Type of Injury



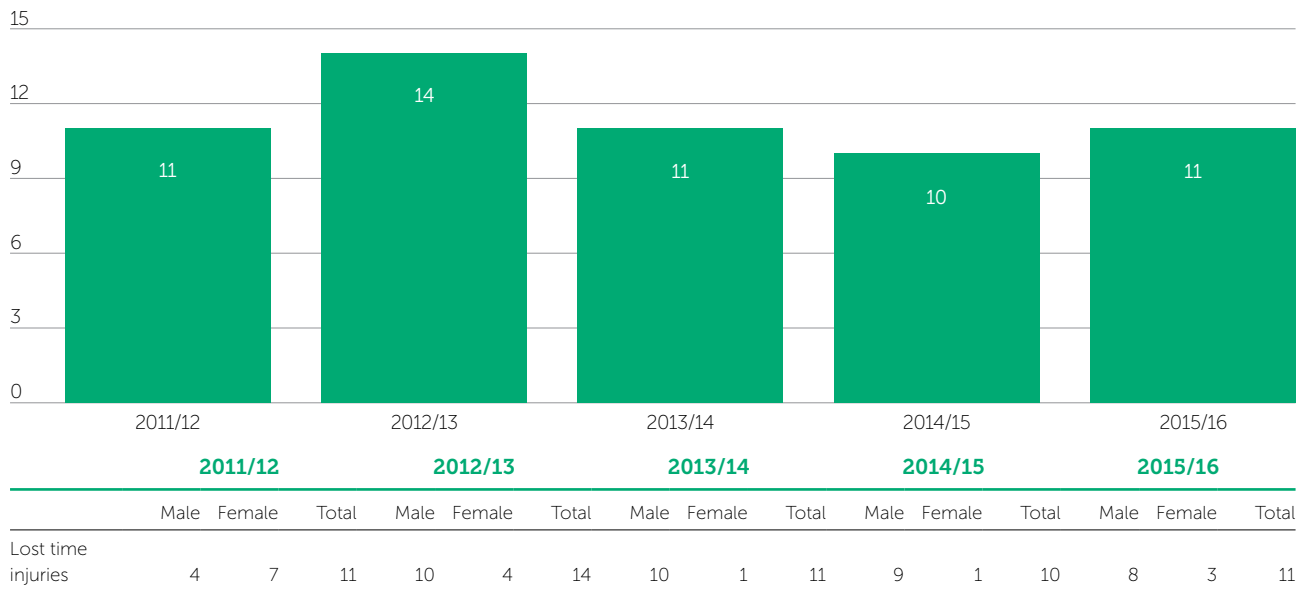
	2011/12	2012/13	2013/14	2014/15	2015/16
Muscles and tendons	2	6	4	0	15
Soft tissue	12	12	7	7	1
Foreign body	0	0	0	0	0
Contusion	1	0	1	0	0
Laceration	2	2	3	4	3
Fractures	4	1	0	1	1
Psychological	3	1	0	1	1
Other	4	6	5	5	5

Council recorded no occupational diseases or fatalities for the year.

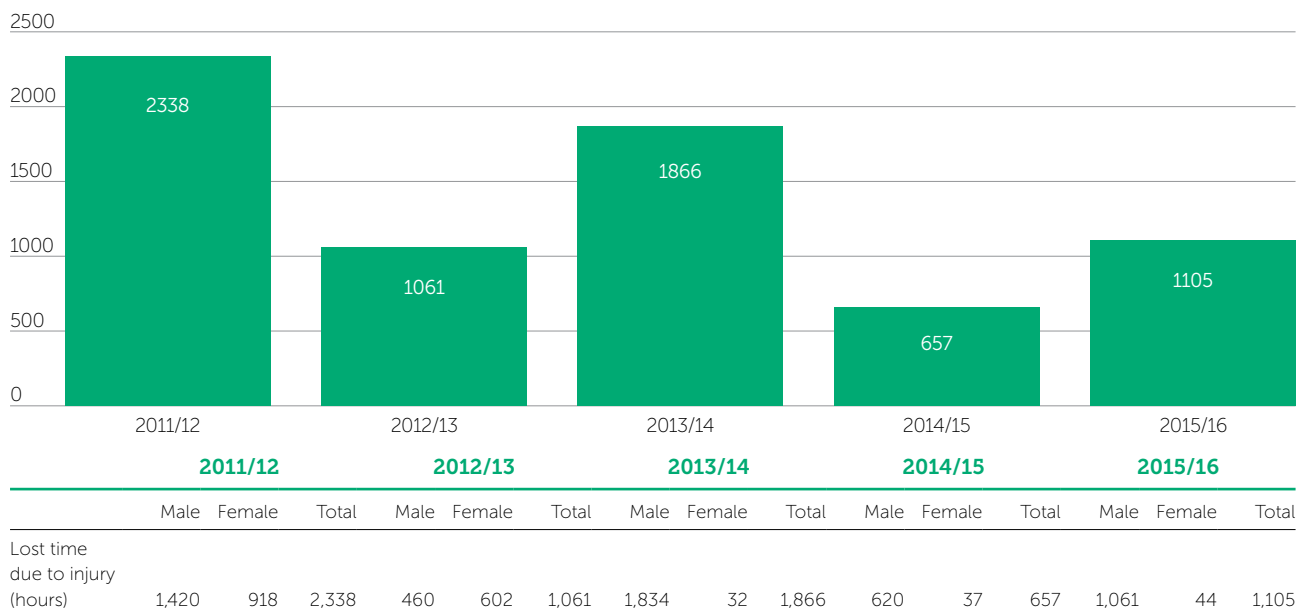
Council recorded a total of 657 hours lost due to injuries sustained during the year. The number of lost time injuries (LTIs) remained steady each year to 10 in 2013/14. In recent years Council has maintained its LTIFR at what it considers to be an acceptable level, given its scale and variety of operations.



### Lost Time Injuries



### Lost Time in Hours Due to Injury



Council has made significant improvements in its management of workers' compensation claims and its overall Work Health and Safety Framework and these changes are reflected in the results above. As a consequence Council has enjoyed significant discounts to its workers' compensation premium.

#### Rate of Absenteeism as at 30 June 2016

	2013/14	2014/15	2015/16
Total	4%	4%	5%

#### Training and Development

A total of \$283,221 was spent on employee learning and development in 2015/16. The average net dollar value per employee was \$704.50 and the average hours spent in training was 19 hours per employee.

#### Expenditure on Employee Learning and Development

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
\$313,000	\$263,000	\$388,000	\$352,513	\$223,600	\$283,221

Throughout 2015/16, we continued to offer our staff a variety of work and development opportunities. In addition to inhouse training, 23 staff undertook a variety of further study courses through our study assistance program.

### Learning and Development Activities

Description	Method of Delivery (online, face 2 face etc)	Total staff participating
E learning	Online	90
Total activities delivered		2,653

### Employee Relations

There were no industrial disputes in 2015/16.

### Organisational Resilience

Council's Business Continuity Plan was tested during the year. Testing the state of readiness, reliability of the Plan and staff occurs annually.

### Our Challenges




- Integrated organisational planning, to support the delivery of community outcomes and financial sustainability
- Responding to an evolving community profile, an increasing demand for services and associated cost pressures but not receiving commensurate government funding
- Ensuring our community is well informed and developing the capacity of our community to engage in Council's decision making. Along with Council's community engagement framework, Council continues to explore and trial new engagement techniques to enable wider community participation
- Efficient resource allocation, to ensure we make the best use of limited resources
- Long term financial planning to ensure we address the historical under expenditure in maintaining Council assets
- Developing new sources of revenue, other than rates, to maintain and develop infrastructure
- Managing the accuracy and control of rapidly developing social media is an ongoing challenge for Council. Work continues to ensure that Council is responsive and respectful in social media interactions and policies and procedures enable Council to be a trusted voice in the community
- An ageing workforce and skills shortages in various services delivered by Council Significant workforce planning is being undertaken to address this issue
- Responding to state government local government reforms
- Uncertainty about the policy initiatives of the state and federal government
- Keeping pace with providing services in an environment of increasing legislative obligations imposed by the state government
- Management of legislative compliance obligations under the multitude of state and federal legislative requirements
- Continually improving business systems and processes to identify efficiency gains
- Effective performance management, to support responsible, transparent and accountable government









### Disappointments

- Project management framework improvements was placed on hold until 2016/17 pending recommendations from internal audit review
- Governance Health Check was placed on hold until 2016/17 due to reallocation of staff time to Public Inquiry
- Visual communications style guide was placed on hold pending outcome of amalgamation legal action
- Complaints handling process review was placed on hold until 2016/17 due to reallocation of staff time to Public Inquiry
- Resident awareness of Precinct System did not meet target. There is a high population turnover due to a highly transient population. There was also a lack of staff resourcing in 2015/16. Further promotion of Precinct System to be undertaken in 2016/17
- Business satisfaction with Council's service delivery did not meet target. A wide range of comments were provided regarding aspects of the service area respondents found unsatisfactory, with the responses collated for current and future consideration. In the future the survey will seek to uncover potential reasons that may lie behind lower levels of satisfaction within the business community using in-depth qualitative research
- Average hours of training per year per employee did not meet target due to a large proportion of the training budget allocated to specialised training for a small number of staff. However, no training applications were declined
- The number of workplace safety incidents increased. Improved information systems, may have affected the results reported, potentially elevating numbers

### Our Plans for the Year Ahead

- Council's budget for the 2016/17 financial year forecasts a net operating result, before capital grants and contributions, of \$4.2 million. Income from total continuing operations is forecast at \$10.4 million including capital grants and contributions
- In our Operational Plan 2016/17 will build on the work we have achieved in the previous 12 months and support the strategic direction of the community. Under our strategic priority of 'Our Civic Leadership', we will be focusing on correct resourcing to achieve our other strategic priorities
- Implement recommendations from results of customer satisfaction survey
- Review complaint handling processes
- Organisation wide service reviews to identify efficiencies and process improvements
- Conduct Governance Health Check and implement recommendations

<b>Direction</b>	<b>5</b>	<b>Our Civic Leadership</b>		<b>97%</b>
Outcome:	5.1	North Sydney Council leads the strategic direction of North Sydney		<b>98%</b>
Strategy:	5.1.1	Manage funding and resources effectively and efficiently to achieve better community outcomes		<b>91%</b>

<b>4 Year Actions Delivery Program</b>	<b>Year 1 Activities Operational Plan 2015/16</b>	<b>QBL Link</b>	<b>Division</b>	<b>Responsible Department</b>	<b>Start Date</b>	<b>Target Date</b>	<b>YTD Progress</b>	<b>Comment</b>
5.1.1.1 Implement four year Integrated Planning and Reporting (IPR) cycle	5.1.1.1.1 Promote Council's planning, reporting and decision making framework to the community and provide opportunities for input	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4		100%
	5.1.1.1.2 Implement, monitor and review Community Strategic Plan, Delivery Program and Operational Plans	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4		100%
	5.1.1.1.3 Review IPR plans in developing next year's Operational Plan and budget	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1 Q1 Yr 2 Q1 Yr 3 Q1 Yr 4	Q2 Yr 1 Q2 Yr 2 Q2 Yr 3 Q2 Yr 4		100%
	5.1.1.1.4 Implement organisational wide Service Review Program	Gov	CIS	Integrated Planning and Special Projects	Q3 Yr 1	Q4 Yr 4		100%
	5.1.1.1.5 Implement organisational realignment	Gov	GMO	General Manager's Office	Q1 Yr 2	Q2 Yr 2		100%
	5.1.1.1.6 Introduce business planning to align with Council's Integrated Planning and Reporting Framework	Gov	GMO	General Manager's Office	Q1 Yr 2	Q2 Yr 2		100% There was no activity this period.
	5.1.1.1.7 Upgrade Council's performance management system	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 3	Q4 Yr 4		0% There was no activity this period.
	5.1.1.1.8 Improve Council's project management framework	Gov	CIS	Integrated Planning and Special Projects	Q3 Yr 2	Q2 Yr 3		40% Internal review completed, review of existing documents and forms undertaken. Further progress pending recommendations from Internal Audit review of project management. Further progress pending recommendations from Internal Audit review of project management.

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.1.1.2 Implement, monitor and review Resourcing Strategy	5.1.1.2.1 Implement, monitor and review Resourcing Strategy, including Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	● 100%	
	5.1.1.2.2 Report on special rate variation programs implementation	Soc	CIS COS	Integrated Planning and Special Projects Financial Services	Q2 Yr 1	Q2 Yr 1	● 100%	
					Q2 Yr 2	Q2 Yr 2		
					Q2 Yr 3	Q2 Yr 3		
					Q2 Yr 4	Q2 Yr 4		

Strategy: 5.1.2 Integrate sustainability as a core part of Council's corporate planning and reporting framework ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.1.2.1 Implement Organisational Sustainability Program	5.1.2.1.1 Conduct community education programs regarding QBL	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 5.1.3 Build relationships and strategic networks with all levels of government, non-government organisations, the private sector and community groups ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.1.3.1 Participate in NSROC working groups	5.1.3.1.1 Participate in NSROC working groups	Gov	GMO	General Manager's Office	Q1 Yr 1	Q4 Yr 4	● 100%	







Strategy: 5.1.4 Participate in public debate on the future of local government in NSW ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.1.4.1 Demonstrate best practice leadership in local government	5.1.4.1.1 Respond to draft strategies and discussion papers regarding debate on the future of local government, as opportunities arise	Gov	GMO	General Manager's Office	Q1 Yr 1	Q4 Yr 4	● 100%	
	5.1.4.1.2 Develop Advocacy Policy and Protocol	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q1 Yr 1	● 100%	

Outcome: 5.2 Council is financially sustainable ● 100%

Strategy: 5.2.1 Implement best practice financial reporting ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.2.1.1 Review Long Term Financial Plan	5.2.1.1.1 Manage, monitor and review Council's financial position on a continual basis	Gov	COS	Financial Services	Q1 Yr 1	Q4 Yr 4	● 100%	

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.2.1.1 Review Long Term Financial Plan	5.2.1.1.2 Continue to develop compliance with the Payment Card Industry Data Security Standards	Gov	COS	Financial Services	Q1 Yr 1	Q4 Yr 1		100%
					Q1 Yr 2	Q4 Yr 2		
					Q1 Yr 3	Q4 Yr 3		
					Q1 Yr 4	Q4 Yr 4		
5.2.1.1.3 Prepare statutory financial reports	Gov	COS	Financial Services	Q1 Yr 1	Q4 Yr 1		100%	
				Q1 Yr 2	Q4 Yr 2			
				Q1 Yr 3	Q4 Yr 3			
				Q1 Yr 4	Q4 Yr 4			
5.2.1.2 Implement investment strategy maximising returns of Council's investment portfolio while minimising risk	5.2.1.2.1 Review Investment Strategy	Gov	COS	Financial Services	Q1 Yr 1	Q2 Yr 1		100%
					Q1 Yr 2	Q2 Yr 2		
					Q1 Yr 3	Q2 Yr 3		
					Q1 Yr 4	Q2 Yr 4		
	5.2.1.2.2 Manage property portfolio	Gov	EPS	Property Assets	Q1 Yr 2	Q4 Yr 4		100%
5.2.1.2.3 Investigate opportunities to expand revenue from commercial operations, property portfolio and other income generating assets	Gov	COS EPS	Financial Services Property Assets	Q1 Yr 1	Q4 Yr 4		100%	
5.2.1.2.4 Review property portfolio and identify strategic acquisitions and investments that best meet future community needs	Gov	EPS	Property Assets	Q3 Yr 1	Q3 Yr 1		100%	
5.2.1.2.5 Undertake Coal Loader Cafe fit out	Eco	OSE	Landscape Planning and Design	Q1 Yr 1	Q2 Yr 2		100%	
5.2.1.3 Review Procurement Policy	5.2.1.3.1 Review Procurement Policy and Procedures	Gov	GMO	Risk Management	Q4 Yr 1	Q4 Yr 2		100%
					Q4 Yr 3	Q4 Yr 3		
5.2.1.3.1 Conduct staff training on Council's Contracts Manual	Gov	GMO	Contracts Management	Q2 Yr 2	Q4 Yr 2		99%	
				Q1 Yr 3	Q4 Yr 3			
				Q1 Yr 4	Q4 Yr 4			
				Q1 Yr 4	Q4 Yr 4			

## Our Performance

Strategy: 5.2.2 Review rating system to reflect an equitable distribution of costs and benefits ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.2.2.1 Review rating strategy to reflect an equitable distribution of costs and benefits	5.2.2.1.1 Review rating strategy to reflect an equitable distribution of costs and benefits	Gov	COS	Financial Services	Q1 Yr 1	Q2 Yr 1	● 100%	
5.2.2.2 Apply "user pays principle" as the basis for full cost recovery	5.2.2.2.1 Identify, classify and develop a suitable fee structure for service delivery	Gov	COS	Financial Services	Q3 Yr 1	Q4 Yr 1	● 100%	

Outcome: 5.3 North Sydney Council is ethical, open, accountable and transparent in its decision making ● 98%

Strategy: 5.3.1 Promote community access and participation at Council meetings ● 98%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.3.1.1 Promote public attendance at Council Meetings	5.3.1.1.1 Publish meeting schedule, business papers and minutes	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4	● 100%	
5.3.1.2 Increase awareness of role and function of local government	5.3.1.2.1 Promote Mock Council Program to schools	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	5.3.1.2.2 Conduct Youth/Councillor Mentor Program	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 5.3.2 Ensure Council processes and decisions are accessible ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.3.2.1 Improve accessibility to Council decisions	5.3.2.1.1 Review Council meeting agenda and reports management solution	Gov	COS	Governance and Committee Services	Q2 Yr 1	Q2 Yr 2	● 100%	
	5.3.2.1.2 Upgrade Council meeting voting system	Gov	COS	Governance and Committee Services	Q2 Yr 1	Q2 Yr 2	● 100%	
	5.3.2.1.3 Implement webcasting of Council meetings	Gov	COS	Governance and Committee Services	Q1 Yr 3	Q1 Yr 3	● 100%	

Strategy: 5.3.3 Provide community engagement and consultation opportunities ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.3.3.1 Provide community engagement and consultation opportunities	5.3.3.1.1 Encourage community participation in Reference Groups and Working Groups	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4	● 100%	
	5.3.3.1.2 Implement Community Engagement Protocol	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	● 100%	
	5.3.3.1.3 Hold Community Ward Forums	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 5.3.4 Support the North Sydney Community Precinct System ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.3.4.1 Support the North Sydney Community Precinct System through provision of operational funding and in-kind support	5.3.4.1.1 Provide administrative support and operational funding to Precinct Committees	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	● 100%	

Strategy: 5.3.5 Initiate web based consultation to broaden the range of community participation ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.3.5.1 Pilot web based consultation options	5.3.5.1.1 Pilot Voice Box online engagement program	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 2	● 100%	

Strategy: 5.3.6 Implement best practice governance strategies ● 88%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment	
5.3.6.1 Maintain and improve governance systems and practices	5.3.6.1.1 Conduct Governance Health Check and implement recommendations	Gov	CIS	Governance and Committee Services	Q2 Yr 1	Q3 Yr 4	● 50%	Diversion of staff resources to other matters (ie Public Inquiry). To be recommended next quarter.	
	5.3.6.1.2 Conduct Promoting Better Practice self-assessment review and implement recommendations	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 3	Q4 Yr 4	● 0%	There was no activity this period.	
	5.3.6.1.3 Review and update Delegations Manual		Gov	COS GMO	Legal Services	Q1 Yr 1	Q3 Yr 1	● 100%	
						Q1 Yr 2	Q3 Yr 2		
						Q1 Yr 3	Q3 Yr 3		
Q1 Yr 4						Q3 Yr 4			
5.3.6.1.4 Prepare statutory Disclosures of Interest Returns report		Gov	COS GMO	Governance and Committee Services Legal Services	Q1 Yr 1	Q2 Yr 1	● 100%		
					Q1 Yr 2	Q2 Yr 2			
					Q1 Yr 2	Q2 Yr 3			
					Q1 Yr 2	Q2 Yr 4			
5.3.6.1.5 Establish Code of Conduct Review Panel		Gov	GMO	Chief Operating Officer	Q2 Yr 2	Q2 Yr 2	● 100%		
5.3.6.2 Maintain Policy Manual	5.3.6.2.1 Review Payment of Expenses and Provision of Facilities to Councillors Policy	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q2 Yr 1			
					Q1 Yr 2	Q2 Yr 2			
					Q1 Yr 2	Q2 Yr 3			
					Q1 Yr 2	Q2 Yr 4			
5.3.6.3 Implement internal audit program	5.3.6.3.1 Support the Audit and Risk Committee	Gov	COS	Director Corporate Services	Q1 Yr 1	Q4 Yr 4	● 100%		
	5.3.6.3.2 Implement annual Audit and Risk Plan	Gov	COS	Director Corporate Services	Q1 Yr 1	Q4 Yr 4	● 100%		
5.3.6.4 Conduct councillor training and development program	5.3.6.4.1 Prepare and implement councillor training and development program	Gov	COS	Governance and Committee Services	Q1 Yr 1	Q4 Yr 4	● 100%		
5.3.6.5 Provide internal legal services	5.3.6.5.1 Provide internal legal services	Gov	GMO	Legal Services	Q1 Yr 1	Q4 Yr 4	● 100%		
5.3.6.6 Prepare statutory reports required under Local Government Act	5.3.6.6.1 Oversee preparation of all statutory reports required under Local Government Act	Gov	CIS	Integrated Planning and Special Projects	Q1 Yr 1	Q4 Yr 4	● 100%		



Strategy: 5.3.7 Implement best practice records management ● 99%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.3.7.1 Maintain and improve document management practices and systems	5.3.7.1.1 Improve functionality of document management software solution	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 1	●	100%
	5.3.7.1.2 Review options for off site storage and archival of Council records	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 1	●	100%
	5.3.7.1.3 Digitise historical building records	Gov	COS	Document Management Services	Q1 Yr 1	Q1 Yr 1	●	100%
	5.3.7.1.4 Implement electronic lodgement of information	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 1	●	100%
	5.3.7.1.5 Continue to develop performance reporting across document management solution	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 4	●	100%
	5.3.7.1.6 Review Privacy Management Plan and procedures	Gov	COS	Governance and Committee Services	Q2 Yr 1 Q2 Yr 3	Q2 Yr 1 Q2 Yr 3	●	100%
	5.3.7.1.7 Record and distribute documents and information in electronic document management system, in compliance with State Records Act, Privacy Act and GIPA	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 4	●	100%

Outcome: 5.4 North Sydney community is informed and aware ● 88%

Strategy: 5.4.1 Increase promotion of Council activities and achievements ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment	
5.4.1.1 Increase promotion of Council activities and achievements	5.4.1.1.1 Manage media services including social media	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 1	●	100%	
	5.4.1.1.2 Review corporate advertisements format	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%	
	5.4.1.1.3 Prepare and distribute community newsletter		Gov	COS	Communications and Events	Q1 Yr 1	Q1 Yr 1	●	100%
						Q3 Yr 1	Q3 Yr 1		
						Q1 Yr 2	Q1 Yr 2		
						Q3 Yr 2	Q3 Yr 2		
						Q1 Yr 3	Q1 Yr 3		
						Q3 Yr 3	Q3 Yr 3		
5.4.1.1.4 Prepare and distribute regular e-newsletters	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%		
5.4.1.1.5 Maintain website content, design and functionality	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%		

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.4.1.1 Increase promotion of Council activities and achievements	5.4.1.1.6 Celebrate Council's 125th anniversary	Gov	COS	Communications and Events	Q1 Yr 3	Q4 Yr 3	●	100%
	5.4.1.1.7 Prepare promotional materials	Gov	COS	Communications and Events	Q1 Yr 3	Q4 Yr 4	●	100%
5.4.1.2 Support Council's social media and mobile communication platforms	5.4.1.2.1 Develop social media use protocols	Gov	COS	Communications and Events	Q1 Yr 1	Q1 Yr 1	●	100%
	5.4.1.2.2 Develop mobile applications for residents and businesses	Gov	COS	Communications and Events	Q4 Yr 1	Q4 Yr 2	●	100%
5.4.1.3 Provide internal communication services	5.4.1.3.1 Establish digital photo repository	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%
	5.4.1.3.2 Provide internal graphic design service	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 5.4.2 Enhance existing communication methods, including diversified use of digital media ● 75%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.4.2.1 Prepare and implement External Communications Strategy	5.4.2.1.1 Prepare and implement External Communications Strategy	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 2	●	100%
	5.4.2.1.2 Update corporate standards/visual communications style guide	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 3	●	0% Resources redirected to other projects. To be reconsidered in 2016/17 financial year depending on outcome of amalgamation legal action.
5.4.2.2 Prepare and implement External Communications Strategy	5.4.2.2.1 Prepare and implement Internal Communications Strategy	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 2	●	100%
	5.4.2.2.2 Produce and distribute staff newsletter	Gov	COS	Communications and Events	Q1 Yr 1	Q4 Yr 4	●	100%

Outcome: 5.5 Customer focused Council services ● 98%

Strategy: 5.5.1 Implement best practice customer service strategies ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment	
5.5.1.1 Implement service delivery improvements in the Customer Service Centre	5.5.1.1.1 Provide frontline customer services	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	●	100%	
	5.5.1.1.2 Pilot customer feedback systems	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	●	100%	
	5.5.1.1.3 Conduct a benchmark review of Council's frontline customer services		Gov	COS	Customer Services	Q3 Yr 2	Q4 Yr 2	●	100%
						Q3 Yr 3	Q4 Yr 3		
						Q3 Yr 4	Q4 Yr 4		
						Q3 Yr 4	Q4 Yr 4		
	5.5.1.1.4 Promote and enhance phone system capabilities	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	●	100%	
	5.5.1.1.5 Implement online services and mobile technology opportunities	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	●	100%	
5.5.1.1.6 Assess and determine facilities booking applications	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	●	100%		
5.5.1.1.7 Provide after hours telephone service	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	●	100%		
5.5.1.1.8 Develop and implement Customer Service Improvement Strategy	Gov	COS	Customer Services	Q1 Yr 1	Q4 Yr 4	●	100%		



Outcome: 5.6 North Sydney Council is an employer of choice ● 94%  
 Strategy: 5.6.1 Attract, develop and retain highly skilled staff and provide a safe work environment ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment	
5.6.1.1 Implement strategies to attract, develop and retain highly skilled staff	5.6.1.1.1 Review and implement Equal Employment Opportunity (EEO) Management Plan	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	●	100%	
	5.6.1.1.2 Provide training and development for staff	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	●	100%	
	5.6.1.1.3 Review staff policies and procedures		Gov	CIS	Workforce Planning	Q2 Yr 1	Q4 Yr 1	●	100%
						Q2 Yr 2	Q4 Yr 2		
						Q2 Yr 3	Q4 Yr 3		
						Q2 Yr 4	Q4 Yr 4		
	5.6.1.1.4 Review Performance Planning and Assessment (PPA) System	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 1	●	100%	
	5.6.1.1.5 Implement employee wellbeing programs	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	●	100%	
	5.6.1.1.6 Conduct employee survey		Gov	CIS		Q3 Yr 2	Q4 Yr 2	●	100%
Q3 Yr 4						Q4 Yr 4			
5.6.1.1.7 Implement actions arising from Employee Survey	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	●	100%		
5.6.1.1.8 Develop and implement Age Management Plan	Gov	CIS	Workforce Planning	Q3 Yr 2	Q4 Yr 4	●	100%		
5.6.1.2 Implement Work Health and Safety (WHS) management system within the legislative framework	5.6.1.2.1 Implement Work Health and Safety (WHS) training	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%	
	5.6.1.2.2 Implement Work Health and Safety (WHS) programs	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%	

Strategy: 5.6.2 Implement best practice human resource policies and strategies ● 81%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.6.2.1 Implement best practice human resource (HR) policies and strategies	5.6.2.1.1 Implement Workforce Strategy	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	●	100%
	5.6.2.1.2 Implement organisational culture project– Leadership and Culture	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	●	25% Project discontinued
					Q3 Yr 1	Q3 Yr 1		
					Q3 Yr 2	Q3 Yr 2		
5.6.2.1.3 Benchmark Human Resources and Work Health and Safety (WHS) performance between councils	Gov	CIS GMO	Workforce Planning/ Risk Management	Q3 Yr 1	Q3 Yr 1	●	100%	
				Q3 Yr 2	Q3 Yr 2			
				Q3 Yr 3	Q3 Yr 3			
5.6.2.1.4 Improve functionality of Human Resources Information System (HRIS)	Gov	CIS	Workforce Planning	Q1 Yr 1	Q4 Yr 4	●	100%	

Our Performance

Outcome: 5.7 Risks are minimised and continuity of Council’s critical business functions is ensured ● 100%

Strategy: 5.7.1 Implement best practice risk management strategies ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.7.1.1 Implement Enterprise Risk Management (ERM) Framework	5.7.1.1.1 Facilitate training and education awareness programs regarding risk management	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%
	5.7.1.1.2 Maintain an appropriate insurance program	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%
	5.7.1.1.3 Maintain Enterprise Risk Register	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%
	5.7.1.1.4 Assess and determine claims and requests	Gov	GMO	Risk Management	Q1 Yr 1	Q4 Yr 4	●	100%

Strategy: 5.7.2 Implement best practice business continuity strategies ● 100%

4 Year Actions Delivery Program	Year 1 Activities Operational Plan 2015/16	QBL Link	Division	Responsible Department	Start Date	Target Date	YTD Progress	Comment
5.7.2.1 Implement Business Continuity (disruption risk management) Plan	5.7.2.1.1 Implement and test Disruption Risk Management Plan	Gov	GMO	Risk Management	Q4 Yr 1	Q4 Yr 1	●	100%
					Q4 Yr 2	Q4 Yr 2		
					Q4 Yr 3	Q4 Yr 3		
					Q4 Yr 4	Q4 Yr 4		
5.7.2.2 Review and develop Knowledge Management Framework in accordance with best practice	5.7.2.2.1 Implement Knowledge Management Plan	Gov	COS	Document Management Services	Q1 Yr 1	Q4 Yr 4	●	100%







Key Performance Indicator	Related Outcome	QBL Link	2015/16 Actual	Target or Desired Trend 2015/16	YTD Progress
100 Percentage of residents aware of CSP	5.1	Gov	23%	>23%	● 96%
101 Percentage of businesses aware of CSP	5.1	Gov	23%	>19%	● 100%
102 Percentage of residents satisfied with North Sydney's strategic direction	5.1	Gov	51%	>49%	● 100%
103 Percentage of businesses satisfied with North Sydney's strategic direction	5.1	Gov	56%	>47%	● 100%
104 Percentage of scheduled activities (projects and services) progressing in accordance with agreed timeframes	5.1	Gov	93%	95%	● 100%
105 Actual expenses vs budgeted expenses	5.2	Eco	100%	90%	● 100%
106 Operating result before capital grants and contributions and fair value adjustments	5.2	Eco	Na	+or-5%	N/A 0%
107 Operating balance ratio	5.2	Eco	na	>2-<10%	N/A 0%
108 Unrestricted current ratio	5.2	Eco	na	>1.5:1	N/A 0%
109 Rates and Annual Charges coverage ratio	5.2	Eco	na	>50%	N/A 0%
110 Percentage of rates and charges overdue	5.2	Eco	na	<4%	N/A 0%
111 Building and infrastructure renewal ratio	5.2	Eco	na	100%	N/A 0%
112 Debt service ratio	5.2	Eco	na	<10%	N/A 0%
113 Broad liabilities ratio	5.2	Eco	Na	<60%	N/A 0%
114 Available cash assets	5.2	Eco	Na	\$34 million	N/A 0%
115 Asset renewal ratio	5.2	Eco	Na	100%	N/A 0%
116 Outstanding debtors ratio excluding rates and charges	5.2	Eco	Na	<3%	N/A 0%
117 Percentage of bills paid on time	5.2	Eco	95%	95%	● 100%
118 Utilisation of commercial property portfolio	5.2	Eco	98%	100%	● 98%
119 Percentage of identified staff trained in organisation's contracts management procedures	5.2	Gov	90%	100%	● 90%
120 Prepare documents for execution within 10 working days of receipt	5.2	Gov	100%	100%	● 100%
121 Produce approved supplier listing on time	5.2	Gov	100%	100%	● 100%
122 Percentage of legislative compliance	5.2	Gov	Na	Baseline	N/A 0%
123 Percentage of employees trained in organisation's anti-corruption policies and procedures	5.3	Gov	100%	100%	● 100%
124 Percentage of residents who feel Council operates under ethical, open, accountable and transparent processes	5.3	Gov	Na	Baseline	N/A 0%
125 Percentage of businesses who feel Council operates under ethical, open, accountable and transparent processes	5.3	Gov	Na	Baseline	N/A 0%
126 Percentage of residents satisfied with Council's community engagement processes	5.3	Gov	60%	>53%	● 100%
127 Percentage of businesses satisfied with Council's community engagement processes	5.3	Gov	48%	>47%	● 100%
128 Number of members on the Voice Box online panel	5.3	Gov	85 members	71 members	● 100%
129 Number of attendees at Precinct Committee meetings	5.3	Gov	2,125 attendees	Trend	N/A 0%
130 Percentage of residents aware of Precinct System	5.3	Gov	45%	>53%	● 85%



131	Percentage of businesses aware of Precinct System	5.3	Gov	30%	>24%		100%
132	Number of visits to Council's website	5.4	Gov	868,389 visitors	400,000 visitors		100%
133	Respond to media enquiries within 24 hours	5.4	Gov	100%	100%		100%
134	Number of community newsletters distributed in accordance with schedule	5.4	Gov	100%	100%		100%
135	Percentage of residents satisfied with Council communications	5.4	Gov	75%	>67%		100%
136	Percentage of businesses satisfied with Council communications	5.4	Gov	65%	>56%		100%
137	Percentage of staff satisfied with intranet	5.4	Gov	Na	Baseline	N/A	0%
138	Percentage of call centre calls answered in <25 seconds	5.5	Gov	77%	75%		100%
139	Percentage of call centre calls resolved on first point of contact	5.5	Gov	82%	80%		100%
140	Percentage of call centre calls answered and not abandoned	5.5	Gov	98%	90%		100%
141	Percentage of enquiries at customer service centre counter resolved at first point of contact	5.5	Gov	97%	80%		100%
142	Percentage of service requests completed within agreed timeframes	5.5	Gov	76%	80%		95%
143	Percentage of correspondence responded to within 10 working days	5.5	Gov	90%	90%		100%
144	Percentage of unplanned down time of critical systems	5.5	Gov	1%	<5%		100%
145	Percentage of complaints responded to within 10 working days	5.5	Gov	na	100%	N/A	0%
146	Percentage of residents satisfied with Council's service delivery	5.5	Gov	84%	>85%		98%
147	Percentage of businesses satisfied with Council's service delivery	5.5	Gov	65%	>75%		86%
148	Percentage of employee turnover	5.6	Gov	10%	<12%		100%
149	Percentage of staff satisfied with the organisation	5.6	Gov	75%	75%		100%
150	Percentage of staff on exit who recommend Council as a 'good organisation' to work for	5.6	Gov	94%	90%		100%
151	Percentage of staff who understand how their job contributes to the overall success of North Sydney Council	5.6	Gov	Na	93%	N/A	0%
152	Average hours of training per year per employee	5.6	Gov	20 hours	28 hours		71%
153	Average unplanned absence days per full time employee	5.6	Gov	9 days	<10 days		100%
154	Annual leave liability	5.6	Gov	11%	<15%		100%
156	Number of workplace safety incidents	5.6	Gov	93 incidents	<83 incidents		83%
157	Workers compensation premium rate	5.6	Gov	Na	<5%	N/A	0%
158	Percentage of WHS risk assessments completed	5.6	Gov	Na	75%	N/A	0%
159	Percentage of personal performance appraisals (PPAs) completed	5.6	Gov	Na	100%		100%
160	Compliance with liability risk management audit	5.7	Gov	100%	90%		100%

na=not available

N/A=not applicable

Trend=no specific target

Baseline=target to be determined following first information collection

# STATUTORY INFORMATION

This section contains legislative information Council is required to provide, but which has not been disclosed previously in this report. An index of the statutory requirements is appended in the back of this document.

