



# State of the Bay 2012

## Annual Report



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## A word from the Mayor



*It is my pleasure to present the 2012 State of the Bay: Annual Report.*

This report addresses the legislative reporting requirements of Council and the City of Canada Bay for the 2011-12 year. It is an important snapshot of the key initiatives undertaken by Council

over the twelve month period as we set out to implement *FuturesPlan20*, our community strategic plan.

This was a significant year for Canada Bay, as the term of Council drew to a close and we prepared to report on the cumulative impact of four year's efforts toward achieving our community's vision for the City of Canada Bay. As part of this we undertook a statistically valid survey to help us understand the extent to which our residents and customers are satisfied with the services and support we are providing. Overall, the results told us that we are making strong progress on your vision of an engaged, green, healthy, liveable, moving, prosperous and vibrant, but there are also ways that we can improve on our service to you. This is something I am have committed us to focus on over the coming twelve months.

This year was also significant in that we undertook one of the most far-reaching and innovative community engagement projects ever undertaken in local government. Our randomly selected citizens' panel helped us undertake a thorough and unprecedented review of what services should be delivered in the City of Canada Bay, and how should we pay for them. While this *2012 State of the Bay: Annual Report* rightly shows our financial position to be a strong one, we know the task of providing Council's wide portfolio of services; while also finding ways to service infrastructure renewal is incredibly challenging. The message we received through the citizens' panel project was absolutely clear. We need to address our asset and infrastructure backlog, and to do so we need to make the service changes, find operational savings and efficiencies and find new income streams. That is our number one priority for 2012-13.

With that task in mind, I encourage you to read this report, to reflect on the achievements of 2011-12, and to think about what you can do to help meet our challenges over the coming year. I look forward to working with residents, ratepayers, our staff and my fellow councillors to make 2012-13 a rewarding and successful year.

A handwritten signature in black ink that reads "Angelo Tsirekas". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Mayor Angelo Tsirekas  
City of Canada Bay

## A word from the General Manager



*It is with great pleasure I present the 2011-12 State of the Bay Report for the City of Canada Bay. The Report outlines Council's performance in relation to the 2011-12 Operating Plan.*

State of the Bay presents an overview of our year

and what we have been able to achieve, and includes our complete financial records and well as a range of other information on which NSW legislation requires us to formally report to our community. This includes a copy of the Payment of Expenses and the Provision of Facilities to Councillors Policy that was in effect for the year; details of grants and sponsorships of Council Activities; and a detailed report on all activities included in our Operating Plan as were generated through our 2010-13 Delivery Plan and *FuturesPlan20*.

As the Mayor noted in his message, in 2011-12 we undertook a very informative customer satisfaction survey, designed to give us an insight into how well we are performing. The results of the survey were pleasing, particularly in relation to the benchmarking of our results compared to other councils of a similar size and make-up.

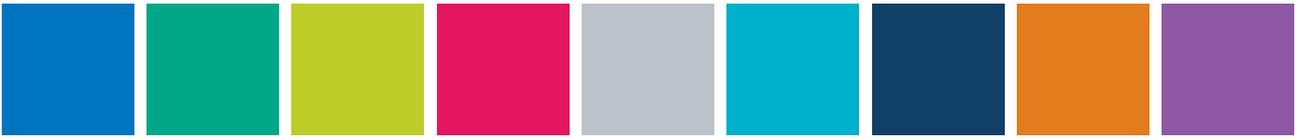
But this is not to suggest that we have not identified areas where we can do better in order to meet the expectations of our community. We recognise that this is an opportunity to review our practices and policies and to find ways to achieve more, albeit with finite resources.

Over coming months we will also be working with our newly elected Councillors and our community to review *FuturesPlan20* and to develop a 2013-17 Delivery Plan. This is an important process and when adopted, these two documents will form the backbone of all our expenditure and activities over this term of council. Combined with our efforts to respond to the work of our citizens' panel, these projects will set us on the path to become an even more efficient, service-oriented and community driven organisation.

I would also like to take this opportunity to thank the Mayor, Deputy Mayor, Councillors and dedicated staff for the efforts, professionalism and commitment in achieving our goals, and I look forward to working with them and with our community in 2012-13 to achieve even more.

A handwritten signature in black ink that reads "Gary Sawyer". The signature is written in a cursive, flowing style.

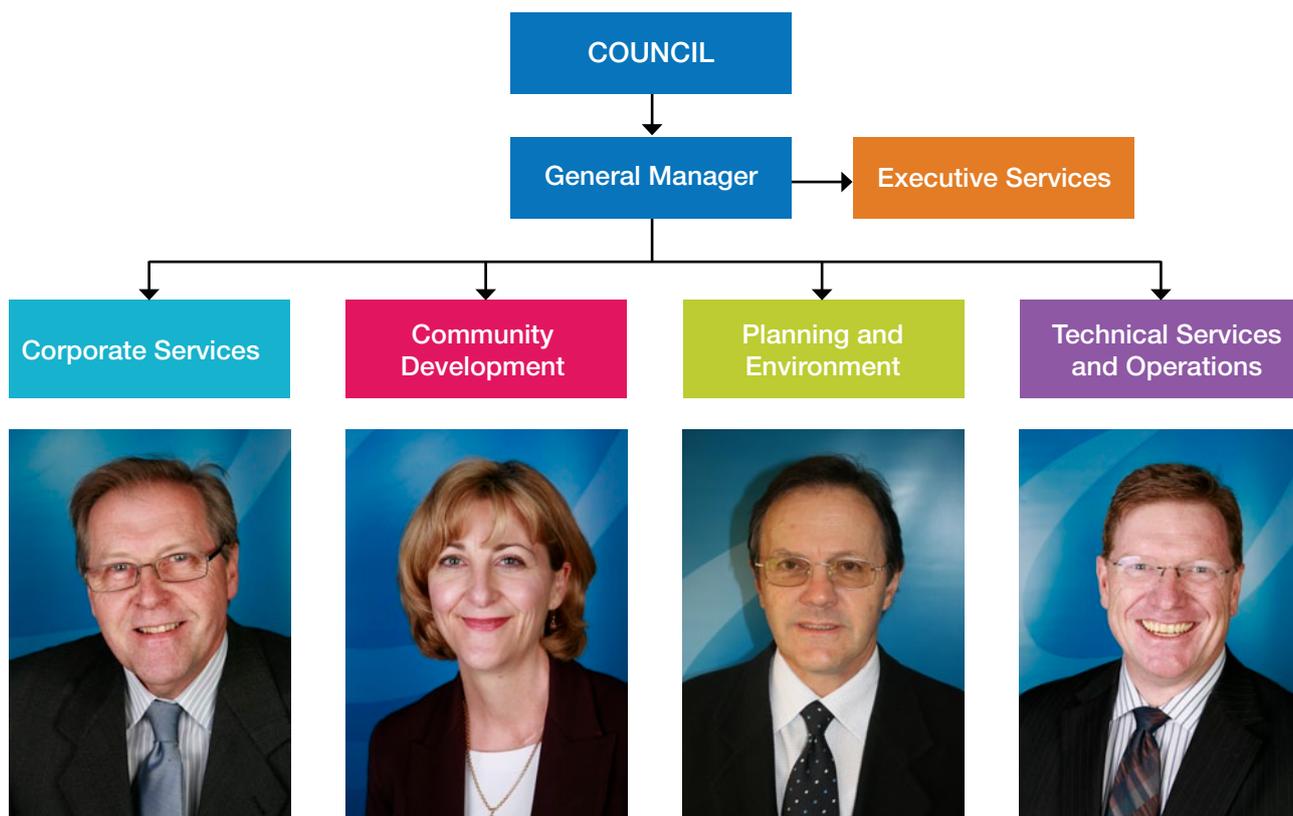
Gary Sawyer  
General Manager



# OUR LEADERSHIP



# Management structure



**Bruce Cook**

Director, Corporate Services

Council's Corporate Services division is responsible for finance, the collection of rates, governance and support services, insurance and risk management, maintenance of records, information systems and IT support, and property services. Corporate Services provides support to the other departments of Council in fulfilling their responsibilities to the Community.

**Lisa Miscamble**

Director, Community Development

Community Development aims to provide a range of quality services and programs to the people of Canada Bay through economic development initiatives and support of local business, community services, holiday activities for children and library services. Community Development also undertakes planning to enhance our parks and recreation facilities.

**Tony McNamara**

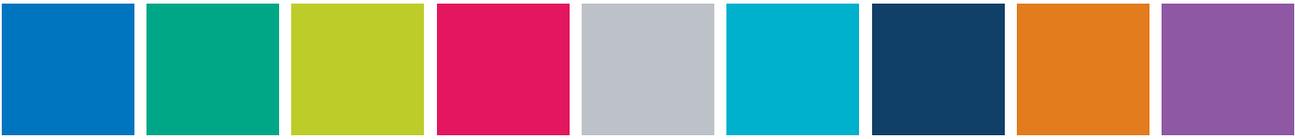
Director, Planning and Environment

Planning and Environment is responsible for, all statutory planning matters such as the assessment of development applications and subdivisions; strategic planning, responsible for maintaining and upgrading the city's planning framework; and environmental health, sustainability and building services, responsible for approval of construction certificates, building inspections, health, waste and law enforcement.

**John Osland**

Director, Technical Services and Operations

Technical Services and Operations provides comprehensive servicing to roads, open space and building assets. The department handles major construction projects for Council and maintains all parks and gardens, nature strips natural bushland. Technical Services and Operations also provides the public with services to private property.



# FINANCIAL INFORMATION



# Annual Financial Reports

Each year, Council is required to report to the community on its financial performance and position for the year, in accordance with Local Government Act.

The financial reports contain information about Council's income, expenditure, operating budgets, the condition of Council assets and infrastructure, and notes about the financial management of the organisation.

For the 2011/2012 financial year, Council's independent auditor PriceWaterhouseCoopers determined the City of Canada Bay to be in a solid financial position, and that overall Council was financially strong and growing.

Council's financial management is structured around our long term financial plan. Council's financial performance has strengthened over the last four years.

## Key Financial Figures of Council over the past four years (consolidated)

<b>Financial Performance Figures</b>	<b>2012</b> \$'000	<b>2011</b> \$'000	<b>2010</b> \$'000	<b>2009</b> \$'000
<b>Inflows</b>				
Total Income from Continuing Operations	<b>81,582</b>	<b>73,766</b>	<b>75,664</b>	<b>64,209</b>
<b>Outflows</b>				
Total Expenses from Continuing Operations	68,661	61,163	58,963	53,473
Operating Surplus/(Deficit) (Excl. Capital Income)	(1,200)	427	(816)	(3,074)
<b>Financial Position Figures</b>	<b>2012</b> \$'000	<b>2011</b> \$'000	<b>2010</b> \$'000	<b>2009</b> \$'000
<b>Available Working Capital</b> (Unrestricted Net Current Assets)	912	(1,039)	(1,522)	(3,884)
<b>Cash &amp; Investments - Total</b>	45,731	29,051	17,487	15,034
<b>Total Borrowings Outstanding</b> (Loans, Advances & Finance Leases)	1,148	1,885	2,581	3,291

The end of financial year report shows that Council has exceeded industry benchmarks in its key performance indicators.

A number of key community projects have been undertaken, including upgrades to various parks and sporting ovals, a number of carpark refurbishments and the renewal of Council's playgrounds.

Over this time, Council has increased working capital, paid down debt, not taken any new borrowings and is steadily building cash reserves for future year expenditure commitments. Current Cash reserves stand at \$45.7Million, an increase of \$16.7Million from 2010/11.

Although Council has substantial cash reserves, there are many challenges ahead, including the Development at Rhodes which is the key feature of Council's infrastructure spending, with work continuing on open space areas, parks, cycling tracks and public art. Renewal of existing roads, footpaths and trees management will also be a key feature of Council's future programs.

A complete copy of Council's Audited Financial Report is contained in the 2011-12 Financial Reports, starting on page 81.

The Financial Reports are also available on Council's website at [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au).

A summary of Council's Financial Reports is contained in the following table.

### Summary of Council's Financial Reports

<b>City of Canada Bay</b>	<b>2011-12</b>	<b>2010-11</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Income Statement</b>		
Total Income from Continuing Operations	\$81,582	\$73,766
Total Expenses from Continuing Operations	\$68,661	\$61,163
<b>Operating Result from Continuing Operations</b>	<b>\$12,921</b>	<b>\$12,603</b>
<b>Net Operating Result for Year</b>	<b>\$12,921</b>	<b>\$12,603</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	-\$1,200	\$427
<b>Balance Sheet</b>		
Total Current Assets	\$50,788	\$33,344
Total Current Liabilities	\$21,083	\$19,675
Total Non-Current Assets	\$3,430,529	\$3,434,382
Total Non-Current Liabilities	\$822	\$1,560
Total Equity	\$3,459,412	\$3,446,491
<b>Other financial information</b>		
Current Ratio	2.41:1	1.69:1
Unrestricted Current Ratio	2.32:1	2.00:1
Debt Service Ratio (%)	1.30%	1.40%
Rate Coverage Ratio (%)	50.30%	53.20%
Rates & Annual Charges Outstanding Ratio (%)	2.25%	2.20%
Building & Infrastructure Renewals Ratio (%)	40.00%	65.30%

## Written off rates and charges

Written off rates and charges	2011-12	2010-11
Rates - Pensioner Concessions	\$993,428.31	\$994,934.32
Rates - Postponements Written Off	\$7,058.12	\$7,219.58
Interest waived - postponements	\$2,965.83	\$2,892.72
Interest waived - write offs	\$785.96	\$565.32
<b>Total</b>	<b>\$1,004,238.22</b>	<b>\$1,005,611.94</b>

## Work carried out on private land

Summary of details of works	Cost of works	Total amount subsidised by Council
	2011-12	
Graffiti Removal	\$19,460.76	\$19,192.58
Energy Australia	\$631,176.70	0
Maritime NSW Wharf Cleaning	\$73,518.45	0
15 Tennyson Road, Mortlake	\$17,699.05	0
57 Links Avenue, Concord	\$8,425.46	0
26 McGrath Avenue	\$5,986.35	0
27 Consett Street	\$5,500.00	0
63 Brays Road	\$3,472.77	0
105 Gipps Street	\$3,247.77	0
1A York Avenue	\$2,650.00	0
2 Ellis Street	\$2,570.00	0
4 Elphinstone Street	\$2,476.49	0
133 Queens Road	\$1,800.00	0
33 Alexandra Street	\$1,562.14	0
Other works	\$17,102.66	0
<b>Total</b>	<b>\$796,648.60</b>	<b>\$19,192.58</b>