## Local Government Act

Local government is required to operate within the statutory framework of the *Local Government Act 1993*. One requirement of the Act is that local governments prepare an Annual Report each financial year.

## Financial Reports

Council's audited financial reports are attached as an Appendix to this report.

## Access Applications

Section 125 of the *Government Information (Public Access) Act 2009* (GIPA Act) requires Council to report in detail on the handling of access applications. This statement is in accordance with the GIPA reporting requirements. Commentary on applications for information under GIPA can be found below.

## Review of proactive release program

Council's program for the proactive release of information involves:

- Ongoing review of document registration standards in relation to online publishing of DA associated documentation in the DA Tracking section of Council's website
- Annual review of Council's Access to Information Policy
- Annual review of Council's Publication Guide
- Annual review of Council's Public Registers

During the reporting period, we reviewed this program by consultation with key Council stakeholders. No changes were made to current published documents. Ongoing consultation and training was provided to existing and newly appointed Council officers in public access practices in accordance with reviews of document registration practices.

As a result of this review, we released the following information proactively:

- <#> responses to documented Informal Access to Information Applications
- Ongoing DA associated information on the DA Tracking section of the Council website
- Online publishing of information referenced in Council's Publication Guide

As a result of this review, we released the following information proactively:

## Number of access applications received

During the reporting period, Council received a total of 11 formal access applications.

## Number of refused applications for Schedule 1 information

During the reporting period, Council refused none of the formal access applications because the information requested was information referred to in Schedule 1 to the GIPA Act.

## Number of applications by type of applicant and outcome\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information Application is held	Application withdrawn
Media	2	2	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	0	4	0	0	0	0	0	0
Members of the public (other)	1	1	0	0	0	0	0	0

Note: One application by members of the public (application by legal representative) is still under determination therefore unable to categorise at this stage.

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	3	4	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	1	2	0	0	0	0	0	1

Note: One application by Access applications (other than personal information applications) is still under determination therefore unable to categorise at this stage.

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

### Invalid Applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

### Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

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

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

### Other public interest consideration against disclosure: matters listed in table to section 14 of Act

	Number of times consideration used*
Responsible and effective government	6
Law enforcement and security	0
Individual rights, judicial processes and natural justice	7
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

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

### Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	4
Decided after 35 days (by agreement with applicant)	7
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>11</b>

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

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>1</b>

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

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

	Number of applications for review
Applications by access applications	1
Applications by persons to whom information the subject of access applications relates (see section 54 of the Act)	0

**Legal Proceedings and Costs**

During 2015/16, Council incurred legal costs in relation to legal proceedings as follows:

**Register of Appeals and Court Matters**

Legal Proceeding	Cost (\$)	Result/Status
Class 2 appeal against Council Order in respect of repair to a sandstone retaining wall	27,306	Section 34 Agreement
Class 4 Summons in respect of development without consent	94,169	Pending
Class 4 Summons in respect of development without development consent	27,627	Pending
Class 1 appeal against Council refusal of a childcare centre in a state heritage listed building	101,664	Appeal upheld
Class 1 appeal against mixed commercial/residential development	0	Section 34 Agreement
Class 1 appeal against a deemed refusal for a proposed residential development	72,346	Pending
Class 1 appeal against a deemed refusal of a proposed residential dwelling	9,111	Determined by Section 34 agreement
Class 1 appeal against a deemed refusal of a proposed residential apartment complex	0	Pending
Class 1 appeal against a deemed refusal of a proposed residential apartment complex	0	Pending
Class 1 appeal against a refusal of a proposed alterations to an entertainment venue	2,932	Pending
Class 1 appeal against a deemed refusal of a proposed apartment complex	0	Determined by Section 34 agreement
Class 1 appeal against a refusal of alterations to a residential heritage dwelling	0	Determined by Section 34 agreement
Class 1 appeal against change of use of a floor from commercial to residential	10,230	Determined by Section 34 agreement
Class 1 appeal against Council Emergency Order to make the site safe	0	Determined by Section 34 agreement
Class 1 appeal against Council Order in respect of boundary fence	0	Dismissed
Local Court prosecution (Court Attendance Notices) in respect of unauthorised use of property	1,023	Convicted and fined \$18,000 plus costs of \$8,420 each
Local Court prosecution (Court Attendance Notices) in respect of unauthorised use of property and breach of consent	1,023	Convicted and fined \$18,000 plus costs of \$8,420 each
Local Court prosecution (Court election) in respect of breach of conditions of consent	0	Convicted and fined \$22,000 plus costs \$500.00
Class 6 appeal against the severity of fines imposed by the Local Court	7,040	Appeal dismissed with costs
Local Court prosecutions in respect of unauthorised use of premises	0	Convicted and fined \$15,000 plus costs of \$1,500
Local Court prosecution in respect of unauthorised works	0	Convicted and fined \$1,000 plus costs of \$500
Class 4 proceedings in the Land and Environment Court	569,205	Pending

There were no legal actions for anticompetitive behaviour, anti-trust, and monopoly practices during the year.

**Special Rates and Levies**

Council previously successfully applied in to the Independent Pricing and Regulatory Tribunal for a special variation to its general income. The increase granted was 5.5% (inclusive of the rate peg) per annum until 2017/18. In 2015/16, the special variation generated approximately \$1.1 million of additional revenue above that which would have been the case had only the rate peg been applied. This revenue made a contribution to our capital works program.

Council’s revenue from rates also includes an Environment Levy, Infrastructure Levy, Crows Nest Mainstreet Levy and a Neutral Bay Mainstreet Levy.

During the year the following productivity savings were achieved:

Description of Activity	Productivity Gains
Project management Council conducted a review of its Project Management Framework	Identified a consistent approach that maximises the likelihood of projects being delivered on time, to cost and to the intended scope.
Parking enforcement Introduction of smartphone technology Introduction of next generation infringement processing software	The introduction of smartphones to replace personal digital assistants (PDAs) has enabled improved evidence gathering. Smartphones also enable officers to communicate with newly introduced in-ground sensor technology to better manage parking turnover.  Together with smartphones, this new infringement processing software allows infringed people to view the photographic evidence online at the State Debt Recovery Office.  These initiatives also prepare Council to move to the live transfer of infringement data to the State Debt Recovery Office.
Development assessments service delivery Review of lodgement and assessment process	Council investigated the option of electronic lodgement and report templates to assist in the lowering of development application processing times. The project is continuing into 2016/2017.
Cultural Services Review conducted of Council’s arts and cultural service levels (North Sydney Arts and Cultural Strategic Plan)	While operating within existing staffing levels, the arts and cultural services department implemented service level adjustments and introduced new service activities including Public Art Trail and a pop up shop exhibiting work of local artists.
Youth Services The Phoenix House Youth Refuge transferred to Link Housing management following the Going Home, Staying Home reforms	Preserved the monetary value of recent refurbishments and maintained service to youth transitioning to independence.

**Environment Levy**

Environment Levy funds are used to implement Council’s Bushland and Fauna Rehabilitation Plans, Street Tree Strategy, Water Management Plan and Greenhouse Action Plan. All rateable properties within the Council area are charged the Environment Levy.

The following tables give an overview of the work fully or partially funded by the levy in 2015/16:

Environment Levy	Amount (\$)
Actual net income	\$1,820,620
Unspent at beginning of year	\$735,016
Expenditure	\$1,760,113
Unspent at end of year	\$795,523

Project	Amount (\$)
Bushland	\$778,234
Greenhouse Action Plan	\$325,749
Sustainability Strategy	\$216,645
Water Management Action Plan	\$228,083

**Crows Nest Mainstreet and Neutral Bay Mainstreet Levies**

The Crows Nest and Neutral Bay Mainstreet Levies were implemented to raise funds for streetscape works within the Crows Nest and Neutral Bay business areas. Only applicable properties within those business areas are charged these levies.

The following table provides details on the total income received and projects funded by the levies in 2015/16:

Mainstreet Levies	Amount (\$)
Actual net income	\$497,782
Unspent at beginning of year	\$114,200
Expenditure	\$234,121
Unspent at end of year	\$377,861

Project	Amount (\$)
Burlington Street Crows Nest Streetscape works	\$191,585

**Infrastructure Levy**

The Infrastructure Levy was implemented to raise more funds for the maintenance and renewal of Council's infrastructure assets. All rateable properties within the Council area are charged the Infrastructure Levy.

The following table provides details on the total income received and projects funded by the levy in 2015/16:

<b>Infrastructure Levy</b>	<b>(\$)</b>
Income:	\$1,630,672
Unspent at beginning of year	\$0
Expenditure:	\$1,343,096
Unspent at end of year	\$287,576

<b>Project</b>	<b>Expenditure (\$)</b>
Road renewal	\$878,700
Road furniture renewal	\$40,000
Stormwater Drainage maintenance	\$15,000
Lighting maintenance	\$31,447
Retaining walls renewal	\$290,562
Sea walls renewal	\$87,277

**Stormwater Management Service Charge**

The Stormwater Management Service Charge is levied to provide funds for the renewal of Council's stormwater drainage infrastructure. All rateable properties within the Council area are charged the Infrastructure Levy.

The following table provides details on the total income received, expenditure per project and outcomes achieved in 2015/16:

<b>Infrastructure Levy</b>	<b>(\$)</b>
Income:	\$547,039
Amount carried over from 2014/15 financial year	\$5,157
Expenditure	\$552,196
Balance carried over to 2016/17 financial year	\$0

<b>Project</b>	<b>Expenditure (\$)</b>
Stormwater Drainage renewal	\$552,196





# NORTH SYDNEY COUNCIL GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2016

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## Overview

- i) These financial statements are General Purpose Financial Statements and cover the operations for North Sydney Council.
- ii) North Sydney Council is a body politic of NSW, Australia – being constituted as a local government area by proclamation and is duly empowered by the Local Government Act 1993 (LGA).

Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council:

- the ability to provide goods, services and facilities, and to carry out activities appropriate to the current and future needs of the local community and of the wider public,
- the responsibility for administering regulatory requirements under the LGA and
- a role in the management, improvement and development of the resources in the area.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

- iii) All figures presented in these financial statements are presented in Australian currency.
- iv) These financial statements were authorised for issue by the Council on 25 October 2016. Council has the power to amend and reissue these financial statements.

### **Understanding Council's Financial Statements**

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their Council and Community.

#### **What you will find in the statements**

The financial statements set out the financial performance, financial position & cash flows of Council for the financial year ended 30 June 2015.

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

#### **About the councillor/management statement**

The financial statements must be certified by Senior staff as "presenting fairly" the Council's financial results for the year, and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

#### **About the primary financial statements**

The financial statements incorporate 5 "primary" financial statements:

##### **1. The Income Statement**

Summaries Council's financial performance for the year, listing all income and expenses.

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

Primarily records changes in the fair values of Council's Infrastructure, Property, Plant & Equipment.

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

A 30 June snapshot of Council's financial position indicating its Assets, Liabilities & "Net Wealth".

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

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

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

Indicates where Council's cash came from and where it was spent.

This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

### **About the notes to the financial statements**

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

#### **About the Auditor's Reports**

Council's financial statements are required to be audited by external accountants (that generally specialise in Local Government).

In NSW, the Auditor provides 2 audit reports:

1. An opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. Their observations on the conduct of the Audit including commentary on the Council's financial performance and financial position.

#### **Who uses the financial statements?**

The financial statements are publicly available documents and must be presented at a Council meeting between 7 days and 5 weeks after the date of the Audit Report.

Submissions from the public can be made to Council up to 7 days subsequent to the public presentation of the financial statements.

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

# STATEMENT BY COUNCILLORS AND MANAGEMENT

made pursuant to Section 413(2)(c) of the  
Local Government Act 1993 (NSW) (as amended)

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

- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and professional pronouncements, and
- the Local Government Code of Accounting Practice and Financial Reporting.

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

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

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

Signed in accordance with a resolution of Council made on 24 October 2016.



**Jilly Gibson**  
Mayor



**Melissa Clare**  
Councillor



**Ross McCreanor**  
Acting General manager



**Garry Ross**  
Responsible accounting officer

# INCOME STATEMENT

for the year ended 30 June 2016

\$ '000	Notes	Budget <sup>1</sup> 2016	Actual 2016	Actual 2015
<b>INCOME FROM CONTINUING OPERATIONS</b>				
<b>Revenue:</b>				
Rates and annual charges	3a	48,476	49,000	46,336
User charges and fees	3b	21,631	25,474	24,812
Interest and investment revenue	3c	2,358	3,968	4,613
Other revenues	3d	21,005	28,507 <sup>2</sup>	20,184
Grants and contributions provided for operating purposes	3e,f	4,512	6,118	4,656
Grants and contributions provided for capital purposes	3e,f	4,042	47,704 <sup>3</sup>	15,543
<b>Other income:</b>				
Net gains from the disposal of assets	5	253	25	75
<b>Total income from continuing operations</b>		<b>102,277</b>	<b>160,796</b>	<b>116,219</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	4a	39,875	40,544	38,756
Borrowing costs	4b	335	277	–
Materials and contracts	4c	30,069	34,421	30,891
Depreciation and amortisation	4d	16,918	15,536	15,684
Impairment	4d	–	–	–
Other expenses	4e	8,210	8,436	8,308
Net share of interests in joint ventures and associates using the equity method	19	–	22	5
<b>Total expenses from continuing operations</b>		<b>95,407</b>	<b>99,236</b>	<b>93,644</b>
<b>Operating result from continuing operations</b>		<b>6,870</b>	<b>61,560</b>	<b>22,575</b>
<b>Discontinued operations</b>				
Net profit/(loss) from discontinued operations	24	–	–	–
<b>Net operating result for the year</b>		<b>6,870</b>	<b>61,560</b>	<b>22,575</b>
Net operating result attributable to Council		6,870	61,560	22,575
Net operating result attributable to non-controlling interests		–	–	–
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>2,828</b>	<b>13,856</b>	<b>7,032</b>

1 Original budget as approved by Council – refer Note 16

2 Other Revenues 2016 includes \$12.8 million in Fair Value adjustments (non-cash) associated with Investment Properties – refer Note 3 (d). The corresponding figure in 2015 was \$4.9 million.

3 Grants and Contributions provided for Capital purposes includes \$34.3 million non-cash land and building contribution associated with a Public Private Partnership project at Alexander Street Car Park site.

# STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2016

\$ '000	Notes	Actual 2016	Actual 2015
Net operating result for the year (as per Income Statement)		61,560	22,575
<b>OTHER COMPREHENSIVE INCOME:</b>			
<b>Amounts which will not be reclassified subsequently to the operating result</b>			
Gain (loss) on revaluation of I,PP&E	20b (ii)	–	87,359
Total items which will not be reclassified subsequently to the operating result		–	87,359
Amounts which will be reclassified subsequently to the operating result when specific conditions are met		Nil	–
<b>Total other comprehensive income for the year</b>		<b>–</b>	<b>87,359</b>
<b>Total comprehensive income for the year</b>		<b>61,560</b>	<b>109,934</b>
Total comprehensive income attributable to Council		61,560	109,934
Total comprehensive income attributable to non-controlling interests		–	–

# STATEMENT OF FINANCIAL POSITION

as at 30 June 2016

\$ '000	Notes	Actual 2016	Actual 2015
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	6a	5,521	8,607
Investments	6b	95,434	94,534
Receivables	7	6,693	5,688
Inventories	8	43	43
Other	8	226	228
Non-current assets classified as 'held for sale'	22	–	–
<b>Total current assets</b>		<b>107,917</b>	<b>109,100</b>
<b>Non-current assets</b>			
Investments	6b	–	–
Receivables	7	147	141
Inventories	8	–	–
Infrastructure, property, plant and equipment	9	769,132	701,806
Investments accounted for using the equity method	19	34	56
Investment property	14	92,390	79,570
Intangible assets	25	–	–
<b>Total non-current assets</b>		<b>861,703</b>	<b>781,573</b>
<b>TOTAL ASSETS</b>		<b>969,620</b>	<b>890,673</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	10	25,290	18,802
Borrowings	10	220	172
Provisions	10	15,934	14,601
<b>Total current liabilities</b>		<b>41,444</b>	<b>33,575</b>
<b>Non-current liabilities</b>			
Payables	10	–	–
Borrowings	10	9,500	–
Provisions	10	205	187
<b>Total non-current liabilities</b>		<b>9,705</b>	<b>187</b>
<b>TOTAL LIABILITIES</b>		<b>51,149</b>	<b>33,762</b>
<b>Net assets</b>		<b>918,471</b>	<b>856,911</b>
<b>EQUITY</b>			
Retained earnings	20	748,511	686,951
Revaluation reserves	20	169,960	169,960
<b>Council equity interest</b>		<b>918,471</b>	<b>856,911</b>
<b>Non-controlling equity interests</b>		<b>–</b>	<b>–</b>
<b>Total equity</b>		<b>918,471</b>	<b>856,911</b>

# STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2016

\$ '000	Notes	Retained earnings	Reserves (Refer 20b)	Council interest	Non-controlling Interest	Total equity
<b>2016</b>						
<b>Opening balance</b> (as per last year's audited accounts)		696,327	169,960	866,287	–	866,287
a. Correction of prior period errors	20 (c)	–	–	–	–	–
b. Changes in accounting policies (prior year effects)	20 (d)	(9,376)	–	(9,376)	–	(9,376)
<b>Revised opening balance (as at 1/7/15)</b>		686,951	169,960	856,911	–	856,911
<b>c. Net operating result for the year</b>		61,560	–	61,560	–	61,560
d. Other comprehensive income						
– Revaluations: IPP&E asset revaluation rsve	20b (ii)	–	–	–	–	–
– Revaluations: other reserves	20b (ii)	–	–	–	–	–
– Transfers to Income Statement	20b (ii)	–	–	–	–	–
– Impairment (loss) reversal relating to I,PP&E	20b (ii)	–	–	–	–	–
– Joint ventures and associates	19b	–	–	–	–	–
<b>Other comprehensive income</b>		–	–	–	–	–
<b>Total comprehensive income (c&amp;d)</b>		61,560	–	61,560	–	61,560
e. Distributions to/(contributions from) non-controlling Interests	–	–	–	–	–	–
f. Transfers between equity	–	–	–	–	–	–
<b>Equity – balance at end of the reporting period</b>		748,511	169,960	918,471	–	918,471

\$ '000	Notes	Retained earnings	Reserves (Refer 20b)	Council interest	Non-controlling Interest	Total equity
<b>2015</b>						
<b>Opening balance</b> (as per last year's audited accounts)		673,752	82,601	756,353	–	756,353
a. Correction of prior period errors	20 (c)	–	–	–	–	–
b. Changes in accounting policies (prior year effects)	20 (d)	(9,376)	–	(9,376)	–	(9,376)
<b>Revised opening balance (as at 1/7/14)</b>		664,376	82,601	746,977	–	746,977
<b>c. Net operating result for the year</b>		22,575	–	22,575	–	22,575
d. Other comprehensive income						
– Revaluations: IPP&E asset revaluation rsve	20b (ii)	–	87,359	87,359	–	87,359
– Revaluations: other reserves	20b (ii)	–	–	–	–	–
– Transfers to Income Statement	20b (ii)	–	–	–	–	–
– Impairment (loss) reversal relating to I,PP&E	20b (ii)	–	–	–	–	–
– Joint ventures and associates	19b	–	–	–	–	–
<b>Other comprehensive income</b>		–	87,359	87,359	–	87,359
<b>Total comprehensive income (c&amp;d)</b>		22,575	87,359	109,934	–	109,934
e. Distributions to/(contributions from) non-controlling Interests	–	–	–	–	–	–
f. Transfers between equity	–	–	–	–	–	–
<b>Equity – balance at end of the reporting period</b>		686,951	169,960	856,911	–	856,911



# STATEMENT OF CASH FLOWS

for the year ended 30 June 2016

\$ '000	Notes	Budget <sup>1</sup> 2016	Actual 2016	Actual 2015
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Receipts:</b>				
Rates and annual charges		48,450	48,830	46,263
User charges and fees		23,700	29,229	25,963
Investment and interest revenue received		2,000	4,132	4,273
Grants and contributions		8,500	18,857	20,679
Bonds, deposits and retention amounts received		2,900	2,950	2,512
Other		16,500	22,300	20,379
<b>Payments:</b>				
Employee benefits and on-costs		(39,875)	(39,585)	(37,327)
Materials and contracts		(31,000)	(35,117)	(33,500)
Borrowing costs		(335)	(262)	–
Bonds, deposits and retention amounts refunded		(2,900)	(2,969)	(640)
Other		(8,800)	(11,862)	(12,245)
<b>Net cash provided (or used in) operating activities</b>	11b	<b>19,140</b>	<b>36,503</b>	<b>36,357</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Receipts:</b>				
Sale of investment securities		55,000	47,445	42,195
Sale of infrastructure, property, plant and equipment		827	1,204	1,408
<b>Payments:</b>				
Purchase of investment securities		(45,000)	(48,520)	(46,051)
Purchase of investment property		–	(17)	–
Purchase of infrastructure, property, plant and equipment		(38,880)	(49,249)	(30,582)
<b>Net cash provided (or used in) investing activities</b>		<b>(28,053)</b>	<b>(49,137)</b>	<b>(33,030)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts:</b>				
Proceeds from borrowings and advances		9,500	9,500	–
<b>Payments:</b>				
Nil				
<b>Net cash flow provided (used in) financing activities</b>		<b>9,500</b>	<b>9,500</b>	<b>–</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>587</b>	<b>(3,134)</b>	<b>3,327</b>
Plus: <b>cash and cash equivalents – beginning of year</b>	11a	4,000	8,435	5,108
Cash and cash equivalents – end of the year	11a	4,587	5,301	8,435
<b>Additional Information:</b>				
plus: <b>Investments on hand – end of year</b>	6b	95,434	94,534	
<b>Total cash, cash equivalents and investments</b>		<b>100,735</b>	<b>102,969</b>	

Please refer to Note 11 for information on the following:

- Non-cash financing and investing activities
- Financing arrangements
- Net cash flow disclosures relating to any discontinued operations

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2016

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**Note 1. Summary of Significant Accounting Policies**

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below in order to assist in its general understanding.

Under Australian Accounting Standards (AASBs), accounting policies are defined as those specific principles, bases, conventions, rules and practices applied by a reporting entity (in this case Council) in preparing and presenting its financial statements.

**A) BASIS OF PREPARATION**

**i) Background**

These financial statements are general purpose financial statements, which have been prepared in accordance with:

- Australian Accounting Standards and Australian Accounting Interpretations issued by the Australian Accounting Standards Board,
- the Local Government Act (1993) and Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

For the purpose of preparing these financial statements, Council has been deemed to be a not-for-profit entity.

**ii) Compliance with International Financial Reporting Standards (IFRSs)**

Because AASBs are sector neutral, some standards either:

- a) have local Australian content and prescription that is specific to the not-for-profit sector (including local government) which are not in compliance with IFRSs, or
- b) specifically exclude application by not-for-profit entities.

Accordingly, in preparing these financial statements and accompanying notes, Council has been unable to comply fully with International Accounting Standards, but has complied fully with Australian Accounting Standards.

Under the Local Government Act (LGA), Regulation and Local Government Code of Accounting Practice and Financial Reporting, it should be noted that Councils in NSW only have a requirement to comply with AASBs.

**iii) New and amended standards adopted by Council**

There have been no new accounting standards adopted in this year's financial statements which have had any material impact on reported financial position, performance or cash flows.

**iv) Early adoption of accounting standards**

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2015.

For summary information relating to the effects of standards with future operative dates refer further to paragraph (ab) on page XX.

**v) Basis of accounting**

These financial statements have been prepared under the historical cost convention except for:

- i) certain financial assets and liabilities at fair value through profit or loss and available-for-sale financial assets, which are all valued at fair value,
- ii) the write down of any asset on the basis of impairment (if warranted), and
- iii) certain classes of non-current assets (eg. infrastructure, property, plant and equipment and investment property) that are accounted for at fair valuation.

The accrual basis of accounting has also been applied in their preparation.

**vi) Changes in accounting policies**

Council's accounting policies have been consistently applied to all the years presented, unless otherwise stated.

There have also been no changes in accounting policies when compared with previous financial statements unless otherwise stated [refer Note 20 (d)].

**vii) Critical accounting estimates**

The preparation of financial statements requires the use of certain critical accounting estimates (in conformity with AASBs).

Accordingly this requires management to exercise its judgement in the process of applying the Council's accounting policies.

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

**Critical accounting estimates and assumptions**

Council makes estimates and assumptions concerning the future.

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

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

- i) Estimated fair values of investment properties, and
- ii) Estimated fair values of infrastructure, property, plant and equipment.

Significant judgements in applying Council's accounting policies include the impairment of receivables – Council has made judgements about the impairment of a number of its receivables in Note 7.

## Note 1. Summary of Significant Accounting Policies (continued)

### B) REVENUE RECOGNITION

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to it, and specific criteria have been met for each of the Council's activities as described below.

Council bases any estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable.

Revenue is measured on major income categories as follows:

#### Rates, Annual Charges, Grants and Contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

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

A provision for the impairment on rates receivables has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets/contributed assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue from contributions is recognised when the Council either obtains control of the contribution or the right to receive it, (i) it is probable that the economic benefits comprising the contribution will flow to the Council and (ii) the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3 (g).

Note 3 (g) also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of s94 of the EPA Act 1979.

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

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

A detailed note relating to developer contributions can be found at Note 17.

#### User charges, fees and other Income

User charges, fees and other income (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for the impairment of these receivables is recognised when collection in full is no longer probable.

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

#### Sale of infrastructure, property, plant and equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

#### Interest and rents

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

Interest income from cash and investments is accounted for using the effective interest rate at the date that interest is earned.

#### Dividend income

Revenue is recognised when the Council's right to receive the payment is established, which is generally when shareholders approve the dividend.

#### Other Income

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

### C) PRINCIPLES OF CONSOLIDATION

These consolidated financial statements include the financial position and performance of controlled entities from the date on which control is obtained until the date that control is lost.

#### i) The Consolidated Fund

In accordance with the provisions of section 409(1) of the LGA 1993, all money and property received by Council is held in the Council's consolidated fund unless it is required to be held in the Council's trust fund.

The consolidated fund and other entities through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this report.

## Note 1. Summary of Significant Accounting Policies (continued)

### ii) The trust fund

In accordance with the provisions of section 411 of the Local Government Act 1993 (as amended), a separate and distinct trust fund is maintained to account for all money and property received by the Council in trust that must be applied only for the purposes of or in accordance with the trusts relating to those monies.

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

### iii) Interests in other entities

#### Subsidiaries

Council has no interest in any subsidiaries.

#### Joint arrangements

Council has no interest in any joint arrangements.

#### Joint ventures

Joint ventures represent operational arrangements where the joint control parties have rights to the net assets of the arrangement.

Any interests in joint ventures are accounted for using the equity method and are carried at cost.

Under the equity method, Council's share of the operation's profits/(losses) are recognised in the income statement, and its share of movements in retained earnings and reserves are recognised in the balance sheet.

Detailed information relating to Council's joint ventures can be found at Note 19 (b).

#### Associates

Council has no interest in any associates.

#### County councils

Council is not a member of any county councils.

## D) LEASES

All leases entered into by Council are reviewed and classified on inception date as either a finance lease or an operating lease.

#### Finance leases

Council has no finance leases.

#### Operating Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

## E) CASH AND CASH EQUIVALENTS

For Statement of Cash Flows (and Statement of Financial Position) presentation purposes, cash and cash equivalents includes;

- cash **on hand**,
- deposits held at call with financial institutions,
- other short-term, highly liquid investments **with original maturities of three months or less** that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value, and
- bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the balance sheet but are incorporated into cash and cash equivalents for presentation of the Cash Flow Statement.

## F) INVESTMENTS AND OTHER FINANCIAL ASSETS

Council (in accordance with AASB 139) classifies each of its investments into one of the following categories for measurement purposes:

- **financial assets at fair value through profit or loss**,
- **loans and receivables**,
- **held-to-maturity investments**, and
- **available-for-sale financial assets**.