## Contributions and grants

Donations and Contributions	2011-12
Barricades-Street Parties	\$1,614.06
Community Events	\$62,748.95
Community Grants	\$60,898.00
Community Projects	\$29,287.73
Councillor Administration	\$13,454.22
Drummoyne Community Centre	\$79,543.00
Executive Administration	\$4,681.36
Heritage Assistance	\$20,744.00
Individual Grants	\$3,850.00
Drummoyne Pool/Belgravia	\$16,742.93
<b>Total</b>	<b>\$293,564.25</b>

## Contracts awarded by Council

Name of Contractor(s)	Summary	Estimated Amount Payable
Vivid Property Services Pty Ltd	Cleaning contract for Council buildings to provide Services for Group A buildings and Group B buildings for a period of two years with the option for Council to extend for contract for a further two years.	\$74,256.00
Waterway Constructions Pty Ltd	The construction works and ramps closure will be programmed outside of the Christmas holiday period and to minimise impact to the boating community and public.	\$707,850
Integrated Technology Services Pty Ltd	Installation of 20 parking meters at the following five (5) locations:- Rider Boulevard - Rhodes, Hospital Road - Concord West, Everton Road - Strathfield, Cabarita Park and Bayview Park	\$159,285
Statewide Civil Pty Ltd	Restoration of concrete road pavements affected by Ausgrid and Sydney Water works	\$2,238,800.00
Downer EDI Works Pty Ltd trading as Downer Australia	Concrete road restorations in Majors Bay Road between Jellicoe Street and Brewer Street and Correys Avenue.	\$1,155,652.30
Civil Infrastructure Plant Hire Tender	Civil Infrastructure and Plant Hire contract	As per schedule of rates
Swimplex Pty Ltd, Southern Aquatics Pty Ltd and Triesleys Pty Ltd	Pipe replacement works.	\$200,000
Transpacific Cleanaway Pty Ltd	Waste collection services for the City of Canada Bay	\$12,220,325
Gujral Caterers Pty Ltd	Lease of Concord Function Centre, 138 Majors Bay Road, Concord for a term of 5 years	As per lease
Briars at Greenlees Sporting Club	Lease of Cintra Park Hockey Complex, 8P Gipps St Concord for a term of 5 years.	As per lease
Clements Marine Services	Upgrade to the existing Bayview Park ramp including necessary repairs and the installation of an articulated ramp pontoon.	\$249,879
FloodLighting Australia	Flood lighting of Drummoyne Oval and Taplin Park	\$1,532,675
FloodLighting Australia	Flood lighting of Drummoyne Oval and Taplin Park - 10 Year Maintenance Plan	\$52,000
Sylvania Lighting	Flood lighting of Drummoyne Oval and Taplin Park - light fittings	\$610,281
EPS Ingal	Flood lighting of Drummoyne Oval and Taplin Park - towers and poles	\$565,757

## Stormwater Levy

Stormwater Levy Projects	Amount spent 2011-12
Dial Before you Dig	\$7,490.00
Stormwater Management	\$78,025.14
Water Security Management Plan	\$52,105.00
Floodplain Management	\$24,627.67
Marmion Lane Drainage & Ancillary	\$78,224.76
St Albans Street	\$35,970.91
Stormwater Pit and Pipe Cleaning	\$33,635.64
Tranmere St & Polding St Stormwater	\$106,972.50
Wymston Parade Drainage	\$5,308.70
Marlborough St	\$108,765.72
Wrights Rd	\$79,415.50
Environmental Engineer	\$101,760.03
<b>Total</b>	<b>\$712,301.57</b>

## Sustainability Levy

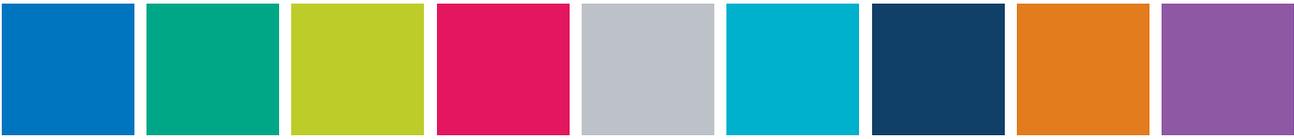
Sustainability Levy	Begin Balance	Income	Expenditure	End Balance
<b>Total</b>	<b>\$562,750.32</b>	<b>\$740,679.43</b>	<b>\$513,313.48</b>	<b>\$790,116.27</b>

## Councillor fees and expenses

Fee payment	
To Mayor	\$36,320.00
To Councillors	\$149,766.00
<b>Total fee payments</b>	<b>\$186,086.00</b>
Expenses and facilities	
Computer and fax	\$13,088
Telephone calls	\$5,816.93
Conferences and seminars	\$17,430.54
Transport and travel costs	\$7,367.56
Training	\$0
Meeting meals	\$19,435.36
Childcare	\$1,616.75
Interstate visits	\$12,670.89
Overseas visits	\$0
Accompanying spouse expenses	\$0
<b>Total expenses and facilities</b>	<b>\$77,426.03</b>

## Annual charge for coastal protection services

There were no charges for coastal protection services.



# STATUTORY REPORTING



## External bodies exercising the function of Council

During 2011-12 there were several external bodies who exercised functions delegated by Council. The City of Canada Bay Access Committee, provided advice on building and development applications; the Canada Bay Traffic Committee assisted and advised on traffic and transport issues; the Canada Bay Community Recreation Association was responsible for the provision of staff to the Five Dock Leisure Centre, and the Great North Road Committee, was also in operation throughout the 2011-12 Financial Year.

## Companies in which Council has a controlling interest

Council did not hold a controlling interest in any company in 2011-12.

## Statement of partnerships, cooperatives or joint ventures involving Council

Council is a member of Statewide Mutual and Statecover-Workers Compensation, self insurance groups for public liability/professional indemnity and workers compensation insurances.

Council is part of the Southern Sydney Regional Organisation of Councils (SSROC), an association of 16 major municipal and city councils in the southern area of Sydney. Together these councils represent more than 1.4 million residents. It provides a forum for the councils to discuss common issues and facilitates joint activities. It provides all councils with economic benefits and can greatly reduce the overall cost of major projects.

Council has partnered with Touched by Olivia Foundation to provide shade and public art at Livvi's Place playground.

Sydney Water, Leichhardt Council and the City of Canada Bay entered into partnership to provide a Sustainable Business Project Officer at both Councils for a two year period. The program aimed to implement long term energy and water saving solutions to major businesses in the area who were considered to be high demand users. This program was completed in December 2011.

Council is in partnership with four other Sydney inner west Councils (Strathfield, Marrickville, Leichhardt and Ashfield) as part of the Inner West Business Expo. The Expo was targeted at all businesses throughout the different local government areas, to provide them with information and advice on how the current economic crisis was likely to impact on business and the best ways to deal with it. The last Expo was hosted in September 2011.

Public Health Forums is a partnership between Council and Concord Repatriation General Hospital which is providing current health information to the community through a panel of expert speakers from the Hospital, allied community health

services and local health and wellbeing businesses.

The Men's Intergenerational Project is a positive ageing program, where older men mentor younger men to build a form of sustainable transport, and in doing so, share their skills and knowledge. This program is a partnership between Council, Concord High School and community members.

Council has worked in partnership with the Sydney Cricket Club, the Drummoyne Reds Rugby Club and the NSW/ACT AFL to develop and improve the Drummoyne Oval Precinct and create a sporting facility of excellence for the community.

Council has delivered the Well Connected Health and Wellbeing Program in 2011-12 in partnership with NSW Housing to Five Dock social housing tenants.

A Memorandum of Understanding has been established between Council and Cabarita Community Members to implement the Cabarita Heritage Garden Volunteering Program.

A Steering Committee has been established and a Memorandum of Understanding drafted between Council and community members to establish a Men's Shed in the City of Canada Bay. A community led incorporated body will be established in 2012-13 to develop the Men's Shed under the membership of the Men's Shed Association.

A Memorandum of Understanding between Anglicare and Council has been established to deliver the Youth Outreach Program at Five Dock Library.

Youth Sustainability Programs to recycle aluminium cans are operating in a partnership between Council, Concord High School and Domremy College.

The Principles of Cooperation between Council and the Metropolitan Local Aboriginal Land Council was signed on 20 October 2011 to acknowledge the commitment made by each organisation to work together to achieve better outcomes to promote Aboriginal cultural heritage in the City of Canada Bay.

## Equal employment opportunity (EEO) 2011-12

Council's EEO Management Plan demonstrates a strong commitment to Equal Employment through the adoption, implementation and regular review of EEO principles and strategies. During the year the following activities were undertaken to support the principles of the plan.

- Regular induction programs which walk new staff through various Council policies and practices, including Equal Employment Opportunity, Bullying and Harassment policies.
- All recruitment and selection activities undertaken based on merit.
- Continuation of working toward the achievement of the Silver Award in the in the 50:50 Vision - Councils for Gender Equity Program following on from the achievement of the Bronze Award in 2010.
- Requests for flexible work practices considered in line with 'Work, Life, Community' guidelines.

- Review and re-vamp of the Community Language Aide policy which provides an allowance for staff who provide language skills in one or more of community languages prominent in the Canada Bay Local Government Area (Italian, Greek, Mandarin, Cantonese and Korean).
- When working groups are required, a concerted effort to ensure a balance of gender, age, cultural background and work area are represented.

## Remuneration packages of senior staff

The total remuneration package for the General Manager for 2011-12 was \$256,263. The remuneration packages for Council's four Directors for 2011-12 totalled \$755,065.

## Register of legal proceedings

(Legal Proceedings under the EPAA 1979 for 2011-12)

Proceedings	Type	Status	Costs
Al Maha Pty Ltd v CCBC (10422/2011)	Class 1 Appeal against Refusal of Development Application (DA 600/2010) for mixed use development	Listed for First Directions Hearing on 22 June 2011. Conciliation Conference with the Appellant under Section 34 of the Land and Environment Court Act 1979 commenced on site on 2 March 2011. Conciliation Conference adjourned to recommence on 28 September 2011 to allow Appellant to file and serve amended plans with the Court and Council. Amended plans have now been filed and are being reviewed. Following further amendments and drafting of conditions, final conciliation conference stage was held on 17 January 2012 where consent orders were entered into based on final set of amended plans and agreed conditions. Matter is now settled.	1) Estimated total costs \$25,000 - \$30,000 2) Total costs billed to date - \$29,902.
D and A Magro v CCBC (11169/2011)	Class 1 Appeal against Refusal of Development Application (DA 405/2011) for first floor balcony to rear of dwelling	Listed for First Directions Hearing on 11 January 2012. Conciliation Conference with the Appellant under Section 34 of the Land and Environment Court Act 1979 to commence on site on 5 March 2012.	1) Estimated total costs \$15,000 2) Total costs billed to date - \$Nil
Joseph Panetta v CCBC (10032/2012)	Class 1 Appeal against deemed refusal of Development Application (DA 491/2011) for restaurant/café in Chatham House	Listed for First Directions Hearing on 21 February 2012. Set down for on site hearing on 13 April 2012. Consent Orders issued by the court on 8 June 2012 granting approval subject to conditions.	1) Estimated total costs \$15,000 - \$20,000 2) Total costs billed to date - \$10,890.80
Dehu Jiang & Yanling Tang v CCBC (10644/2011)	Class 1 appeal against Refusal of Development Application (DA 250/2010) for a new two storey dwelling.	Conciliation Conference with the Appellants under Section 34 of the Land and Environment Court Act 1979 held on 7 and 8 November 2011. Section 34 Agreement entered into to reduce first floor area by approx. 50%, lower height by 1.125m and set first floor back an additional 2.5 metres from front boundary.	1) Estimated total costs \$18,000 2) Total costs billed to date - \$4684.75
Nick Vallas v CCBC (10751/2011)	Class 1 Appeal against Refusal of Development Application (DA 100/2011) for first floor addition to existing semi-detached dwelling	Listed for First Directions Hearing on 20 September 2011. Conciliation Conference with the Appellants under Section 34 of the Land and Environment Court Act 1979 held on 1 November 2011. Applicant agreed to amend proposal to set 1st floor addition further back from front and side boundaries and to lower height of addition below existing roof ridge. Section 34 Agreement between Council and applicant has been finalised and matter is now settled.	1) Estimated total costs \$18,000 2) Total costs billed to date - \$10,539.30
P J and A Manenti v CCBC (10887/2011)	Class 1 Appeal against Refusal of Development Application (DA 340/2010) for first floor addition to existing dwelling	Listed for First Directions Hearing on 2 November 2011. Set down for Conciliation Conference to commence on site on 2 December 2011 under Section 34 of the Land and Environment Court Act 1979. Court approved application on 5 December 2011.	1) Estimated total costs \$18,000 2) Total costs billed to date - Nil

## Companion Animals Act and regulation activities

All pound data returns were lodged with the Department in accordance with the Guidelines on the Exercise of Function under the Companion Animals Act.

Cost of companion animal management and activities: - pound fees for the year were \$3,968.00

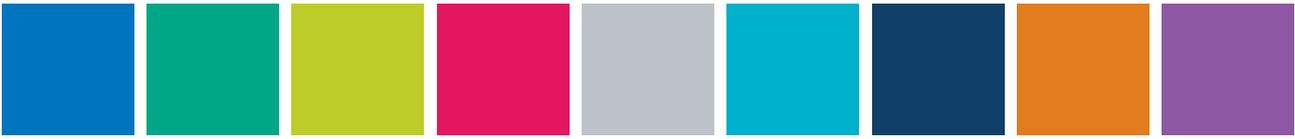
- Companion Animal Education Programs: There were no specific Companion Animal Programs held during the year. However, brochures were produced and distributed at Council's Customer Services Centre, Libraries and at major events such as Ferragosto and Concord Street Fairs.
- Promotion of animal de-sexing of dogs and cats: Brochures were produced and distributed at Council's Customer Service Centre, Libraries and at major events such as Ferragosto and Concord Street Fairs.
- Strategies to seek alternatives to euthanasia for unclaimed animals - Council utilises Blacktown Council Animal Impound Facility for impounding services. This facility has a 'low kill' policy. Council also actively investigates owners of animals by following up on microchip data. This strategy has assisted with reducing rates of euthanasia.

Council provides off leash areas for dogs at the following locations:

- Battersea Park (the Concord end of the park)
- Charles Heath Reserve
- Cintra Park
- Drummoyne Park (above Drummoyne Oval)
- Five Dock Park (between Bowling Club and Ingham Avenue)
- Lysaght Park (on Five Dock Bay)
- Majors Bay Reserve
- Powells Creek Reserve
- St Georges Crescent Reserve (opposite the Sailing Club)
- Timbrell Park (the western end, beyond the children's play area)
- Storey Park
- Brett Park (the flat area)
- Halliday Park (on Hen & Chicken Bay)
- Queen Victoria Reserve
- Taplin Park (western end near Thompson St)

Council did not receive any Companion Animals Funds during the year.