Each classification depends on the purpose or intention for which the investment was acquired and at the time it was acquired.

Management determines each investment classification at the time of initial recognition and re-evaluates this designation at each reporting date.

### i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets that are 'held for trading'.

A financial asset is classified in the 'held for trading' category if it is acquired principally for the purpose of selling in the short term.

Assets in this category are primarily classified as current assets as they are primarily held for trading and/or are expected to be realised within 12 months of the balance sheet date.

### ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

They arise when the Council provides money, goods or services directly to a debtor with no intention (or in some cases ability) of selling the resulting receivable.

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

## Note 1. Summary of Significant Accounting Policies (continued)

### iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity.

In contrast to the 'loans and receivables' classification, these investments are generally quoted in an active market.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

Council has no held-to-maturity investments.

### iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.

Investments must be designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Accordingly, this classification principally comprises marketable equity securities, but can include all types of financial assets that could otherwise be classified in one of the other investment categories.

They are generally included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date or the term to maturity from the reporting date is less than 12 months.

Council has no available – for – sale investments.

### Financial assets – reclassification

Council may choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near term.

Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near term.

Council may also choose to reclassify financial assets that would meet the definition of loans and receivables out of the held-for-trading or available-for-sale categories if it has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made.

Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

General accounting and measurement of financial instruments:

### i) Initial recognition

Investments are initially recognised (and measured) at fair value, plus in the case of investments not at 'fair value through profit or loss', directly attributable transactions costs.

Purchases and sales of investments are recognised on trade-date – the date on which the Council commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

### ii) Subsequent measurement

**Available-for-sale financial assets** and **financial assets at fair value through profit and loss** are subsequently carried at fair value.

**Loans and receivables** and **held-to-maturity** investments are carried at amortised cost using the effective interest method.

Realised and unrealised gains and losses arising from changes in the fair value of the financial assets classified as '**fair value through profit or loss**' category are included in the income statement in the period in which they arise.

Unrealised gains and losses arising from changes in the fair value of non-monetary securities classified as '**available-for-sale**' are recognised in equity in the available-for-sale investments revaluation reserve.

When securities classified as '**available-for-sale**' are sold or impaired, the accumulated fair value adjustments are included in the income statement as gains and losses from investment securities.

### Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of a security below its cost is considered in determining whether the security is impaired.

If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit and loss – is removed from equity and recognised in the income statement.

Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

**Note 1. Summary of Significant Accounting Policies (continued)**

If there is evidence of impairment for any of Council's financial assets carried at amortised cost (eg. loans and receivables), the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate.

The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

As a practical expedient, the group may measure impairment on the basis of an instrument's fair value using an observable market price.

**iii) Types of investments**

Council has an approved Investment Policy in order to invest in accordance with (and to comply with) section 625 of the Local Government Act and s212 of the LG (General) Regulation 2005.

Investments are placed and managed in accordance with the policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order.

Council maintains its Investment Policy in compliance with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order arising from the Cole Inquiry recommendations.

**G) FAIR VALUE ESTIMATION – FINANCIAL INSTRUMENTS**

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held.

If the market for a financial asset is not active (and for unlisted securities), the Council establishes fair value by using valuation techniques.

These include reference to the fair values of recent arm's length transactions, involving the same instruments or other instruments that are substantially the same, discounted cash flow analysis, and option pricing models refined to reflect the issuer's specific circumstances.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

**H) RECEIVABLES**

Receivables are initially recognised at fair value and subsequently measured at amortised cost, less any provision for impairment.

Receivables (excluding rates and annual charges) are generally due for settlement no more than 30 days from the date of recognition.

The collectibility of receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off in accordance with Council's policy.

A provision for impairment (i.e. an allowance account) relating to receivables is established when objective evidence shows that Council will not be able to collect all amounts due according to the original terms of each receivable.

The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

Impairment losses are recognised in the Income Statement within other expenses.

When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account.

Subsequent recoveries of amounts previously written off are credited against other expenses in the Income Statement.

**I) INVENTORIES**

**i) Raw materials and stores, work in progress and finished goods**

Raw materials and stores, work in progress and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity.

Costs are assigned to individual items of inventory on the basis of weighted average costs.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories held in respect of non-business undertakings have been valued at cost subject to adjustment for loss of service potential.

**ii) Inventory held for distribution**

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.



## Note 1. Summary of Significant Accounting Policies (continued)

### iii) Land held for resale/capitalisation of borrowing costs

Land held for resale is stated at the lower of cost and net realisable value.

Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development.

When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made.

Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

## J) INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (I,PP&E)

### Acquisition of assets

Council's non-current assets are continually revalued (over a 5-year period) in accordance with the fair valuation policy as mandated by the Office of Local Government.

At balance date, the following classes of I,PP&E were stated at their fair value:

- **Investment Properties** – refer Note 1(p);
- **Operational Land** (External/Internal Valuation);
- **Buildings – Specialised/Non Specialised** External/Internal Valuation);
- **Plant and Equipment** as approximated by depreciated historical cost);
- **Roads Assets** (External/Internal Valuation);
- **Footpath Assets** (Internal Valuation);
- **Drainage Assets** (Internal Valuation);
- **Swimming Pool Assets** (External/Internal Valuation);
- **Open Space/Recreation Assets** as approximated by depreciated historical cost);
- **Other Infrastructure Assets** as approximated by depreciated historical cost);
- **Community Land** (External/Internal Valuation)
- **Land Improvements** as approximated by depreciated historical cost);
- **Other Structures** as approximated by depreciated historical cost);
- **Other Assets** as approximated by depreciated historical cost).

### Initial recognition

On initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition.

Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition (i.e. date of exchange) of the asset to arrive at fair value.

The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date – being the amount that the asset could have been exchanged between knowledgeable willing parties in an arm's length transaction.

### Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

### Asset revaluations (including indexation)

In accounting for asset revaluations relating to infrastructure, property, plant and equipment:

- increases in the combined carrying amounts of asset classes arising on revaluation are credited to the asset revaluation reserve,
- to the extent that a net asset class increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss,
- net decreases that reverse previous increases of the same asset class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset, with all other decreases charged to the Income Statement.

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date.

If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount.

Full revaluations are undertaken for all assets on a 5-year cycle.

### Capitalisation thresholds

Items of infrastructure, property, plant and equipment are not capitalised unless their cost of acquisition exceeds the following:

#### Land

Council Land	100% Capitalised
Open Space	100% Capitalised
Land Under Roads (purchases after 30 June 2008)	100% Capitalised

#### Plant and Equipment

Office Furniture	> \$5,000
Office Equipment	> \$5,000
Other Plant and Equipment	> \$5,000

#### Buildings and Land Improvements

Park Furniture and Equipment	> \$2,000
Building	
– construction/extensions	100% Capitalised
– renovations	> \$10,000
Other Structures	> \$10,000

**Note 1. Summary of Significant Accounting Policies (continued)**

**Stormwater Assets**

Drains and Culverts	> \$10,000
Other	> \$10,000

**Transport Assets**

Road construction and reconstruction	> \$10,000
Reseal/Re-sheet and major repairs	> \$10,000
Bridge construction and reconstruction	> \$10,000

**Other Infrastructure Assets**

Swimming Pools	> \$10,000
Other Open Space/Recreational Assets	> \$10,000
Other Infrastructure	> \$10,000

**Depreciation**

Depreciation on Council's infrastructure, property, plant and equipment assets is calculated using the straight-line method in order to allocate an asset's cost (net of residual values) over its estimated useful life.

Land is not depreciated.

Estimated useful lives for Council's I,PP and E include:

**Plant and Equipment**

Office Equipment	3 to 20 years
Office furniture	3 to 20 years
Computer Equipment	4 years
Vehicles	2 to 5 years
Heavy Plant/Road Making equipment	5 to 20 years
Other plant and equipment	2 to 5 years

**Other Equipment**

Playground equipment	15 to 20 years
Benches, seats etc	15 to 20 years

**Buildings**

Buildings	50 to 150 years
Buildings: Other Structure	5 to 20 years

**Stormwater Drainage**

Drains	60 to 120 years
Culverts	80 to 120 years

**Transportation Assets**

Sealed Roads: Surface	20 to 25 years
Sealed Roads: Structure	80 to 120 years
Unsealed roads	20 years
Bridge: Concrete	100 years
Bridge: Other	50 years
Road Pavements	20 to 50 years
Kerb, Gutter and Paths	50 to 100 years

**Other Infrastructure Assets**

Bulk earthworks	Infinite
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All asset residual values and useful lives are reviewed and adjusted (if appropriate) at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount – refer Note 1 (s) on asset impairment.

**Disposal and derecognition**

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

**K) LAND**

Land (other than land under roads) is in accordance with Part 2 of Chapter 6 of the Local Government Act (1993) classified as either operational or community.

This classification of land is disclosed in Note 9 (a).

**L) LAND UNDER ROADS**

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

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051.

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

**M) INTANGIBLE ASSETS**

Council has not classified any assets as intangible.

**N) CROWN RESERVES**

Crown reserves under Council's care and control are recognised as assets of the Council.

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

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

Representations are currently being sought across state and local government to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

**O) RURAL FIRE SERVICE ASSETS**

Council has no rural fire services assets.

**P) INVESTMENT PROPERTY**

Investment property comprises land and/or buildings that are principally held for long-term rental yields, capital gains or both, that is not occupied by Council.

Investment property is carried at fair value, representing an open-market value determined annually by external valuers.

Annual changes in the fair value of investment properties are recorded in the Income Statement as part of 'other income'.

Full revaluations are carried out every year. The last full revaluation for Council's investment properties was dated 30 June 2016.

### Note 1. Summary of Significant Accounting Policies (continued)

#### Q) PROVISIONS FOR CLOSE DOWN, RESTORATION AND FOR ENVIRONMENTAL CLEAN-UP COSTS – INCLUDING TIPS AND QUARRIES

Council has no obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

#### R) NON-CURRENT ASSETS (OR DISPOSAL GROUPS) 'HELD FOR SALE' AND DISCONTINUED OPERATIONS

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either (i) their carrying amount and (ii) fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles, which are turned over on a regular basis. Plant and motor vehicles are retained in non-current assets under the classification of infrastructure, property, plant and equipment – unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June.

For any assets or disposal groups classified as non-current assets 'held for sale', an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell.

Non-current assets 'held for sale' are not depreciated or amortised while they are classified as 'held for sale'.

Non-current assets classified as 'held for sale' are presented separately from the other assets in the balance sheet.

Council has no discontinued operations.

#### S) IMPAIRMENT OF ASSETS

All Council's I,PP and E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Where an asset is not held principally for cash-generating purposes (for example infrastructure assets) and would be replaced if the Council was deprived of it, then depreciated replacement cost is used as value in use, otherwise value in use is estimated by using a discounted cash flow model.

Non-financial assets (other than goodwill) that suffered a prior period impairment are reviewed for possible reversal of the impairment at each reporting date.

Goodwill and other intangible assets that have an indefinite useful life and are not subject to amortisation are tested annually for impairment.

#### T) PAYABLES

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year that are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

#### U) BORROWINGS

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are subsequently measured at amortised cost.

Amortisation results in any difference between the proceeds (net of transaction costs) and the redemption amount being recognised in the Income Statement over the period of the borrowings using the effective interest method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

#### V) BORROWING COSTS

Borrowing costs are expensed

#### W) PROVISIONS

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events,
- it is more likely than not that an outflow of resources will be required to settle the obligation, and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense.

## Note 1. Summary of Significant Accounting Policies (continued)

### X) EMPLOYEE BENEFITS

#### i) Short-term obligations

Short-term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be wholly settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

All other short-term employee benefit obligations are presented as payables.

Liabilities for non-vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no Liability has been recognised in these reports.

Wages and salaries, annual leave and vesting sick leave are all classified as current liabilities.

#### ii) Other long-term obligations

The liability for all long service and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be wholly settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how long service leave can be taken, all long service leave for employees with 4 or more years of service has been classified as current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it is not anticipated that all employees with more than 4 years' service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

#### iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death.

Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

### Defined benefit plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans – i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the 'Local Government Superannuation Scheme – Pool B'.

This scheme has been deemed to be a 'multi-employer fund' for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

The last valuation of the scheme was performed by Mr Richard Boyfield, FIAA on 24 February 2016 and covers the period ended 30 June 2015.

However the position is monitored annually and the actuary has estimated that as at 30 June 2016 the prior period deficit still exists.

Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense and disclosed as part of superannuation expenses at Note 4 (a) for the year ending 30 June 2016 was \$984,333.

The amount of additional contributions included in the total employer contribution is \$1,568,000.

The share of this deficit that can be broadly attributed to Council is estimated to be \$735,515 as at 30 June 2016.

Council's share of that deficiency cannot be accurately calculated as the scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils.

For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the scheme require immediate payment to correct the deficiency.

### Defined contribution plans

Contributions to defined contribution plans are recognised as an expense as they become payable.

Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

## Note 1. Summary of Significant Accounting Policies (continued)

### iv) Employee benefit on-costs

Council has recognised at year end the aggregate on-cost liabilities arising from employee benefits, and in particular those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation and workers compensation expenses which will be payable upon the future payment of certain leave liabilities accrued as at 30/06/16.

### Y) SELF-INSURANCE

Council does not self-insure.

### Z) ALLOCATION BETWEEN CURRENT AND NON-CURRENT ASSETS AND LIABILITIES

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

### Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the liability is classified as current even if it is not expected to be settled within the next 12 months.

In the case of inventories that are 'held for trading', these are also classified as current even if not expected to be realised in the next 12 months.

### AA) TAXES

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does, however, have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

### Goods and Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the revenue / expense.

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

Operating cash flows within the Cash Flow Statement are on a gross basis, i.e. they are inclusive of GST where applicable.

Investing and financing cash flows are treated on a net basis (where recoverable from the ATO), i.e. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows that are recoverable from or payable to the ATO are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from (or payable to) the ATO.

### AB) NEW ACCOUNTING STANDARDS AND INTERPRETATIONS ISSUED (NOT YET EFFECTIVE)

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2016.

Council has not adopted any of these standards early.

Apart from the AASB disclosures below, there are no other standards that are 'not yet effective' that are expected to have a material impact on Council in the current or future reporting periods and on foreseeable future transactions.

Council's assessment of the impact of upcoming new standards and interpretations that are likely to have an effect are set out below.

#### AASB 9 – Financial Instruments

AASB 9 replaces AASB 139 Financial Instruments: Recognition and Measurement and has an effective date for reporting periods beginning on or after 1 January 2018 (and must be applied retrospectively).

The overriding impact of AASB 9 is to change the requirements for the classification, measurement and disclosures associated with financial assets and financial liabilities.

These requirements are designed to improve and simplify the approach for classification and measurement of financial assets compared with the requirements of AASB 139.

Under the new requirements the four current categories of financial assets stipulated in AASB 139 will be replaced with two measurement categories:

- fair value, and
- amortised cost (where financial assets will only be able to be measured at amortised cost when very specific conditions are met).

Council is yet to undertake a detailed assessment of the impact of AASB 9.

#### AASB 15 – Revenue from Contracts with Customers and associated amending standards

AASB 15 will replace AASB 118 which covers contracts for goods and services and AASB 111 which covers construction contracts.

AASB 15 will introduce a 5-step process for revenue recognition with the core principle of the new standard being that entities recognise revenue so as to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be entitled in exchange for those goods or services.

The changes in revenue recognition requirements in AASB 15 may cause changes to accounting policies relating to the timing and amount of revenue recorded in the financial statements, as well as additional disclosures.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2018.

Council is yet to undertake a detailed assessment of the impact of AASB 15.

## **Note 1. Summary of Significant Accounting Policies (continued)**

### **AASB ED 260 Income of Not-for-Profit Entities**

The AASB previously issued exposure draft AASB ED 260 on Income of Not-for-Profit Entities in April 2015.

The exposure draft proposed specific not-for-profit entity requirements and guidance when applying the principles of AASB 15 to income from certain transactions.

Much of the material in AASB 1004 is expected to be replaced by material included in AASB ED 260.

Specific revenue items that may considerably change are Grants and Contributions.

The most likely financial statement impact is the deferred recognition of Grants and Contributions (i.e. recognition as unearned revenue (liability)) until Council has met the associated performance obligation/s relating to the Grants or Contribution.

At this stage there is no specific date of release for a standard or a date of applicability.

### **AASB16 – Leases**

AASB 116 Leases replaces AASB 117 Leases and some associated lease-related Interpretations.

AASB 16 introduces a single lease accounting model (for lessees) that will require all leases to be accounted for on the balance sheet (i.e. recognition of both a right-of-use asset and a corresponding lease) for all leases with a term of more than 12 months unless the underlying assets are determined to be of 'low value'. There will also be detailed disclosure requirements for all lessees.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2019.

Council is yet to undertake a detailed assessment of the accounting impacts from AASB 16. However, based on preliminary assessments, impacts from the first time adoption of the standard are likely to include:

- a significant increase in lease assets and financial liabilities recognised on the balance sheet,
- a reduction in reported equity as the carrying amount of lease assets will reduce more quickly than the carrying amount of lease liabilities,
- lower operating cash outflows and higher financing cash flows in the statement of cash flows as principal repayments on all lease liabilities will now be included in financing activities rather than operating activities.

### **AASB2015-6 – Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public Sector Entities**

From 1 July 2016, AASB 124 Related Party Disclosures will apply to Council.

This means that Council will be required to disclose information about related parties and Council transactions with those related parties.

Related parties will more than likely include the Mayor, Councillors and certain Council staff. In addition, the close family members of those people and any organisations that they control or are associated with will be classified as related parties (and fall under the related party reporting requirements).

### **AASB 2014 – 10 Sale or Contribution of Assets Between an Investor and its Associate or Joint Venture**

The amendments address an acknowledged inconsistency between the requirements in AASB 10 and those in AASB 128 (2011), in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not).

A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.

The effective date of this standard is for annual reporting periods beginning on or after 1 January 2018.

This standard will only impact Council where there has been a sale or contribution of assets between the entity and the associate/joint venture.

### **AC) ROUNDING OF AMOUNTS**

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

### **AD) COMPARATIVE FIGURES**

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

### **AE) DISCLAIMER**

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.



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

Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(b).

\$ '000 Functions/ activities	Income from continuing operations			Expenses from continuing operations			Operating result from continuing operations			Grants included in income from continuing operations			Total assets held (current & non-current)	
	Original budget 2016	Actual 2016	Actual 2015	Original budget 2016	Actual 2016	Actual 2015	Original budget 2016	Actual 2016	Actual 2015	Actual 2016	Actual 2015	Actual 2016	Actual 2015	
Governance	–	–	–	2,028	3,530	2,503	(2,028)	(3,530)	(2,503)	1	–	103	30	
Administration	5,381	7,708	8,349	25,768	16,295	16,187	(20,387)	(8,587)	(7,838)	–	–	146,578	142,915	
Public order and safety	7,363	7,837	6,983	7,403	7,215	6,849	(40)	622	134	–	–	2,188	2,225	
Health	223	356	275	1,679	1,700	1,589	(1,456)	(1,344)	(1,314)	9	8	565	563	
Environment	14,045	14,373	13,867	18,036	19,118	17,619	(3,991)	(4,745)	(3,752)	91	212	126,570	125,316	
Community services and education	769	1,324	993	2,655	2,826	2,685	(1,886)	(1,502)	(1,692)	682	675	2,978	3,035	
Housing and community amenities	986	1,637	1,121	5,900	7,651	6,005	(4,914)	(6,014)	(4,884)	185	211	4,807	5,099	
Recreation and culture	7,426	15,532	18,679	17,883	22,033	20,412	(10,457)	(6,501)	(1,733)	197	319	248,670	247,603	
Mining, manufacturing and construction	–	–	40	–	–	–	–	–	40	–	–	–	–	
Transport and communication	13,023	15,480	13,344	7,925	12,116	12,922	5,098	3,364	422	1,867	443	261,657	243,662	
Economic affairs	14,853	56,409	14,130	6,130	6,730	6,868	8,723	49,679	7,262	–	–	175,469	120,167	
Total functions and activities	64,069	120,656	77,781	95,407	99,214	93,639	(31,338)	21,442	(15,858)	3,032	1,868	969,585	890,615	
Share of gains/(losses) in associates and joint ventures (using the equity method)	–	–	–	–	22	5	–	(22)	(5)	–	–	34	56	
General purpose income <sup>1</sup>	38,208	40,140	38,438	–	–	–	38,208	40,140	38,438	2,063	2,054	1	2	
Operating result from continuing operations	102,277	160,796	116,219	95,407	99,236	93,644	6,870	61,560	22,575	5,095	3,922	969,620	890,673	

1. Includes: rates and annual charges (incl. ex-gratia), united general purpose grants and unrestricted interest and investment income.



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

Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:

**GOVERNANCE**

Costs relating to the Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of council and policy making committees, area representation and public disclosure and compliance.

**ADMINISTRATION**

Corporate Support and Other Support Services (not otherwise attributed to the listed functions / activities).

**PUBLIC ORDER AND SAFETY**

Fire protection, animal control, beach control, enforcement of local government regulations, emergency services, other.

**HEALTH**

Inspection, immunisations, food control, health centres, other, administration.

**ENVIRONMENT**

Noxious plants and insect/vermin control, other environmental protection, solid waste management, street cleaning, drainage, stormwater management.

**COMMUNITY SERVICES AND EDUCATION**

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, Aboriginal services, other community services, education.

**HOUSING AND COMMUNITY AMENITIES**

Housing, town planning, street lighting, other sanitation and garbage, public cemeteries, public conveniences, other community amenities.

**RECREATION AND CULTURE**

Public libraries, museums, art galleries, community centres, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens (lakes), other sport and recreation.

**MINING, MANUFACTURING AND CONSTRUCTION**

Building control, abattoirs, quarries & pits, other.

**TRANSPORT AND COMMUNICATION**

Urban roads, sealed rural roads, unsealed rural roads, bridges, footpaths, aerodromes, parking areas, bus shelters and services, water transport, RMS works, other.

**ECONOMIC AFFAIRS**

Camping areas, caravan parks, tourism and area promotion, industrial development promotion, saleyards and markets, real estate development, commercial nurseries, other business undertakings.

**Note 3. Income from continuing operations**

\$ '000	Actual 2016	Actual 2015
<b>a) Rates and annual charges</b>		
Ordinary rates		
Residential	20,849	19,423
Business	13,504	12,659
<b>Total ordinary rates</b>	<b>34,353</b>	<b>32,082</b>
Special rates		
Environmental Levy	1,820	1,820
Infrastructure Levy	1,631	1,630
Main Street Levies	498	497
<b>Total special rates</b>	<b>3,949</b>	<b>3,947</b>
<b>Annual charges</b> (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic Waste Management Services	10,081	9,701
Stormwater Management Services	547	543
Section 611 Charges	70	63
<b>Total annual charges</b>	<b>10,698</b>	<b>10,307</b>
<b>TOTAL RATES AND ANNUAL CHARGES</b>	<b>49,000</b>	<b>46,336</b>

Council has used 2013 year valuations provided by the NSW Valuer General in calculating its rates.

**Note 3. Income from continuing operations (continued)**

\$ '000	Actual 2016	Actual 2015
<b>b) User charges and fees</b>		
<b>Specific user charges</b> (per s.502 – specific 'actual use' charges)		
Domestic Waste Management Services	1,026	994
<b>Total user charges</b>	<b>1,026</b>	<b>994</b>
<b>Other user charges and fees</b>		
<b>i) Fees and charges – statutory and regulatory functions</b> (per s.608)		
Planning and Building Regulation	3,461	3,423
Regulatory / Statutory Fees	3,526	3,769
Section 149 Certificates (EPA Act)	280	359
Section 603 Certificates	173	159
<b>Total fees and charges – statutory/regulatory</b>	<b>7,440</b>	<b>7,710</b>
<b>ii) Fees and charges – other (incl. general user charges)</b> (per s.608))		
Business Trade Waste	364	347
Community Centres / Facilities	58	50
Domestic Waste Management – Other	25	23
Family Day Care	191	93
Library	118	139
Planning and Building Regulation (Non-Statutory)	488	452
Public Events	44	28
Off Street Parking	2,853	2,504
On Street Parking	8,816	8,298
Ovals	907	882
Reinstatements	645	837
Swimming centres	2,312	2,287
Other	187	168
<b>Total fees and charges – other</b>	<b>17,008</b>	<b>16,108</b>
<b>TOTAL USER CHARGES AND FEES</b>	<b>25,474</b>	<b>24,812</b>

**Note 3. Income from continuing operations (continued)**

\$ '000	Notes	Actual 2016	Actual 2015
<b>c) Interest and investment revenue (including losses)</b>			
<b>Interest</b>			
– Interest on overdue rates and annual charges (incl. special purpose rates)		54	44
– Interest earned on investments (interest and coupon payment income)		3,814	4,061
– Interest on developer contributions		275	340
<b>Fair value adjustments</b>			
– Fair valuation movements in investments (at fair value or held for trading)		(175)	168
<b>TOTAL INTEREST AND INVESTMENT REVENUE</b>		<b>3,968</b>	<b>4,613</b>
<b>Interest revenue is attributable to:</b>			
<b>Unrestricted investments/financial assets:</b>			
Overdue rates and annual charges (general fund)		54	44
General Council cash and investments		3,639	4,229
<b>Restricted investments/funds – external:</b>			
<b>Development contributions</b>			
– Section 94		255	337
– Section 93F		20	3
<b>Total interest and investment revenue recognised</b>		<b>3,968</b>	<b>4,613</b>
<b>d) Other revenues</b>			
Fair Value Adjustments – Investment Properties (Non-Cash)	14	12,803	4,920
Rental Income – Investment Properties	14	5,851	5,989
Rental Income – Other Council Properties		337	359
Ex Gratia Rates		31	29
Fines – Environmental and Compliance		120	130
Fines – Parking		7,287	6,464
Insurance Bonuses, Rebates and Claim Recoveries		100	412
Other Charges for Overdue Rates and Charges		29	75
Legal Fees Recovered		94	102
Advertising on Council Infrastructure		901	869
Better Waste and Recycling Fund		178	178
Carbon Tax Refund		173	–
Commissions and Agency Fees		3	7
Miscellaneous Sales		21	3
Other		579	647
<b>TOTAL OTHER REVENUE</b>		<b>28,507</b>	<b>20,184</b>

**Note 3. Income from continuing operations (continued)**

\$ '000	2016 Operating	2015 Operating	2016 Capital	2015 Capital
<b>e) Grants</b>				
<b>General purpose (untied)</b>				
Financial Assistance – General Component	1,440	1,431	–	–
Financial Assistance – Local Roads Component	461	462	–	–
Pensioners' Rates Subsidies – General Component	162	161	–	–
<b>Total general purpose</b>	<b>2,063</b>	<b>2,054</b>	<b>–</b>	<b>–</b>
<b>Specific purpose</b>				
Pensioners' Rates Subsidies:				
– Domestic Waste Management	42	42	–	–
Community Care:				
– Aged Care	58	60	–	–
– Crime Prevention	45	–	–	–
– Family Day Care	495	538	–	–
– Vacation Care	40	28	–	–
– Youth Care	5	12	–	–
– Other	47	46	–	–
Environmental Protection	50	170	–	–
Recreation and Culture:				
– Aboriginal Heritage	–	32	–	–
– Library – Per Capita	131	128	–	–
– Library – Special Projects	–	–	47	47
– Parks and Gardens	–	–	19	25
– Sporting Grounds and Venues	–	–	–	48
– Other Sport and Recreation	–	–	–	38
Traffic Route Lighting Subsidy	185	181	–	–
Town Planning	–	30	–	–
Bus Weight Tax Subsidy	31	21	–	–
Transport:				
– Bicycle Facilities	37	–	532	18
– Roads to Recovery	1,165	218	–	–
– Roads Safety	103	101	–	–
– Other Roads funding	–	52	–	33
<b>Total specific purpose</b>	<b>2,434</b>	<b>1,659</b>	<b>598</b>	<b>209</b>
<b>Total grants</b>	<b>4,497</b>	<b>3,713</b>	<b>598</b>	<b>209</b>
<b>Grant revenue is attributable to:</b>				
– Commonwealth funding	1,660	788	–	17
– State funding	2,836	2,897	597	192
– Other funding	1	28	1	–
	<b>4,497</b>	<b>3,713</b>	<b>598</b>	<b>209</b>

**Note 3. Income from continuing operations (continued)**

\$ '000	Note	2016 Operating	2015 Operating	2016 Capital	2015 Capital
<b>f) Contributions</b>					
Developer contributions:					
(s93 & s94 – EP&A Act, s64 of the LGA):					
S 93F – Contributions Using Planning Agreements		–	–	3,288	708
S 94 – Contributions Towards Amenities/Services		–	–	9,413	14,586
<b>Total developer contributions</b>	<b>17</b>	<b>–</b>	<b>–</b>	<b>12,701</b>	<b>15,294</b>
<b>Other contributions:</b>					
Affordable Housing		660	12	–	–
Community Services		–	–	–	–
– Youth Care		6	–	–	–
Environmental Protection		15	14	–	–
Recreation and Culture		–	–	–	–
– Aboriginal Heritage		244	251	–	–
Recreation and culture – museums		–	–	–	40
RMS Contributions (Regional Roads, Block Grant)		673	666	–	–
Town Planning		23	–	–	–
Alexander Street Car Park (Non-Cash)		–	–	34,321	–
Other		–	–	84	–
<b>Total other contributions</b>		<b>1,621</b>	<b>943</b>	<b>34,405</b>	<b>40</b>
<b>Total contributions</b>		<b>1,621</b>	<b>943</b>	<b>47,106</b>	<b>15,334</b>
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>		<b>6,118</b>	<b>4,656</b>	<b>47,704</b>	<b>15,543</b>

\$ '000	Actual 2016	Actual 2015
<b>g) Restrictions relating to grants and contributions</b>		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:		
Unexpended at the close of the previous reporting period	25,829	18,512
Add: grants and contributions recognised in the current period but not yet spent:	12,941	10,888
Less: grants and contributions recognised in a previous reporting period now spent:	(7,926)	(3,571)
<b>Net increase (decrease) in restricted assets during the period</b>	<b>5,015</b>	<b>7,317</b>
<b>Unexpended and held as restricted assets</b>	<b>30,844</b>	<b>25,829</b>
<b>Comprising:</b>		
– Specific purpose unexpended grants	301	132
– Developer contributions	30,499	25,671
– Other contributions	44	26
	<b>30,844</b>	<b>25,829</b>

**Note 4. Expenses from continuing operations**

\$ '000	Actual 2016	Actual 2015
<b>a) Employee benefits and on-costs</b>		
Salaries and Wages	30,269	28,640
Travel Expenses	337	444
Employee Leave Entitlements (ELE)	5,982	5,629
Superannuation – Defined Contribution Plans	2,645	2,527
Superannuation – Defined Benefit Plans	994	1,007
Workers' Compensation Insurance	647	426
Fringe Benefit Tax (FBT)	266	271
Training Costs (Other than Salaries and Wages)	390	334
Other	154	158
<b>Total employee costs</b>	<b>41,684</b>	<b>39,436</b>
Less: capitalised costs	(1,140)	(680)
<b>TOTAL EMPLOYEE COSTS EXPENSED</b>	<b>40,544</b>	<b>38,756</b>
Number of 'full-time equivalent' employees (FTE) at year end	398	391
<b>b) Borrowing costs</b>		
<b>i) Interest bearing liability costs</b>		
Interest on loans	277	–
<b>Total interest bearing liability costs expensed</b>	<b>277</b>	<b>–</b>
<b>ii) Other borrowing costs</b>		
Nil		
<b>TOTAL BORROWING COSTS EXPENSED</b>	<b>277</b>	<b>–</b>