# WORKING TOWARDS A GREEN CITY



## Introduction

We are working towards a Green City. That is our community's vision for the future of our natural environment and for environmental sustainability in the City of Canada Bay. The vision recognises our responsibility across the community to protect the environment and to preserve it for future generations.

While the City of Canada Bay has been working on environmental and sustainability issues for many years, this report provides an outline of achievements made since adopting FuturesPlan20 in 2010. The activities outlined therefore represent our early steps towards the Green City vision and include 2009-10 activities. Activities included here have been delivered both directly by the City of Canada Bay and in association with other agencies and community members.

As environmental issues are interlinked with the rest of our objectives for Futuresplan20, progress made, and outcomes (where possible), are reported here within our annual report rather than in a separate environmental report [as used to be the case prior to the development of Futuresplan20].

## Our approach towards a Green City

The City of Canada Bay's approach to managing the natural environment and supporting staff and the community to make change ranges from education and learning programs for continuous improvement, through to policy, technical and structural works and regulation. In contributing to the objectives of FuturesPlan20, the City also supports many groups and individuals in the community who are working alongside council and regional and state bodies, to improve their own practices and contribute to a Green City.

The report makes special mention of the programs made possible under the NSW Government Waste and Sustainability Improvement Payments Program (WaSIP). These are identified by the following symbol: **W**

The community of Canada Bay has recently told us through the community survey how well, with regard to each of the aspects of a Green City, they feel matters are progressing in these first years of Futuresplan20. We report their feedback along with outlining works undertaken [and their impact where feasible] during this period against each of the four objectives for a Green City.

In 2010 FuturesPlan20 included targets to monitor the outcomes from our collective efforts towards a Green City. Community and Council progress is shown here.

By 2013 the whole City of Canada Bay aims to have....	Measures to report on the target	Status at June 2012	The City of Canada Bay's own progress 2010-12
Reduced greenhouse gas emissions by 10% per capita compared to 1994-95 emission levels.	Greenhouse gas emission per capita abatement for the City of Canada Bay Local Government Area.	A reduction of 10.38% per capita was reportable at June 2012 against the 1994-95 baseline *Note however, that this relates to greenhouse emissions resulting just from household energy consumption. Not a full emissions profile.	Captured formally for the first time in 2011-12, the City of Canada Bay's total [scope 1,2, & 3] greenhouse emissions decreased slightly between 09-10 and 10-11 from 6,505 – 6,456 tonnes CO <sub>2</sub> e. In 2011-12 they increased to 7,840 tonnes CO <sub>2</sub> e. Note: the increase may be due to more accurate records.
Replaced 20% of traditional energy supply with alternative renewable sources.	Community uptake of Greenpower (This data was unavailable at the time of reporting . This indicator is to be revised as part of Councils review process)	The Canada Bay community has shown a significant increase in the uptake of solar generation to the grid reportable at June 2012 showed an increase of 4224% against the 2009/10 baseline (Ausgrid information only).	Council has installed the following buildings with solar panels; <ul style="list-style-type: none"> <li>• Concord Community Centre</li> <li>• Rhodes Park Kiosk</li> <li>• Queen Elizabeth Park Clubhouse</li> <li>• Drummoyne Pool Solar Heating</li> <li>• Concord Library</li> </ul> The City of Canada Bay has also offset 20 tonnes of CO <sub>2</sub> emissions each year since 2009 to run carbon neutral Awards and Events including Ferragosto, Concord Street Fair and the Sustainability Awards.
Reduced potable water consumption by 10% per capita based on 1994/5 data/levels.	Water consumption kilolitres (kL) per capita measured annually using potable water consumption data provided by Sydney Water and population estimates held by Council.	By 2011-2012, a reduction of 32% on the 1994/5 baseline had been achieved across the City. Average consumption per property within the LGA in 2011/12 was 196kL, compared to 219kL in 2010-11.	A baseline, using 2009/10 data, of 101,885 kL potable water used in the top 20 water consuming site council operations /annum has been adopted. In 2011-12 – the first year of the water efficiency plan - savings of 5,935kL/ annum or nearly 6% have been achieved. And in 2010-11 savings of 5% were realised. Making 11% in all.

## 2.1 Natural environmental assets

### The community told us that a Green City means that they would be proud of and value the City's natural environmental assets.

This would mean the City of Canada Bay is known for the quality of its natural environmental assets particularly its parks, waterways and foreshore, and these are enjoyed by residents and visitors alike.

### To contribute, the City of Canada Bay committed to

2.1.1 Facilitate and support programs which recognise the cultural and social value of the natural environment in our City.

2.1.2 Promote the natural areas within the City to attract residents and visitors.

### Since 2010 City of Canada Bay has undertaken a range of measures including...

- Receipt of funding from Arts NSW to launch *Reclamation*, an arts and cultural partnership project, which produces environmentally themed works with upcoming artists.
- Delivery of public arts programs. At Alexander Reserve, the City of Canada Bay commissioned public artist, Graham Chalcraft, to work collaboratively with the community and develop a unique playground. The design, developed with local residents, reflects the important ecology and attributes of the reserve. The sculptural play elements focus on creative play and exploration - maximising the natural elements of the park and generating a stimulating free play environment.
- The second public arts program, the *Riverside Cultural Scoping Study*, broadly identified sites and stories associated with the southern foreshores of the Parramatta River, from Iron Cove to Homebush Bay that have social, cultural, economic and environmental heritage significance. *Riverside* redresses the gaps in the shoreline's history, recording its importance in Indigenous and new settler history as well as recognising sustainability themes relating to the many communities who live and engage with the river's edge.
- Prepared plans of management for Council's parks to facilitate sustainable development. These are currently being developed for Concord Oval and Rhodes Peninsula, with adoption anticipated during 2012/13.
- Installed interpretive signage at Queen Elizabeth II Park. This park contains one of the last remaining pockets of Turpentine Ironbark Forest bushland in Sydney's inner west and is recognised as 'critically endangered' by the Commonwealth Government.

- Finalised development of a climate change adaptation and mitigation plan. **W**
- Undertaking mapping studies regarding the vulnerability of the foreshore.
- Contributed \$10,000 to the development of a renewable energy Masterplan for use by the councils of the Southern Sydney region. Our 20-year target is for more than 20% of energy consumed in the region to be from renewable sources and that the member councils of the Southern Sydney Region of Councils [SSROC] will use a minimum of 30% of their energy from renewable sources.
- Coordinated the Bushcare volunteer programs, National Tree Day and Schools Tree Planting days, which promote natural areas and facilitate involvement in the natural environment. [For more on these specific programs see the section on a biologically diverse natural environment].

### Our community, partners and other agencies have...

- Taken part in the annual City of Canada Bay Sustainability Awards program in increasing numbers year on year. 80 nominations were received in 2011-12, an increase of 48% since the awards started in 2007. In 2012, Fiona Johnson, a volunteer parent and coordinator of Concord West PS community garden won the Environmental Citizen award for her commitment to the garden club and long time contribution to promoting environmental issues. Len Hollis Smash Repairs won the Environmental Business award for continuous improvement. The winners



### WaSIP

These projects are funded by the Waste and Sustainability Improvement Payment Program (WaSIP) under which the NSW Government assist Councils in the regulated areas to invest in actions and or programs that will improve the local environment. WaSIP funds are to be used to fund the delivery of the WaSIP Standards as defined by State Government and/or new or enhanced waste and sustainability initiatives. Council may not fund projects that were previously planned to be funded from other sources and this funding is subject to yearly approval.

of the Environmental Community Organisation Award were the Fairmile Cove volunteers, led by Ron and Edna Cox. Their work has built a strong relationship with NSW Maritime who assist with clean ups, and has been recognised at the 2011 Keep Australia Beautiful Awards.

- Positively engaged with the Heritage Assistance Program, which provides financial support for property owners to carry out 'small' heritage conservation projects and projects a positive community attitude towards heritage conservation. 15 projects were supported, to a value of over \$86,000 in 2011-12. \$20,000 of which was provided through the funds with the major contribution coming from the owners.

## Environmental outcomes

- A climate change mitigation and adaptation plan has been finalised.
- Council has subsequently completed resilience assessments across a wide range of community owned assets and open spaces to identify ways to increase adaptive capacity of assets in the event of climate events.
- From a mitigation perspective, Council is currently rolling out a wide range of energy efficiency projects and infrastructure [including lighting upgrades and air-conditioning retrofits] to further abate carbon emissions, and prevent further climate impacts to those currently predicted. [More information on this can be found in the section about making every day choices to support environmental sustainability].

### Our community now....

Highly agrees that they are proud of and value their City's natural environmental assets. Nearly half of the residents in the City of Canada Bay scored 5/5 in agreement with this statement in an independent survey conducted in April 2012.



## 2.2 Access to the natural environment

### The community told us that a Green City means they have access to a biologically diverse natural environment near where they live.

This would mean that the environment of Canada Bay is protected through good planning. The expanded population of the City has been integrated into the local area and environmental assets have been maintained and enhanced.

### To contribute the City Of Canada Bay committed to:

- 2.2.1 Deliver projects which work towards the protection of biodiversity in our natural areas
- 2.2.2 Maintain access to open spaces and bushland reserves which cater for the needs of residents and visitors to the area
- 2.2.3 Facilitate and advocate for transport links to open spaces and reserves within and around the City

### Since 2010, the City of Canada Bay has undertaken a range of measures including...

- Added provisions to the Local Environmental Plan to protect biodiversity in the City's natural areas.
- Identified new areas of remnant vegetation along with maintaining existing and known areas.
- Prepared a draft Conservation Management Strategy for Quarantine Reserve, Abbotsford.
- Carried out extensive rehabilitation works directed at the recovery of an ecologically endangered community at Yaralla. This included protecting 1.6 hectares containing the significant ecological community by erecting a stock proof fence, and targeted clearing and control of 3 hectares of noxious and environmental weeds. The works were completed with the assistance of funding from the Australian Government "Caring for Country" grant program.
- Undertaken approximately 20 noxious weed inspections and follow up letters a year. All were resolved.
- Completed the two-year stabilization and rehabilitation of an embankment near Drummoyne Rowers. Thanks go to the Metropolitan Local Aboriginal Land Council and the Sisters Bay Bushcare Group for advice, cooperation and extensive re-vegetation work undertaken at this site.
- Supported the 70 registered Bushcare Volunteers who donate their time to restoring and managing our bushland reserves and areas of remnant vegetation.
- Trained outdoor staff on their legal responsibilities regarding biodiversity and provided tools to assist them with being 'biodiversity aware and proactive' in their day-to-day business.

- Developed with stakeholders within the Parramatta River estuary, a draft Estuary Management Plan.
- Constructed and upgraded transport links and services for cyclists and pedestrians to provide a continuous link between key landmarks. Since 2010, the Five Dock Bay Foreshore Shared Pedestrian/Cycle Path has been upgraded at Russell Park, within Lysaght Park, a full width concrete path has been installed on The Esplanade from Hendricks Street to Raymond Avenue, and a path has been constructed from Taplin Park, Thompson Street to The Esplanade.
- Constructed a full width pedestrian/bikeway between Ullathorne Street and Thompson Street on the Bay Run, upgraded about 200 metres of Conway Ave/Powells Creek bike path and installed 34 Safe-T-Bike racks around the area.
- Constructed a continuous Shared Pedestrian and Cycle Path between Cintra Park, St Lukes Park and Stanley Street, extending into Queen Elizabeth Park, to improve bicycle connections to Concord High School and Concord Primary School.
- Developed three informative easy to use Transport Access Guides [TAGs]. One shows easy public and alternative transport options for people travelling to and from Rhodes, and the other two show users of Five Dock and Concord libraries transport options [other than the private car] for getting to and from the library. **W**

## Our community, partners, and other agencies have....

- Increased participation in the five volunteer Bushcare groups that the City supports [Chiswick, Cabarita, Concord & Yaralla Bushcare Groups & Sisters Bay Bush Regeneration Group]. The volunteers undertake restoration work at key sites, including Yaralla, Brett Park, Sisters and Half Moon Bay, Lovedale Place and Queen Elizabeth Park.
- Been recognised for their contributions to biodiversity. The Yaralla Bush Rehabilitation Group won the “special heritage” category in the City’s Sustainability Awards in 2011 for its maintenance of a rare piece of living heritage.
- Planted over 3,000 native grasses as part of the embankment rehabilitation near Drummoyne Rowers
- Been trained [85 volunteers] and have subsequently propagated and planted around 7,000 plants in 10 sites around the Parramatta River catchment through the *Growers for Greenspace* project. The Parramatta Catchment Group [of which the City of Canada Bay is a member], Growers for Greenspace and NSW Environmental Trust delivered this project, which was funded by the NSW Government.
- Enabled continued development of the Bay Run by funding path widening at Thompson Street /South Street Drummoyne [Sharing Sydney Harbour Program, NSW Department of Planning & Infrastructure].

## Environmental outcomes

- There has been a noticeable improvement in the condition of saltmarsh species and other native grasses at the 2012 National Tree Day site and Swamp Oak Floodplain Forest, located at Quarantine Reserve, Abbotsford.
- Thanks to funding from NSW Government to enable the works, Yaralla Estate has seen significant tree regrowth and a change in the health of the remnant trees over the past two years. This was thanks to the removal of woody weeds, management of drainage and management of insect attack. The bushland at Yaralla Bushcare site (Dame Edith Walker Estate, Concord West) also shows good levels of regeneration and council has learnt – and shared - its experiences gained through the project regarding assisting regenerative growth. Impressive results have been seen from regeneration techniques including pile burning and soil disturbance activities.

## Our community now....

Highly agrees that they have access to a biologically diverse natural environment near where [they] live.



## Sustainable City Committee

Made up of community representatives, a councillor representative and council staff the committee has been working for more than eight years. It meets bi-monthly to discuss and assist with planning and volunteer for events and festivals such as the Treading Lightly program, Ferragosto Festival, Concord Street Fair and the Sustainability Awards Dinner. In addition, the committee is actively involved with sustainability projects such as BagLess in teh Bay and provides articles for the the ‘Bayside Brief’ and ‘Sustainable Living’ E-zine.

## 2.3 Helping the environment and supporting sustainability

**The community told us that a Green City means that they know what they can do to help the environment and make active day-to-day choices to support environmental sustainability.**

This will require the people of Canada Bay to value environmental awareness and contribute to the enhancement of the environment through sustainable lifestyle choices.

### To contribute the City Of Canada Bay committed to:

- 2.3.1 Undertake community education on best practice in environmental sustainability and management of climate change issues.
- 2.3.2 Provide opportunities for community involvement in projects directed towards developing a more environmentally sustainable city including achieving a significant reduction in greenhouse gases.
- 2.3.3 Move to alternative and more sustainable transport choices within Council.
- 2.3.4 Implement projects about sustainable business practices.

### Since 2010 City of Canada Bay has undertaken a range of measures including.....

- Taken multiple steps to improve the sustainability in its own business practices, by reducing the environmental footprint of council buildings, facilities and services with a primary focus on energy and water use. Council has:
  - Developed Water Efficiency and Energy Management plans in accordance with State Government requirements. Existing action plans were reviewed, site audits undertaken and new plans developed. These aim to save money, reduce water and energy consumption and in turn, reduce greenhouse gas emissions from council's operations. **W**
  - Put a system in place to track energy and water data. This is integrated with council's Carbon Systems software so that the impact of efficiency measures can be measured and reported. **W**
  - Audited energy use at the top 10 council sites and collated seven years of historic data. [see emissions table for details]. **W**
  - Taken steps to improve energy efficiency in council assets. Council has installed electricity sub-metering which closely tracks time and level of use at key 'hot spots' - the Canada Bay Civic Centre, Five Dock

Leisure Centre, Council's Depot, Five Dock Library, Concord Public Library and Concord Community Centre. Lighting has also been upgraded at the Five Dock Leisure Centre in order to improve efficiency of operations and energy consumption. **W**

- Audited water use at 16 council sites throughout the City of Canada Bay [the top 10 plus an additional six sites] and in 2011-12 determined a baseline informed by the 2009-10 use at top 20 sites. Undertaken the first stage of works identified in the Water Efficiency Plan at eight sites during 2011-12. Works included upgrading showerheads, toilets, taps and urinals, reducing leaks, increasing the efficiency of irrigation practices at parks and ovals, and installing two large (5000L and 6000L) rainwater tanks at the depot for use both in the nursery and for dust suppression at waste handling sites. **W**
  - Anticipate a reduction of 5,935kL /annum of potable water use from the 2011-12 water saving initiatives. **W**
  - Reduced the cost of our annual retail electricity supply by 12% in 2012 after reviewing our provider arrangements. **W**
  - Established a monitoring system [*Fleetwise*] for measuring carbon emissions from the council vehicle fleet. **W**
  - Supported cycling by Council staff through the Bike Users Group, taking part in Ride to Work Day and social rides.
- Worked on the important aspect of communicating reasons for, and the outcomes of, water and energy efficiency within council. Training has been delivered for 22 members of the management team to assist organisational understanding of the operational implications of environmental sustainability. **W**
  - Trained 90 members of staff in sustainable procurement. **W**
  - Provided multiple opportunities for community involvement and networking on sustainability through a wide variety of tailored environmental education programs for residents, businesses and students. [See section on community, partners and other agencies for details]. **W**
  - Delivered a carbon neutral Ferragosto in 2012 by offsetting the emissions from the event using accredited



offsets [Tasmanian Native Forest Protection Project]. 27.1 tonnes of carbon emissions were offset in 2011-12 covering both this event and the annual Sustainability Awards.

- Delivered both workshops and an expo during 2011-12 on environmental building, heritage maintenance and enhancement, alterations and additions and lodgement of Development Applications to assist residents with sustainable development practices.
- Monitored and reported community greenhouse emissions based on residential energy use.
- Refined the process of monitoring and reporting council's greenhouse emissions.

## Our community, partners, and other agencies have....

- Responded wholeheartedly to opportunities to increase their knowledge, understanding and use of environmental practices by participating in council-run sustainability programs and events. While due to the nature of some events, overall numbers are difficult to accurately determine, at least 1,000 participants would be a fair estimate of the level of direct involvement each year. **W**
- Embarked on a pilot community garden project in 2012 with local residents. The garden will be located at the rear of Concord Community Centre and contain an education facility which Council will run to engage the broader community on environmental topics. It is anticipated that the garden will open in 2013.
- Taken up rebate opportunities to save energy and water in the home through the Home Saver Rebate provided by the NSW Government up until June 2011. 254 rainwater tanks, 620 hot water system, 375 ceiling insulation, 1,091 washing machine, and 147 dual flush toilet rebates were provided making a total of 2,487 rebates that were taken up in the City of Canada Bay.
- Been involved with one or more sustainable business programs. These are designed to assist the business sector to reduce the impact of their operations on the environment and shift to more sustainable practices. **W**  
Options to get involved during this period included:
  - The 2009-2011 Sustainable Business Program, which in conjunction with Sydney Water and Leichhardt Council, provided audits and water saving action plans for medium to high water users. 98 businesses and 27 schools were invited to take part, and 18 within the City of Canada Bay took up the offer. Participating businesses were also linked with accredited energy assessors. This gave them to opportunity to reduce their energy usage and associated costs. [See next section for their savings].
  - The Energy Efficiency for Small Business Program, which has been rolled into *resourcewise*. This is open to small businesses across the City of Canada Bay, that spend up to \$20,000 a year on electricity and employ up to 10 people. In 2011/12, 11 businesses

were audited. Five of these have already made changes that are bringing them savings of 10% of their energy use [and therefore running costs]. This compliance and education program helps small businesses with energy, waste, water, carbon and procurement. **W**

- The annual Sustainable Business event, hosted by the City of Canada Bay, each year since 2008. These are usually attended by around 60 businesses and have covered a range of topics including: government programs and rebates available to help businesses reduce their energy and water usage, running a business in a carbon constrained economy and in 2011-12 the launch of Council's own free Sustainable Business program, *resourcewise*.
- Enthusiastically participated in one or more of our sustainability programs for residents. Participation increased with over 260 residents attending our 16 *Treading Lightly* workshops in 2011-12, up from 150 in 2010-11. This ongoing program is designed to assist residents in living more sustainably and covers different topics each year. For example, in 2011-12 we covered energy conservation and water efficiency, sustainable food, recycling and re-use, biodiversity and fauna conservation and sustainable transport. **W**
- Positively engaged with the schools program:
  - In 2010-11, 430 primary students from St Marks and St Mary's used the new Keep Australia Beautiful water and sustainability modules. And in 2011-12, six primary schools and over 960 students [All Hallows Primary, Russel Lea Infants, St Ambrose Primary, St Marks Primary, Mortlake Public and Concord Primary] learnt about what can be done at home [*Lets Do it Now*] and about how to protect the fragile waterways [*Catchment Action*]. **W**
  - To support ongoing development in 2011-12, 15 schools worked with council through the sustainability schools network, to exchange information, ideas and progress sustainability practices with their individual schools and the curriculum. Three have received funding from council's small schools environmental grants program to implement their projects. These projects are still underway. **W**
- Volunteered time, knowledge, experience and ideas through the Sustainable City Committee. Volunteered time, energy and enthusiasm for major events including Ferragosto, Concord Street Fair, National Tree Day and Trees for Schools activities.
- Registered to receive information through council's sustainability e-zine [This figure rose from 400 people in 2010 to 943 people in 2012].



- Sydney Water have assisted the City of Canada Bay with saving potable water and measuring its use correctly by replacing old and/or leaking water meters.
- The State and Federal Governments have awarded grant funds of \$1.89 million to the City of Canada Bay to support our green city programs since 2009/10.

### Environmental outcomes

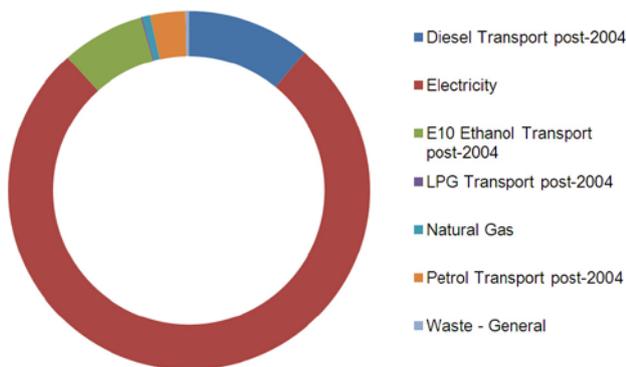
- A reduction of 10.38% per capita greenhouse gas emissions across the whole City of Canada Bay was reported at June 2012 against the 1994-95 baseline and an 8.05% reduction in 2010-11. In 2011-12 per capita emissions were 2.04 tonnes compared to 2.47 tonnes in 1994-95. It is interesting to note that the decrease is most likely associated with the increase in population.
- Greenhouse gas emissions resulting from activities undertaken by the City of Canada Bay have risen by 8% between 2009-10 and 2011-12. This increase is most likely attributed to an inaccuracy of data in previous years. Council has undergone a thorough audit in 2011-12 to ensure future data management is accurate.
- The 2011 water audits identified a baseline for Council's potable water use of 101,885kL/annum [at a cost of \$204,993 /per annum].
- Anticipated savings of 5,935kL/year from water efficiency works delivered in 2011-12.

- Participation in the Council-run sustainability workshop and talks series increased by over 70% [from 150-260].
- Consumption of potable water by individual's right across the City of Canada Bay has decreased. In 2010-11 potable water consumption was 92kL/per capita. By 2011-12 it had decreased to 88.6kL/per capita [a decrease of 3.6% in 12 months].
- The 18 businesses from the City of Canada Bay who participated in the Sustainable Business Program saved 33,511KL water/year [the equivalent of 13 Olympic-sized pools] and \$115,412 as a result of implementing cost effective water saving measures. Across both Leichhardt Council and City of Canada Bay local government areas, 313 energy efficiency assessments were completed with 40 businesses electing to implement suggested improvements.

### Our community now.....

Highly agrees that they know what they can do to help the environment and make active day to day choices to support environmental sustainability.

Greenhouse Gas Emissions by Source for City of Canada Bay for year 2011-2012



Annual Greenhouse Gas Emissions resulting from City of Canada Bay activities July 2009-June 2011

Emissions by Scope		Jul-09 to Jun-10	Jul-10 to Jun-11	Jul-11 to Jun-12
CO2e Scope	Units			
Scope 1	CO2e (tonnes)	1,118	1,042	1,574
Scope 2	CO2e (tonnes)	5,358	5,372	5,415
Scope 3	CO2e (tonnes)	29	42	39
GHG Emissions Total	CO2e (tonnes)	6,505	6,456	7,028

Source: CarbonSystems - Sustainability Resource Management Software

## 2.4 Sense of wellbeing

### The community told us that a Green City means they have a sense of wellbeing through living in a clean, healthy local environment.

The City of Canada Bay promotes a clean and healthy environment for living.

#### To contribute the City of Canada Bay committed to

- 2.4.1 Maintain and enhance streets and open community spaces.
- 2.4.2 Operate effective and sustainable waste management for the City.
- 2.4.3 Maintain and enhance the City's parkland areas, foreshore and river access.
- 2.4.4 Undertake programs that contribute to a clean and healthy City.

#### Since 2010, the City of Canada Bay has undertaken a range of measures including...

- Collected a growing amount of recyclable materials, green waste and waste products year on year. With a growing residential property base, tonnages of all waste streams will continue to grow into the next five years [see below for figures on materials recycled].
- Organised e-waste collections for residents in 2011 and 2012 and successfully trialled a commercial e-waste collection [see below for results].

- Undertook inspections of residential bins to check for contamination as correct use of bins underpins our collective efforts for recycling and resource efficiency. Follow up education & action in 2011-12 included 863 letters being sent to residents about contaminated recycling and 60 about contaminated garden organics.
- Collected 680 tonnes of non-recyclable materials from the streets during 2011-12. This includes materials from the 439 public place bins, illegal dumping and street sweeping.
- Diverted 5,802 tonnes of garden organics, collected from households, from landfill during 2011-12 and 5,028 tonnes in 2010-11. Garden organics are delivered to a processing plant where they get processed into compost and soil additive.
- Diverted 8,338 tonnes of recyclables, collected from households, from landfill during 2011-12 and 8,631 during 2010-11. Comingled recycling is delivered to a processing plant where it is sorted into commodities and on-sold for recycling.
- In 2011, trialled and adopted the use of 189 recycling bins [along with 189 waste bins] at 35 council and community events. The success of this trial means that recycling will now be compulsory at all community events held on Council's property.
- Produced guidelines to assist community groups with managing their events sustainably. **W**
- Updated booking forms and fact sheets for hirers and users of council facilities to help them improve the sustainability aspects of their events in line with Council's sustainable event management policy. **W**
- Undertaken, within budget, works to protect and maintain the foreshore and seawalls, jetties and boat ramps,



including [with grant funding] the construction of the Bayview Park boat ramp.

- Enhanced the foreshore linkages and access through identifying linkages, preparation of brochures on walking the Parramatta River and linking the City of Canada Bay's website to the Walking Coastal Sydney website <http://www.walkingcoastalsydney.com.au/>
- Undertaken rehabilitation works at Sisters Bay (Iron Cove), stormwater and drainage works related to the Parramatta Riverbank, and cleaned the sediment and debris collected in high priority stormwater pits each quarter.
- Removed nearly 300 tonnes of pollutants from 20 stormwater quality devices [also known as gross pollutant traps] in the past 2 years [140.2 tonnes in 2010/11 and 157.5 tonnes in 2011/12]. These devices are strategically located around the city to reduce the amount of pollutants being carried into the waterways and foreshore areas. Amounts collected annually vary according to a range of conditions including weather patterns [wind and rain], littering and types of tree canopy.
- Repaired drains at Moala Street, Iandra Street, Wymston Parade, Polding and Tranmere Streets.
- Managed environmental health protection through education and awareness and an inspection and regulation program.
- Actioned 125 public health complaints [including about food, skin penetration, regulated air conditioning systems, overgrown properties, nuisance waste and nuisance animals]. This is the same figure as 2010-11.
- Actioned 190 environmental complaints during 2011-12, down from 209 complaints received in 2010-11. Received and investigated 58 complaints about water, 43 about air and 89 noise complaints in 2011-12.
- Responded to 35 complaints about water pollution in 2011-12. Complaints were down from 65 in 2010-11.
- Responded to 43 complaints about air pollution in 2011-12. Complaints were down from 61 in 2010-11.
- Responded to 89 complaints about noise pollution in 2011-12. Complaints were up from 85 in 2010-11.
- Inspected 49 of 98 registered businesses engaged in skin penetration during 2011-12. 78% were operating satisfactorily with regard to compliance with the Public Health Act. 21 warning letters had to be issued. This is a slight increase on the 46 primary inspections conducted in 2010-11.
- Conducted 695 inspections [518 primary & 177 reinspections] of 339 food premises during 2011-12 to



check for compliance with food safety legislation. This compares to 484 primary inspections undertaken in 2010-11. In 2011-12, 38 food complaints were received, and 297 warning letters and 76 penalties issued.