**Note 4. Expenses from continuing operations (continued)**

\$ '000	Actual 2016	Actual 2015
<b>c) Materials and contracts</b>		
Raw materials and consumables	3,521	3,718
Contractor and consultancy costs	–	–
– Aboriginal Heritage	111	110
– Agency Staff	1,423	897
– Cash Collection	393	394
– CBD Marketing	141	197
– Cleaning of Council Properties	334	390
– Community Transport	168	168
– Computer Hardware and Software Maintenance	1,244	1,141
– Drainage Maintenance	326	357
– Footpath Maintenance	646	587
– Graffiti Removal	134	108
– Internal Audit Program	68	70
– Mowing	979	930
– Other Infrastructure Maintenance	897	821
– Parking Meter Maintenance	843	760
– Parks, Gardens and Tree Maintenance	1,568	1,748
– Property Maintenance	4,901	3,288
– Property Management	311	269
– Public Events	515	400
– Roads Maintenance	832	585
– Waste and Recycling Collection	4,820	4,712
– Waste and Recycling Disposal	4,553	4,187
– Other	1,757	1,586
Consultancy	1,475	1,553
Auditors Remuneration <sup>1</sup>	55	67
Infringement Notice Contract Costs (SEINS)	1,036	932
Legal expenses:		
– Legal expenses: Planning and Development	535	566
– Legal Expenses: Debt Recovery	31	75
– Legal Expenses: Other	804	275
<b>TOTAL MATERIALS AND CONTRACTS</b>	<b>34,421</b>	<b>30,891</b>
<b>1 Auditor remuneration</b>		
During the year, the following fees were incurred for services provided by the Council's Auditor:		
<b>i) Audit and other assurance services</b>		
– Audit and review of financial statements: Council's Auditor	55	67
Remuneration for audit and other assurance services	55	67
<b>Total Auditor remuneration</b>	<b>55</b>	<b>67</b>



## Note 4. Expenses from continuing operations (continued)

\$ '000	Impairment costs		Depreciation/ amortisation	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015
<b>d) Depreciation, amortisation and impairment</b>				
Plant and Equipment	–	–	1,723	1,555
Office Equipment	–	–	817	682
Furniture and Fittings	–	–	465	280
Land Improvements (Depreciable)	–	–	387	299
Infrastructure:				
– Buildings – Non-Specialised	–	–	46	44
– Buildings – Specialised	–	–	2,800	2,834
– Other Structures	–	–	1	–
– Roads	–	–	3,667	4,974
– Footpaths	–	–	1,411	1,656
– Stormwater Drainage	–	–	1,656	1,070
– Swimming Pools	–	–	423	412
– Other Open Space / Recreational Assets	–	–	526	475
– Other Infrastructure	–	–	1,197	1,012
Other assets				
– Heritage Collections	–	–	35	20
– Library Books	–	–	382	371
<b>TOTAL DEPRECIATION AND IMPAIRMENT COSTS EXPENSED</b>	–	–	<b>15,536</b>	<b>15,684</b>

**Note 4. Expenses from continuing operations (continued)**

\$ '000	Notes	Actual 2016	Actual 2015
<b>e) Other expenses</b>			
Other expenses for the year include the following:			
Advertising		363	171
Bad and Doubtful Debts		6	13
Bank Charges		355	366
Contributions/levies to other levels of government		–	–
– Department of Planning Levy		251	245
– Emergency Services Levy (includes FRNSW, SES, and RFS levies)		1,362	1,309
– Land Tax		63	58
– RMS traffic signal installation		–	163
Councillor Expenses – Mayoral Fee		62	61
Councillor Expenses – Councillors' Fees		233	249
Councillors' Expenses (incl. Mayor) – Other (excluding fees above)		37	76
Donations, contributions and assistance to other organisations (Section 356)		–	–
– Crows Nest Centre		383	361
– Crows Nest Mainstreet		16	151
– Neutral Bay Mainstreet		16	16
– Nutcote		33	36
– North Sydney community centre		74	72
– Other organisations		236	244
Electricity and Heating		1,046	971
Fair value decrements – I,PP&E	9(a)	245	–
Insurance		1,851	1,951
NSW Local Government Association Membership		44	44
Postage		319	243
Street lighting		1,015	1,113
Telephone and Communications		274	253
Valuation Fees		68	67
Other		84	75
<b>TOTAL OTHER EXPENSES</b>		<b>8,436</b>	<b>8,308</b>

**Note 5. Gains or losses from the disposal of assets**

\$ '000	Actual 2016	Actual 2015
<b>Property</b> (excl. investment property)		
Less: carrying amount of property assets sold/written off	(51)	–
<b>Net gain/(loss) on disposal</b>	<b>(51)</b>	<b>–</b>
<b>Plant and equipment</b>		
Proceeds from disposal – plant and equipment	1,204	1,408
Less: carrying amount of plant and equipment assets sold/written off	(1,128)	(1,333)
<b>Net gain/(loss) on disposal</b>	<b>76</b>	<b>75</b>
<b>Financial assets*</b>		
Proceeds from disposal/redemptions/maturities – financial assets	47,445	42,195
Less: carrying amount of financial assets sold/redeemed/matured	(47,445)	(42,195)
<b>Net gain/(loss) on disposal</b>	<b>–</b>	<b>–</b>
<b>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</b>	<b>25</b>	<b>75</b>

## Note 6a. – Cash assets and Note 6b. – investments

\$ '000	Notes	2016 Actual Current	2016 Actual Non-current	2015 Actual Current	2015 Actual Non-current
<b>Cash and cash equivalents (Note 6a)</b>					
Cash on hand and at bank		498	–	22	–
Cash-equivalent assets <sup>1</sup>					
– Deposits at call		5,023	–	8,585	–
<b>Total cash and cash equivalents</b>		<b>5,521</b>	<b>–</b>	<b>8,607</b>	<b>–</b>
<b>Investments (Note 6b)</b>					
– Long term deposits		54,500	–	77,000	–
– NCD's, FRN's (with maturities > 3 months)		40,934	–	17,534	–
<b>Total investments</b>		<b>95,434</b>	<b>–</b>	<b>94,534</b>	<b>–</b>
<b>TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS</b>		<b>100,955</b>	<b>–</b>	<b>10 3,141</b>	<b>–</b>

1 Those investments where time to maturity (from date of purchase) is < 3 mths.

Cash, cash equivalents and investments were classified at year end in accordance with AASB 139 as follows:

**Cash and cash equivalents**

a. 'At fair value through the profit and loss'		5,521	–	8,607	–
--	--	-------	---	-------	---

**Investments**

a. 'At fair value through the profit and loss'					
– 'Held for trading'	6(b-i)	95,434	–	94,534	–

<b>Investments</b>		<b>95,434</b>	<b>–</b>	<b>94,534</b>	<b>–</b>
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**Note 6(b-i)**

Reconciliation of investments classified as 'at fair value through the profit and loss'

Balance at the beginning of the year		94,534	–	–	–
Revaluations (through the Income Statement)		(175)	–	168	–
Additions		48,520	–	46,051	–
Disposals (sales and redemptions)		(47,445)	–	(42,195)	–
Transfers from/(to) 'held to maturity'		–	–	90,510	–
<b>Balance at end of year</b>		<b>95,434</b>	<b>–</b>	<b>94,534</b>	<b>–</b>

**Comprising:**

– NCD's, FRN's (with maturities > 3 months)		40,934	–	17,534	–
– Other long term financial assets		54,500	–	77,000	–
<b>Total</b>		<b>95,434</b>	<b>–</b>	<b>94,534</b>	<b>–</b>

**Note 6(b-ii)**

Reconciliation of investments classified as 'held to maturity'

Balance at the beginning of the year		–	–	26,185	64,325
Transfers from/(to) 'at fair value'		–	–	(26,185)	(64,325)
<b>Balance at end of year</b>		<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>

Refer to Note 27. Fair value measurement for information regarding the fair value of investments held.

North Sydney Council  
Notes to the Financial Statements  
for the year ended 30 June 2016  
Note 6c. Restricted cash, cash equivalents and investments – details

\$ '000	2016 Actual Current	2016 Actual Non-current	2015 Actual Current	2015 Actual Non-current
<b>Total cash, cash equivalents and investments</b>	<b>100,955</b>	–	<b>103,141</b>	–
<b>attributable to:</b>				
External restrictions (refer below)	35,175	–	29,701	–
Internal restrictions (refer below)	52,834	–	64,316	–
Unrestricted	12,946	–	9,124	–
	<b>100,955</b>	–	<b>103,141</b>	–

2016 \$ '000	Opening balance	Transfers to restrictions	Transfers from restrictions	Closing balance
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**Details of restrictions**

**External restrictions – included in liabilities**

Nil

**External restrictions – other**

Developer contributions – general	(D)	25,671	12,976	(8,148)	30,499
RMS (formerly RTA) contributions	(E)	–	673	(673)	–
Specific purpose unexpended grants	(F)	132	5,052	(4,883)	301
Domestic waste management	(G)	2,453	10,129	(10,169)	2,413
Stormwater management	(G)	–	546	(339)	207
Environment levy	(D)	895	1,785	(1,760)	920
Infrastructure levy	(D)	83	1,560	(1,344)	299
Mainstreet levies	(D)	115	492	(234)	373
Waste and sustainability improvement funds	(E)	326	171	(378)	119
Other specific purpose contributions		26	35,354	(35,336)	44
<b>External restrictions – other</b>		<b>29,701</b>	<b>68,738</b>	<b>(63,264)</b>	<b>35,175</b>
<b>Total external restrictions</b>		<b>29,701</b>	<b>68,738</b>	<b>(63,264)</b>	<b>35,175</b>

D Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).

E RMS contributions which are not yet expended for the provision of services and amenities in accordance with those contributions.

F Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1 (b))

G Water, sewerage, domestic waste management (DWM) and other special rates/levies/charges are externally restricted assets and must be applied for the purposes for which they were raised.

**Note 6c. Restricted cash, cash equivalents and investments – details (continued)**

2016 \$ '000	Opening balance	Transfers to restrictions	Transfers from restrictions	Closing balance
Internal restrictions				
Plant and vehicle replacement	2,017	3,964	(4,414)	1,567
Employees leave entitlement	7,394	11,447	(9,964)	8,877
Deposits, retentions and bonds	7,472	2,950	(2,969)	7,453
2 Anzac Avenue lease proceeds	19,500	–	(8,773)	10,727
Capital works	15,224	13,813	(15,239)	13,798
Community housing – capital purchases	1,948	–	(914)	1,034
Community housing – major maintenance	190	–	(13)	177
Income producing projects	7,546	207	(1,205)	6,548
Insurance	899	100	(66)	933
Land tax	418	–	(418)	–
I.T. hardware and software	796	551	(847)	500
Oval improvements	249	217	(466)	–
Property maintenance	663	1,628	(1,546)	745
Loan Principal	–	475	–	475
<b>Total internal restrictions</b>	<b>64,316</b>	<b>35,352</b>	<b>(46,834)</b>	<b>52,834</b>
<b>TOTAL RESTRICTIONS</b>	<b>94,017</b>	<b>104,090</b>	<b>(110,098)</b>	<b>88,009</b>

**Note 7. Receivables**

\$ '000	Current	2016 Non-current	Current	2015 Non-current
<b>Purpose</b>				
Rates and annual charges	353	97	187	93
Interest and extra charges	18	50	16	48
User charges and fees	713	–	1,031	–
Accrued revenues				
– Interest on investments	1,740	–	1,733	–
– Other income accruals	931	–	649	–
Government grants and subsidies	899	–	255	–
Net GST receivable	1,171	–	907	–
Outstanding infringements	887	–	919	–
Other debtors	20	–	34	–
<b>Total</b>	<b>6,732</b>	<b>147</b>	<b>5,731</b>	<b>141</b>
<b>Less: provision for impairment</b>				
User charges and fees	(39)	–	(43)	–
<b>Total provision for impairment – receivables</b>	<b>(39)</b>	<b>–</b>	<b>(43)</b>	<b>–</b>
<b>TOTAL NET RECEIVABLES</b>	<b>6,693</b>	<b>147</b>	<b>5,688</b>	<b>141</b>

## Note 7. Receivables (continued)

\$ '000	2016		2015	
	Current	Non-current	Current	Non-current
<b>Externally restricted receivables</b>				
Domestic waste management	108	–	87	2
Stormwater management	5	1	5	–
– Environmental levy	19	4	15	4
– Infrastructure levy	17	3	14	3
– Mainstreet levies	6	2	6	1
<b>Total external restrictions</b>	<b>155</b>	<b>10</b>	<b>127</b>	<b>10</b>
<b>Internally restricted receivables</b>				
Nil				
<b>Unrestricted receivables</b>	<b>6,538</b>	<b>137</b>	<b>5,561</b>	<b>131</b>
<b>TOTAL NET RECEIVABLES</b>	<b>6,693</b>	<b>147</b>	<b>5,688</b>	<b>141</b>

Notes on debtors above:

- i) Rates and annual charges outstanding are secured against the property.
- ii) Doubtful rates debtors are provided for where the value of the property is less than the debt outstanding.  
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- iii) Interest was charged on overdue rates and charges at 8.50% (2015 8.50%).  
Generally all other receivables are non-interest bearing.
- iv) Please refer to Note 15 for issues concerning credit risk and fair value disclosures.

## Note 8. Inventories and other assets

\$ '000	2016		2015	
	Current	Non-current	Current	Non-current
<b>a) Inventories</b>				
<b>i) Inventories at cost</b>				
Trading stock	43	–	43	–
<b>Total inventories at cost</b>	<b>43</b>	<b>–</b>	<b>43</b>	<b>–</b>
<b>ii) Inventories at net realisable value (NRV)</b>				
Nil				
<b>TOTAL INVENTORIES</b>	<b>43</b>	<b>–</b>	<b>43</b>	<b>–</b>
<b>b) Other assets</b>				
Prepayments	226	–	228	–
<b>TOTAL OTHER ASSETS</b>	<b>226</b>	<b>–</b>	<b>228</b>	<b>–</b>

### Externally restricted assets

There are no restrictions applicable to the above assets.

### i) Other disclosures

#### a) Inventory write downs

There were no amounts recognised as an expense relating to the write down of inventory balances held during the year.

Refer to Note 27. Fair value measurement for information regarding the fair value of other assets held.

### Note 9a. Infrastructure, property, plant and equipment

\$ '000	Asset movements during the reporting period										as at 30/6/2016					
	At cost	At fair value	Accumulated Dep'n	Accumulated impairment	Carrying impairment	Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Revaluation decrements to P&L	At cost	At fair value	Accumulated Dep'n	Accumulated impairment	Carrying value
Capital work in progress	6,213	-	-	-	6,213	5,357	2,078	-	-	(2,109)	-	11,539	-	-	-	11,539
Plant and equipment	-	13,933	6,944	-	6,989	2,664	659	(1,128)	(1,723)	561	-	-	15,808	7,786	-	8,022
Office equipment	-	15,845	13,131	-	2,714	597	419	-	(817)	31	-	-	16,892	13,948	-	2,944
Furniture and fittings	-	6,795	3,924	-	2,871	488	-	-	(465)	29	-	-	7,312	4,389	-	2,923
<b>Land:</b>																
- Operational land	-	62,008	-	-	62,008	-	16,950	-	-	-	-	-	78,958	-	-	78,958
- Community land	-	148,353	-	-	148,353	-	2,289	-	-	(245)	-	-	150,397	-	-	150,397
Land improvements - depreciable	-	18,133	2,243	-	15,890	121	1,202	-	(387)	27	-	-	19,483	2,630	-	16,853
<b>Infrastructure:</b>																
- Buildings - non-specialised	-	2,158	1,526	-	632	8	28	-	(46)	-	-	-	2,194	1,572	-	622
- Buildings - specialised	-	140,062	78,198	-	61,864	10,368	14,413	(51)	(2,800)	825	-	-	165,282	80,663	-	84,619
- Other structures	-	29	1	-	28	-	10	-	(1)	-	-	-	39	2	-	37
- Roads	-	296,467	104,736	-	191,731	10,873	54	-	(3,667)	57	-	-	307,451	108,403	-	199,048
- Footpaths	-	69,851	30,047	-	39,804	6,187	-	-	(1,411)	52	-	-	76,090	31,458	-	44,632
- Stormwater drainage	-	188,665	63,458	-	125,207	2,758	-	-	(1,656)	80	-	-	191,504	65,115	-	126,389
- Swimming pools	-	24,959	13,862	-	11,097	53	-	-	(423)	-	-	-	25,012	14,285	-	10,727
- Other open space/recreational assets	-	9,549	6,910	-	2,639	909	355	-	(526)	60	-	-	10,872	7,435	-	3,437
- Other infrastructure	-	31,496	9,856	-	21,640	1,527	3,097	-	(1,197)	370	-	-	36,490	11,053	-	25,437
<b>Other assets:</b>																
- Heritage collections	-	1,774	714	-	1,060	412	5	-	(35)	17	-	-	2,209	750	-	1,459
- Library books	-	6,613	5,547	-	1,066	405	-	-	(382)	-	-	-	7,018	5,929	-	1,089
<b>TOTAL INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT</b>	<b>6,213</b>	<b>1,036,690</b>	<b>341,097</b>	<b>-</b>	<b>701,806</b>	<b>42,727</b>	<b>41,559</b>	<b>(1,179)</b>	<b>(15,536)</b>	<b>-</b>	<b>(245)</b>	<b>11,539</b>	<b>1,113,011</b>	<b>355,418</b>	<b>-</b>	<b>769,132</b>

Additions to Buildings & Infrastructure Assets are made up of Asset Renewals (\$37,834, of which \$5,357 are work in progress) and New Assets (\$17,957).

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

Refer to Note 27. Fair value measurement for information regarding the fair value of other infrastructure, property, plant and equipment.



**Note 9b. Externally restricted infrastructure, property, plant and equipment**

\$ '000

Council has no externally restricted infrastructure, property, plant and equipment.

**Note 9c. Infrastructure, property, plant and equipment – current year impairments**

Council has recognised no impairment losses during the reporting period nor reversed any prior period losses.

**Note 10a. Payables, borrowings and provisions**

\$ '000	2016		2015	
	Current	Non-current	Current	Non-current
<b>Payables</b>				
Goods and services – operating expenditure	6,473	–	4,105	–
Goods and services – capital expenditure	6,846	–	6,130	–
Payments received In advance	1,962	–	105	–
Accrued expenses:				
– Borrowings	15	–	–	–
– Salaries and wages	270	–	560	–
– Other expenditure accruals	1,935	–	114	–
Security bonds, deposits and retentions	7,453	–	7,472	–
Other	336	–	316	–
<b>Total payables</b>	<b>25,290</b>	<b>–</b>	<b>18,802</b>	<b>–</b>
<b>Borrowings</b>				
Bank overdraft	220	–	172	–
Loans – secured <sup>1</sup>	–	9,500	–	–
<b>Total borrowings</b>	<b>220</b>	<b>9,500</b>	<b>172</b>	<b>–</b>
<b>Provisions</b>				
<b>Employee benefits:</b>				
Annual leave	3,586	–	3,500	–
Sick leave	142	–	123	–
Long service leave	8,446	205	7,907	187
Gratuities	3,709	–	3,013	–
Other leave – RDO's	51	–	58	–
<b>Total provisions</b>	<b>15,934</b>	<b>205</b>	<b>14,601</b>	<b>187</b>
<b>TOTAL PAYABLES, BORROWINGS AND PROVISIONS</b>	<b>41,444</b>	<b>9,705</b>	<b>33,575</b>	<b>187</b>
<b>i) Liabilities relating to restricted assets</b>				
<b>Externally restricted assets</b>				
Domestic waste management	1,698	3	1,017	2
Special rate levies	395	–	285	–
Better waste and recycling funds	23	–	29	–
<b>Liabilities relating to externally restricted assets</b>	<b>2,116</b>	<b>3</b>	<b>1,331</b>	<b>2</b>
<b>Internally restricted assets</b>				
Nil				
<b>Total liabilities relating to restricted assets</b>	<b>2,116</b>	<b>3</b>	<b>1,331</b>	<b>2</b>
<b>Total liabilities relating to unrestricted assets</b>	<b>39,328</b>	<b>9,702</b>	<b>32,244</b>	<b>185</b>
<b>TOTAL PAYABLES, BORROWINGS AND PROVISIONS</b>	<b>41,444</b>	<b>9,705</b>	<b>33,575</b>	<b>187</b>

<sup>1</sup> Loans are secured over the general rating income of Council

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 15.

**Note 10a. Payables, borrowings and provisions (continued)**

\$ '000	Actual 2016	Actual 2015
<b>ii) Current liabilities not anticipated to be settled within the next twelve months</b>		
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	12,064	10,914
Payables – security bonds, deposits and retentions	5,243	5,300
	<b>17,307</b>	<b>16,214</b>

**Note 10b. Description of and movements in provisions**

Class of provision	2015		Decrease due to payments	2016 Remeasure- ment effects due to discounting	Unused amounts reversed	Closing balance as at 30/6/16
	Opening balance as at 1/7/15	Additional provisions				
Annual leave	3,500	2,634	(2,548)	–	–	3,586
Sick leave	123	1,093	(1,074)	–	–	142
Long service leave	8,094	1,307	(750)	–	–	8,651
Other leave – RDO's	58	51	(58)	–	–	51
Gratuities	3,013	756	(60)	–	–	3,709
<b>TOTAL</b>	<b>14,788</b>	<b>5,841</b>	<b>(4,490)</b>	–	–	<b>16,139</b>

a. Employees leave entitlements and on-costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.

**Note 11. Statement of cash flows – additional information**

\$ '000	Notes	Actual 2016	Actual 2015
<b>a) Reconciliation of cash assets</b>			
Total cash and cash equivalent assets	6a	5,521	8,607
Less bank overdraft	10	(220)	(172)
<b>Balance as per the Statement of Cash Flows</b>		<b>5,301</b>	<b>8,435</b>
<b>b) Reconciliation of net operating result to cash provided from operating activities</b>			
Net operating result from Income Statement		61,560	22,575
<b>Adjust for non-cash items:</b>			
Depreciation and amortisation		15,536	15,684
Net losses/(gains) on disposal of assets		(25)	(75)
Non-cash capital grants and contributions		(34,321)	–
Losses/(gains) recognised on fair value re-measurements through the P&L:			
– Investments classified as ‘at fair value’ or ‘held for trading’		175	(168)
– Investment properties		(12,803)	(4,920)
– Write offs relating to the fair valuation of I,PP&E		245	–
– Other (works in progress not capitalised)		–	191
Share of net (profits) or losses of associates/joint ventures		22	5
<b>+/- Movement in operating assets and liabilities and other cash items:</b>			
Decrease/(increase) in receivables		(1,007)	930
Increase/(decrease) in provision for doubtful debts		(4)	(156)
Decrease/(increase) in inventories		–	8
Decrease/(increase) in other assets		2	(169)
Increase/(decrease) in payables		2,368	127
Increase/(decrease) in accrued interest payable		15	–
Increase/(decrease) in other accrued expenses payable		1,531	271
Increase/(decrease) in other liabilities		1,858	803
Increase/(decrease) in employee leave entitlements		1,351	1,251
<b>Net cash provided from/(used in) operating activities from the Statement of Cash Flows</b>		<b>36,503</b>	<b>36,357</b>
<b>c) Non-cash investing and financing activities</b>			
Woolworths/Alexander Street Car Park site		34,321	–
<b>Total non-cash investing and financing activities</b>		<b>34,321</b>	<b>–</b>
<b>d) Financing arrangements</b>			
<b>i) Unrestricted access was available at balance date to the following lines of credit:</b>			
Bank overdraft facilities <sup>1</sup>		500	500
Credit cards/purchase cards		350	350
<b>Total financing arrangements</b>		<b>850</b>	<b>850</b>

1. The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.  
Interest rates on overdrafts are interest rates on loans and other payables are disclosed in Note 15.

**ii) Secured loan liabilities**

Loans are secured by a mortgage over future years rate revenue only.

**Note 12. Commitments for expenditure**

\$ '000	Actual 2016	Actual 2015
<b>a) Capital commitments (exclusive of GST)</b>		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	2,927	1,933
Computer equipment	34	3
Computer software	10	56
Infrastructure	16,189	14,857
Library books	66	50
Other structures	594	29
Parking meters	266	888
Plant and equipment	366	210
Office Equipment	9	–
Parking Equipment	17	–
<b>Total commitments</b>	<b>20,478</b>	<b>18,026</b>
<b>These expenditures are payable as follows:</b>		
Within the next year	20,478	18,026
<b>Total payable</b>	<b>20,478</b>	<b>18,026</b>
<b>Sources for funding of capital commitments:</b>		
Unrestricted general funds	116	51
Sect 64 and 94 funds/reserves	1,134	92
Unexpended grants	56	25
Externally restricted reserves	174	321
Internally restricted reserves	18,551	16,645
Unexpended loans	447	–
New loans (to be raised)	–	892
<b>Total sources of funding</b>	<b>20,478</b>	<b>18,026</b>

**Details of capital commitments**

Infrastructure commitments include major works in North Sydney CBD and other works across the Council including drainage, roads and retaining walls upgrades.

**b) Finance lease commitments**

Nil

**c) Operating lease commitments (non-cancellable)**

Nil

**d) Investment property commitments**

Nil

**Note 13a(i). Statement of performance measurement – indicators (consolidated)**

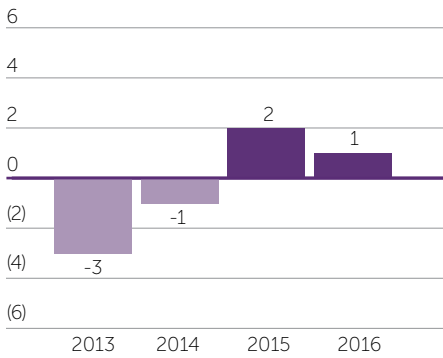
\$ '000	Amounts 2016	Indicator 2016	Prior periods	
			2015	2014
<b>Local government industry indicators – consolidated</b>				
<b>1. Operating performance ratio</b>				
Total continuing operating revenue <sup>1</sup> excluding capital grants and contributions less operating expenses	1,470	1.46%	1.96%	-0.58%
Total continuing operating revenue <sup>1</sup> excluding capital grants and contributions	100,439			
<b>2. Own source operating revenue ratio</b>				
Total continuing operating revenue <sup>1</sup> excluding all grants and contributions	94,321	63.67%	81.81%	85.05%
Total continuing operating revenue <sup>1</sup>	148,143			
<b>3. Unrestricted current ratio</b>				
Current assets less all external restrictions <sup>2</sup>	72,587	3.30x	4.95x	2.25x
Current liabilities less specific purpose liabilities <sup>3,4</sup>	22,021			
<b>4. Debt service cover ratio</b>				
Operating result <sup>1</sup> before capital excluding interest and depreciation/impairment/amortisation	17,283	62.39x	0.00x	0.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	277			
<b>5. Rates, annual charges, interest and extra charges outstanding percentage</b>				
Rates, annual and extra charges outstanding	518	1.05%	0.74%	0.63%
Rates, annual and extra charges collectible	49,427			
<b>6. Cash expense cover ratio</b>				
Current year's cash and cash equivalents plus all term deposits	60,021	8.02 mths	12.3 mths	11.1 mths
Payments from cash flow of operating and financing activities	7,483			

Notes

- 1 Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and the net share of interests in joint ventures and associates.
- 2 Refer Notes 6-8 inclusive.  
Also excludes any real estate and land for resale not expected to be sold in the next 12 months.
- 3 Refer to Note 10(a).
- 4 Refer to Note 10(a)(ii) – excludes all payables and provisions not expected to be paid in the next 12 months (incl. ELE).

**Note 13a(ii). Local government industry indicators – graphs (consolidated)**

**1. Operating performance ratio**



**Purpose of operating performance ratio**

This ratio measures Council’s achievement of containing operating expenditure within operating revenue.

**Commentary on 2015/16 result**

2015/16 ratio 1.46%

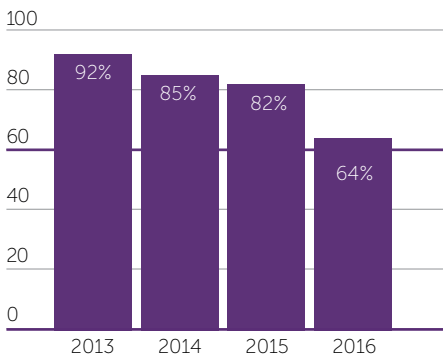
For the second consecutive year, this ratio was better than the benchmark. The operating result excluding capital grants and contributions, fair value adjustments and gains/losses from disposal of assets and the interest in the Shorelink Library Network joint venture was a surplus. To prevent a deterioration in the financial position, at least a breakeven result should be achieved on average over the long term.

Benchmark: Minimum  $\geq 0.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

Ratio achieves benchmark  
Ratio is outside benchmark

**2. Own source operating revenue ratio**



**Purpose of own source operating revenue ratio**

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

**Commentary on 2015/16 result**

2015/16 ratio 63.67%

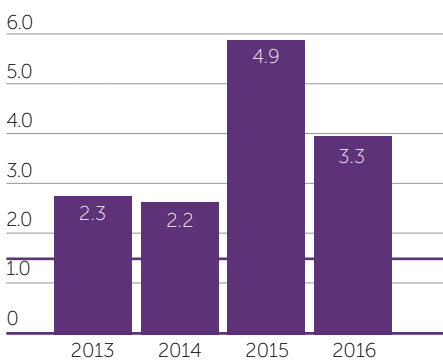
This ratio was better than the benchmark, as has been the case for many years. It fell from 82% last year to 64% this year due to the inclusion of a one-off \$34.3M non-cash capital contribution in continuing operating revenue.

Benchmark: Minimum  $\geq 60.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

Ratio achieves benchmark  
Ratio is outside benchmark

**3. Unrestricted current ratio**



**Purpose of unrestricted current ratio**

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

**Commentary on 2015/16 result**

2015/16 ratio 3.30x

This ratio was significantly better than the benchmark considered satisfactory by the industry, as has been the case for many years. This is a reflection of Council’s ongoing capacity to meet its obligations for its unrestricted activities in the short term. At 30 June 2016, for every \$1 of current liabilities to be funded from unrestricted cash, \$3.30 was available from unrestricted current assets.

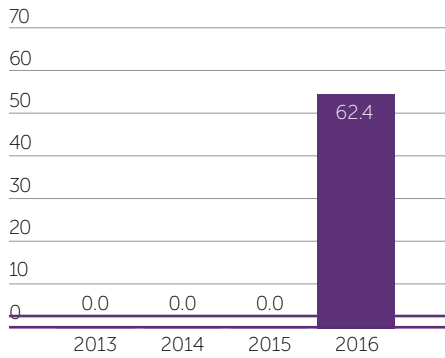
Benchmark: Minimum  $\geq 1.50$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

Ratio achieves benchmark  
Ratio is outside benchmark

**Note 13a(ii). Local government industry indicators – graphs (consolidated)**

**4. Debt service cover ratio**



**Purpose of debt service cover ratio**

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

**Commentary on 2015/16 result**

2015/16 ratio 62.39x

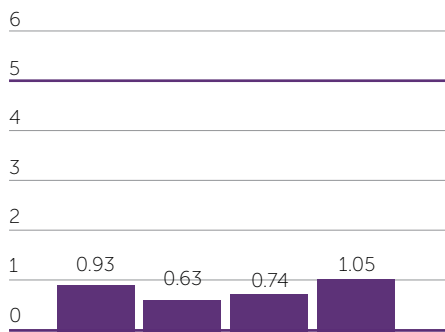
This ratio was better than the benchmark. During the year, Council borrowed \$9.5M with repayments consisting of interest only until 31 July 2018. Excluding capital grants and contributions, depreciation, fair value adjustments and gains/losses from disposal of assets and the interest in the Shorelink Library Network joint venture, the net operating surplus was sufficient to cover annual interest payments 62.4 times.

Benchmark: — Minimum  $\geq$  2.0%

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

■ Ratio achieves benchmark  
■ Ratio is outside benchmark

**5. Rates, annual charges, interest and extra charges outstanding percentage**



**Purpose of rates and annual charges and annual charges outstanding ratio**

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

**Commentary on 2015/16 result**

2015/16 ratio 1.05%

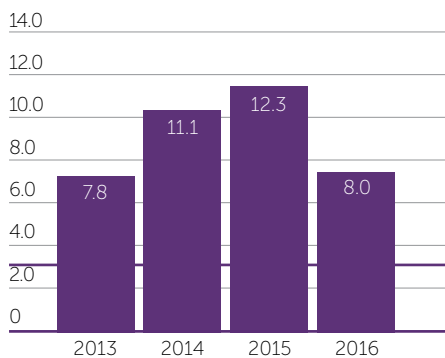
While increasing slightly from the previous year, this ratio was still considerably better than the benchmark, as it has been for many years. This is a reflection of the ongoing effectiveness of Council's recovery efforts.