- Increased the inspection and water-sampling regime at public swimming pools. 19 routine inspections [with water sampling] of five registered public swimming pools were undertaken in 2011-12 and 15 in 2010-11, as part of a partnership with NSW Health for managing risks to public health. 79% of 2011-12 inspections proved satisfactory.
- Increased the inspection rate of the 26 registered regulated systems [which includes cooling towers and warm water systems] in 2011-12. Six were inspected during 2010-11 and 21 inspected during 2011-12. 52% were found to be operating satisfactorily and followed up in 2011-12.
- Launched a new and updated Resource Recovery and Waste Services website <http://council.cleanaway.com.au/> CanadaBay and redeveloped the Resource Recovery and Waste Services Guide for Residents to include a two year calendar. The guide includes information in all community languages [Arabic, Chinese, Greek, Hindi, Italian and Korean] as well as English. These measures are intended to improve customer service and assist residents with finding key information.
- Delivered an extensive program of education and media campaigns for residents, including around themed events [such as international Composting Awareness Week & World Environment Day], tours [such as to The Bower and Reverse Garbage], workshops for adults, workshops for children & clean up days.
- Maximised learning opportunities about resource recovery for residents by working with staff across Council including the library and community centres and using the

### Residential Recycling Rates 2009-10 – 2011-12

Year	Waste	Recycling	Garden organics	Recycling subtotal	Total tonnage	Diversion rate %
2009 - 10	15450	8752	4604	13356	28806	46.37%
2010 - 11	15858	8631	5028	13658	29517	46.27%
2011 - 12	16504	8338	5802	14140	30644	46.14%

waste focussed *kNOw Waste™* and the *Treading Lightly* community programs.

- Delivered education and arts campaigns focussed on resource efficiency and waste reduction in schools. During 2011-12, 19 sessions of the *kNOw Waste* education program were delivered at pre-schools in association with Cleanaway to approximately 560 students, and 14 sessions were delivered to around 2,870 primary students. Three high schools involved around 80 students in the program in 2011-12.
- At Concord Public School, we celebrated Cleanaway teaching their 50,000th student. Both the first and the 50,000th students are both from the City of Canada Bay!
- Investigated remedial works at a number of Council sites across the city in relation to Contaminated Land
- Implemented priority and urgent works in the Street Tree Program.

## Our community, partners, and other agencies have....

- Kept over 40 tonnes of electronic waste out of landfill [27 tonnes in 2011-2012 and 13.6 tonnes in 2010-11], thanks to the work of 700 households in 2011-12 and 387 in the previous year using the e-waste drop off service. **W** Look out for the next e-waste collection in February 2013!
- Kept 1.43 tonnes of electronic waste out of landfill thanks to the work of 32 businesses that took part in the successful 2011 trial. Council is looking at ways to continue this program in the future.
- Contributed 25.3 tonnes of chemical waste in 2011 at the annual *Chemical Clean Out* that enables harmful materials to be safely disposed of by Sydney Water.
- Responded positively to the opportunity to take part in a mattress recycling trial in 2011. While around 200 mattresses were made available from residents the contractors were unable to meet their commitments. The City of Canada Bay has arranged to run the trial with Mission Australia in 2012-13.
- Worked with Domremy College to ban the sale of plastic water bottles from the school canteen in July 2011. The college is now, along with Concord High School, working with council support to improve their on site recycling. **W**
- Responded positively to the Wareemba *BagLess in the Bay* trial project. An initiative of the Sustainable City Committee, the campaign certainly generated positive discussion between retailers and the community. **W**



- Positively engaged with the *kNOw waste* schools program. 86 lessons were delivered by Council's education officers during 2011-12, to around 3,500 students - an increase on the still impressive 2010-11 figures of 2,206 students.
- While Clean Up Australia had to be called off due to bad weather in 2012, 75 bags of waste material was collected at a replacement event *Team Up to Clean Up*.
- Reviewed littering communications. The City of Canada Bay has, along with 21 other councils, contributed to a State Government initiative that will inform state-wide littering messages in the future.
- Continued recycling print cartridges and unused mobile phones using the library drop-off points.

## Environmental outcomes

- The diversion rate is remaining static with minor negative and positive variances over the last four years. While the waste stream is increasing this directly relates to the increasing population growth.
- Audits of waste streams show an increase in recycling recovery rate, i.e. more residents are recycling correctly - they are just not producing as much recycling.
- Audits also show a decrease in the recycling contamination rate by 3%. This equates to more waste being disposed of correctly into waste bins.
- City of Canada Bay's tonnage statistics remain below the NSW state average for producing waste, contamination of recoverable streams and loss of recoverable items into the waste stream.
- 300 tonnes of pollutants were intercepted from being carried into the waterways and foreshore areas between 2010- 11 and 2011-12.
- Over 40 tonnes of e-waste have been kept out of landfill thanks to the work of 700 householders and businesses.
- Around 3,500 students have taken part in resource and waste education programs or projects during 2011-12.

## Our community now....

Highly agrees that they have a sense of wellbeing through living in a clean, healthy local environment.



## Community importance and satisfaction with waste, health and environment services

Whilst the 2012 community survey shows agreement with the following statements

- “I am proud of and value my City’s natural environmental assets.” [Mean outcome score: 4.4]
- “I have access to a biologically diverse natural environment near where I live.” [Mean outcome score: 4.1]
- “I know what I can do to help the environment and make active day to day choices to support environmental sustainability.” [Mean outcome score: 4.0]
- “I have a sense of wellbeing through a clean, healthy local environment.” [Mean outcome score: 4.0]

.....the community also told us **that there is more that the City of Canada Bay needs to do with regard to leading and promoting environmental sustainability.** The survey identified a gap between the importance of services delivered by council to support the FuturePlan20 objectives and their satisfaction with those services. Leading and promoting environmental sustainability is one of the eleven services and facilities that the survey findings show that Council should prioritise in order to meet the community’s expectations.



## Getting involved

Contact council on 9911 6555 if you would like to get involved or know more about any of the initiatives and opportunities covered in this report.

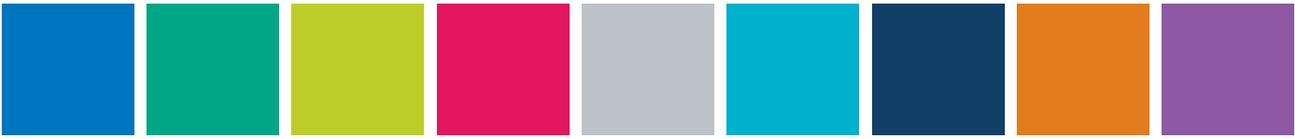
### Importance – Waste, health and environment

Waste , Health and Environment	% (n=606)				Mean score out of 10
	Can't say	Low (0-3)	Medium (4-6)	High (7-10)	
Household garbage collection	0.7	0	1.1	98.2	9.5
Household recycling collection service	0.1	0	1.2	98.7	9.4
Bulk household waste collection services	0.8	0.4	5	93.8	9
Household green waste collection services	2.6	1.8	3.5	92.1	9
Cleaning of local streets	0.1	0.5	4.1	95.3	8.9
Cleaning of footpaths in shopping areas	0.9	1.1	5.2	92.7	8.7
Council leading and promoting environmental sustainability	3.2	5.1	11.3	80.4	7.9

### Satisfaction – Waste, health and environment

Waste , Health and Environment	% (n=606)				Mean score out of 10
	Can't say	Low (0-3)	Medium (4-6)	High (7-10)	
Household garbage collection	0.1	2	11.5	86.4	8.2
Household recycling collection service	0.7	2	12.8	84.4	8.2
Household green waste collection services	4	2.8	14.9	78.3	8.0
Bulk household waste collection services	1.5	5.8	22.4	70.3	7.5
Cleaning of local streets	1	11.9	34.6	52.4	6.3
Cleaning of footpaths in shopping areas	1.6	5.4	33.4	59.5	6.8
Council leading and promoting environmental sustainability	14.4	3.9	35.2	46.6	6.5

High score
  Medium score
  Low score



# 2008-12 END OF TERM REPORT

Progress on the implementation of FuturesPlan20



## Executive summary

Under NSW integrated planning and reporting obligations, at the last meeting of an outgoing Council, a report on progress of implementation of a council's community strategic plan must be presented. The report is required to consider the achievement of social, environmental, economic and civic leadership objectives over the four-year term of that council.

FuturesPlan20 is the City of Canada Bay's community strategic plan, and this document focuses on the first four year's progress in its implementation. As part of our integrated planning framework, Council has an assessment hierarchy designed to monitor both our outputs and their collective outcomes at each tier of planning (Operating Plan, Delivery Plan and community strategic plan). At the FuturesPlan20 level, Council determined that our method of assessing progress would be determined through an independent qualitative community survey to assess the extent to which community members believe the "What I will see..." and "What that will mean..." statements included in each theme of FuturesPlan20 are accurate. In measuring the degree to which community members rate these as a genuine reflection of life in the City of Canada Bay every four years, Council will be able to gain detailed understanding of the extent to which we have been able to achieve an engaged, green, healthy, liveable, moving, prosperous and vibrant city. Council recently completed the first of these community surveys, and this report outlines the findings it highlighted.

This document was tabled at the final meeting of the 2008-2012 Council on 7 August 2012 and will be attached as an appendix to the 2011-12 Annual Report.



# About FuturesPlan20

FuturesPlan20 is a 20-year vision that was developed in 2008 to take local action to ensure the City of Canada Bay and its people can respond in a positive and constructive way to the challenges ahead. Global changes have local impacts and we have a shared responsibility to work towards addressing these at the community level. FuturesPlan20 defines a sustainable direction for our City, and sets out the strategic path on which we will seek to travel every year for the next 20 years. As part of FuturesPlan20, Council set out to:

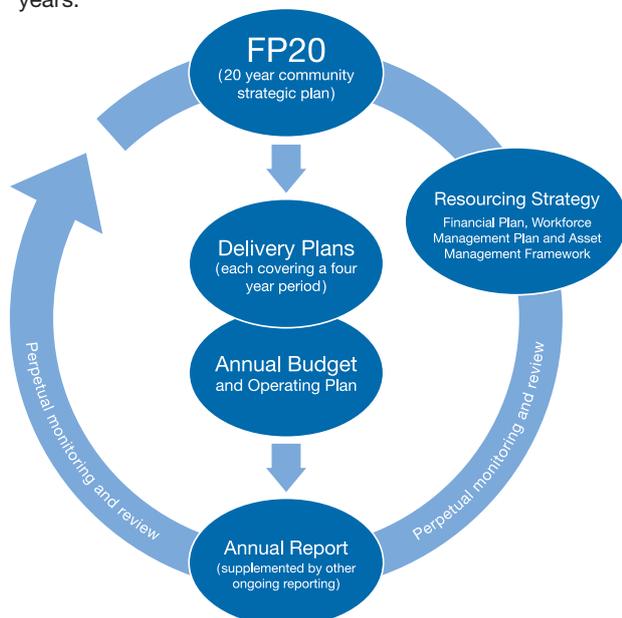
- Develop action plans in partnership with key stakeholders to deliver priority projects that meet the long term vision;
- Align Council programs and services with the key themes and directions; and
- Assess our success through the achievement of set targets.

FuturesPlan20 is built around seven theme areas supported by broad directions. The themes are An Engaged City; A Green City; A Healthy City; A Liveable City; A Moving City; A Prosperous City; and A Vibrant City.

The themes are closely connected and should not be viewed in isolation. Together these themes and the directions they contain have determined the priorities for our City and the services and projects to be delivered over the 20 years from 2008 onwards. This is achieved and communicated through a series of four year delivery plan and annual operating plans and budgets, as shown in the planning and reporting framework below.

FuturesPlan20's development in 2008 was based on significant consultation with community members, partners, stakeholders, Council staff and Councillors. The consultation gauged community and stakeholder input on:

- What they value in the City in 2008;
- Any immediate changes they would make;
- What they would like the City to look and feel like over the next 20 years; and
- Challenges and opportunities for the City over the next 20 years.



Broader plans and global trends were also considered in the development of FuturesPlan20. This helped to ensure that the Plan is relevant and inclusive of a range of issues which will impact on the future of our City. This review included consideration of:

- Garnaut Climate Change Review;
- Australian 2020 Summit Final Report;
- NSW State Plan;
- NSW Metropolitan Strategy and the subsequent Draft Sub Regional Strategy for the Inner West; and
- A range of societal trends, projections and challenges likely to change the way we do things into the future.

After the initial development of FuturesPlan20, the NSW Government passed legislation which changed the way local councils must plan for the future. This legislation came into force in October 2009, and required the City of Canada Bay to review FuturesPlan20 and the first four year Delivery Plan that had been created to implement FuturesPlan20's vision. To help us do so, Council initiated further consultations with the community and our stakeholders to reconfirm the directions and outcomes contained in the plan, and to revise our 2009-13 Delivery Plan.

As a means of ensuring the long term sustainability of the City, FuturesPlan20 is also framed to achieve, consider and encapsulate quadruple bottom line outcomes. These outcomes are social, environmental, economic and civic leadership issues. The consideration of quadruple bottom line outcomes in a balanced and holistic manner helps us plan more effectively for the long term. The following table outlines how the seven themes of FuturesPlan20 address quadruple bottom line requirements in an integrated way.

Theme	Social outcomes	Environmental outcomes	Economic outcomes	Civic leadership
Engaged	✓		✓	✓
Green		✓	✓	✓
Healthy	✓	✓		
Liveable		✓	✓	
Moving	✓	✓		
Prosperous		✓	✓	
Vibrant	✓			✓

FuturesPlan20 recognises that Council has a key role in shaping the future of our City. However there are a range of other key stakeholders who also have a vital role. These include our residents, local business, community organisations and government agencies, both state and federal. Through cooperation it will be possible to achieve value for money and a coordinated approach to meeting our community's needs and priorities. In acknowledging this, it is important to note that this report focuses on the extent to which Council strategies, programs and activities have been effective in moving toward the vision contained in FuturesPlan20. It is based on a pre-determined assessment methodology set out in FuturesPlan20, and outlined below.

## How does the City of Canada Bay report on progress?

In order to measure our progress at each tier of the City of Canada Bay's integrated planning framework, in particular against FuturesPlan20, Council developed an assessment hierarchy designed to monitor both our outputs and their collective outcomes. The hierarchy recognises that it is equally as important to assess our efforts in an integrated manner as it is to plan them in an integrated manner. To measure the extent to which our strategies, programs and activities have moved us toward the vision enunciated in FuturesPlan20, our assessment mechanism is an independent qualitative community survey to measure the extent to which community members believe the "What I will see..." and "What that will mean..." statements in each theme are an accurate reflection of the City of Canada Bay at a given point in time. By their nature, assessing progress against the themes in FuturesPlan20 is a subjective process. However by undertaking a qualitative survey at the completion of each term of Council, we will be able to gain a detailed measure of the extent to which community members feel the City is engaged, green, healthy, liveable, moving, prosperous and vibrant. From this it is possible to extrapolate important trends and indications of progress which can guide the development of future Council endeavours.

This report focuses on the first survey undertaken to measure this sentiment, which in turn establishes important baseline data for comparison with each subsequent survey.