Benchmark: — Minimum  $\geq$  5.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

■ Ratio achieves benchmark  
■ Ratio is outside benchmark

**6. Cash expense cover ratio**



**Purpose of cash expense cover ratio**

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

**Commentary on 2015/16 result**

2015/16 ratio 8.02 mths

This ratio was better than the benchmark, as has been the case for many years. At 30 June 2016, Council had sufficient cash and funds invested in term deposits, which could potentially be redeemed if required, to continue paying for immediate expenses for 8 months in the absence of any additional cash inflows.

Benchmark: — Minimum  $\geq$  3.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

■ Ratio achieves benchmark  
■ Ratio is outside benchmark



**Note 14. Investment properties**

\$ '000	Actual 2016	Actual 2015
<b>a) Investment properties at fair value</b>		
Investment properties on hand	92,390	79,570
Reconciliation of annual movement:		
Opening balance	79,570	74,650
– Net gain/(loss) from fair value adjustments	12,803	4,920
– Other movements	17	–
<b>CLOSING BALANCE – INVESTMENT PROPERTIES</b>	<b>92,390</b>	<b>79,570</b>

**b) Valuation basis**

The basis of valuation of investment properties is fair value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

The 2016 revaluations were based on independent assessments made by:

Mr Andrew Graham AAPI of Colliers International

**c) Contractual obligations at reporting date**

Refer to Note 12 for disclosures relating to any capital and service obligations that have been contracted.

\$ '000	Actual 2016	Actual 2015
<b>d) Leasing arrangements</b>		
Details of leased investment properties are as follows;		
Future minimum lease payments receivable under non-cancellable investment property operating leases not recognised in the financial statements are receivable as follows:		
Within 1 year	5,453	4,140
Later than 1 year but less than 5 years	12,162	8,514
Later than 5 years	16,303	14,681
<b>Total minimum lease payments receivable</b>	<b>33,918</b>	<b>27,335</b>

**e) Investment property income and expenditure – summary**

<b>Rental income from investment properties:</b>		
– Minimum lease payments	5,851	5,989
<b>Direct operating expenses on investment properties:</b>		
– that generated rental income	(1,929)	(1,992)
<b>Net revenue contribution from investment properties</b>	<b>3,922</b>	<b>3,997</b>
plus:		
Fair value movement for year	12,803	4,920
<b>Total income attributable to investment properties</b>	<b>16,725</b>	<b>8,917</b>

Refer to Note 27. Fair value measurement for information regarding the fair value of investment properties held.

## **Note 15. Financial risk management**

### **Risk management**

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

	<b>Carrying value</b>		<b>Fair value</b>	
	<b>2016</b>	<b>2015</b>	<b>2016</b>	<b>2015</b>
<b>Financial assets</b>				
Cash and cash equivalents	5,521	8,607	5,521	8,607
Investments				
– 'Held for trading'	95,434	94,534	95,434	94,534
Receivables	6,840	5,829	6,840	5,829
<b>Total financial assets</b>	<b>107,795</b>	<b>108,970</b>	<b>107,795</b>	<b>108,970</b>
<b>Financial liabilities</b>				
Bank overdraft	220	172	220	172
Payables	23,328	18,697	23,328	18,697
Loans/advances	9,500	–	9,500	–
<b>Total financial liabilities</b>	<b>33,048</b>	<b>18,869</b>	<b>33,048</b>	<b>18,869</b>

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current mkt interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) '**at fair value through profit and loss**' or (ii) '**available-for-sale**' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Refer to Note 27. Fair value measurement for information regarding the fair value of financial assets and liabilities.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The risks associated with the investments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

**Note 15. Financial risk management (continued)****a) Market risk – price risk and interest rate risk**

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
<b>2016</b>				
Possible impact of a 10% movement in market values	4,107	4,107	(4,107)	(4,107)
Possible impact of a 1% movement in interest rates	1,011	1,011	(1,011)	(1,011)
<b>2015</b>				
Possible impact of a 10% movement in market values	1,754	1,754	(1,754)	(1,754)
Possible impact of a 1% movement in interest rates	1,031	1,031	(1,031)	(1,031)

**b) Credit risk**

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

		2016	2016	2015	2015
		Rates and annual charges	Other receivables	Rates and annual charges	Other receivables
<b>i) Ageing of receivables – %</b>					
Current (not yet overdue)		98%	98%	97%	98%
Overdue		2%	2%	3%	2%
		100%	100%	100%	100%
<b>ii) Ageing of receivables – value</b>					
Current	Current	353	6,313	186	5,404
< 1 year overdue	0 – 30 days overdue	8	57	14	57
1 – 2 years overdue	30 – 60 days overdue	18	21	18	1
2 – 5 years overdue	60 – 90 days overdue	26	5	24	27
> 5 years overdue	> 90 days overdue	45	33	38	103
		450	6,429	280	5,592

**Note 15. Financial risk management (continued)**

	2016	2015
<b>iii) Movement in provision for impairment</b>		
of receivables		
Balance at the beginning of the year	43	199
+ new provisions recognised during the year	6	13
– amounts already provided for and written off this year	(10)	(169)
<b>Balance at the end of the year</b>	<b>39</b>	<b>43</b>

**c) Liquidity risk**

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Subject to no maturity	payable in:						Total cash outflows	Actual carrying values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
<b>2016</b>									
Bank overdraft	220	–	–	–	–	–	–	220	220
Trade/other payables	7,453	15,875	–	–	–	–	–	23,328	23,328
Loans and advances	–	326	326	9,527	–	–	–	10,179	9,500
<b>Total financial liabilities</b>	<b>7,673</b>	<b>16,201</b>	<b>326</b>	<b>9,527</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>33,727</b>	<b>33,048</b>
<b>2015</b>									
Bank overdraft	172	–	–	–	–	–	–	172	172
Trade/other payables	7,472	11,225	–	–	–	–	–	18,697	18,697
<b>Total financial liabilities</b>	<b>7,644</b>	<b>11,225</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>18,869</b>	<b>18,869</b>

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities and interest rate structures.

The following interest rates were applicable to Council's borrowings at balance date:

	2016 Carrying value	2015 Average interest rate	Carrying value	Average interest rate
Bank overdraft	220	8.34%	172	8.38%
Trade/other payables	23,328	0.00%	18,697	0.00%
Loans and advances – variable interest rate	9,500	2.89%	–	
	<b>33,048</b>		18,869	

**Note 16. Material budget variations**

Council's original financial budget for 15/16 was adopted by the Council on 18 May 2015.

While the Income Statement included in this General Purpose Financial Report must disclose the original budget adopted by Council, the Local Government Act 1993 requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

**Note that for variations\* of budget to actual:**

Material variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable budget variation, U = Unfavourable budget variation

\$ '000	2016 Budget	2016 Actual	2016 Variance*		
<b>REVENUES</b>					
Rates and annual charges	48,476	49,000	524	1%	F
User charges and fees	21,631	25,474	3,843	18%	F
This income category was over budget due to greater than expected revenue from Construction Zone fees (\$1.03M), Hoarding Permit fees (\$998K), Parking Meter fees (\$564K), Parking Station fees (\$357K) and Plant Permit fees (\$205K).					
Interest and investment revenue	2,358	3,968	1,610	68%	F
Council traditionally adopts a conservative approach when budgeting for returns from its investment portfolio. This along with a greater than anticipated pool of funds available for investment due to delays in the completion of some capital projects and the earlier than expected receipt of some developer contributions generated significantly higher than expected revenue from this revenue category.					
Other revenues	21,005	28,507	7,502	36%	F
The main component of the budget variance in this income category was the increase in the fair value of Council's investment property portfolio. The budget allowed for a \$6M (8%) increase, whereas the actual increase was assessed to be \$12.8M (16%). Greater than expected revenue from parking enforcement (\$314K) made up the bulk of the remainder of the variance.					
Operating grants and contributions	4,512	6,118	1,606	36%	F
The actual amount of grants received often depends on decisions made by State and Commonwealth governments after the Original Budget was adopted. Council received additional Roads to Recovery grant funding of \$543K and an unbudgeted \$660K contribution from Link Housing towards the construction of affordable housing at 23 Nicholson Street in Wollstonecraft.					
Capital grants and contributions	4,042	47,704	43,662	1080%	F
The increase in the value of Council's interest in the Woolworths/Alexander Street Car Park development has been accounted for as a \$34.3M non-cash capital contribution. This was not included in the Original Budget. Further, actual revenue from developer contributions exceeded the amount forecast by \$8.7M and unbudgeted grant funds of \$532K were received from the RMS for bicycle facilities. These factors were the reason for the favourable variance in this revenue category.					
Net gains from disposal of assets	253	25	(228)	(90%)	U

While more items of plant were disposed of during the year than had been anticipated, the return on the carrying amount realised from these items was significantly less than had been estimated in the Original Budget. This, along with the write-off of property with a carrying value of \$51K was the reason for the budget variation in this revenue category.

**Note 16. Material budget variations (continued)**

\$ '000	2016 Budget	2016 Actual	2016 Variance*	
<b>EXPENSES</b>				
Employee benefits and on-costs	39,875	40,544	(669)	(2%) U
Borrowing costs	335	277	58	17% F
During the year, Council borrowed \$9.5M to fund its contribution to the Woolworths/Alexander Street Car Park development and the upgrade of parking meter infrastructure. These funds were drawn down later in the year than was originally anticipated and at an interest rate more favourable than allowed for in the Original Budget, hence the favourable variance in this expenditure category.				
Materials and contracts	30,069	34,421	(4,352)	(14%) U
Costs associated with the construction of affordable housing at 23 Nicholson Street in Wollstonecraft, urgent stabilisation of retaining walls, amalgamation challenge and the North Sydney Public Inquiry which were incurred after the adoption of the Original Budget contributed to a substantial proportion of the negative variance in this expenditure category. The costs associated with these matters were largely unforeseen. Higher than expected property maintenance, general bulk waste clean up service and waste disposal costs also contributed to the variance.				
Depreciation and amortisation	16,918	15,536	1,382	8% F
Other expenses	8,210	8,436	(226)	(3%) U
Joint ventures and associates – net losses	–	22	(22)	0% U
Council's share of the deficit incurred by the Shorelink Library Network joint venture was \$22K and this was not allowed for in the Original Budget.				
<b>Budget variations relating to Council's Cash Flow Statement include:</b>				
Cash flows from operating activities	19,140	36,503	17,363	90.7% F
The aforementioned favourable variance in revenue from user charges and fees, interest and investment revenue, grants and developer contributions all contributed to the favourable variance in cash flows from operating activities.				
Cash flows from investing activities	(28,053)	(49,137)	(21,084)	75.2% U
Greater than expected cash inflows from operating activities reduced the reliance on the sale of investment securities to pay for capital expenditure. Funds were required to be carried over from 2014/15 to complete unfinished capital projects, brought forward from 2016/17 to fund the early commencement of capital projects originally scheduled to be undertaken in 2016/17 and a property was purchased to provide for future open space. These factors all required an increase in net cash outflows from investing activities, hence the unfavourable budget variance in this item.				
Cash flows from financing activities	9,500	9,500	–	0.0% F

**Note 17. Statement of developer contributions**

Council recovers contributions, raises levies and enters into planning agreements on development works that are subject to a development consent issued by Council.

All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions and levies and the value of all remaining funds which are 'restricted' in their future use.

**SUMMARY OF CONTRIBUTIONS AND LEVIES**

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/ (payable)
		Cash	Non-cash					
Administration	228	119	-	3	-	-	350	-
Affordable Housing	3,618	-	-	32	-	-	3,650	-
Child Care	398	436	-	7	-	-	841	-
Community Centres	-	360	-	-	(1)	(359)	-	(1,612)
Indoor Sports Centre	-	72	-	-	-	(72)	-	(146)
Library Acquisitions	5	70	-	-	(65)	-	10	-
Library Premises & Equipment	-	216	-	-	(11)	(205)	-	(724)
Olympic Pool	-	254	-	-	-	(254)	-	(365)
Open Space Acquisitions	13,239	1,210	-	126	(3,828)	890	11,637	2,847
Open Space Increased Capacity	4,882	2,406	-	35	(3,270)	-	4,053	-
North Sydney Public Domain	47	3,868	-	31	(354)	-	3,592	-
Other Public Domain	800	29	-	2	(600)	-	231	-
St Leonards Public Domain	1,093	54	-	10	(16)	-	1,141	-
Traffic Improvements	650	319	-	9	(3)	-	975	-
<b>S94 contributions – under a plan</b>	<b>24,960</b>	<b>9,413</b>	<b>-</b>	<b>255</b>	<b>(8,148)</b>	<b>-</b>	<b>26,480</b>	<b>-</b>
<b>Total S94 revenue under plans</b>	<b>24,960</b>	<b>9,413</b>	<b>-</b>	<b>255</b>	<b>(8,148)</b>	<b>-</b>	<b>26,480</b>	<b>-</b>
S93F planning agreements	711	3,288	-	20	-	-	4,019	-
<b>Total contributions</b>	<b>25,671</b>	<b>12,701</b>	<b>-</b>	<b>275</b>	<b>(8,148)</b>	<b>-</b>	<b>30,499</b>	<b>-</b>



**Note 17. Statement of developer contributions (continued)****S94 CONTRIBUTIONS – UNDER A PLAN****NORTH SYDNEY PLAN (2004)**

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Administration	228	119	–	3	–	–	350	–
Affordable Housing	3,618	–	–	32	–	–	3,650	–
Child Care	398	436	–	7	–	–	841	–
Community Centres	–	360	–	–	(1)	(359)	–	(1,612)
Indoor Sports Centre	–	72	–	–	–	(72)	–	(146)
Library Acquisitions	5	70	–	–	(65)	–	10	–
Library Premises & Equipment	–	216	–	–	(11)	(205)	–	(724)
Olympic Pool	–	254	–	–	–	(254)	–	(365)
Open Space Acquisitions	13,239	1,210	–	126	(3,828)	890	11,637	2,847
Open Space Increased Capacity	4,882	2,406	–	35	(3,270)	–	4,053	–
North Sydney Public Domain	47	3,868	–	31	(354)	–	3,592	–
Other Public Domain	800	29	–	2	(600)	–	231	–
St Leonards Public Domain	1,093	54	–	10	(16)	–	1,141	–
Traffic Improvements	650	319	–	9	(3)	–	975	–
<b>Total</b>	<b>24,960</b>	<b>9,413</b>	<b>–</b>	<b>255</b>	<b>(8,148)</b>	<b>–</b>	<b>26,480</b>	

**Note 18. Contingencies and other assets/ liabilities not recognised**

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

**LIABILITIES NOT RECOGNISED:****1. Guarantees****i) Defined benefit superannuation contribution plans**

Council participates in an employer-sponsored defined benefit superannuation scheme, and makes contributions as determined by the superannuation scheme's trustees.

Member councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The schemes most recent full actuarial review indicated that the net assets of the scheme were not sufficient to meet the accrued benefits of the schemes defined benefit member category with member councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for defined contributions plans. ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

**iii) Other guarantees**

Council has provided no other guarantees other than those listed above.

## Note 18. Contingencies and other assets/ liabilities not recognised (continued)

### 2. Other Liabilities

#### i) Third Party Claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its Insurance Coverage and does not expect any material liabilities to eventuate.

#### ii) S94 Plans

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans. As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Councils intention to spend funds in the manner and timing set out in those Plans.

#### iii) Potential Land Acquisitions due to Planning Restrictions imposed by Council

Council has classified a number of privately owned land parcels as Local Open Space or Bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (& subsequent land asset) from such potential acquisitions has not been possible.

#### iv) Legal Expenses

Council is the planning authority for its area under the Environmental Planning and Assessment Act 1979. Pursuant to that Act, certain persons dissatisfied by a planning decision of the Council may appeal to the Land and Environment Court. It is the Court's normal practice in Class 1 proceedings that parties bear their own legal costs. In Class 4 proceedings, costs usually follow the event.

As at 30 June 2016, Council had notice of nine (9) appeals against planning decisions made prior to the reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

Further, Council had notice of one (1) appeals against Orders issued by the Council under the provisions of the Environmental Planning & Assessment Act 1979 relating to compliance issues concerning the five premises. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

Also, there have been eleven (11) local court prosecutions in which all have lead to convictions and fines. The remaining three (3) prosecutions are currently being defended. There were two (2) Class 6 matters in respect of an appeal against severity of fines imposed.

Finally, as at 30 June 2016, Council was involved in three (3) Class 4 proceedings in the Land & Environment Court. Each matters continues to be disputed.

### ASSETS NOT RECOGNISED:

#### i) Land Under Roads

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to & including 30 June 2008.

#### ii) Repayment of Community Funds

In 2001, Council entered into an agreement to fund building works relating to child care services in return for specific and continuing obligations from the service provider in relation to the provision of additional child care services.

In the event that such services are not provided to the levels agreed, Council has the right to be repaid it's contribution to the building works at a rate amortised over the term of the agreement.

Council is not aware of any circumstances that would require it to seek the repayment of the funds in accordance with the Contractual Deed of Agreement.

### Note 19. Interests in other entities

Council's objectives can and in some cases are best met through the use of separate entities and operations.

These operations and entities range from 100% ownership and control through to lower levels of ownership and control via co-operative arrangements with other councils, bodies and other outside organisations.

The accounting and reporting for these various entities, operations and arrangements varies in accordance with accounting standards, depending on the level of council's (i) interest and (ii) control and the type (form) of entity/operation, as follows:

<b>Controlled entities (subsidiaries)</b>	<b>Note 19(a)</b>
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Operational arrangements where Council's control (but not necessarily interest) exceeds 50%.

<b>Joint ventures and associates</b>	<b>Note 19(b)</b>
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Joint ventures are operational arrangements where the parties that have joint control have rights to the net assets of the arrangement.

Associates are separate entities where Council has significant influence over the operations (but neither controls nor jointly controls them).

<b>Joint operations</b>	<b>Note 19(c)</b>
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Operational arrangements where the parties that have joint control have rights to specific assets and obligations for specific liabilities relating to the arrangement rather than a right to the net assets of the arrangement.

<b>Unconsolidated structured entities</b>	<b>Note 19(d)</b>
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Unconsolidated structured entities represent "special vehicles" that Council has an interest in but which are not controlled by Council and therefore not consolidated as a subsidiary, joint arrangement or associate. Attributes of structured entities include restricted activities, a narrow and well-defined objective and insufficient equity to finance its activities without financial support.

<b>Subsidiaries, joint arrangements and associates not recognised</b>	<b>Note 19(e)</b>
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**Note 19. Interests in other entities**

**Accounting recognition:**

i) Subsidiaries disclosed under Note 19(a) and joint operations disclosed at Note 19(c) are accounted for on a 'line by line' consolidation basis within the Income Statement and Statement of Financial Position.

ii) Joint ventures and associates as per Note 19(b) are accounted for using the equity accounting method and are disclosed as a 1 line entry in both the Income Statement and Statement of Financial Position.

	Council's share of net income		Council's share of net assets	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015
Joint ventures	(22)	(5)	34	56
Associates	–	–	–	–
<b>Total</b>	<b>(22)</b>	<b>(5)</b>	<b>34</b>	<b>56</b>

**a) Controlled entities (subsidiaries) – being entities and operations controlled by Council**

Council has no interest in any controlled entities (subsidiaries).

**b) Joint ventures and associates**

Summarised financial information for individually immaterial joint ventures and associates

Council has an interest in the Shorelink Library Network, an individually immaterial joint venture that has still been accounted for using the equity method.

	2016	2015
<b>i) Individually immaterial joint ventures</b>		
Aggregate carrying amount of individually immaterial joint ventures	34	56
<b>Aggregate amounts of Council's share of individually immaterial:</b>		
Profit/(loss) from continuing operations	(22)	(5)
<b>Total comprehensive income – individually immaterial joint ventures</b>	<b>(22)</b>	<b>(5)</b>

**c) Joint operations**

Council has no interest in any joint operations.

**d) Unconsolidated structured entities**

Council has no unconsolidated structured entities

**e) Subsidiaries, joint arrangements and associates not recognised**

None.

**Note 20. Retained earnings, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors**

\$ '000	Notes	Actual 2016	Actual 2015
<b>a) Retained earnings</b>			
Movements in retained earnings were as follows:			
Balance at beginning of year (from previous years audited accounts)		696,327	673,752
a. Changes in accounting policies (prior period effects)	20(d)	(9,376)	(9,376)
b. Net operating result for the year		61,560	22,575
<b>Balance at end of the reporting period</b>		<b>748,511</b>	<b>686,951</b>
<b>b) Revaluation reserves</b>			
<b>i) Reserves are represented by:</b>			
Infrastructure, property, plant and equipment revaluation reserve		169,960	169,960
<b>Total</b>		<b>169,960</b>	<b>169,960</b>
<b>ii) Reconciliation of movements in reserves:</b>			
<b>Infrastructure, property, plant and equipment revaluation reserve</b>			
– Opening balance		169,960	82,601
– Revaluations for the year	9(a)	–	87,359
– Balance at end of year		169,960	169,960
<b>TOTAL VALUE OF RESERVES</b>		<b>169,960</b>	<b>169,960</b>
<b>iii) Nature and purpose of reserves</b>			
<b>Infrastructure, property, plant and equipment revaluation reserve</b>			
The infrastructure, property, plant and equipment revaluation reserve is used to record increments/decrements of non-current asset values due to their revaluation.			
<b>c) Correction of error/s relating to a previous reporting period</b>			
Council made no correction of errors during the current reporting period.			
<b>d) Voluntary changes in accounting policies</b>			
The valuation method for Community land was changed in the current reporting period. Previous valuations for a small number of parcels with no Valuer General (VG) valuation were calculated using a \$/sqm figure. Valuations were subsequently issued for the majority of these parcels and were used in place of the calculated \$/sqm figures. The effect of this is a \$9,376 reduction in the value of community land. Due to the legal restrictions that apply to community land this does not have any practical impact on Council's financial sustainability or service delivery.			
		(9,376)	–
<b>In accordance with AASB 108 – Accounting Policies, Changes in Accounting Estimates and Errors, the above changes in accounting policy have been recognised retrospectively.</b>			
<b>These amounted to the following equity adjustments:</b>			
Adjustments to opening equity – 1/7/14 (relating to adjustments for the 30/6/14 reporting year end and prior periods)		(9,376)	–
<b>Total prior period adjustments – accounting policy changes</b>		<b>(9,376)</b>	<b>–</b>

**Note 21. Financial result and financial position by fund**

Council utilises only a general fund for its operations.

**Note 22. 'Held for sale' non-current assets and disposal groups**

Council did not classify any non-current assets or disposal groups as 'held for sale'.

**Note 23. Events occurring after the reporting date**

Events that occur between the end of the reporting period (30 June 2016) and the date when the financial statements are 'authorised for issue' have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable 'authorised for issue' date relating to these General Purpose Financial Statements.

Accordingly, the 'authorised for issue' date is 25/10/16.

Events that occur after the reporting period represent one of two types:

**i) Events that provide evidence of conditions that existed at the reporting period**

These financial statements (and the figures therein) incorporate all 'adjusting events' that provided evidence of conditions that existed at 30 June 2016.

**ii) Events that provide evidence of conditions that arose after the reporting period**

These financial statements (and figures therein) do not incorporate any 'non-adjusting events' that have occurred after 30 June 2016 and which are only indicative of conditions that arose after 30 June 2016.

**Council is aware of the following 'non-adjusting events' that merit disclosure:**

In December 2015, the NSW State Government announced its proposal to merge North Sydney Council with Mosman Council and Willoughby City Council. The State Government appointed Ian Reynolds as its Delegate to oversee the Public Inquiry into the proposal. Following the Inquiry component, the Delegate provided his report to the Minister for Local Government and the NSW Boundaries Commission recommending the merger proceed.

North Sydney Council launched legal proceedings in the NSW Land & Environment Court challenging a number of aspects of the proposal and the process undertaken by the Delegate during the Inquiry period.

On 20 September 2016, the court handed down its decision in Council's favour, with the decision also including a costs order, also in Council's favour. The NSW State Government, as part of its initial merger proposal, announced its in-principle support for the merger. At the date this document was issued the State Government's future plans are unknown.

**Note 24. Discontinued operations**

Council has not classified any of its operations as 'discontinued'.

**Note 25. Intangible assets**

Intangible assets represent identifiable non-monetary assets without physical substance.

Council is unaware of any control over intangible assets that warrant recognition in the financial statements, including either internally generated and developed assets or purchased assets.

**Note 26. Reinstatement, rehabilitation and restoration liabilities**

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

**Note 27. Fair value measurement**

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property
- Financial assets

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

- Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

**Note 27. Fair value measurement (continued)**

1) The following table presents all assets and liabilities that have been measured and recognised at fair values:

2016		Fair value measurement hierarchy			Total Significant unobservable inputs	
		Level 1 Date of latest valuation	Level 2 Quoted prices in active mkts	Level 3 Significant observable inputs		
<b>Recurring fair value measurements</b>						
<b>Financial assets</b>						
	Investments					
	– ‘Held for trading’	30/06/16	54,500	40,934	–	95,434
	<b>Total financial assets</b>		<b>54,500</b>	<b>40,934</b>	<b>–</b>	<b>95,434</b>
<b>Investment properties</b>						
	Investment properties	30/06/16	–	92,390	–	92,390
	<b>Total investment properties</b>		<b>–</b>	<b>92,390</b>	<b>–</b>	<b>92,390</b>
<b>Infrastructure, property, plant and equipment</b>						
	Plant and equipment	30/06/16	–	–	8,022	8,022
	Office equipment	30/06/16	–	–	2,944	2,944
	Furniture and fittings	30/06/16	–	–	2,923	2,923
	Operational land	30/06/13	–	–	78,958	78,958
	Community land	30/06/16	–	–	150,397	150,397
	Land improvements – depreciable	30/06/16	–	–	16,853	16,853
	Buildings – non-specialised	30/06/13	–	–	622	622
	Buildings – specialised	30/06/13	–	–	84,619	84,619
	Other structures	30/06/16	–	–	37	37
	Roads	30/06/15	–	–	199,048	199,048
	Footpaths	30/06/15	–	–	44,632	44,632
	Stormwater drainage	30/06/15	–	–	126,389	126,389
	Swimming pools	30/06/13	–	–	10,727	10,727
	Other open space/recreation assets	30/06/16	–	–	3,437	3,437
	Other infrastructure assets	30/06/16	–	–	25,437	25,437
	Heritage collections	30/06/16	–	–	1,459	1,459
	Library books	30/06/16	–	–	1,089	1,089
	<b>Total infrastructure, property, plant and equipment</b>		<b>–</b>	<b>–</b>	<b>757,593</b>	<b>757,593</b>

**Note 27. Fair value measurement (continued)****1) The following table presents all assets and liabilities that have been measured and recognised at fair values (continued):**

2016 Recurring fair value measurements		Fair value measurement hierarchy			Total Significant unobservable inputs
		Level 1 Date of latest valuation	Level 2 Quoted prices in active mkts	Level 3 Significant observable inputs	
<b>Financial assets</b>					
Investments					
– ‘Held for trading’	30/06/15	77,000	17,534	–	94,534
<b>Total financial assets</b>		<b>77,000</b>	<b>17,534</b>	<b>–</b>	<b>94,534</b>
<b>Investment properties</b>					
Investment properties	30/06/15	–	79,570	–	79,570
<b>Total investment properties</b>		<b>–</b>	<b>79,570</b>	<b>–</b>	<b>79,570</b>
<b>Infrastructure, property, plant and equipment</b>					
Plant and equipment	30/06/15	–	–	6,989	6,989
Office equipment	30/06/15	–	–	2,714	2,714
Furniture and fittings	30/06/15	–	–	2,871	2,871
Operational land	30/06/13	–	–	62,008	62,008
Community land	30/06/11	–	–	148,353	148,353
Land improvements – depreciable	30/06/15	–	–	15,890	15,890
Buildings – non-specialised	30/06/13	–	–	632	632
Buildings – specialised	30/06/13	–	–	61,864	61,864
Other structures	30/06/15	–	–	28	28
Roads	30/06/15	–	–	191,731	191,731
Footpaths	30/06/15	–	–	39,804	39,804
Stormwater drainage	30/06/15	–	–	125,207	125,207
Swimming pools	30/06/13	–	–	11,097	11,097
Other open space/recreation assets	30/06/15	–	–	2,639	2,639
Other infrastructure assets	30/06/15	–	–	21,640	21,640
Heritage collections	30/06/15	–	–	1,060	1,060
Library books	30/06/15	–	–	1,066	1,066
<b>Total infrastructure, property, plant and equipment</b>		<b>–</b>	<b>–</b>	<b>695,593</b>	<b>695,593</b>



**Note 27. Fair value measurement (continued)****2) Transfers between level 1 and level 2 fair value hierarchies**

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

**3) Valuation techniques used to derive level 2 and level 3 fair values**

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

**Investment properties**

The market approach using level 2 inputs was used to value Council's investment properties.

**Level 2 inputs:**

- Quoted prices for similar assets in active markets
- Comparison of rate per square metre of floor area

The 2016 revaluations were based on Independent Assessments made by Mr Antony Mylott of Colliers

International. There has been no change to the valuation process during the reporting period.

**Infrastructure, property, plant and equipment (IPP&E)****Plant & Equipment**

The cost approach using level 3 inputs was used to value Council's plant and equipment.

**Level 3 inputs:**

- Depreciated historic cost
- Useful life

**Office Equipment**

The cost approach using level 3 inputs was used to value Council's office equipment.

**Level 3 inputs:**

- Depreciated historic cost
- Useful life

**Furniture & Fittings**

The cost approach using level 3 inputs was used to value Council's furniture and fittings.

**Level 3 inputs:**

- Depreciated historic cost
- Useful life

**Operational Land**

The market approach using level 3 inputs was used to value Council's operational land.

**Level 3 inputs:**

- Rate per square metre from the sales evidence available

**Community Land**

The market approach using level 3 inputs was used to value Council's community land.

**Level 3 inputs:**

- Inputs to Valuer General valuations
- Land Improvements – depreciable

The cost approach using level 3 inputs was used to value Council's depreciable land improvements.

**Level 3 inputs:**

- Depreciated historic cost
- Useful life

**3) Valuation techniques used to derive level 2 and level 3 fair values (continued)****Non specialised buildings**

The cost approach using level 3 inputs was used to value Council's non specialised buildings.

**Level 3 inputs:**

- Components
- Cost
- Residual value
- Useful life
- Asset condition

**Specialised buildings**

The cost approach using level 3 inputs was used to value Council's specialised buildings.

**Level 3 inputs:**

- Components
- Cost
- Residual value
- Useful life
- Asset condition

**Roads**

The cost approach using level 3 inputs was used to value Council's road assets.

**Level 3 inputs:**

- Unit rates
- Useful life
- Remaining life
- Residual value

**Note 27. Fair value measurement (continued)**

**Footpaths**

The cost approach using level 3 inputs was used to value Council's footpath assets.

**Level 3 inputs:**

- Unit rates
- Useful life
- Remaining life
- Residual value

**Note 27. Fair value measurement (continued)**

**Stormwater Drainage**

The cost approach using level 3 inputs was used to value Council's stormwater drainage assets.

**Level 3 inputs:**

- Unit rates
- Useful life
- Remaining life
- Residual value

**Swimming Pools**

The costs approach using level 3 inputs was used to value Council's swimming pools.

**Level 3 inputs:**

- Components
- Cost
- Residual value
- Useful life
- Asset condition

**3) Valuation techniques used to derive level 2 and level 3 fair values (continued)**

**Open Space/Recreation Assets**

The cost approach using level 3 inputs was used to value Council's open space/recreation assets.

**Level 3 inputs:**

- Depreciated historic cost
- Useful life

**Other Infrastructure Assets**

The cost approach using level 3 inputs was used to value Council's other infrastructure assets.

**Level 3 inputs:**

- Depreciated historic cost
- Useful life

**Heritage Collections**

The cost approach using level 3 inputs was used to value Council's heritage collections.

**Level 3 inputs:**

- Depreciated historic cost
- Useful life

**Library Books**

The cost approach using level 3 inputs was used to value Council's library books.

**Level 3 inputs:**

- Depreciated historic cost
- Useful life

**Note 27. Fair value measurement (continued)**

**4). Fair value measurements using significant unobservable inputs (level 3)**

a. The following tables present the changes in level 3 fair value asset classes.

	Investments	Plant and equipment	Office equipment	Furniture and fittings	Total
<b>Opening balance – 1/7/14</b>	–	6,090	1,510	2,186	9,786
Purchases (GBV)	–	3,787	1,886	965	6,638
Disposals (WDV)	–	(1,333)	–	–	(1,333)
Depreciation and impairment	–	(1,555)	(682)	(280)	(2,517)
<b>Closing balance – 30/6/15</b>	–	<b>6,989</b>	<b>2,714</b>	<b>2,871</b>	<b>12,574</b>
Purchases (GBV)	–	3,884	1,047	517	5,448
Disposals (WDV)	–	(1,128)	–	–	(1,128)
Depreciation and impairment	–	(1,723)	(817)	(465)	(3,005)
<b>Closing balance – 30/6/16</b>	–	<b>8,022</b>	<b>2,944</b>	<b>2,923</b>	<b>13,889</b>

**Note 27. Fair value measurement (continued)****4). Fair value measurements using significant unobservable inputs (level 3)**

a. The following tables present the changes in level 3 fair value asset classes.

	Operational land	Community land	Land improve-ments depreciable	Buildings non specialised	Total
<b>Opening balance – 1/7/14</b>	62,008	148,353	14,289	647	225,297
Purchases (GBV)	–	–	1,900	29	1,929
Depreciation and impairment	–	–	(299)	(44)	(343)
<b>Closing balance – 30/6/15</b>	<b>62,008</b>	<b>148,353</b>	<b>15,890</b>	<b>632</b>	<b>226,883</b>
Purchases (GBV)	16,950	2,289	1,350	36	20,625
Depreciation and impairment	–	–	(387)	(46)	(433)
FV losses – Income Statement <sup>1</sup>	–	(245)	–	–	(245)
<b>Closing balance – 30/6/16</b>	<b>78,958</b>	<b>150,397</b>	<b>16,853</b>	<b>622</b>	<b>246,830</b>

	Buildings specialised	Other structures	Roads	Footpaths	Total
<b>Opening balance – 1/7/14</b>	62,042	–	149,421	31,952	243,415
Purchases (GBV)	2,656	28	5,983	4,455	13,122
Depreciation and impairment	(2,834)	–	(4,974)	(1,656)	(9,464)
FV gains – other comprehensive income	–	–	41,301	5,053	46,354
<b>Closing balance – 30/6/15</b>	<b>61,864</b>	<b>28</b>	<b>191,731</b>	<b>39,804</b>	<b>293,427</b>
Purchases (GBV)	25,606	10	10,984	6,239	42,839
Disposals (WDV)	(51)	–	–	–	(51)
Depreciation and impairment	(2,800)	(1)	(3,667)	(1,411)	(7,879)
<b>Closing balance – 30/6/16</b>	<b>84,619</b>	<b>37</b>	<b>199,048</b>	<b>44,632</b>	<b>328,336</b>

	Stormwater drainage	Swimming pools	Open space recreation assets	Other infrastructure assets	Total
<b>Opening balance – 1/7/14</b>	82,321	11,457	2,550	16,720	113,048
Purchases (GBV)	2,952	52	564	5,932	9,500
Depreciation and impairment	(1,071)	(412)	(475)	(1,012)	(2,970)
FV gains – other comprehensive income	41,005	–	–	–	41,005
<b>Closing balance – 30/6/15</b>	<b>125,207</b>	<b>11,097</b>	<b>2,639</b>	<b>21,640</b>	<b>160,583</b>
Purchases (GBV)	2,838	53	1,324	4,994	9,209
Depreciation and impairment	(1,656)	(423)	(526)	(1,197)	(3,802)
<b>Closing balance – 30/6/16</b>	<b>126,389</b>	<b>10,727</b>	<b>3,437</b>	<b>25,437</b>	<b>165,990</b>

	Heritage Collection	Library Books	Total
<b>Opening balance – 1/7/14</b>	896	1,004	1,900
Purchases (GBV)	184	433	617
Depreciation and impairment	(20)	(371)	(391)
<b>Closing balance – 30/6/15</b>	<b>1,060</b>	<b>1,066</b>	<b>2,126</b>
Purchases (GBV)	434	405	839
Depreciation and impairment	(35)	(382)	(417)
<b>Closing balance – 30/6/16</b>	<b>1,459</b>	<b>1,089</b>	<b>2,548</b>

b. Information relating to the transfers into and out of the level 3 fair valuation hierarchy (as disclosed in the table above) includes:

No transfers were made in or out of the Level 3 Fair Valuation hierarchy during the year

**Note 27. Fair value measurement (continued)**

4). Fair value measurements using significant unobservable inputs (level 3) (continued)

**c. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.**

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

<b>Class I,PP&amp;E</b>	<b>Fair value (30/6/16) \$'000</b>	<b>Valuation technique/s</b>	<b>Unobservable inputs</b>
Plant and equipment	8,022	Cost approach	Depreciated historic cost Useful life
Office equipment	2,944	Cost approach	Depreciated historic cost Useful life
Furniture and fittings	2,923	Cost approach	Depreciated historic cost Useful life
Operational land	78,958	Market approach	Rate per square metre
Community land	150,397	Market approach	Rate per square metre
Land improvements – depreciable	16,853	Cost approach	Depreciated historic cost Useful life
Buildings – non specialised	622	Cost approach	Components Cost Residual value Useful life Condition
Buildings – specialised	84,619	Cost approach	Components Cost Residual value Useful life Condition
Other Structures	37	Cost approach	Depreciated historic cost Useful life
Roads	199,048	Cost approach	Unit Rates Useful life Remaining life Residual Value
Footpaths	44,632	Cost approach	Unit Rates Useful life Remaining life Residual Value
Stormwater drainage	126,389	Cost approach	Unit Rates Useful life Remaining life Residual Value
Swimming pools	10,727	Cost approach	Components Cost Residual value Useful life Condition
Other open space/recreation assets	3,437	Cost approach	Depreciated historic cost Useful life
Other infrastructure assets	25,437	Cost approach	Depreciated historic cost Useful life
Heritage collections	1,459	Cost approach	Depreciated historic cost Useful life
Library books	1,089	Cost approach	Depreciated historic cost Useful life

**5). Highest and best use**

All of Council's non-financial assets are considered as being utilised for their highest and best use.

**Note 28. Financial review****Key financial figures of Council over the past 5 years**

	2016	2015	2014	2013	2012
<b>Financial performance figures</b>					
<b>Inflows:</b>					
Rates and annual charges revenue	49,000	46,336	43,550	40,789	38,968
User charges revenue	25,474	24,812	22,709	21,056	20,624
Interest and investment revenue (losses)	3,968	4,613	4,022	4,280	3,770
Grants income – operating and capital	5,095	3,922	2,939	3,553	4,100
Total income from continuing operations	160,796	116,219	120,157	104,748	90,992
Sale proceeds from I,PP&E	1,204	1,408	20,769	2,395	944
New loan borrowings and advances	9,500	–	–	–	–
<b>Outflows:</b>					
Employee benefits and on-cost expenses	40,544	38,756	35,559	34,811	33,611
Borrowing costs	277	–	–	–	–
Materials and contracts expenses	34,421	30,891	29,275	27,757	25,932
Total expenses from continuing operations	99,236	93,644	93,414	86,324	81,926
Total cash purchases of I,PP&E	49,249	30,582	23,902	14,568	12,453
Total loan repayments (incl. finance leases)	–	–	–	–	–
Operating surplus/(deficit) (excl. capital income)	13,856	7,032	15,329	14,981	2,376
<b>Financial position figures</b>					
Current assets	107,917	109,100	37,888	36,779	39,132
Current liabilities	41,444	33,575	28,734	25,976	23,897
Net current assets	66,473	75,525	9,154	10,803	15,235
Available working capital	(3,421)	(2,515)	(993)	(181)	4,135
(Unrestricted net current assets)					
Cash and investments – unrestricted	12,946	9,124	6,227	6,560	3,889
Cash and investments – internal restrictions	52,834	64,316	66,005	44,706	40,855
Cash and investments – total	100,955	103,141	95,618	71,595	65,592
Total borrowings outstanding	9,720	172	–	–	–
(Loans, advances and finance leases)					
Total value of I,PP&E (excl. land and earthworks)	895,195	832,542	748,451	734,488	705,183
Total accumulated depreciation	355,418	341,097	359,865	350,006	321,494
Indicative remaining useful life (as a % of GBV)	60%	59%	52%	52%	54%

Source: published audited financial statements of Council (current year and prior year)

## Note 29. Council information and contact details

### Principal place of business:

200 Miller Street  
North Sydney NSW 2060

### Contact details

#### Mailing address:

PO Box 12  
North Sydney NSW 2060  
Telephone: 02 9936 8100  
Facsimile: 02 9936 8177

#### Opening hours:

9am – 5pm  
Monday – Friday  
Internet: [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au)  
Email: [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au)

### Officers

#### ACTING GENERAL MANAGER

Ross McCreanor

### Elected members

#### MAYOR

Jilly Gibson

#### RESPONSIBLE ACCOUNTING OFFICER

Garry Ross

#### COUNCILLORS

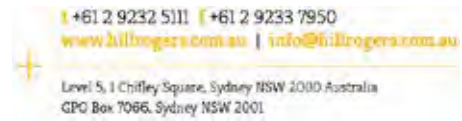
Zoe Baker  
Stephen Barbour  
MaryAnn Beregi  
Virginia Bevan  
Tony Carr  
Melissa Clare  
Veronique Marchandean  
Jeff Morris  
Michel Reymond

#### PUBLIC OFFICER

Sandra Moore

#### AUDITORS

Hill Rogers  
Chartered Accountants  
Level 5, 1 Chifley Square  
Sydney NSW 2000  
Other information  
ABN: 32 353 260 317



## NORTH SYDNEY COUNCIL

### GENERAL PURPOSE FINANCIAL STATEMENTS

### INDEPENDENT AUDITORS' REPORT

#### REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying general purpose financial statements of North Sydney Council, which comprises the Statement of Financial Position as at 30 June 2016, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

#### Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are 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.

#### Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements 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 statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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.

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An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements. Our audit did not involve 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 followed applicable independence requirements of Australian professional ethical pronouncements.

#### **Auditor's Opinion**

In our opinion,

- a. the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- b. the financial statements:
  - i. have been presented in accordance with the requirements of this Division;
  - ii. are consistent with the Council's accounting records;
  - iii. present fairly the Council's financial position, the results of its operations and its cash flows; and
  - iv. are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- 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 statements that we have become aware of during the course of the audit.

#### **HILL ROGERS**

A handwritten signature in blue ink, appearing to read "G. Mottau".

**GARY MOTTAU**  
Partner

Dated at Sydney this 25th day of October 2016



25 October 2016

The Mayor  
North Sydney Council  
200 Miller Street  
**NORTH SYDNEY NSW 2060**

Mayor,

#### Audit Report - Year Ended 30 June 2016

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2016 and that all information required by us was readily available. We have signed our reports as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Statements.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Statements of the Council. We have ensured that the financial statements have been prepared in accordance with Australian Accounting Standards, Australian Accounting Interpretations and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

### 1. RESULTS FOR THE YEAR

#### 1.1 Operating Result

The operating result for the year was a surplus of \$61.560 million as compared with \$22.575 million in the previous year.

The following table sets out the results for the year and the extent (%) that each category of revenue and expenses contributed to the total.

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	2016	% of	2015	% of	Increase
	\$'000	Total	\$'000	Total	(Decrease)
					\$'000
<b>Revenues before capital items</b>					
Rates & annual charges	49,000	43%	46,336	46%	2,664
User charges, fees & other revenues	54,006	48%	45,071	45%	8,935
Grants & contributions provided for operating purposes	6,118	5%	4,656	5%	1,462
Interest & investment revenue	3,968	4%	4,613	5%	(645)
	<b>113,092</b>	<b>100%</b>	<b>100,676</b>	<b>100%</b>	<b>12,416</b>
<b>Expenses</b>					
Employee benefits & costs	40,544	41%	38,756	41%	1,788
Materials, contracts & other expenses	42,879	43%	39,204	42%	3,675
Depreciation, amortisation & impairment	15,536	16%	15,684	17%	(148)
Borrowing costs	277	0%	-	0%	277
	<b>99,236</b>	<b>100%</b>	<b>93,644</b>	<b>100%</b>	<b>5,592</b>
<b>Surplus (Deficit) before capital items</b>	<b>13,856</b>		<b>7,032</b>		<b>6,824</b>
Grants & contributions provided for capital purposes	47,704		15,543		32,161
<b>Net Surplus (Deficit) for the year</b>	<b>61,560</b>		<b>22,575</b>		<b>38,985</b>
<b>Performance Measures</b>	<b>2016</b>		<b>2015</b>		
Operating Performance	1.46%		1.96%		
Own Source Operating Revenue	63.67%		81.81%		

The above table shows an overall increase of \$38.985 million from the previous year and is mainly attributable to a non-cash contribution reflecting the increase in the value of the Woolworths/Alexander Street Car Park site in Crows Nest following its redevelopment (\$34.321 million) and an increase in the fair value movement of Council's investment property portfolio (\$7.883 million).

**Operating Performance** measures the ability to contain operating expenditure within operating revenue excluding capital amounts. For 2016, this indicator was 1.46% and exceeded the benchmark of 0%.

**Own Source Operating Revenue** measures the degree of reliance on external funding sources such as grants and contributions. For 2016, this indicator was 63.67% and exceeded the benchmark of 60%.



1.2 Funding Result

As the operating result only accounts for operating income and expenditure, in reviewing the overall financial performance of Council, it is useful to consider the total source of revenues and how they were applied during the year which is illustrated in the table below.

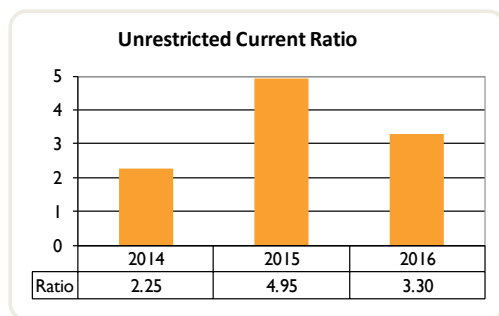
	2016	2015
	\$'000	\$'000
<b>Funds were provided by:-</b>		
<b>Operating Result (as above)</b>	<b>61,560</b>	<b>22,575</b>
Add back non funding items:-		
- Depreciation, amortisation & impairment	15,536	15,684
- Book value of non-current assets sold	1,179	1,333
- Non-cash contributions of assets acquired	(34,321)	0
- (Gain)/Loss of fair value to investment properties	(12,803)	(4,920)
- (Surplus)/Deficit in joint ventures	22	5
	<u>31,173</u>	<u>34,677</u>
Decrease/Redemption of non-current Investments	0	64,325
New loan borrowings	9,500	0
Transfers from internal reserves (net)	11,482	0
Net Changes in current/non-current assets & liabilities	1,326	3,100
	<u>53,481</u>	<u>102,102</u>
<b>Funds were applied to:-</b>		
Purchase and construction of assets	(49,737)	(32,517)
Transfers to externally restricted assets (net)	(4,717)	(22,351)
Transfers to internal reserves (net)	0	(47,056)
	<u>(54,454)</u>	<u>(101,924)</u>
<b>Increase/(Decrease) in Available Working Capital</b>	<b><u>(973)</u></b>	<b><u>178</u></b>

2. FINANCIAL POSITION

2.1 Unrestricted Current Ratio

The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council’s ability to meet its debts and obligations as they fall due.

After eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$50.566 million representing a factor of 3.30 to 1.





## 2.2 Available Working Capital – (Working Funds)

At the close of the year the Available Working Capital of Council stood at \$3.812 million as detailed below;

	2016	2015	Change
	\$'000	\$'000	\$'000
<b>Net Current Assets (Working Capital) as per Accounts</b>	<b>66,473</b>	<b>75,525</b>	<b>(9,052)</b>
<b>Add:</b> Payables & provisions not expected to be realised in the next 12 months included above	17,307	16,214	1,093
Adjusted Net Current Assets	83,780	91,739	(7,959)
<b>Add:</b> Budgeted & expected to pay in the next 12 months			
- Employees leave entitlements	3,870	3,687	183
- Deposits & retention moneys	2,210	2,172	38
<b>Less:</b> Externally restricted assets	(33,214)	(28,497)	(4,717)
<b>Less:</b> Internally restricted assets	(52,834)	(64,316)	11,482
<b>Available Working Capital as at 30 June</b>	<b>3,812</b>	<b>4,785</b>	<b>(973)</b>

The balance of Available Working Capital should be at a level to manage Council's day to day operations including the financing of hard core debtors, stores and to provide a buffer against unforeseen and unbudgeted expenditures. Taking into consideration the nature and level of the internally restricted assets (Reserves) set aside to fund future works and services and liabilities, Council's Available Working Capital at year end was sound.

## 2.3 Debt

Council drew down \$9.5 million from a \$30 million facility during the year, repayable in July 2018.

## 2.4 Summary

Council's overall financial position, when taking into account the above financial indicators was, in our opinion, sound.

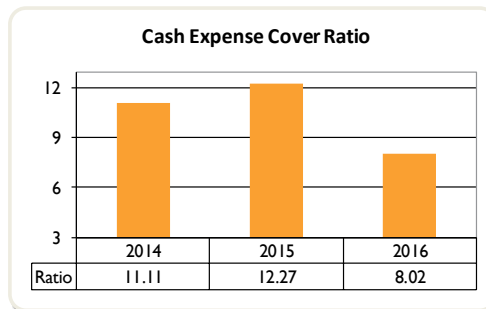


3. CASH ASSETS

3.1 Cash Expense Cover Ratio

This liquidity ratio indicates the number of months of expenditure requirements that can be met with available cash and term deposit balances without the need for additional cash inflow.

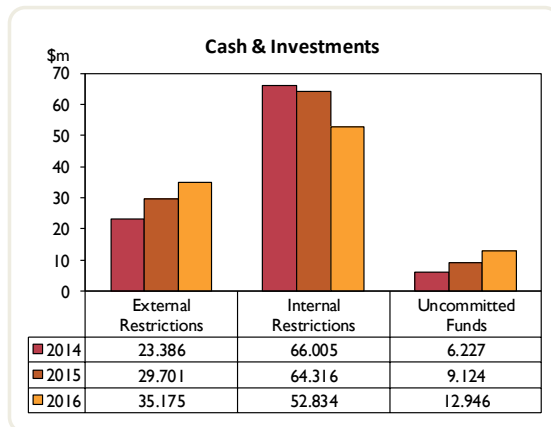
For 2016, this ratio stood at 8.02 months compared to the benchmark of 3.



3.2 Cash & Investment Securities

Cash and investments amounted \$100.955 million at 30 June 2016 as compared with \$103.141 million in 2015 and \$95.618 million in 2014.

The chart alongside summarises the purposes for which cash and investments securities were held.



**Externally restricted cash and investments** are restricted in their use by externally imposed requirements and consisted of unexpended development contributions under Section 94 (\$30.499 million), domestic waste management charges (\$2.413 million) and specific purpose grants, contributions and special levies (\$2.263 million).

**Internally restricted cash and investments** have been restricted in their use by resolution or policy of Council to reflect forward plans, identified programs of works, and are, in fact, Council’s “Reserves”. These Reserves totalled \$52.834 million and their purposes are more fully disclosed in Note 6 of the financial statements.

**Unrestricted cash and investments** amounted to \$12.946 million, which is available to provide liquidity for day to day operations.



### 3.3 Cash Flows

The Statement of Cash Flows illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that cash decreased by \$3.134 million to \$5.301 million at the close of the year.

In addition to operating activities which contributed net cash of \$36.503 million were the proceeds from the sale of investment securities (\$47.445 million), proceeds from borrowings (\$9.5 million) and sale of assets (\$1.204 million). Cash outflows other than operating activities were used to purchase investment securities (\$48.520 million), and to purchase and construct assets (\$49.266 million).

## 4. RECEIVABLES

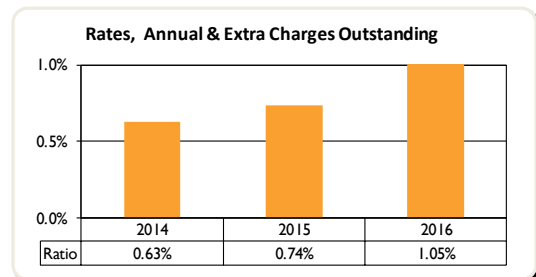
### 4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$49 million and represented 30.47% of Council's total revenues.

Including arrears, the total rates and annual charges collectible was \$49.280 million of which \$48.830 million (99.09%) was collected.

### 4.2 Rates, Annual & Extra Charges

Arrears of rates, annual and extra charges stood at \$518,000 at the end of the year and represented 1.05% of those receivables.



### 4.3 Other Receivables

Receivables (other than rates & annual charges) totalled \$6.361 million and consisted mainly of unpaid infringement notices (\$887,000), user charges and fees (\$713,000) and amounts due from government departments (\$2.070 million). Those considered to be uncertain of collection have been provided for as doubtful debts and this provision amounted to \$39,000.

## 5. PAYABLES

### 5.1 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$16.139 million. Internally restricted cash and investments of \$8.877 million was held representing 55% of this liability and was, in our opinion, sufficient to meet unbudgeted and unanticipated retirements.





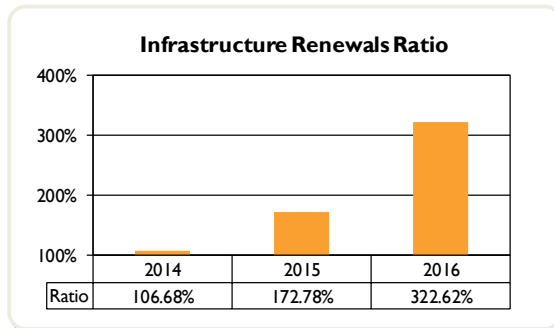
5.2 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$7.453 million and were fully funded by internally restricted cash and investments.

6. INFRASTRUCTURE RENEWALS

The Infrastructure Renewals ratio measures the rate at which these assets are renewed against the rate at which they are depreciating.

Special Schedule No. 7 discloses that asset renewals for 2016 represented 323% of the depreciation charges for these assets. An industry benchmark is considered to be 100%, measured annually over the long term.



7. MANAGEMENT LETTER

An audit management letter addressing the findings from our interim audit was issued on 15 March 2016. This included our recommendations on possible ways to strengthen and/or improve procedures. Management provided a written response on 12 April 2016 including comments and proposed actions.

8. CONCLUSION

We wish to record our appreciation to your Acting General Manager and his staff for their ready co-operation and the courtesies extended to us during the conduct of the audit.

Yours faithfully,  
HILL ROGERS

GARY MOTTAU  
Partner







# NORTH SYDNEY COUNCIL SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2016

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Income Statement – Sewerage Business Activity	x
Income Statement – Other Business Activities	x
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Statement of Financial Position – Sewerage Business Activity	x
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## Background

- i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii) The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii) For Council, the principle of competitive neutrality and public reporting applies only to declared business activities. These include (a) those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and (b) those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).
- iv) In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must (a) adopt a corporatisation model and (b) apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

# STATEMENT BY COUNCILLORS AND MANAGEMENT

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

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

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,

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

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.

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

Signed in accordance with a resolution of Council made on 24 October 2016.



**Jilly Gibson**  
Mayor



**Melissa Clare**  
Councillor



**Ross McCreanor**  
Acting General manager



**Garry Ross**  
Responsible accounting officer

# INCOME STATEMENT

for the year ended 30 June 2016

\$ '000	Commercial Properties Category 1		Waste Management Category 1	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015
<b>Income from continuing operations</b>				
Access charges	–	–	10,081	9,701
User charges	–	–	1,026	994
Fees	–	–	388	369
Interest	–	–	–	–
Grants and contributions provided for non-capital purposes	–	–	42	42
Profit from the sale of assets	–	–	–	–
Other income	19,190	10,744	–	–
<b>Total income from continuing operations</b>	<b>19,190</b>	<b>10,744</b>	<b>11,537</b>	<b>11,106</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	7	3	1,530	1,308
Borrowing costs	–	–	–	–
Materials and contracts	1,691	1,707	9,666	9,191
Depreciation and impairment	251	247	–	–
Loss on sale of assets	–	–	–	–
Calculated taxation equivalents	597	599	39	27
Debt guarantee fee (if applicable)	–	–	–	–
Other expenses	757	789	35	28
<b>Total expenses from continuing operations</b>	<b>3,303</b>	<b>3,345</b>	<b>11,270</b>	<b>10,554</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>15,887</b>	<b>7,399</b>	<b>267</b>	<b>552</b>
Grants and contributions provided for capital purposes	–	–	–	–
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>15,887</b>	<b>7,399</b>	<b>267</b>	<b>552</b>
Surplus (deficit) from discontinued operations	–	–	–	–
<b>Surplus (deficit) from all operations before tax</b>	<b>15,887</b>	<b>7,399</b>	<b>267</b>	<b>552</b>
Less: corporate taxation equivalent (30%) [based on result before capital]	(4,766)	(2,220)	(80)	(166)
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>11,121</b>	<b>5,179</b>	<b>187</b>	<b>386</b>
<b>Plus opening retained profits</b>	<b>84,147</b>	80,889	1,308	1,744
<b>Plus adjustments for amounts unpaid:</b>				
– Taxation equivalent payments	597	599	39	27
– Debt guarantee fees	–	–	–	–
– Corporate taxation equivalent	4,766	2,220	80	166
<b>Add:</b>				
– Subsidy paid/contribution to operations	488	–	–	–
<b>Less:</b>				
– TER dividend paid	–	–	–	–
– Dividend paid	–	(4,740)	(2,901)	(1,015)
<b>Closing retained profits</b>	<b>101,119</b>	<b>84,147</b>	<b>(1,287)</b>	<b>1,308</b>
<b>Return on capital %</b>	<b>183.1%</b>	<b>8.8%</b>	n/a	n/a
<b>Subsidy from Council</b>	–	–	–	–

# INCOME STATEMENT OF COUNCIL'S OTHER BUSINESS ACTIVITIES

for the year ended 30 June 2016

\$ '000	Car Parking Services Category 1		North Sydney Function Centre Category 2	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015
<b>Income from continuing operations</b>				
Access charges	–	–	–	–
User charges	–	–	–	–
Fees	3,090	2,710	455	335
Interest	–	–	–	–
Grants and contributions provided for non-capital purposes	–	–	–	–
Profit from the sale of assets	–	–	–	–
Other income	–	–	–	–
<b>Total income from continuing operations</b>	<b>3,090</b>	<b>2,710</b>	<b>455</b>	<b>335</b>
<b>Expenses from continuing operations</b>				
Employee benefits and on-costs	176	279	236	170
Borrowing costs	–	–	–	–
Materials and contracts	563	448	297	187
Depreciation and impairment	713	705	88	88
Loss on sale of assets	–	–	–	–
Calculated taxation equivalents	263	265	–	–
Debt guarantee fee (if applicable)	–	–	–	–
Other expenses	364	357	194	123
<b>Total expenses from continuing operations</b>	<b>2,079</b>	<b>2,054</b>	<b>815</b>	<b>568</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>1,011</b>	<b>656</b>	<b>(360)</b>	<b>(233)</b>
Grants and contributions provided for capital purposes	–	–	–	–
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>1,011</b>	<b>656</b>	<b>(360)</b>	<b>(233)</b>
Surplus (deficit) from discontinued operations	–	–	–	–
<b>Surplus (deficit) from all operations before tax</b>	<b>1,011</b>	<b>656</b>	<b>(360)</b>	<b>(233)</b>
Less: corporate taxation equivalent (30%) [based on result before capital]	(303)	(197)	–	–
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>708</b>	<b>459</b>	<b>(360)</b>	<b>(233)</b>
<b>Plus opening retained profits</b>	<b>19,087</b>	<b>20,070</b>	<b>889</b>	<b>1,025</b>
<b>Plus adjustments for amounts unpaid:</b>				
– Taxation equivalent payments	263	265	–	–
– Debt guarantee fees	–	–	–	–
– Corporate taxation equivalent	303	197	–	–
<b>Add:</b>				
– Subsidy paid/contribution to operations	38,649	–	376	97
<b>Less:</b>				
– TER dividend paid	–	–	–	–
– Dividend paid	–	(1,904)	–	–
<b>Closing retained profits</b>	<b>59,010</b>	<b>19,087</b>	<b>905</b>	<b>889</b>
<b>Return on capital %</b>	<b>1.4%</b>	<b>2.1%</b>	<b>–21.2%</b>	<b>–13.9%</b>
<b>Subsidy from Council</b>	<b>541</b>	<b>297</b>	<b>397</b>	<b>284</b>

# INCOME STATEMENT OF COUNCIL'S OTHER BUSINESS ACTIVITIES

for the year ended 30 June 2016

\$ '000	Development Applications Category 2	
	Actual 2016	Actual 2015
<b>Income from continuing operations</b>		
Access charges	–	–
User charges	–	–
Fees	1,639	1,817
Interest	–	–
Grants and contributions provided for non-capital purposes	–	–
Profit from the sale of assets	–	–
Other income	–	–
<b>Total income from continuing operations</b>	<b>1,639</b>	<b>1,817</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	4,422	4,177
Borrowing costs	–	–
Materials and contracts	333	290
Depreciation and impairment	–	–
Loss on sale of assets	–	–
Calculated taxation equivalents	204	188
Debt guarantee fee (if applicable)	–	–
Other expenses	682	651
<b>Total expenses from continuing operations</b>	<b>5,641</b>	<b>5,306</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(4,002)</b>	<b>(3,489)</b>
Grants and contributions provided for capital purposes	–	–
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>(4,002)</b>	<b>(3,489)</b>
Surplus (deficit) from discontinued operations	–	–
<b>Surplus (deficit) from all operations before tax</b>	<b>(4,002)</b>	<b>(3,489)</b>
Less: corporate taxation equivalent (30%) [based on result before capital]	–	–
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>(4,002)</b>	<b>(3,489)</b>
<b>Plus opening retained profits</b>	<b>(1,199)</b>	<b>(1,213)</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Taxation equivalent payments	204	188
– Debt guarantee fees	–	–
– Corporate taxation equivalent	–	–
<b>Add:</b>		
– Subsidy paid/contribution to operations	3,711	3,315
<b>Less:</b>		
– TER dividend paid	–	–
– Dividend paid	–	–
Closing retained profits	(1,286)	(1,199)
<b>Return on capital %</b>	<b>n/a</b>	<b>n/a</b>
<b>Subsidy from Council</b>	<b>4,002</b>	<b>3,489</b>



# STATEMENT OF FINANCIAL POSITION – COUNCIL'S OTHER BUSINESS ACTIVITIES

as at 30 June 2016

\$ '000	Commercial Properties Category 1		Waste Management Category 1	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	–	–	712	2,453
Investments	–	–	–	–
Receivables	177	230	109	89
Inventories	–	–	–	–
Other	–	–	–	–
Non-current assets classified as held for sale	–	–	–	–
<b>Total Current Assets</b>	<b>177</b>	<b>230</b>	<b>821</b>	<b>2,542</b>
<b>Non-current assets</b>				
Investments	–	–	–	–
Receivables	–	–	–	–
Inventories	–	–	–	–
Infrastructure, property, plant and equipment	8,679	4,934	–	–
Investments accounted for using equity method	–	–	–	–
Investment property	92,392	79,130	–	–
Other	–	–	–	–
<b>Total non-current assets</b>	<b>101,071</b>	<b>84,064</b>	<b>–</b>	<b>–</b>
<b>TOTAL ASSETS</b>	<b>101,248</b>	<b>84,294</b>	<b>821</b>	<b>2,542</b>