## Assessing our progress: 2008 to 2012

### Methodology

In late 2011, Council commissioned IRIS Research to conduct a comprehensive telephone-based survey of local residents. IRIS Research is a specialist in economic, community and industry research for government, business and academic institutions. With extensive experience in various facets of research and consultancy for local government, IRIS' staff helped Council to develop a survey which would provide insight on a range of resident attitudes and opinions. The 2012 survey was conducted on the IRIS Computer-Assisted Telephone Interviewing (CATI) system during April. A total of 606 interviews were conducted with residents from the local government area. To qualify for an interview, respondents had to have been a resident in the Council area for at least the past six months and aged 18 years or older. The 2006 Census was used to establish quotas for age and gender and the sample was geographical stratified. The survey achieved a completion rate of 61%, which is considered a good response for a telephone survey.

The survey was designed to capture not only direct feedback on FuturesPlan20 outcome statements, but also to gain insight on Council service delivery, customer satisfaction and more. This was important given the status of this survey as a benchmark for future monitoring of FuturesPlan20. In the absence of existing data to compare to, this has provided Council with some indicative guidance on the matching of services and activities to the vision of FuturesPlan20.

### General findings

Key findings not specific to FuturesPlan20 outcomes included the following:

- Results showed that around seven out of ten (70.7%) residents scored a 7-10 out of 10 for overall satisfaction with the City of Canada Bay Council's performance. This is classified as a medium satisfaction result.
- Out of the 40 Council services and facilities listed in the survey, 80% of services and facilities received a high or medium satisfaction rating from the community.
- Overall, about two in five residents (37.7%) indicated they have had contact with Canada Bay Council Staff over the past 12 months. Results showed that satisfaction levels amongst residents that had contact with Council was overall quite high, with 67% very satisfied with how their enquiry was handled. Overall this is classified as a high satisfaction result.
- The majority of residents (91.1%) indicated they have not had dealings with an elected Canada Bay Council representative in the past 12 months. Of those residents who have had dealings in the past 12 months, two thirds of residents scored 7-10 out of 10 for their satisfaction with the responsiveness of the Councillor to their particular needs, with a high satisfaction mean score of

7.95 out of 10.

- Council newsletters (49.2%), website (26.9%) and The Inner West Courier (23.4%) were the three most popular ways residents like to find out what Council is doing. The preferred methods of consultation for over half of Canada Bay residents were a letter to affected/local households (53%) and online methods (50.7%).
- When it came to residents identifying the most important local issue, one in six residents selected either traffic (17.6%) or the condition of roads and footpaths (16.3%) as most critical.

## Overall FuturesPlan20 findings

Out of the agreement statements relating to FuturesPlan20 which were tested, nine statements received a high agreement rating and 16 received a medium agreement rating. A high level of agreement was shown toward the following statements:

- *“I am proud of and value my City’s natural environmental assets.”*
- *“I have a sense of wellbeing through living in a clean, healthy local environment.”*
- *“I have access to a biologically diverse natural environment near where I live.”*
- *“I know what I can do to help the environment and make active day to day choices to support environmental sustainability.”*
- *“There are places for me to participate in sport and other outdoor recreation.”*
- *“I feel a sense of health and wellbeing.”*
- *“I feel safe and comfortable using community spaces.”*
- *“There are services that meet my needs.”*
- *“I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need.”*

A detailed theme by theme analysis of the survey findings is provided below. The survey participants were asked to rate their level of agreement with each statement on a five point scale where one meant strongly disagree and five meant strongly agree. A mean agreement score for each required outcome under the themes is provided.

## Specific findings: Engaged City

An engaged city is a vision for how local government operates in the City of Canada Bay. This means community engagement and the development of an effective two way flow of information between Council and the community; local decision making which is transparent and works in the interest of the community considering its many and diverse stakeholders; and effective internal processes and controls within Council.

Agreement scores by required outcome statement:

- *“I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement with Council.”*

Mean outcome score: 3.8

- *“I know where to find the services I need and feel comfortable in accessing them.”*

Mean outcome score: 3.6

- *“I know about events in the community and feel welcomed and encouraged to participate.”*

Mean outcome score: 3.4

- *“My City’s well managed and my needs are met through high quality services and well maintained assets.”*

Mean outcome score: 3.1

All of the statements received a medium agreement mean score classification.

## Specific findings: Green City

A green city is a vision for the future of our natural environment and for the environmental sustainability in the City of Canada Bay. This vision recognises our responsibility as a community to protect the environment and to preserve it for future generations. A green city is both a challenge and a priority for us an urban area. Establishing a balance between the natural and built environment is critical to the success of this vision.

Agreement scores by required outcome statement:

- *“I am proud of and value my City’s natural environmental assets.”*

Mean outcome score: 4.4

- *“I have access to a biologically diverse natural environment near where I live.”*

Mean outcome score: 4.1

- *“I know what I can do to help the environment and make active day to day choices to support environmental sustainability.”*

Mean outcome score: 4.0

- *“I have a sense of wellbeing through a clean, healthy local environment.”*

Mean outcome score: 4.0

All of the statements received a high agreement mean score classification.

## Specific findings: Healthy City

Our vision for a healthy city is one in which people thrive through healthy activity, leisure pursuits and connection to a healthy physical environment. In a healthy city residents enjoy good health, can access a range of high-quality community and health services, and enjoy their City because it is safe, accessible and well-connected.

Agreement scores by required outcome statement:

- *“I feel a sense of health and wellbeing.”*

Mean outcome score: 4.2

- *“There are places for me to participate in sport and other outdoor and recreation.”*

Mean outcome score: 4.1

- *“I feel safe and comfortable using community spaces.”*

Mean outcome score: 4.1

- *“There are services that meet my needs.”*

Mean outcome score: 4.0

All of the statements received a high agreement mean score classification.

## Specific findings: Liveable City

The vision of the City of Canada Bay to be a liveable city relates to the built environment within our urban area. Elements of the built environment include residential buildings, town centres, commercial, industrial buildings as well as the spaces between buildings. These spaces include streets, private gardens, public open space and foreshore areas. Combined these elements contribute to the character and liveability of the City. Built heritage is another important part of a liveable city. It provides communities with a sense of identity, pride and history and makes an important contribution to the character and amenity of residential neighbourhoods and town centres.

Agreement scores by required outcome statement:

- *“My City is green with attractive streets, village centres and public spaces.”*

Mean outcome score: 3.9

- *“My City has attractive landscapes with sustainable development where heritage is conserved.”*

Mean outcome score: 3.9

- *“My City has a range of housing options.”*

Mean outcome score: 3.6

A medium agreement score classification was given to all statements under planning for a liveable city.

## Specific findings: Moving City

The vision for a moving city is for well functioning transport and roads in the City. Transport plays a major role in keeping out community physically connected to work, leisure and services. Transport also facilitates the movement of goods and services in, out of and around the City. A moving city means physical community connectivity and access, as well as supporting business and commercial needs through effective transport logistics.

Due to an administrative oversight, agreement scores for this theme were not tested in the survey. For reference the outcome statements are as follows:

- *“I can walk or cycle on designated paths to a*

*range of commercial, recreational and community spaces around the City.”*

- *“I can get where I need to go safely without too much delay.”*

- *“I have good day to day public transport options which take me to the places I need to go.”*

- *“I can buy locally the things that I need when I need them.”*

For the purposes of future benchmarking, this theme will be tested at the next appropriate survey undertaken by Council. In the interim it is possible to draw some conclusions from participant responses to other sections of the survey, most significantly in the section which explored services related to local infrastructure and traffic, and the question on the most important local issue. In terms of importance, all Council services listed under local infrastructure and traffic were scored as medium or high importance, however satisfaction levels for these services all scored medium or low. Traffic and the condition of roads and footpaths were also ranked as the two most important local issues to survey participants. These results suggest that it is likely that agreement scores to these statements may not have been high.

## Specific findings: Prosperous City

Our vision for creating a prosperous city relies on successful local economic development. The development of a prosperous city requires Council and community investment to create economic wealth so that the whole community can enjoy a better quality of life. Increasing economic capital will also be influenced by the educational, social and cultural advantages our community experiences and creating an effective environment for investment.

Agreement scores by required outcome statement:

- *“I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need.”*

Mean outcome score: 4.1

- *“I am able to expand my skills and strengths while still working close to home.”*

Mean outcome score: 3.9

- *“There are successful local businesses in my area focused on creativity and wellbeing.”*

Mean outcome score: 3.5

- *“I have access to local businesses of a high quality, global standard.”*

Mean outcome score: 3.5

All other statements under planning for a prosperous city received a high or medium mean agreement score classification.

Specific findings: Vibrant City

The vision for a vibrant city captures the energy, cultural diversity and potential for creative community connection. A

vibrant city is a place in which there are strong community relationships and cohesion; a celebration of diversity and lifelong learning; and good social support.

Agreement scores by required outcome statement:

- *“I have a great lifestyle and feel part of an active and vibrant community.”*

Mean outcome score: 3.9

- *“I feel like I belong and my story is celebrated.”*

Mean outcome score: 3.7

- *“I have awareness and respect for local Aboriginal heritage and culture.”*

Mean outcome score: 3.7

- *“I live in a creative City, inspired by diverse cultures and innovative ideas.”*

Mean outcome score: 3.5

All statements received a medium mean agreement classification.

## Benchmarking our progress and future opportunities

Overall, the results of this survey suggest that Council has made strong progress against the vision of an engaged, green, healthy, liveable, moving, prosperous and vibrant, although this is difficult to quantify without the benefit of previous comparative data. It is important to reiterate that this report effectively sets a standard for future monitoring, having produced statistically valid scores against which subsequent surveys can be measured. This will allow us in future to not only assess areas of agreement with FuturesPlan20 outcome statements, but also to assess the rate of movement (up or down) in levels of agreement. This will provide future councils with an even greater insight into the extent to which social, environmental, economic and civic leadership objectives have been achieved over a four year term of that council.

In the absence of comparative data, it is useful to further analyse the other findings generated through this survey. This information is also valuable in considering, albeit in a less precise manner, how successful Council has been in moving toward the vision contained in FuturesPlan20. In relation to the provision of Council services, it is encouraging that 80% of services and facilities received a high or medium satisfaction level. Similarly, the high levels of satisfaction for contact with Council staff and with Councillors is very positive.

As a means of considering these results in contrast to other local government authorities, IRIS Research also undertook a benchmark analysis of our survey results. IRIS has compiled data on the performance of other comparable metropolitan councils for whom they have conducted similar research and assessed our results in comparison. The benchmark comparisons suggest that in terms of overall satisfaction, Council is performing significantly better in contrast to the benchmark group, with our overall satisfaction level well above the comparable measure. Specific service groupings also provided positive results, including:

- Childcare facilities and services; facilities and services for people with a disability; lighting of public areas and kerbside clean-up, each of which were performing the best out of any comparable council within IRIS's database; and
- Services and facilities for older people; cycle ways; kerbside recycling services and garbage collection which were performing significantly above the comparable measure and in some instances on par with the best performing council.

No grouping saw Council's results positioned below par with the comparable measure. The high levels of support for the services listed above echoed the high levels of agreement for FuturesPlan20 outcome statements that broadly related to social and environmental outcomes. This shows a correlation between Council's specific actions and

the extent to which the community vision in FuturesPlan20 is being achieved.

However, these results should not be seen to exclude opportunities for future improvement. In particular, it is important to focus on the service groupings and their relevant strategies, programs and activities which can influence the FuturesPlan20 outcome statements which did receive relatively lower levels of agreement. This included statements which related to community engagement; infrastructure management; management of development and heritage; access to professional opportunities in the local area; and the extent to which people feel a sense of belonging.

To shed further light in this area, IRIS Research also provided a quadrant and gap analysis of our survey findings, assessing service results to identify the service groupings which rated as higher in importance but lower in satisfaction and which had a higher than average gap between importance and satisfaction. This analysis identifies services and facilities that Council should place priority on for future attention, including:

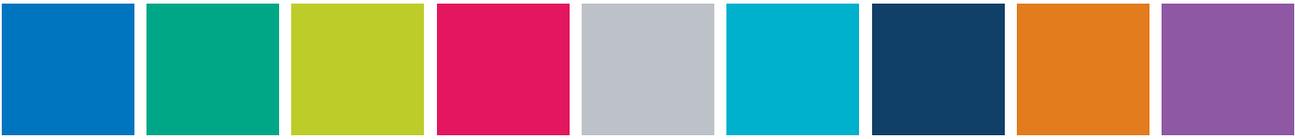
- promoting environmental sustainability;
- maintenance of local roads;
- maintenance of footpaths;
- management of residential development;
- provision of off road car parking in shopping areas;
- condition of public toilets;
- cleaning of local streets;
- management of drainage and local flooding;
- provision of storm water quality and pollution control devices;
- management of street trees and garden beds; and
- management of business and shopping centre development.

Focus on these areas, it would be hoped, could see those outcome statements with lower levels of agreement improve when next tested.

In summary, it is possible to conclude that this term of Council has progressed the vision outlined in FuturesPlan20, and in creating a strong framework for planning and reporting, this Council has also created an environment in which future performance can be measured and improved. In doing so, the next term of Council will be ideally positioned to deliver the best services in the most appropriate manner to make even more progress toward an engaged, green, healthy, liveable, moving, prosperous and vibrant city.

## What happens next?

This report will be presented to the new council elected to govern the City of Canada Bay in September 2012. The findings and insights it provides will form an important component of the newly elected councillors' task of reviewing FuturesPlan20 and developing the 2013-2017 Delivery Plan. Reconfirming the priorities and objectives of FuturesPlan20, and then preparing a program of strategies and approaches with which to make further progress is a critical task for the new Council, and must be completed within nine months of the commencement of the new term. This report will be invaluable in guiding that task.



# 2011-12 OPERATING PLAN

Fourth quarter progress report



## How does our city plan and report?

FuturesPlan20 is our community strategic plan. It was developed in 2008 through significant consultation with community members, partners and stakeholders. It describes our vision for our city and the directions that we will take to promote a strong and healthy community. FuturesPlan20 is built around seven theme areas supported by broad directions that will guide our City for the next 20 years. Together these seven themes determine the priorities for our City and the services and projects we deliver. These services and projects form the basis of each annual Operating Plan.



## Measuring our progress

In order to measure progress at each tier of the City of Canada Bay's integrated planning framework, Council has developed an assessment hierarchy designed to monitor both our outputs and their collective outcomes. The hierarchy recognises that it is equally as important to assess our efforts in an integrated manner as it is to plan them in an integrated manner. At the Operating Plan level, for each strategy, program or project included in the Plan, Council has nominated a key performance indicator (KPI). These KPIs have been nominated so that Council can track whether we are completing the strategies, programs and projects we set out to undertake each year. This is a key means of ensuring operational efficiency and effectiveness. Scores are allocated by the manager responsible for each item. Managers assign one of five score options:

1. Green+: progress on the item exceeds the KPI.
2. Green: progress on the item is on track, no remedial action required.
3. Amber: progress on the item is broadly on track although minor concerns may exist and are being addressed.
4. Red: the item is high risk, or serious concerns have arisen about Council's ability to achieve the item/KPI. Remedial action is required and/or a material budget variance is required.
5. Grey: the item is no longer applicable, relevant or achievable due to external/specific circumstances.