\$ '000	Commercial Properties Category 1		Waste Management Category 1	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Bank overdraft	–	–	–	–
Payables	129	147	1,843	1,017
Borrowings	–	–	–	–
Provisions	–	–	259	212
<b>Total current liabilities</b>	<b>129</b>	<b>147</b>	<b>2,102</b>	<b>1,229</b>
<b>Non-current liabilities</b>				
Payables	–	–	3	3
Borrowings	–	–	–	–
Provisions	–	–	3	2
Other Liabilities	–	–	–	–
<b>Total non-current liabilities</b>	<b>–</b>	<b>–</b>	<b>6</b>	<b>5</b>
<b>TOTAL LIABILITIES</b>	<b>129</b>	<b>147</b>	<b>2,108</b>	<b>1,234</b>
<b>NET ASSETS</b>	<b>101,119</b>	<b>84,147</b>	<b>(1,287)</b>	<b>1,308</b>
<b>EQUITY</b>				
Retained earnings	101,119	84,147	(1,287)	1,308
Revaluation reserves	–	–	–	–
Council equity interest	101,119	84,147	(1,287)	1,308
Non-controlling equity interest	–	–	–	–
<b>TOTAL EQUITY</b>	<b>101,119</b>	<b>84,147</b>	<b>(1,287)</b>	<b>1,308</b>

# STATEMENT OF FINANCIAL POSITION – COUNCIL’S OTHER BUSINESS ACTIVITIES

as at 30 June 2016

\$ '000	Car Parking Services Category 1		North Sydney Function Centre Category 2	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	8	12	6	6
Investments	–	–	–	–
Receivables	11	56	8	9
Inventories	–	–	10	10
Other	–	–	–	–
Non-current assets classified as held for sale	–	–	–	–
<b>Total Current Assets</b>	<b>19</b>	<b>68</b>	<b>24</b>	<b>25</b>
<b>Non-current assets</b>				
Investments	–	–	–	–
Receivables	–	–	–	–
Inventories	–	–	–	–
Infrastructure, property, plant and equipment	71,533	31,569	1,702	1,682
Investments accounted for using equity method	–	–	–	–
Investment property	–	–	–	–
Other	–	–	–	–
<b>Total non-current assets</b>	<b>71,533</b>	<b>31,569</b>	<b>1,702</b>	<b>1,682</b>
<b>TOTAL ASSETS</b>	<b>71,552</b>	<b>31,637</b>	<b>1,726</b>	<b>1,707</b>

\$ '000	Car Parking Services Category 1		North Sydney Function Centre Category 2	
	Actual 2016	Actual 2015	Actual 2016	Actual 2015
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Bank overdraft	–	–	–	–
Payables	126	106	–	–
Borrowings	–	–	–	–
Provisions	72	100	64	61
<b>Total current liabilities</b>	<b>198</b>	<b>206</b>	<b>64</b>	<b>61</b>
<b>Non-current liabilities</b>				
Payables	–	–	–	–
Borrowings	–	–	–	–
Provisions	1	1	1	1
Other Liabilities	–	–	–	–
<b>Total non-current liabilities</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL LIABILITIES</b>	<b>199</b>	<b>207</b>	<b>65</b>	<b>62</b>
<b>NET ASSETS</b>	<b>71,353</b>	<b>31,430</b>	<b>1,661</b>	<b>1,645</b>
<b>EQUITY</b>				
Retained earnings	59,010	19,087	905	889
Revaluation reserves	12,343	12,343	756	756
Council equity interest	71,353	31,430	1,661	1,645
Non-controlling equity interest	–	–	–	–
<b>TOTAL EQUITY</b>	<b>71,353</b>	<b>31,430</b>	<b>1,661</b>	<b>1,645</b>

# STATEMENT OF FINANCIAL POSITION – COUNCIL’S OTHER BUSINESS ACTIVITIES

as at 30 June 2016

\$ '000	Development Applications Category 2	
	Actual 2016	Actual 2015
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	–	–
Investments	–	–
Receivables	–	–
Inventories	–	–
Other	–	–
Non-current assets classified as held for sale	–	–
<b>Total Current Assets</b>	–	–
<b>Non-current assets</b>		
Investments	–	–
Receivables	–	–
Inventories	–	–
Infrastructure, property, plant and equipment	–	–
Investments accounted for using equity method	–	–
Investment property	–	–
Other	–	–
<b>Total non-current assets</b>	–	–
<b>TOTAL ASSETS</b>	–	–

\$ '000	Development Applications Category 2	
	Actual 2016	Actual 2015
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Bank overdraft	–	–
Payables	–	–
Borrowings	–	–
Provisions	1,268	1,184
<b>Total current liabilities</b>	<b>1,268</b>	<b>1,184</b>
<b>Non-current liabilities</b>		
Payables	–	–
Borrowings	–	–
Provisions	18	15
Other Liabilities	–	–
<b>Total non-current liabilities</b>	<b>18</b>	<b>15</b>
<b>TOTAL LIABILITIES</b>	<b>1,286</b>	<b>1,199</b>
<b>NET ASSETS</b>	<b>(1,286)</b>	<b>(1,199)</b>
<b>EQUITY</b>		
Retained earnings	(1,286)	(1,199)
Revaluation reserves	–	–
Council equity interest	(1,286)	(1,199)
Non-controlling equity interest	–	–
<b>TOTAL EQUITY</b>	<b>(1,286)</b>	<b>(1,199)</b>

# NOTE TO THE SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2016

## **Note 1. Summary of significant accounting policies**

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by Council and the Office of Local Government.

For the purposes of these statements, the Council is not a reporting not-for-profit entity.

The figures presented in the SPFS, unless otherwise stated, have been prepared in accordance with:

- the recognition and measurement criteria of relevant Australian Accounting Standards,
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB), and
- Australian Accounting Interpretations.

The disclosures in the SPFS have been prepared in accordance with:

- the Local Government Act (1993) NSW,
- the Local Government (General) Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis, based on historic costs and do not take into account changing money values nor current values of non-current assets (except where specifically stated).

Certain taxes and other costs (appropriately described) have been imputed for the purposes of the National Competition Policy.

### **National Competition Policy**

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 government policy statement, Application of National Competition Policy to Local Government.

The Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality, issued by the Office of Local Government in July 1997, has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide standards for disclosure. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

### **Declared business activities**

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

#### **Category 1**

(where gross operating turnover is over \$2 million)

##### **a. Commercial Properties**

Managed rental Property portfolio.

##### **b. Waste Management**

Waste collection and disposal (Domestic, Trade and recyclables).

##### **c. Car Parking Services**

Permanent and casual off street parking facilities subject to charges.

#### **Category 2**

(where gross operating turnover is less than \$2 million)

##### **d. North Sydney Oval Function Centre**

Bar and catering facilities for hire to the public and members.

##### **e. Development Applications**

Building, Development and Subdivision approval processing.



### Monetary amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest thousand dollars.

#### i) Taxation-equivalent charges

Council is liable to pay various taxes and financial duties in undertaking its business activities. Where this is the case, they are disclosed in these statements as a cost of operations just like all other costs.

However, where Council is exempt from paying taxes which are generally paid by private sector businesses (such as income tax), equivalent tax payments have been applied to all Council-nominated business activities and are reflected in these financial statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

#### Notional rate applied (%)

##### Corporate income tax rate – 30%

Land tax – the first \$482,000 of combined land values attracts 0%. For that valued from \$482,001 to \$2,947,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$2,947,000, a premium marginal rate of 2.0% applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$750,000.

#### Income tax

An income tax equivalent has been applied on the profits of each reported business activity.

While income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level (gain or loss from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income tax is only applied where a positive gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since this taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations, it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in Council's General Purpose Financial Statements.

The 30% rate applied is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

### Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

#### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

#### ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

#### iii) Return on investments (rate of return)

The policy statement requires that councils with category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The rate of return on capital is calculated as follows:

#### Operating result before capital income + interest expense

##### Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 2.17% at 30 June 2016.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

#### iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



## NORTH SYDNEY COUNCIL

### SPECIAL PURPOSE FINANCIAL STATEMENTS

### INDEPENDENT AUDITORS' REPORT

#### REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying special purpose financial statements of North Sydney Council, which comprises the Statement of Financial Position as at 30 June 2016, Income Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management.

#### Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with the Local Government Act 1993 and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial statements, are appropriate to meet the financial reporting requirements of the Office of Local Government. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are 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.

#### Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements 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 statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 the Council, as well as evaluating the overall presentation of the financial statements.

Our audit did not involve 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.

#### Assurance Partners

Practising as Hill Rogers Assurance Partners | ABN 56 435 338 966  
Member of Moxion KSL, an association of global independent accounting firms. Liability limited by a scheme approved under Professional Standards Legislation.





**Independence**

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

**Auditor's Opinion**

In our opinion, the special purpose financial statements of the Council are presented fairly 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.

**Basis of Accounting**

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the financial reporting requirements of the Office of Local Government. As a result, the financial statements may not be suitable for another purpose.

**HILL ROGERS**

A handwritten signature in blue ink, appearing to read "G. Mottau", written over a light blue rectangular background.

**GARY MOTTAU**  
Partner

Dated at Sydney this 25th day of October 2016

# SPECIAL SCHEDULES<sup>1</sup>

for the year ended 30 June 2016

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Special Schedule 2(b)	Statement of Internal Loans (Sect. 410(3) LGA 1993)	n/a
Special Schedule 3	Water Supply Operations – incl. Income Statement	n/a
Special Schedule 4	Water Supply – Statement of Financial Position	n/a
Special Schedule 5	Sewerage Service Operations – incl. Income Statement	n/a
Special Schedule 6	Sewerage Service – Statement of Financial Position	n/a
Notes to Special Schedules 3 and 5		n/a
Special Schedule 7	Report on Infrastructure Assets	x
Special Schedule 8	Permissible Income Calculation	x

1 Special Schedules are not audited (with the exception of Special Schedule 8).

## Background

i) These Special Schedules have been designed to meet the requirements of special purpose users such as;

- the NSW Grants Commission
- the Australian Bureau of Statistics (ABS),
- the NSW Office of Water (NOW), and
- the Office of Local Government (OLG).

ii) The financial data is collected for various uses including;

- the allocation of Financial Assistance Grants,
- the incorporation of Local Government financial figures in national statistics,
- the monitoring of loan approvals,
- the allocation of borrowing rights, and
- the monitoring of the financial activities of specific services.

# SPECIAL SCHEDULE 1

## – NET COST OF SERVICES

for the year ended 30 June 2016

\$'000 Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
<b>Governance</b>	<b>3,530</b>	–	–	<b>(3,530)</b>
<b>Administration</b>	<b>16,295</b>	<b>7,505</b>	<b>203</b>	<b>(8,587)</b>
<b>Public order and safety</b>				
Fire service levy, fire protection, emergency services	1,394	–	–	(1,394)
Beach control	–	–	–	–
Enforcement of local government regulations	5,662	7,837	–	2,175
Animal control	35	–	–	(35)
Other	124	–	–	(124)
<b>Total public order and safety</b>	<b>7,215</b>	<b>7,837</b>	–	<b>622</b>
<b>Health</b>	<b>1,700</b>	<b>356</b>	–	<b>(1,344)</b>
<b>Environment</b>				
Noxious plants and insect/vermin control	154	–	–	(154)
Other environmental protection	3,470	1,866	–	(1,604)
Solid waste management	11,153	11,887	–	734
Street cleaning	2,099	23	–	(2,076)
Drainage	–	–	–	–
Stormwater management	2,242	597	–	(1,645)
<b>Total environment</b>	<b>19,118</b>	<b>14,373</b>	–	<b>(4,745)</b>
<b>Community services and education</b>				
Administration and education	894	38	–	(856)
Social protection (welfare)	469	45	–	(424)
Aged persons and disabled	311	58	–	(253)
Children's services	1,152	747	436	31
<b>Total community services and education</b>	<b>2,826</b>	<b>888</b>	<b>436</b>	<b>(1,502)</b>
<b>Housing and community amenities</b>				
Public cemeteries	–	–	–	–
Public conveniences	387	–	–	(387)
Street lighting	1,015	185	–	(830)
Town planning	4,285	792	–	(3,493)
Other community amenities	1,964	660	–	(1,304)
<b>Total housing and community amenities</b>	<b>7,651</b>	<b>1,637</b>	–	<b>(6,014)</b>

**Special Schedule 1 – Net Cost of Services (continued)**

\$'000 Function or activity	Expenses from continuing operations	Income from continuing operations		Net cost of services
		Non-capital	Capital	
<b>Recreation and culture</b>				
Public libraries	3,367	267	333	(2,767)
Museums	448	2	–	(446)
Art galleries	–	–	–	–
Community centres and halls	1,198	72	360	(766)
Performing arts venues	–	–	–	–
Other performing arts	–	–	–	–
Other cultural services	689	244	–	(445)
Sporting grounds and venues	2,651	404	(23)	(2,270)
Swimming pools	3,407	2,369	254	(784)
Parks and gardens (lakes)	5,869	77	37	(5,755)
Other sport and recreation	4,404	204	10,932	6,732
<b>Total recreation and culture</b>	<b>22,033</b>	<b>3,639</b>	<b>11,893</b>	<b>(6,501)</b>
<b>Fuel and energy</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Agriculture</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Mining, manufacturing and construction</b>				
Building control	–	–	–	–
Other mining, manufacturing and construction	–	–	–	–
<b>Total mining, manufacturing and const.</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Transport and communication</b>				
Urban roads (UR) – local	1,508	1,307	–	(201)
Urban roads – regional	34	673	–	639
Sealed rural roads (SRR) – local	–	–	–	–
Sealed rural roads (SRR) – regional	–	–	–	–
Unsealed rural roads (URR) – local	–	–	–	–
Unsealed rural roads (URR) – regional	–	–	–	–
Bridges on UR – local	–	–	–	–
Bridges on SRR – local	–	–	–	–
Bridges on URR – local	–	–	–	–
Bridges on regional roads	–	–	–	–
Parking areas	1,928	11,268	–	9,340
Footpaths	1,036	498	–	(538)
Aerodromes	–	–	–	–
Other transport and communication	7,610	883	851	(5,876)
<b>Total transport and communication</b>	<b>12,116</b>	<b>14,629</b>	<b>851</b>	<b>3,364</b>
<b>Economic affairs</b>				
Camping areas and caravan parks	–	–	–	–
Other economic affairs	6,730	22,088	34,321	49,679
<b>Total economic affairs</b>	<b>6,730</b>	<b>22,088</b>	<b>34,321</b>	<b>49,679</b>
<b>Totals – functions</b>	<b>99,214</b>	<b>72,952</b>	<b>47,704</b>	<b>21,442</b>
<b>General purpose revenues<sup>1</sup></b>		<b>40,140</b>		<b>40,140</b>
<b>Share of interests – joint ventures and associates using the equity method</b>	<b>22</b>	<b>–</b>		<b>(22)</b>
<b>NET OPERATING RESULT<sup>2</sup></b>	<b>99,236</b>	<b>113,092</b>	<b>47,704</b>	<b>61,560</b>

1 Includes: rates and annual charges (including ex gratia, excluding water and sewer), non-capital general purpose grants, interest on investments (excluding externally restricted assets) and interest on overdue rates and annual charge

2 As reported in the Income Statement

# SPECIAL SCHEDULE 2(A) - STATEMENT OF LONG TERM DEBT (ALL PURPOSE)

for the year ended 30 June 2016

Classification of debt	Principal outstanding at beginning of the year		New loans raised during the year	Debt redemption during the year		Interest applicable for year	Principal outstanding at the end of the year		Total
	Current	Non-current		From revenue	Sinking funds		Transfers to sinking funds	Current	
<b>Loans (by source)</b>									
Commonwealth government	-	-	-	-	-	-	-	-	-
Treasury corporation	-	-	-	-	-	-	-	-	-
Other state government	-	-	-	-	-	-	-	-	-
Public subscription	-	-	-	-	-	-	-	-	-
Financial institutions	-	-	9,500	-	-	277	-	9,500	9,500
Other	-	-	-	-	-	-	-	-	-
<b>Total loans</b>	-	-	<b>9,500</b>	-	-	<b>277</b>	-	<b>9,500</b>	<b>9,500</b>
<b>Other long term debt</b>									
Ratepayers advances	-	-	-	-	-	-	-	-	-
Government advances	-	-	-	-	-	-	-	-	-
Finance leases	-	-	-	-	-	-	-	-	-
Deferred payments	-	-	-	-	-	-	-	-	-
<b>Total long term debt</b>	-	-	-	-	-	-	-	-	-
<b>Total debt</b>	-	-	<b>9,500</b>	-	-	<b>277</b>	-	<b>9,500</b>	<b>9,500</b>

Notes: excludes (i) internal loans and (ii) principal inflows/outflows relating to loan re-financing. This schedule is prepared using the face value of debt obligations, rather than fair value (which are reported in the GPFS).



# SPECIAL SCHEDULE 7 - REPORT N INFRASTRUCTURE ASSETS AS AT 30 JUNE 2016

as at 30 June 2016

\$'000	Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	2015/16 Required maintenance <sup>a</sup>	2015/16 Actual maintenance	Carrying value	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
	<b>Buildings</b>	Buildings	-	2,109	2,427	85,241	167,476	21%	8%	64%	2%	5%
		<b>Sub-total</b>	-	<b>2,109</b>	<b>2,427</b>	<b>85,241</b>	<b>167,476</b>	<b>21.0%</b>	<b>8.0%</b>	<b>64.0%</b>	<b>2.0%</b>	<b>5.0%</b>
	<b>Other structures</b>	Other	-	-	-	37	38	100%	0%			
		<b>Sub-total</b>	-	-	-	<b>37</b>	<b>38</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
	<b>Roads</b>	Sealed roads	-	936	943	151,441	221,452	46%	32%	17%	3%	2%
		Footpaths	-	1,455	1,658	44,632	76,071	14%	44%	39%	2%	1%
		Other road assets	-	77	101	47,607	85,999	29%	35%	19%	5%	12%
		<b>Sub-total</b>	-	<b>2,468</b>	<b>2,702</b>	<b>243,680</b>	<b>383,522</b>	<b>35.8%</b>	<b>35.1%</b>	<b>21.8%</b>	<b>3.3%</b>	<b>4.0%</b>
	<b>Stormwater drainage</b>	Stormwater drainage	-	512	511	126,389	191,503	45%	40%	2%	1%	12%
		<b>Sub-total</b>	-	<b>512</b>	<b>511</b>	<b>126,389</b>	<b>191,503</b>	<b>45.0%</b>	<b>40.0%</b>	<b>2.0%</b>	<b>1.0%</b>	<b>12.0%</b>
	<b>Open space/recreational assets</b>	Swimming pools	-	797	724	10,728	25,012	4%	0%	95%	1%	0%
		Other	-	787	715	3,436	10,872	21%	9%	1%	32%	37%

\$'000	Asset class	Asset category	Estimated cost to bring assets to satisfactory standard	2015/16 Required maintenance <sup>a</sup>	2015/16 Actual maintenance	Carrying value	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
	<b>Other infrastructure assets</b>	<b>Sub-total</b>	-	1,584	1,439	14,164	35,884	9.2%	2.7%	66.5%	10.4%	11.2%
		Other	-	1,948	2,128	25,437	36,490	42%	36%	6%	16%	0%
	<b>Land Improvements</b>	<b>Sub-total</b>	-	1,948	2,128	25,437	36,490	42.0%	36.0%	6.0%	16.0%	0.0%
		Land Improvements – depreciable	-	-	-	16,853	19,483	93%	5%	2%	0%	
		<b>Sub-total</b>	-	-	-	16,853	19,483	93.0%	5.0%	2.0%	0.0%	0.0%
		<b>TOTAL – ALL ASSETS</b>	-	8,621	9,207	511,801	834,396	35.4%	28.7%	26.5%	3.3%	6.1%

Notes:

a Required maintenance is the amount identified in Council's asset management plans.

**Infrastructure asset condition assessment 'key'**

- 1 Excellent No work required (normal maintenance)
- 2 Good Only minor maintenance work required
- 3 Average Maintenance work required
- 4 Poor Renewal required
- 5 Very poor Urgent renewal/upgrading required

Special Schedule 7 – Report on Infrastructure Assets (continued)

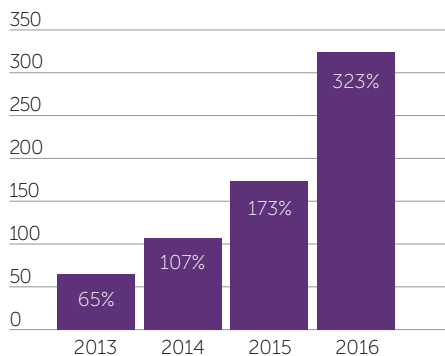
\$ '000	Amounts 2016	Indicator 2016	Prior periods 2015	2014
<b>Infrastructure asset performance indicators* consolidated</b>				
<b>1. Infrastructure renewals ratio</b>				
Asset renewals <sup>1</sup>	37,834	322.62%	172.78%	106.68%
Depreciation, amortisation and impairment	11,727			
<b>2. Infrastructure backlog ratio</b>				
Estimated cost to bring assets to a satisfactory standard	–	0.00%	0.00%	4.12%
Carrying value of infrastructure assets	511,801			
<b>3. Asset maintenance ratio</b>				
Actual asset maintenance	9,207	1.07	1.11	1.04
Required asset maintenance	8,621			
<b>4. Capital expenditure ratio</b>				
Annual capital expenditure	83,107	5.35	2.00	1.49
Annual depreciation	15,536			

Notes

\* All asset performance indicators are calculated using the asset classes identified in the previous table.

1 Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

**1. Infrastructure renewals ratio (%)**



Benchmark: Minimum  $\geq 100\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

**Purpose of asset renewals ratio**

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

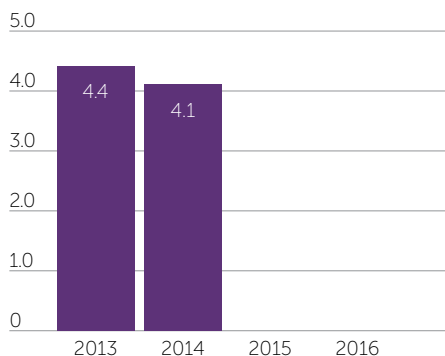
**Commentary on 2015/16 result**

2015/16 ratio 322.62%

This ratio was better than the benchmark for the third successive year. This is a reflection of Council's ongoing commitment to ensuring that sufficient funds are allocated to the replacement and renewal of our infrastructure assets to offset the rate at which they are depreciating.

■ Ratio achieves benchmark  
■ Ratio is outside benchmark

**2. Infrastructure backlog ratio (%)**



Benchmark: Minimum  $< 2.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

**Purpose of infrastructure backlog ratio**

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

**Commentary on 2015/16 result**

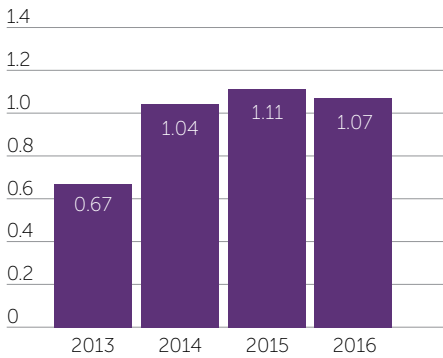
2015/16 ratio Ratio 0.00%

This ratio was better than the benchmark for the second successive year. A significant increase in funding for infrastructure renewal over the last two years has resulted in the elimination of our infrastructure backlog.

■ Ratio achieves benchmark  
■ Ratio is outside benchmark

**Special Schedule 7 – Report on Infrastructure Assets (continued)**

**3. Asset maintenance ratio**



**Purpose of asset maintenance ratio**

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

**Commentary on 2015/16 result**

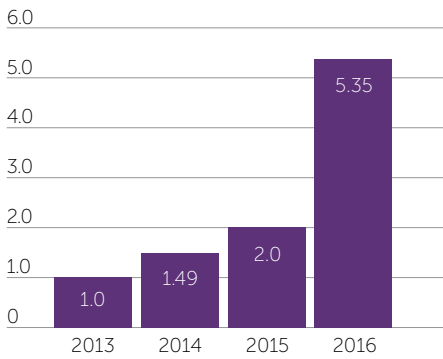
2015/16 ratio Ratio 1.07 x  
 This ratio was better than the benchmark for the third successive year. This indicates that sufficient funds were allocated to the maintenance of our infrastructure assets.

Benchmark: — Minimum >1.00

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

■ Ratio achieves benchmark  
 ■ Ratio is outside benchmark

**4. Capital expenditure ratio**



**Purpose of capital expenditure ratio**

To assess the extent to which a Council is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets.

**Commentary on 2015/16 result**

2015/16 ratio Ratio 5.35 x  
 This ratio was better than the benchmark for the third successive year. This is a reflection of Council's ongoing commitment to the allocation of sufficient funds to the replacement and renewal of its infrastructure, while also maintaining an acceptable level of expenditure on new assets.

Benchmark: — Minimum >1.10

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

■ Ratio achieves benchmark  
 ■ Ratio is outside benchmark

# SPECIAL SCHEDULE 8 – PERMISSIBLE INCOME CALCULATION

for the year ended 30 June 2017

\$'000		Calculation 2015/16	Calculation 2016/17
<b>Notional general income calculation<sup>1</sup></b>			
Last year notional general income yield	a	36,684	39,014
Plus or minus adjustments <sup>2</sup>	b	238	92
<b>Notional general income</b>	<b>c = (a + b)</b>	<b>36,922</b>	<b>39,106</b>
<b>Permissible income calculation</b>			
Special variation percentage <sup>3</sup>	d	5.50%	5.50%
Or rate peg percentage	e	0.00%	0.00%
Or crown land adjustment (incl. rate peg percentage)	f	0.00%	0.00%
Less expiring special variation amount	g	–	–
Plus special variation amount	h = d x (c – g)	2,031	2,151
Or plus rate peg amount	i = c x e	–	–
Or plus Crown land adjustment and rate peg amount	j = c x f	–	–
Sub-total	k = (c + g + h + i + j)	38,953	41,257
Plus (or minus) last year's carry forward total	l	–	(0)
Less valuation objections claimed in the previous year	m	–	(61)
Sub-total	n = (l + m)	–	(61)
<b>Total permissible income</b>	<b>o = k + n</b>	<b>38,953</b>	<b>41,196</b>
Less notional general income yield	p	39,014	41,197
Catch-up or (excess) result	q = o – p	(61)	(1)
Plus income lost due to valuation objections claimed <sup>4</sup>	r	61	2
Less unused catch-up <sup>5</sup>	s	–	–
Carry forward to next year	t = q + r – s	(0)	1

## Notes

- The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.
- Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.
- Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Special Schedule 8 in the financial data return (FDR) to administer this process.

# ANNUAL REPORT 2015/16 FEEDBACK FORM

Council welcomes your feedback on the 2015/16 Annual Report. To 'have your say' visit the North Sydney Council website at [www.northsydney.nsw.gov.au/Council\\_Meetings/Policies\\_Plans/Annual\\_Report](http://www.northsydney.nsw.gov.au/Council_Meetings/Policies_Plans/Annual_Report) or complete and submit the feedback form below and return it to North Sydney Council by mailing it to PO Box 12 North Sydney NSW 2059, delivering it to the Customer Service Centre 200 Miller Street North Sydney or by faxing it to 9936 8177. You can also email your comments to [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au).

**1. Which stakeholder group do you belong to:**

- Community
- Community group
- Employee
- Non Government Organisation
- Government agency
- Government
- Contractor/supplier
- Other council
- Media
- Other

**2. The report structure was:**

- Easy to follow
- Acceptable
- Difficult to follow

**3. Please rank the report in each of the following aspects:**

	Poor	Average	Good	Excellent
Level of detail provided				
Readability				
Range of information provided				
Usefulness of the report				
Layout and design				

**4. Did you feel that the report provided you with enough information about Council's performance in the areas of:**

	Poor	Average	Good	Excellent
Organisational profile				
Our approach to planning and reporting				
Environmental				
Economic				
Social				
Governance				
Financials				

**5. Please give the report an overall ranking:**

Poor	Average	Good	Excellent

**6. What information were you looking for in the report?**

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**7. Could you find the information you were looking for?**

- Yes                       No

**8. What did you like most about the report?**

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**9. What would you like to see in the report?**

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**10. How did you rate our financial information?**

- Easy to read and understand
- Difficult to read and understand

**11. Why?**

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**12. Please write any other comments you would like to make here. If you need to attach additional pages please do so.**

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**Your Contact Details – this section is optional**

Name

Address

Organisation (if relevant)

Position (if relevant)

Telephone

Email

**Thank you for providing your feedback**

For more information contact Council's Corporate Planning Coordinator on 9936 8270 or email [council@northsydney.nsw.gov.au](mailto:council@northsydney.nsw.gov.au).

Privacy and Personal Information

The personal details requested on this form are being collected and will only be used for the purposes of obtaining community input into the Annual Report. The supply of information by you is voluntary. This form will be retained at Council's Offices. The information in this form will be stored in Council's electronic document management system. Further information on how Council manages privacy is contained in Council's Privacy Management Plan available from Council's website at [www.northsydney.nsw.gov.au](http://www.northsydney.nsw.gov.au).



# TERMS USED IN THIS REPORT

Action	An item in the Operational Plan that may be a project, strategy or policy. A temporary endeavour undertaken to create a unique product or result.
Advocacy	The act of speaking or arguing in favour of something, such as a cause, idea or policy.
Affordable housing	Low cost housing for sale or rent, often provided by a housing association.
Annual Report	The annual review of Council's performance as measured against the Operational Plan.
Asset	A facility or part of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.
Audit	An examination of the records, statements, systems and procedures of an organisation, together with its stated claims for performance.
Baseline	Data that represents an initial measurement of performance. Baseline data is often collected to measure the incremental change or improvement over time of specific outcomes or indicators.
Benchmark	A benchmark is a level of achievement against which organisations can measure their own progress. Benchmarks may be used for comparisons of organisational processes or results against an internal or external standard.
Best practice	The process(es) that achieve outcomes/results which are superior to all others known.
Biodiversity	The diversity of plant and animal life in a particular habitat (or in the world as a whole).
Budget	The adopted list of Council's planned expenses and revenues for one or several financial years. Council's actual financial performance is monitored against its budget targets throughout the year and is subject to an external annual audit.
Business Continuity Plan	A clearly defined and documented plan that allows an organisation to respond to business disruption events should they occur.
Capital expenditure	The expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months.
Capital works	Any work undertaken to establish, renew, expand or upgrade Council's assets.
Carbon emissions	Carbon dioxide and carbon monoxide in the atmosphere, produced by vehicles and industrial processes.
CBD	Refers to the Central Business District in the suburb of North Sydney, which is the economic centre of the North Sydney local government area.
Charter	Outlines Council's commitment to the community and what the community can expect from Council.
Civic leadership	In the IPR Framework the fourth element in quadruple bottom line, known as 'governance' is described as "civic leadership"; this term has been chosen to indicate it relates not only to the way that Council will interact with the Community Strategic Plan, but also the way that members of the community might become involved in delivering some of the Plan's objectives.
Commercial centre	An area where the majority of town planning uses permitted are offices, commercial businesses and retail premises. Broadly refers to any specific socially or geographically defined sectors of the North Sydney community that may have an interest in or be affected by the workings of Council. These may include residents and ratepayers/land owners, business owners and operators, people who work in the local government area, visitors (including tourists and shoppers), government agencies, users of Council services, local community groups and associations (including sporting, church and charity groups).
Community	Broadly refers to any specific socially or geographically defined sectors of the North Sydney community that may have an interest in or be affected by the workings of Council. These may include residents and ratepayers/land owners, business owners and operators, people who work in the local government area, visitors (including tourists and shoppers), government agencies, users of Council services, local community groups and associations (including sporting, church and charity groups).