## What's in this document?

This report outlines the City of Canada Bay's progress against the 2011-12 Operating Plan, as at the end of the fourth quarter (April-June). The report lists a progress score allocated to each of the activities listed in the Operating Plan.

# Engaged City

An engaged city is a vision for how local government operates in the City of Canada Bay. This means community engagement and the development of an effective two way flow of information between Council and the community; local decision making which is transparent and works in the interest of the community considering its many and diverse stakeholders; and effective internal processes and controls within Council.

## Required Outcome 1

***“I have opportunities to participate in and contribute my opinion to local decision making through consultation and other forms of engagement through Council.”***

This will require the City of Canada Bay to have an active system of local governance in which residents are engaged in decision making about important issues and in shaping the future of the City.

The directions we will take to achieve Outcome 1:

### 1.1.1 Engage with the community on local issues and planning

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.1.a	Investigation and resolution of all complaints	Investigation and resolution of all complaints <i>Operating budget</i>	Quarterly report to Executive. Resolution of all complaints within 14 days as per Council's policy. All complaints are formally registered <i>Manager, Customer Services</i>	Green
1.1.1.b	Maintenance of Council's community engagement register	All relevant community engagement activities are undertaken, recorded and reported in accordance with Council's Community Engagement Policy. <i>Operating budget</i>	Monthly reports to management team on activities undertaken and planned. <i>Manager, CPR</i>	Amber
1.1.1.c	Prepare a Communication Strategy which complements this Delivery Plan and its associated annual Operational Plans; and outlines Council's approach to communication and consultation, including the tools it will use to provide these.	Lead the development and implementation of the annual communication plan as derived from the 2010-13 Communication Strategy <i>Operating budget</i>	Adoption of Strategy <i>Manager, CPR</i>	Green

### 1.1.2 Communicate opportunities for consultation and engagement using varied methods

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.2.a	Develop a protocol on engaging with the Indigenous community	Consult with indigenous groups, as identified in the protocol, on development applications and projects affecting cultural heritage sites and interests. <i>Operating budget</i>	Number of consultations held. <i>Manager, Community Services</i>	Green+
1.1.2.b	Develop appropriate mechanisms to consult with key community groups and stakeholders.	Establish a website to engage with young children. <i>Operating budget</i>	Number of hits on new website. <i>Manager, Community Services</i>	Green +
1.1.2.c	Develop enhanced online communication tools using technologies such as (but not limited to) blogs, e-zines, social networking mechanisms and SMS.	Operate online community panel as a means of consulting and engaging with the community on a variety of issues. <i>Operating budget</i>	Panel membership reaches 300. <i>Manager, Corporate Strategy</i>	Amber
1.1.2.d	Document management and records	Develop systems to ensure information access legislation is complied with. <i>Operating budget</i>	Formal access applications are processed within legislative timeframes. <i>Manager, Governance</i>	Green
1.1.2.e	Document management and records	Maintain records management and disposal policy. <i>Operating budget</i>	Records and archives maintained in accordance with policy. <i>Manager, Governance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.2 f	Implement a Community Harmony Strategy.	Develop and distribute in-language information kits on Council's role, meetings and services. <i>Operating budget</i>	Kit produced in two CALD languages. <i>Manager, Community Services</i>	Green
1.1.2 g	Utilise innovative means to consult with young residents.	Implement complementary online and offline engagement with young people. <i>Operating budget</i>	Number of hits to blog site. Number of independent contributions to online sites. <i>Manager, Community Services</i>	Green

### 1.1.3 Establish and strengthen partnerships and alliances to identify and respond to local issues

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.1.3 a	Engage and connect with residents in new medium density developments.	Develop survey and consult with residents from the housing development at George St, North Strathfield. <i>Operating budget</i>	Survey completed. Response rate from residents. Recommendations developed. <i>Manager, Community Services</i>	Green
1.1.3 b	Pilot the Friends of the Park concept to establish relationships with local communities to develop and maintain local parks.	Support and resource Touched by Olivia Foundation to operate Friends of the Park at Timbrell Park. <i>Operating budget</i>	Level of participant response and engagement. <i>Manager, Community Services</i>	Green +
1.1.3 c	Work with the government departments and other agencies to promote and support volunteer involvement.	Maintain volunteering page on Council's website to promote volunteering opportunities and link volunteers with appropriate services; promoting volunteer involvement; offer leadership programs; and produce quarterly updates in Bayside Brief. <i>Operating budget</i>	Number of organisations registered. Number of volunteers engaged. <i>Manager, Community Services</i>	Green
1.1.3 d	Strengthen communication between Council and local sport/recreation groups.	Conduct winter and summer sporting forums. Conduct training forums for sporting groups (grant funded). Produce a quarterly newsletter. Provide SMS notification of temporary closure of parks. Provide online resources to support clubs. <i>Operating budget</i>	2 forums held and all other activities completed. <i>Manager, Customer Services</i>	Green
1.1.3 e	Maintain links with community associations that manage large residential developments to connect residents with services and facilities offered throughout the LGA.	Facilitate and support the collection of information associated with infrastructure ownership and services relating to the developments. <i>Operating budget</i>	Liaison is ongoing and information is supplied as required. <i>Manager, Strategic Planning</i>	Green

## Required Outcome 2

***"I know where to find the services I need and feel comfortable in accessing them."***

This will mean residents of Canada Bay are connected to community support networks and access information about services with ease through diverse and accessible information and communication methods.

The directions we will take to achieve Outcome 2:

### 1.2.1 Support effective communication and promotion of services in the area

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.2.1 a	Engage and connect with residents in new medium density developments.	Develop survey and consult with residents from the housing development at George St, North Strathfield. <i>Operating budget</i>	Survey completed. Response rate from residents. Recommendations developed. <i>Manager, Community Services</i>	Green
1.2.1 b	Pilot the Friends of the Park concept to establish relationships with local communities to develop and maintain local parks.	Support and resource Touched by Olivia Foundation to operate Friends of the Park at Timbrell Park. <i>Operating budget</i>	Level of participant response and engagement. <i>Manager, Community Services</i>	Green +

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.2.1 c	Work with the government departments and other agencies to promote and support volunteer involvement.	Maintain volunteering page on Council's website to promote volunteering opportunities and link volunteers with appropriate services; promoting volunteer involvement; offer leadership programs; and produce quarterly updates in Bayside Brief. <i>Operating budget</i>	Number of organisations registered. Number of volunteers engaged. <i>Manager, Community Services</i>	Green
1.2.1 d	Strengthen communication between Council and local sport/recreation groups.	Conduct winter and summer sporting forums. Conduct training forums for sporting groups (grant funded). Produce a quarterly newsletter. Provide SMS notification of temporary closure of parks. Provide online resources to support clubs. <i>Operating budget</i>	2 forums held and all other activities completed. <i>Manager, Customer Services</i>	Green
1.2.1 e	Maintain links with community associations that manage large residential developments to connect residents with services and facilities offered throughout the LGA.	Facilitate and support the collection of information associated with infrastructure ownership and services relating to the developments. <i>Operating budget</i>	Liaison is ongoing and information is supplied as required. <i>Manager, Strategic Planning</i>	Green

## Required Outcome 3

***"I know about events in the community and feel welcomed and encouraged to participate."***

This will mean residents of Canada Bay are connected to all aspects of the life of their City, including events, through effective, diverse and accessible information and communication methods.

The directions we will take to achieve Outcome 3:

### 1.3.1 Provide and promote a wide range of community events using varied communication methods.

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.3.1 a	Operation of monthly citizenship ceremonies	Hold 11 ceremonies with support from Australian Electoral Commission. <i>Operating budget</i>	Ceremonies staged within budget. <i>General Manager</i>	Green
1.3.1 b	Provide ongoing support and advice to Council divisions staging events.	Provide advice to internal users as required. <i>Operating budget</i>	Council events are staged safely and effectively. <i>Manager, CPR</i>	Green
1.3.1 c	Coordinate civic events that are celebrated by our community and recognise and support our residents.	Implement civic events program which includes Australia Day, ANZAC Day, Mayoral Golf Day, Mayoral Bowling Day, Volunteers Christmas Party and other civic events as arise. <i>Operating budget</i>	All events delivered within budget. <i>Manager, CPR</i>	Green
1.3.1 d	Generation of cash and in-kind sponsorship of Council events and initiatives.	Develop and implement sponsorship prospectus and agreements for Council's major events and other initiatives as arise. Implement strategies to seek new sponsors and retain strong relationships with existing sponsors. <i>Operating budget</i>	Sponsorship budgets are met. <i>Manager, CPR</i>	Green
1.3.1 e	Implement an annual program of Council sponsorship of events and initiatives in the City in accordance with Council's Sponsorship Policy.	Two sponsorship rounds undertaken with recommendations adopted by Council. <i>Operating budget</i>	100% compliance with sponsorship agreements. <i>Manager, CPR</i>	Green
1.3.1 f	Coordination of support for community street parties in the City	Process all incoming street party applications. Develop street party kits outlining all information relation to hosting a street party. <i>Operating budget</i>	Each application processed within 15 days. <i>Manager, Customer Services</i>	Green
1.3.1 g	Support a program of community-led LivingLocal events.	No activity in 2011-12		
1.3.1 h	Develop and implement celebratory program for the tenth anniversary of the establishment of the City of Canada Bay.	Activities completed in 2010-11		

## Required Outcome 4

**“My City’s well managed and my needs are met through high quality services and well maintained assets.”**

This will mean the City of Canada Bay is financially viable and delivers high quality services that meet the needs of its residents.

The directions we will take to achieve Outcome 4:

### 1.4.1 Integrate service delivery and operational planning

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.1 a	Operation of emergency services management	Provision of service and response in accordance with emergency management procedures and plans. <i>Operating budget</i>	Procedures and plans adhered to. <i>Group Manager, City Services</i>	Green
1.4.1 b	Management of Council's assets (asset management planning development and implementation)	Implement enhanced strategic asset management approach to planning, management, maintenance and renewal of assets under Council's care and control. <i>Operating budget</i>	All actions completed within budget. <i>Manager, Assets</i>	Green
1.4.1 c	Implement an Integrated Planning and Reporting framework to facilitate a healthy and sustainable Council which is accountable and responsive to the local community.	Coordinate a detailed community engagement program to identify and test the levels of Council service and subsidy required by our local community. <i>Operating budget</i>	Consultation completed. <i>Manager, Corporate Strategy</i>	Green
1.4.1 d	Implement an Integrated Planning and Reporting framework to facilitate a healthy and sustainable Council which is accountable and responsive to the local community.	Implement Council's planning and reporting obligations in accordance with legislative requirements and council's integrated framework. <i>Operating budget</i>	2012-13 Operating Plan and Budget adopted by Council. <i>Manager, Corporate Strategy</i>	Green
1.4.1 e	Administration of Council services including street and parking permits, DA & CC files, animal registration, certificate and programs	Processing of all incoming applications and reports to Council as required. <i>Operating budget</i>	Process street permits within 10 days. Process park permits within 5 days. Process animal registration within 5 days. Process lodgement and processing application within 2 days. Process 149 certificates within 5 days. Process urgent 149 certificates within 24 hours. Process 603 certificate within 5 days. <i>Manager, Customer Services</i>	Green
1.4.1 f	Recreation, facilities and sports field bookings including filming booking and bus hire	Processing of all incoming applications and bookings and provide quarterly reports to Council. <i>Operating budget</i>	Process filming application within 6 days. Process casual application for parks within 8 days. Process pre-seasonal application for sporting fields within 12 days. Process seasonal application for sporting fields within 12 days. Process inquiries relating to filming and parks within 2 days. <i>Manager, Customer Services</i>	Green +
1.4.1 g	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Finalise Integrated Risk Management Plan and develop controls to minimise risks identified in the Plan. <i>Operating budget</i>	Controls developed. <i>Manager, Governance</i>	Green +
1.4.1 h	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Conduct annual review of Business Continuity Plan and relevant subplans <i>Operating budget</i>	Plan tested and resulted reported to Executive. <i>Manager, Governance</i>	Green +
1.4.1 i	Risk management and insurance coordination	Manage ongoing processing of claims and operation of Internal risk management group. Coordinate trial use of Echelon to manage public liability claims on behalf of Council. <i>Operating budget</i>	All claims processed within agreed timeframes. <i>Manager, Governance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.1 j	Develop an integrated Risk Management Plan and develop and implement supporting processes to ensure ongoing integration of risk management principles into Council operations.	Develop Information Systems subplan of Business Continuity Plan. <i>Operating budget</i>	Plan completed. <i>Manager, Information Systems</i>	Green
1.4.1 k	Maintenance of Council buildings	Undertake planned and unplanned building maintenance works as required. <i>Operating budget</i>	Program completed within budget. <i>Manager, Maintenance</i>	Green
1.4.1 l	Management of Council leases and hire facilities	Manage Council's portfolio of leased properties to maximise return to Council. <i>Operating budget</i>	Leased properties achieve an ongoing occupancy level of 80%. <i>Manager, Property Services</i>	Green

#### 1.4.2 Implement a long term financial plan which prioritises infrastructure renewal

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.2 a	Council's ongoing financial management	Undertake a thorough review of further budget savings, efficiency gains and revenue raising opportunities to create capacity within Council's current budget to contribute to a greater allocation to asset maintenance and renewal. <i>Operating budget</i>	Identification of savings, gains and opportunities <i>General Manager</i>	Green
1.4.2 b	Council's ongoing financial management	Adopt a sustainable procurement policy and commence implementation of a sustainable procurement program across all council sections <i>WaSIP</i>	Adoption of policy. Yearly analysis of purchasing practices. Establishment of working group. <i>Manager, Environmental Services</i>	Green
1.4.2 c	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Five Dock Leisure Centre reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 d	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Property Services reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 e	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Wellbank Childrens Centre reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 f	Management of Council's rating system	Rates are levied in accordance with adopted rating structure. <i>Operating budget</i>	Notices are issued within legislative timeframes. At least 95% of rates levied are collected. Increased take-up on online rates notifications. <i>Manager, Finance</i>	Green +
1.4.2 g	Update Council's Long Term Financial Plan on an annual basis taking into consideration other Resource Strategy documents (Asset Management Framework and Workforce Management Plan) and Delivery Plan requirements.	Develop annual iteration of plan and ensure key outcomes are integrated into new reporting structure. <i>Operating budget</i>	LTFP revised annually in conjunction with setting of annual operating budget. <i>Manager, Finance</i>	Green +
1.4.2 h	Administration of accounts payable	Process supplier invoices for payment in accordance with Council's policies and procedures. <i>Operating budget</i>	Invoice processing to be completed within 5 work days of month end to ensure accurate YTD Budget VS Actual Reporting <i>Manager, Finance</i>	Green +
1.4.2 i	Administration of accounts receivable	Issue Council invoices and manage collections in accordance with Council's policies and procedures. <i>Operating budget</i>	Invoices are raised within 3 days of request to ensure accurate YTD Budget VS Actual Reporting. <i>Manager, Finance</i>	Green +
1.4.2 j	Administration of Council payroll	Accurately process and reconcile fortnightly payrolls and ensure payments are made in accordance with provisions of the Local Government (State) Award, various Council policies or other relevant legislation. <i>Operating budget</i>	Accurate completion of each payroll. <i>Manager, Finance</i>	Green +