Community consultation/engagement	The process of purposeful and timely information exchange between the Council and the community, where input/feedback is gathered through consultation mechanisms is taken into consideration in Council's decision making processes. Community consultation in developing the Community Strategic Plan and Delivery Program is a prerequisite of the plans.
Community grants	Council funding to assist local not-for-profit community groups to implement projects and activities that meet identified community priorities and which benefit North Sydney community.
Community land	Land classified as community land must be kept for use by the general community. All community land must be regulated by a Plan of Management which may apply to one or more areas of land.
Community Strategic Plan	The Community Strategic Plan is the highest level plan that a council is required to prepare. The Community Strategic Plan outlines the goals, objectives and strategies for achieving the long term vision for North Sydney. The Community Strategic Plan guides decision making and resource allocation to achieve the vision. Council's Community Strategic Plan covers a 20 year outlook and is reviewed every four years.
Community transport	Vehicular movements of people by not for profit organisations and bodies, refers most often to bus services provided by Council and community service providers.
Continuous improvement	The process that ensures review and improvement practices are built into operational activities.
Council	Describes North Sydney Council.
Councillors	The elected representatives of Council.
Crown Land	Land that is owned and managed by state or federal government but managed on their behalf by Council.
Customer satisfaction survey	The results of qualitative and quantitative research undertaken to ascertain customer satisfaction with a number of aspects of Council's service provision. Conducted biennially.
Delivery Program	A plan that complies with the relevant provisions of the Local Government Act and identifies Council's strategic direction and objectives for at least four years into the future. It summarises the projects, performance measures and resources required to deliver these activities for the years of the plan.
Directions	Represent the major challenges and opportunities that the community has identified as needing to be addressed in North Sydney. Directions describe the five primary areas Council is focused on to achieve the community's vision. However, they do not set specific milestones or determine ways to get there. The Directions are reviewed every four years.
Diversity	Variety in people and community members, of different ages, origins, backgrounds, sexes, religions and culture.
Ecologically Sustainable Development (ESD)	Using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased. <sup>1</sup>
Ecosystems	A specific area of size in which climate, landscape, animals and plants share the same habitat. Ecosystems can be permanent or temporary.
Effectiveness	The extent to which outputs and /or services make positive contributions to the specified outcome. Effectiveness indicators are used to assess the degree of success in achieving outcomes.
Efficiency	The extent to which the use of inputs is minimised for a given level of outputs or services; or how outputs are maximised for the given level of inputs.
E-waste	Electronic waste including televisions, computers and mobile phones.
Expense	An outgoing payment made by Council.
External audit	A formal, independent review of an organisation's financial statements, records, transactions or operations.
Financial year	The financial year is between 1 July to 30 June. This is also the accounting period for which annual financial statements are regularly prepared, covering a period of 12 months. The financial year for the purposes of this Annual Report, is the period 1 July 2014 to 30 June 2015.
Full Time Equivalent (FTE)	In relation to staff numbers this refers to a figure that is based on the wages for full time staff eg two part time employees can comprise one FTE.
Global Reporting Initiative (GRI)	An independent institution whose mission is to make sustainability reporting standard practice for all organisations. GRI's core product is the Sustainability Reporting Framework, which is used voluntarily by organisations to report on their economic, environmental, governance and social performance.
Goal	It states what is to be achieved but not how it is to be achieved.
Governance	The values, policies and procedures a council and its staff adopt, to provide ethical, transparent and accountable local governance.

1. National Strategy for Ecologically Sustainable Development (NSED) 1992.

Green Travel Plan	A package of projects aimed at reducing car travel.
Greenspace	All vegetated land within the local government area, including bushland and natural areas, parkland and sportsfields, road verges and traffic islands, backyards, courtyards, gardens and plazas.
ICLEI	An international association of local governments and their associations that have made a commitment to sustainable development.
Infrastructure	The basic facilities required for the functioning of the community such as roads, drainage, and parks. These assets are generally long lived, are fixed in place and often have no market value.
Integrated Planning and Reporting Framework	An approach to provide strategic direction and review our progress towards delivering identified priorities. North Sydney has an integrated approach to move toward sustainability.
Key Performance Indicators (KPIs)	Quantitative and qualitative information that is used to measure whether an organisation has met, or is progressing towards achievement of its planned outcomes, goals and strategies. While they are based on the service under discussion, they also relate to the relevant outcome.
Leader	Lead by example through best practice.
Local Environment Plan (LEP)	The plan determines the use, development and protection of land within the local government area of North Sydney.
Local roads	The municipal road network which is maintained by North Sydney Council.
MANEX	Management Executive Team, comprising of the General Manager and five Directors.
Masterplan	A plan which outlines a preferred future vision for a particular area. It is usually developed for an area being considered for redevelopment or redesign.
Mission	The purpose of Council and what it should be doing and for whom it does it.
North Sydney	Describes the entirety of the North Sydney local government area.
Open space	A spatial concept that typically includes parks, gardens, trails, habitat corridors, foreshore area, waterways, utility reserves, sportsgrounds and conservation areas. <sup>2</sup>
Operational Plan	Annual Operational Plans document the services, projects and performance targets and measures that Council will undertake to contribute towards the outcomes, goals and strategies set out in the Community Strategic Plan.
Outcome	Desired position to be achieved in the longer term in order to achieve the community vision.
Output	Actual deliverables of activities that a council delivers to its customers.
Partnering	A structured approach to working together with other parties to achieve a mutually beneficial outcome.
Performance	The results of activities and progress in achieving the desired outcomes over a given period of time.
Performance Reviews	Council periodically reports achievement against its Operational Plan and budget each quarter; and against its Delivery Program every six months. The report includes indicators aligned to strategies and financial results.
Plan of Management	A document which regulates the use and management of community land.
Policies and procedures	Statements of Council's principles in relation to a specific activity/issue, supported by procedures which are guidelines to be followed in the achievement of policy.
Projects	A specific initiative that Council proposes to implement to achieve an objective. Projects have a short term focus, generally within a set budget and having a finite duration defined by planned start and finish dates.
Quadruple Bottom Line (QBL)	QBL is a reporting device and an approach to decision making (e.g. the use of reporting and decision making tools) to understand the social, environmental, economic and governance implications of decisions across council activities. <sup>3</sup>
Radio Frequency Identification technology (RFID)	Library self-service, barcode reading and scanning system.
Rate pegging	The percentage limit by which a council may increase the total income it will receive from rates. The percentage is set each year by the NSW Minister for Local Government.
Recreation	Activities that people undertake for enjoyment in their own free time; not based on formal competition and/or organised administration; and that lack formal sets of rules.
Resourcing Strategy	Financial and non-financial resources for the next ten years that are required to achieve the objectives.
Revenue	The amount of money that Council actually received from its activities, mostly from rates and services provided to customers and ratepayers.
Risk management	The procedures adopted by Council to manage, minimise or eliminate the risk of adverse effects resulting from future events and activities.

Service Level Agreements	The standard to which services are provided and performance may be measured. Service levels usually relate to productivity, quality, quantity, reliability, responsiveness, acceptability and cost.
Services	The services Council carries out on an ongoing basis. How the outputs (the actual deliverables of services) will be achieved.
Social Plan	The Social Plan guides Council and community stakeholders in the provision of appropriate and accessible services and facilities to meet the social needs of people within North Sydney in a fair and equitable manner.
Stakeholders	Stakeholders could include anyone with direct or indirect involvement in the performance management system and anyone who uses performance information or is affected by the results produced by a council. Stakeholders would most often include executives, staff, councillors, peer councils and the public.
Stewardship	The management and/or care for resources of community resources.
Strategic	Having a carefully devised plan of action to achieve a goal, or possessing the skill of developing or carrying out such a plan.
Strategic direction/priorities	A broad statement of what the community would like to see happen in the long term as outlined in the Community Strategic Plan. At North Sydney Council they are referred to as "Directions". They chart direction, show where the organisation is going, and point toward a broad destination. However, they do not set specific milestones or determine ways to get there.
Strategic planning	Strategic planning systematically addresses an organisation's purpose, internal and external environment and current and future plans for action.
Strategy	A way of achieving the outcomes, goals or target. Each outcome or goal will be supported by one or more strategies. Some strategies may support more than one outcome or goal. A strategy should be achievable within a timeframe, measurable and resourced
Streetscapes	The appearance of the street as a whole incorporating the road, curb and gutter, verges, fences, trees and house frontages.
Sustainability	Providing for the needs of the present community without compromising the ability of future generations to meet their own needs.
Target	A realistic, attainable and quantifiable level of performance assigned to an activity or indicator to be attained at a specific future date, the attainment of which will indicate good performance in working towards the goals identified in the Community Strategic Plan.
Trend	The movement or change in results in a general direction, usually upwards or downwards.
Values	The beliefs, commitments, principles and philosophies that underpin how Council conducts itself in carrying out its day to day business and guide Council's everyday decision making.
Ward	An area which provides a fair and equitable division of a local government area for the purposes of administration and representation. North Sydney local government area is divided into four wards with three elected Council representatives.
Vision	A statement articulating the desired future toward which the organisation is working. An image of where the community wants to be. It is a common picture of a community's environmental, social and economic future that is sufficiently long term to allow substantial change from past and current patterns. Focuses the attention and resources of Council on some desired future which can be visualised but not yet realised. It outlines what Council is committed to. All aspects of Council business should contribute towards achieving the vision.
Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging.

2 Moran, J (2001), "Strategic Framework for Open Space Planning in Parks and Leisure Australia, Vol 4, No. 3.

3 Adapted from ICLEI and City of Melbourne *Triple Bottom Line Toolkit* 2002

# ACRONYMS AND ABBREVIATIONS

ABS	Australia Bureau of Statistics
AIMS	Asset Information Management System
AMP	Asset Management Plans
AMS	Asset Management Strategy
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CO2	Carbon dioxide
CSP	Community Strategic Plan
DA	Development Application
DCP	Development Control Plan
DP	Delivery Program
Eco	Economic
EEO	Equal Employment Opportunity
Env	Environmental
ESD	Ecologically Sustainable Development
FTE	Full Time Equivalent
GIPA	Government Information (Public Access) Act
GIS	Geographic Information System
GM	General Manager
Gov	Governance
GRI	Global Reporting Initiative
GST	Goods and Services Tax
HR	Human Resources
HRIS	Human Resources Information System
ICLEI	International Council for Local Environmental Initiatives
KPI	Key Performance Indicator
LEP	Local Environmental Plan
LFY	Last Financial Year
LGA	Local Government Area
LGSA	Local Government and Shires Association
LTFP	Long Term Financial Plan
LTI	Lost Time Injury
MANEX	Management Executive
MOU	Memorandum of Understanding
NSC	North Sydney Council
NSOP	North Sydney Olympic Pool
NSROC	North Sydney Regional Organisation of Councils
OLG	Office of Local Government

OOSH	Outside school hours care
OP	Operational Plan
PCI	Pavement Condition Index
PID	Public Interest Disclosure
PPA	Performance Planning and Assessment
PPIPA	Privacy and Personal Information Protection Act
QBL	Quadruple Bottom Line
SES	State Emergency Services
Soc	Social
WHS	Workplace Health and Safety

# STATUTORY AND GRI CONTENT INDEX

## Statutory Index

The following table outlines Council's legislative requirements disclosed within this Annual Report.

Requirement		Page in Annual Report
LG Act s428(2)(a)	Financial statements	184-279
LG Reg cl 132	Rates and charges written off	159
LG Act 428(2)(b)	Performance of principal activities	80-177
LG Act s428(2)(d)(i-iii)	Condition of public works	Financial Statement pages 275-278
LG Act s428(e)	Legal proceedings	180
LG Act s428(2)(f) and Reg cl 217 (a)(a1)(i-viii)	Councillors fees, expenses and facilities	44
LG Reg cl 217(1)(a)	Overseas visits by councilors and staff	63
LG Act s428(2)(g)	Senior staff	60-61
LG Act s428(2)(g) and Reg cl 217(1)(b)(i-v)	Senior staff remuneration	66
LG Act s428(2)(h)	Contracts awarded	64
LG Act s428(2)(i1)	Bushfire hazard reduction activities	83
LG Act s428(2)(j)	Program for people with culturally and linguistically diverse backgrounds	127
LG Act s428(2)(r) and Reg cl 217(1)(c)	Services and programs for the needs of children	130
LG Act s428(2)(r) and Reg cl 217(1)(d)(i)	Access and equity activities	130-131
LG Act s428(2)(k)	Work on private land	Graffiti management page 105
LG Act s428(2)(l)	Contributions under section 356	213
LG Act s428(2)(m)	Human resources activities	66-74, 248-250
LG Act s428(2)(n)	Equal Employment Opportunity	72-73
LG Act s428(2)(o)	External bodies exercising council functions	63
LG Act s428(2)(p)	Controlling interest in companies	63
Requirement		Page in Annual Report
LG Act s428 (2)(q)	Partnerships, cooperatives and joint ventures	63
LG Act s428(2)(r) and Reg cl 217(1)(d)(ii, iii, iv, and viii)	Category 1 and 2 businesses	65
Reg cl 217 (1)(d)(vi,vii, and ix)	Competitive neutrality	65
Reg cl 217(1)(e)	Stormwater management	182
Reg cl 217(1)(f)	Companion Animals Act and Regulation	104
LG Act s508(2) and s508A	Special variation expenditure	159
GIPA s125(1), Reg cl 13 and Schedule 1	Applications to access information	178-180
PID Act s6CA	Public interest disclosures	79
EP&AA s93G(5)	Planning agreements	103
LG Act s508(1)	Special variation expenditure	159

## GRI Content Index

In line with Council's commitment to sustainability, the Annual Report is guided by the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, the most widely used and internationally recognised sustainability reporting framework.

The GRI Sustainability Reporting Guidelines contain a requirement to provide a GRI Index demonstrating where the selected components of the GRI are reported throughout the document including GRI Sustainability Indicators.

When reporting on GRI indicators, Council has followed the GRI guidelines as closely as practicable. It is intended that as Council becomes more experienced with sustainability reporting it will be possible to align reporting more closely with the GRI.

## GRI Report Content

### Profile

GRI Reference	Part/Page in Annual Report	
<b>Strategy and Analysis</b>		
G4-1	Statement from the most senior decision maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.	General Manager's Report page 19.
G4-2	Key impacts, risks, and opportunities.	General Manager's Report page 19.
<b>Organisational Profile</b>		
G4-3	Name of the organisation.	Cover
G4-4	Primary brands, products, and services.	Our Council page 42. Our Organisation pages 52-55. Our Performance pages 80-177.
G4-5	Location of organisation's headquarters.	Inside front cover North Sydney Profile page 30.
G4-6	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	North Sydney Profile page 30.
G4-7	Nature of ownership and legal form.	Organisational structure pages 59-62.
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	North Sydney Profile page 42.
G4-9	Scale of the organisation.	Employee profile page 62.
G4-10	Total number of employees by employment contract and gender.  Total number of permanent employees by employment type and gender.  Total workforce by employees and supervised workers and by gender.  Total workforce by region and gender.  Explanation of whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.  Significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	Employee profile pages 68-70.
G4-11	Percentage of total employees covered by collective bargaining agreements.	Not relevant to North Sydney Council.
G4-12	Organisation's supply chain.	Purchasing Decisions page 64.
G4-13	Significant changes during the reporting period regarding size, structure, or ownership.	General Manager's Report page 19.



G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	Sustainability planning continually encounters decisions that could potentially impact negatively on the social, environmental and economic integrity of a community if correct decisions are not made. North Sydney Council ensures that the most appropriate decisions are made by incorporating the Precautionary Principle into planning. This principle suggests that all available information be incorporated into all decisions, and where sufficient information does not exist investigations are undertaken to "fill the gaps". North Sydney Council thoroughly investigates all available options and implements the most appropriate.
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	Not relevant to North Sydney Council.
G4-16	Memberships in associations (such as industry associations) and/or national/international advocacy organisations.	Not relevant to North Sydney Council.
<b>Identified Material Aspects and Boundaries</b>		
G4-17	Entities included in the organisation's consolidated financial statements or equivalent documents.  Explanation of whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.	Financial Statements from page 184-279.
G4-18	Process for defining report content.	About this Report inside front cover.  Community participation and engagement pages 46-48 and page 153-155.  Strategic Planning Framework and Process page 56.
G4-19	List of all Material Aspects identified in the process for defining report content.	GRI Content Index pages 288.
G4-20	For each material Aspect, the Aspect Boundary within the organisation.	GRI Content Index pages 288.
G4-21	For each material Aspect, report the Aspect Boundary outside the organisation.	GRI Content Index pages 288.
G4-22	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	No restatements of information are included in the report.
G4-23	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	No significant changes from previous years.
<b>Stakeholder Engagement</b>		
G4-24	List of stakeholder groups engaged by the organisation.	Part 1: Introduction pages 4-5.
G4-25	Basis for identification and selection of stakeholders with whom to engage.	Community engagement and participation page 46-48 and pages 153-155.
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Community engagement and participation page 46-48 and pages 153-155.
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	Our Planning and Reporting Framework page 56-58.  Performance Report pages 80-177.
<b>Report Profile</b>		
G4-28	Reporting period for information provided.	Cover About this Report inside front cover.
G4-29	Date of most recent previous report (if any).	About this Report inside front cover.
G4-30	Reporting cycle (annual, biennial, etc.)	About this Report inside front cover.

G4-31	Contact point for questions regarding the report or its contents.	Inside front cover  Appendix 1: Annual Report 2015/16 Feedback Form
G4-32	Report the 'in accordance' option the organisation has chosen.  Report the GRI Content Index for the chosen option.  Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.	GRI Content Index pages 288.
G4-33	Policy and current practice with regard to seeking external assurance for the report.	The Financial Statements have been independently audited by Hill Rogers Spencer Steer. The remaining data within this report has not been independently verified.
<b>Governance</b>		
G4-34	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	Our Council page 42-46.
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	Our Council page 42-46. Our Organisation pages 52-55.
G4-36	Explanation of whether the organisation has appointed an executive level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	Our Organisation pages 52-55.
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	Our Council page 42-46.
G4-38	Composition of the highest governance body and its committees.	Our Council page 42-46.
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement).	The Mayor of North Sydney is not an Executive Officer.
G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	Our Council page 42-46.
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed.	Code of Conduct page 46.  On an annual basis, all councillors and senior management are required to complete Pecuniary Interest documentation to declare what interests they hold. These are recorded in a publicly accessible document. Councillors are also required to declare any pecuniary/ conflict of interests prior to committee and Council meetings.
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Our Council page 42-46. Our Organisation pages 52-55.
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	Considered important to Council but data not available for report.
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.  Explanation of whether such evaluation is independent or not, and its frequency. Explanation of whether such evaluation is a self assessment. Explanation of actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.	As a demonstrated elected body, Council is subject to public elections every four years. Their performance over this period is measured against the delivery of the Delivery Program they develop in the first year of their Council term. Our Planning and Reporting Framework page 56.

G4-45	<p>Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.</p> <p>Explanation of whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.</p>	<p>Council approved the North Sydney Community Strategic Plan. It approves the Delivery Program, Operational Plan and Budget. It also approves variations to the Budget in the course of the year. Our Planning and Reporting Framework page 56.</p>
G4-46	<p>Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.</p>	<p>Our Council page 42-48.</p>
G4-47	<p>Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.</p>	<p>Considered important to Council but data not available for report.</p>
G4-48	<p>Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.</p>	<p>This report has not been formally reviewed.</p>
G4-49	<p>Process for communicating critical concerns to the highest governance body.</p>	<p>Decision Making page 44-46.</p>
G4-50	<p>Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.</p>	<p>Our Council page 42-46.</p>
G4-51	<p>Remuneration policies for the highest governance body and senior executives for remuneration.</p> <p>Explanation of how performance criteria in the remuneration policy relate to the highest governance bodies and senior executives' economic, environmental and social objectives.</p>	<p>Our Council page 42-46.</p> <p>Our Organisation pages 52-55.</p>
G4-52	<p>Process for determining remuneration.</p> <p>Explanation of whether remuneration consultants are involved in determining remuneration and whether they are independent of management.</p> <p>Explanation of any other relationships which the remuneration consultants have with the organisation.</p>	<p>Our Organisation pages 67-72.</p>
G4-53	<p>Explanation of how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.</p>	<p>Not relevant to North Sydney Council.</p>
G4-54	<p>Explanation of the ratio of the annual total compensation for the organisation's highest paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest paid individual) in the same country.</p>	<p>At this stage North Sydney Council report does not include data on compensation.</p>
G4-55	<p>Ratio of percentage increase in annual total compensation for the organisation's highest paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest paid individual) in the same country.</p>	<p>At this stage North Sydney Council report does not include data on compensation.</p>
<b>Ethics and Integrity</b>		
G4-56	<p>Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.</p>	<p>Our Vision, Mission, Values and Charter page 2.</p> <p>Our Council page 42-46.</p>
G4-57	<p>Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.</p>	<p>Our Organisation pages 52-53.</p>
G4-58	<p>Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.</p>	<p>Ethical and Responsible Decision Making page 75.</p>

**GRI Performance Indicators**

<b>GRI Reference</b>	<b>Part/Page in Annual Report</b>
<b>Category: Economic</b>	
<b>Aspect: Economic Performance</b>	
G4-EC1 Direct economic value generated and distributed	An overview of Council's financial performance including revenue and expenditure during 2015/16 is provided within the Financial Report section of this report. A more detailed view of wages, operating costs, investments, donations and payments is provided within the Financial Statements on pages 184-279.
G4-EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change	North Sydney Council's Climate Change Adaptation Plan formalises future cost implications.
G4-EC3 Coverage of the organisation's defined benefit plan obligations	Determined as not of material impact on North Sydney Council's operations.
G4-EC4 Financial assistance received from government	Financial Statements on pages 184-279.
<b>Aspect: Market Presence</b>	
G4-EC5 Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Determined as not of material impact on North Sydney Council's operations.
G4-EC6 Proportion of senior management hired from the local community at significant locations of operation	Determined as not of material impact on North Sydney Council's operations.
<b>Aspect: Indirect Economic Aspects</b>	
G4-EC7 Development and impact of infrastructure investments and services supported	Determined as not of material impact on North Sydney Council's operations.
G4-EC8 Significant indirect economic impacts, including the extent of impacts.	Determined as not of material impact on North Sydney Council's operations.
<b>Aspect: Procurement Practices</b>	
G4-EC9 Proportion of spending on local suppliers at significant locations of operation	Considered important to Council but data not available for report.
<b>Category: Environmental</b>	
<b>Aspect: Materials</b>	
G4-EN1 Materials used by weight or volume	Determined as not of material impact on North Sydney Council's operations.
G4-EN2 Percentage of materials used that are recycled input materials	Considered important to Council but data not available for report.
<b>Aspect: Energy</b>	
G4-EN3 Energy consumption within the organisation	Energy use page 84.
G4-EN4 Energy consumption outside of the organisation	Considered important to Council but data not available for report.
G4-EN5 Energy intensity	Considered important to Council but data not available for report.
G4-EN6 Reduction of energy consumption	Considered important to Council but data not available for report.

G4-EN7	Reductions in energy requirements of products and services	During the year Council continued workshops for residents and businesses which included information on climate change mitigation.  Council will aim to adhere to targets established in 2014/15 during the review of the Greenhouse Action Plan.
<b>Aspect: Water</b>		
G4-EN8	Total water withdrawal by source	Water Management page 83.
G4-EN9	Water sources significantly affected by withdrawal of water	Determined as not of material impact on North Sydney Council's operations.
G4-EN10	Percentage and total volume of water recycled and reused	Water recycled and reused page 105.
<b>Aspect: Biodiversity</b>		
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Determined as not of material impact on North Sydney Council's operations.
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Determined as not of material impact on North Sydney Council's operations.
G4-EN13	Habitats protected or restored	Biodiversity page 83.
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Determined as not of material impact on North Sydney Council's operations.
<b>Aspect: Emissions</b>		
G4-EN15	Direct greenhouse gas (ghg) emissions (scope 1)	Electricity and fuel are the primary sources of direct emission from Council's operations. For further information refer to Energy Use and Reducing Greenhouse Emissions page 84.
G4-EN16	Energy indirect greenhouse gas (ghg) emissions (scope 2)	The consumption of electricity is the primary source of indirect emissions from Council's operations. For further information refer to Energy Use and Reducing Greenhouse Emissions page 84.
G4-EN17	Other indirect greenhouse gas (ghg) emissions (scope 3)	Considered important to Council but data not available for report.
G4-EN18	Greenhouse gas (ghg) emissions intensity	Considered important to Council but data not available for report.
G4-EN19	Reduction of greenhouse gas (ghg) emissions	The wide variety of potential measurement areas currently restrict Council's ability to comprehensively report on energy use reductions as a result of specific initiatives. Investigations are continuing into the most appropriate means of achieving this. Further targets and measures to reduce greenhouse gas emissions in Council activities were identified as part of Council's review of its in Greenhouse Action Plan in 2014/15.
G4-EN20	Emissions of ozone depleting substances (ODS)	Considered important to Council but data not available for report.
G4-EN21	NOx, SOx, and other significant air emissions	Considered important to Council but data not available for report.

**Aspect: Effluents and Waste**

G4-EN22	Total water discharge by quality and destination	Considered important to Council but data not available for report.
G4-EN23	Total weight of waste by type and disposal method	Waste reduction pages 85.
G4-EN24	Total number and volume of significant spills	No incidents. Council manages the use and storage of chemicals according to the relevant standards and procedures at all sites.
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Determined as not of material impact on North Sydney Council's operations.
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organisation's discharges of water and runoff	Considered important to Council but data not available for report.

**Aspect: Products and Services**

G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Determined as not of material impact on North Sydney Council's operations.
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	Determined as not of material impact on North Sydney Council's operations.

**Aspect: Compliance**

G4-EN29	Monetary value of significant fines and total number of non monetary sanctions for non compliance with environmental laws and regulations	No significant fines or non monetary sanctioned incurred in 2015/16.
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**Aspect: Transport**

G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce	In 2015/16, emissions from vehicles have remained relatively constant.  Council provides bikes as part of its vehicle fleet for staff.
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**Aspect: Overall**

G4-EN31	Total environmental protection expenditures and investments by type	Considered important to Council but data not available for report.
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**Aspect: Supplier Environmental Assessment**

G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Considered important to Council but data not available for report.
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	Purchasing habits across Council are guided by several key documents including Procurement Policy advising Council's purchasing principles including whole of life value for money and sustainability and Purchasing Procedure which provides details about the requirements of the procurement process including sustainability principles in decision making.  While these requirements are in place, there is no certainty however that this information is being collected as part of purchasing processes as no system has been set up to ensure this.

**Aspect: Environmental Grievance Mechanisms**

G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	Considered important to Council but data not available for report.
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**Category: Social****Aspect: Employment**

G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Staff turnover page 160. Percentage turnover provided only.
G4-LA2	Benefits provided to full time employees that are not provided to temporary or part time employees, by significant locations of operation	Our Organisation pages 52-55.
G4-LA3	Return to work and retention rates after parental leave, by gender	The return to work retention rates after parental leave for both males and females was 100%.

**Aspect: Labour/Management Relations**

G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Not relevant to North Sydney Council.
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**Aspect: Occupational Health and Safety**

G4-LA5	Percentage of total workforce represented in formal joint management worker health and safety committees that help monitor and advise on occupational health and safety programs	The number of Work Health and Safety Committee representatives at Council was 17 for a full time equivalent workforce of 398 (4%).
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work related fatalities, by region and by gender	Type of injury not provided by gender. Pages 160-163.
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Council fully recognises its duty of care to its employees and subsequently provides a series of free health initiatives on an annual basis. The 2015/16 financial year again saw good attendance levels for initiatives indicating that they are valued by employees.
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Considered important to Council but data not available for report.

**Aspect: Training and Education**

G4-LA9	Average hours of training per year per employee by gender, and by employee category	Our Performance from page 80. Average hours of training per employee provided only.
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Our Organisation pages 52-55. Our Performance from page 80.
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	100 percent of eligible employees (i.e. excluding employees on extended or unplanned leave and newly appointed employees) receive reviews. For further information on our Performance Management Framework page 56.

**Aspect: Diversity and Equal Opportunity**

G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Gender, age group and minority group as indicator of diversity reported only pages 69-71. EEO profile page 73. Council's EEO Management Plan which assists to create an environment that values, recognises and respects the contributions of people with different backgrounds, experiences and perspectives.
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**Aspect: Equal Remuneration for Women and Men**

G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Considered important to Council but data not available for report.
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**Aspect: Supplier Assessment for Labour Practices**

G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Considered important to Council but data not available for report.
G4-LA15	Significant actual and potential negative impacts for labour practices in the supply chain and actions taken	Considered important to Council but data not available for report.

**Aspect: Labour Practices Grievance Mechanisms**

G4-LA16	Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms	Considered important to Council but data not available for report.
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**Aspect: Investment**

G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Determined as not of material impact on North Sydney Council's operations.
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Determined as not of material impact on North Sydney Council's operations.

**Aspect: Non Discrimination**

G4-HR3	Total number of incidents of discrimination and corrective actions taken	None
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**Aspect: Freedom of Association and Collective Bargaining**

G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Determined as not of material impact on North Sydney Council's operations.
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**Aspect: Child Labour**

G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	North Sydney Council only employs an adult workforce and ensures that its contractors and outsourced service providers also share this commitment.
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**Aspect: Forced or Compulsory Labour**

G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	North Sydney Council does not engage in forced or compulsory labour.
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**Aspect: Security Practices**

G4-HR7	Percentage of security personnel trained in the organisation's human rights policies or procedures that are relevant to operations	Determined as not of material impact on North Sydney Council's operations.
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**Aspect: Indigenous Rights**

G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	No incidents reported. Equal Employment Opportunity page 87.
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**Aspect: Assessment**

G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	None
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**Aspect: Supplier Human Rights Assessment**

G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Considered important to Council but data not available for report.
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Considered important to Council but data not available for report.

**Aspect: Human Rights Grievance Mechanisms**

G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	There were two grievances filed.
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**Aspect: Local Communities**

G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Throughout Annual Report
G4-SO2	Operations with significant actual and potential negative impacts on local communities	Considered important to Council but data not available for report.

<b>Aspect: Anti-corruption</b>		
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Council takes the potential for corrupt practices by employees seriously. This is evidenced by its management approach.
G4-SO4	Communication and training on anti-corruption policies and procedures	100% of employees were trained in organisation's anti-corruption policies and procedures in 2015/16.
G4-SO5	Confirmed incidents of corruption and actions taken	No incidents of corruption for 2015/16.
<b>Aspect: Public Policy</b>		
G4-SO6	Total value of political contributions by country and recipient/beneficiary	North Sydney Council did not receive any funding from political parties.
<b>Aspect: Anti-competitive Behaviour</b>		
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	No legal actions for 2015/16.
<b>Aspect: Compliance</b>		
G4-SO8	Monetary value of significant fines and total number of non monetary sanctions for non compliance with laws and regulations	No significant fines or non monetary sanctions incurred in 2015/16.
<b>Aspect: Supplier Assessment for Impacts on Society</b>		
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Considered important to Council but data not available for report.
G4-S10	Significant actual and potential negative impacts on society in the supply chain and actions taken	Considered important to Council but data not available for report.
<b>Aspect: Grievance Mechanisms for Impacts on Society</b>		
SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	None
<b>Aspect: Customer Health and Safety</b>		
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Determined as not of material impact on North Sydney Council's operations.
G4-PR2	Total number of incidents of non compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Determined as not of material impact on North Sydney Council's operations.
<b>Aspect: Product and Service Labeling</b>		
G4-PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	Determined as not of material impact on North Sydney Council's operations.
G4-PR4	Total number of incidents of non compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Determined as not of material impact on North Sydney Council's operations.
G4-PR5	Results of surveys measuring customer satisfaction	Community participation and engagement page 48.
<b>Aspect: Marketing Communications</b>		
G4-PR6	Sale of banned or disputed products	
G4-PR7	Total number of incidents of non compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	All of North Sydney Council's marketing communications has adhered to the relevant codes.
<b>Aspect: Customer Privacy</b>		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	There were no substantiated complaints regarding breaches of customer privacy and losses of customer data.
<b>Aspect: Compliance</b>		
G4-PR9	Monetary value of significant fines for non compliance with laws and regulations concerning the provision and use of products and services	Determined as not of material impact on North Sydney Council's operations.

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