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.2 k	Council's ongoing financial management	Prepare detailed annual budget on an accrual basis in accordance with the Code, relevant legislation and Council's Long Term Financial Plan comprising Income Statement, Statement by Function & Activity and Capital Budget <i>Operating budget</i>	Budgets are to be presented to the council prior to commencement of a new financial year. Completion of year end report on income and expenditure budget result compared to the actual result reported in Council's financial statements. Variances reported to Council at the meeting at which the financial reports are considered. Quarterly budget reviews presented within legislative timeframes. Monthly monitoring and comparison of actual income and expenditure with the estimate of council's income and expenditure. Report of any material variances to Council at its next meeting. <i>Manager, Finance</i>	Green +
1.4.2 l	Council's ongoing financial management	Servicing of existing borrowings <i>Operating budget</i>	Allocation of requisite funds <i>Manager, Finance</i>	Green +
1.4.2 m	Investment of funds	Maximise return on investments whilst ensuring protection of principal. Review of funding and investment strategies to be undertaken annually in line with budget development and the review of the Long Term Financial Plan. <i>Operating budget</i>	Ensure investments are low risk and investment decisions are in accordance with DLG Investment Guidelines. <i>Manager, Finance</i>	Green +
1.4.2 n	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Allocation of funds as part of annual budget. <i>Operating budget</i>	Reserves are adequate for intended purpose. <i>Manager, Finance</i>	Green +
1.4.2 o	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Council election reserve. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 p	Maintenance of internal (discretionary) and external (non-discretionary) restricted reserves.	Transfer of allocated Domestic Waste Management Charge. <i>Operating budget</i>	Transfer to reserve <i>Manager, Finance</i>	Green +
1.4.2 q	Prepare a new Developer Contributions Framework to fund community infrastructure.	Develop framework. <i>Operating budget and developer contributions</i>	Framework adopted by Council <i>Manager, Strategic Planning</i>	Amber

### 1.4.3 Effectively manage staff and resources

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 a	Operation of Council's Community Development division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Community Development</i>	Green
1.4.3 b	Operation of Council's Corporate Services division	Manage the development and recruitment of a new position of Procurement Coordinator to oversee and coordinate best practice systems of procurement on behalf of Council. <i>Operating budget</i>	Position established and filled. <i>Director, Corporate Services</i>	Green
1.4.3 c	Operation of Council's Corporate Services division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Corporate Services</i>	Green
1.4.3 d	Operation of Council's Planning and Environment division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Planning and Environment</i>	Green
1.4.3 e	Operation of Council's Technical Services division	Strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>Director, Technical Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 f	Operation of Council's senior leadership team and Executive Services division	High level coordination of senior leadership team and strategic direction of managers, programs and services within division. <i>Operating budget</i>	95% compliance with division's budget allocations and with KPIs relevant to divisional managers. <i>General Manager</i>	Green
1.4.3 g	Participation in sister city and twin city relationships to provide cultural and educational exchanges and mutual benefits.	Establishment of suitable projects with Parkes Council (twin city). <i>Operating budget</i>	All activities reported to Council. <i>General Manager</i>	Green
1.4.3 h	Participation in Southern Sydney Regional Organisation of Councils	Participation in projects and programs as arise and as present opportunities for the City of Canada Bay. <i>Operating budget</i>	All activities reported to Council. <i>General Manager</i>	Green
1.4.3 i	Management of Council plant and fleet	Implementation of plant and fleet replacement program. <i>Operating budget</i>	Replacement completed within budget <i>Group Manager, City Services</i>	Green
1.4.3 j	Operation of Council's Technical Services division	Undertake physical improvements to Depot to meet DECC recommendations. <i>Operating budget</i>	Works completed within budget <i>Group Manager, City Services</i>	Amber
1.4.3 k	Undertake entrepreneurial civil works to create an income stream for Council	Market services and seek opportunities to undertake additional profit generating works. <i>Operating budget</i>	Additional revenue obtained. <i>Group Manager, City Services</i>	Green +
1.4.3 l	Implement the Asset Management Framework to ensure long term sustainability of community assets.	Assess Council owned assets and prepare a program of maintenance and renewal works for 2011-12 in accordance with Council's Asset Management Strategy, Policy and plans. <i>Operating budget</i>	Assessments completed and incorporated into program. <i>Manager, Assets</i>	Amber
1.4.3 m	Council meeting management and Councillor support	Appropriate staff trained to prepare minutes at Council meetings. <i>Operating budget</i>	All Council meeting minutes prepared accurately. <i>Manager, Governance</i>	Green
1.4.3 n	Development and application of effective governance measures and systems	Adopt a legislative compliance process and reporting program. <i>Operating budget</i>	Program developed <i>Manager, Governance</i>	Green
1.4.3 o	Development and application of effective governance measures and systems	Undertake fraud risk assessment and develop strategy. <i>Operating budget</i>	Assessment completed and policy or strategy adopted <i>Manager, Governance</i>	Green
1.4.3 p	Operation of Audit and Risk Management Committee	Coordinate Council's risk management, internal control, external accountability and internal audit function. <i>Operating budget</i>	Annual internal audit program completed and risk register maintained. <i>Manager, Governance</i>	Green +
1.4.3 q	Develop a strategy of organisational performance review and implement identified recommendations to enhance service delivery and/or revenue and efficiency gains.	Undertake reviews of practices to identify and address areas for business improvement. <i>Operating budget</i>	Efficiency gains identified and implemented <i>Manager, Human Resources and Organisational Development</i>	Green
1.4.3 r	Human resources management	Develop Council's EEO Management Plan and ensure that staff makeup reflects the cultural diversity of the local area. <i>Operating budget</i>	Plan completed. <i>Manager, Human Resources and Organisational Development</i>	Grey
1.4.3 s	Human resources management	Provide HR services including recruitment, induction, training and development, employee relations, HR policy development and performance management. <i>Operating budget</i>	Regular induction days delivered. All staff are paid each fortnight. Annual training plan developed each year. Annual performance reviews completed by September each year. <i>Manager, Human Resources and Organisational Development</i>	Green
1.4.3 t	Human resources management	Undertake review of senior staff employment contracts to ensure conformity with section 338 of the Act. <i>Operating budget</i>	Review completed <i>Manager, Human Resources and Organisational Development</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
1.4.3 u	Management of occupational health and safety requirements for Council	Occupational Health and Safety management system developed and implemented. Injury management and rehabilitation services provided. Staff wellbeing initiatives provided. <i>Operating budget</i>	OHS Committee meets 10 times per year. 85% of all injury notifications are provided to insurer within 2 days. Annual flu shots provided. Cost of workers compensation claims as a percentage of wages is at or better than Statecover average. <i>Manager, Human Resources and Organisational Development</i>	Green
1.4.3 v	Update Council's Workforce Management Plan on an annual basis to guide corporate policy, structure and succession planning.	Workforce Management Plan developed and its strategies/actions commenced. <i>Operating budget</i>	Strategies/actions achieved as per timeframes. <i>Manager, Human Resources and Organisational Development</i>	Amber
1.4.3 w	Develop strategy of continuous improvement and full utilisation for all Council data management and technology-based systems.	Develop and implement a medium term Information Systems Strategy. <i>Operating budget</i>	Strategy adopted by Council. <i>Manager, Information Systems</i>	Green
1.4.3 x	Provision of information technology services for Council	Operation of internal helpdesk. Administration and maintenance of systems and hardware. Implementation of rolling program of upgrades. Participation in and support of IS Think Tank. <i>Operating budget</i>	All Helpdesk tickets actioned, annotated and closed appropriately. All systems available for staff with minimal downtime. System and application upgrades completed on time and to budget. IS budget maintained. <i>Manager, Information Systems</i>	Green
1.4.3 y	Review Council's property portfolio to determine most appropriate use of each site.	Develop property strategy and undertake feasibility analysis of key operational land including existing administration building to determine highest and best use for these sites. <i>Operating budget</i>	Analysis completed and reported to Executive and Councillors. <i>Manager, Property Services</i>	Amber

# Green City

A green city is a vision for the future of our natural environment and for the environmental sustainability in the City of Canada Bay. This vision recognises our responsibility as a community to protect the environment and to preserve it for future generations. A green city is both a challenge and a priority for us an urban area. Establishing a balance between the natural and built environment is critical to the success of this vision.

## Required Outcome 1

**“I am proud of and value my City’s natural environmental assets.”**

This will require the City of Canada Bay to be known for the quality of its natural environmental assets, particularly its parks, waterways and foreshore and these are enjoyed by residents and visitors alike.

The directions we will take to achieve Outcome 1:

### 2.1.1 Facilitate and support programs which recognise the cultural and social value of the natural environment in our City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.1.1.A	Develop local climate change adaptation and mitigation plan.	Finalise development of Climate Change Adaptation and Mitigation Plan and commence implementation. <i>WaSIP</i>	Adoption of Plan by Council and implementation of actions. <i>Manager, Assets</i>	Green
2.1.1.B	Develop local strategies in response to the NSW Government Draft Sea Level Rise Policy Statement, including the preparation of a Flood Plain Management Plan.	Continue foreshore vulnerability mapping (subject to provision of information from other levels of government) and commence flood studies. <i>Stormwater Levy</i>	Undertake studies <i>Manager, Assets</i>	Amber
2.1.1.C	Implement an annual Sustainability Award program	Deliver the 2011 Sustainability Awards Program. <i>Sustainable City Levy</i>	Increase in nomination and attendance numbers. <i>Manager, Economic Development</i>	Green
2.1.1.D	Investigate and action environmental complaints	Investigation of complaints as logged with Council. <i>Operating budget</i>	Resolution of all complaints in accordance with Complaint Handling Policy. <i>Manager, Environmental Services</i>	Green
2.1.1.E	Review site specific plans of management on priority basis in accordance with the Local Government and Crown Lands Acts to facilitate sustainable development and use of local public open space.	Prepare draft plans of management for priority locations (Charles Heath Reserve and Rhodes Peninsula). <i>Operating budget</i>	Plan of Management adopted by Council <i>Parks and Recreation Planner</i>	Green

### 2.1.2 Promote the natural areas within the City to attract residents and visitors

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.1.2.A	Identify opportunities for implementation of Council’s Public Art Plan	Deliver public art program that responds to natural environments. <i>Sustainable City Levy</i>	Stage 2 of Public Art program implemented. <i>Cultural Development Coordinator</i>	Green
2.1.2.B	Scope the Rivers Edge project to ensure environmental education features on the City’s foreshores.	Implement the Riverside (Rivers Edge) Project. <i>Sustainable City Levy</i>	Public art and cultural program delivered at identified foreshore sites. <i>Cultural Development Coordinator</i>	Green

## Required Outcome 2

**“I have access to a biologically diverse natural environment near where I live.”**

This will require the City of Canada Bay’s environment to be protected through good planning. The expanded population of the City has been integrated into the local area and environmental assets have been maintained and enhanced.

The directions we will take to achieve Outcome 2:

### 2.2.1 Deliver projects which work towards the protection of biodiversity in our natural areas

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.1 a	Add provisions to Council's Comprehensive LEP for the protection of biodiversity in Council's natural areas in response to the outcomes of the Local Planning Strategy.	Prepare appropriate provisions for inclusion into the draft Local Environmental Plan. <i>Operating budget</i>	Draft LEP endorsed by Council <i>Manager, Strategic Planning</i>	Green
2.2.1 b	Develop and implement the Estuarine Vegetation Management Plan and Flora and Fauna Survey Reports.	Identify and protect areas of existing remnant vegetation; fauna habitats and riparian zones and revegetate existing areas and/or establish new areas of vegetation. Work with relevant sections of Council to identify areas of noxious weeds and salt marsh. Ongoing maintenance of areas which require protection. <i>Grant funding being sought</i>	New areas identified and existing areas maintained. <i>Manager, Parks and Gardens</i>	Green +
2.2.1 c	Leadership of local bush land program	Management of bush care volunteer groups to undertake restoration of sites at Yaralla, Brett Park, Sisters and Half Moon bays, Lovedale Place, Queen Elizabeth Park and Fig Tree Reserve. <i>Operating budget</i>	Volunteer groups expanded. <i>Manager, Parks and Gardens</i>	Green +

### 2.2.2 Maintain access to open spaces and bushland reserves which cater for the needs of residents and visitors to the area

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.1 a	Add provisions to Council's Comprehensive LEP for the protection of biodiversity in Council's natural areas in response to the outcomes of the Local Planning Strategy.	Prepare appropriate provisions for inclusion into the draft Local Environmental Plan. <i>Operating budget</i>	Draft LEP endorsed by Council <i>Manager, Strategic Planning</i>	Green
2.2.1 b	Develop and implement the Estuarine Vegetation Management Plan and Flora and Fauna Survey Reports.	Identify and protect areas of existing remnant vegetation; fauna habitats and riparian zones and revegetate existing areas and/or establish new areas of vegetation. Work with relevant sections of Council to identify areas of noxious weeds and salt marsh. Ongoing maintenance of areas which require protection. <i>Grant funding being sought</i>	New areas identified and existing areas maintained. <i>Manager, Parks and Gardens</i>	Green +
2.2.1 c	Leadership of local bush land program	Management of bush care volunteer groups to undertake restoration of sites at Yaralla, Brett Park, Sisters and Half Moon bays, Lovedale Place, Queen Elizabeth Park and Fig Tree Reserve. <i>Operating budget</i>	Volunteer groups expanded. <i>Manager, Parks and Gardens</i>	Green +

## 2.2.3 Facilitate and advocate for transport links to open spaces and reserves within and around the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.2.2 a	Develop opportunities to expand and enhance biodiversity in open space areas.	Include proposed extension to bushland reserves in draft plans of management for priority locations. <i>Operating budget</i>	Protect and enhance biodiversity in draft Plan of Management. <i>Parks and Recreation Planner</i>	Green
2.2.2 b	Implement a water mining project to irrigate Council's open space areas and to reduce consumption of potable water.	Secure funding to cover full project, and then conduct community engagement and undertake EOI for design and construction. <i>To be confirmed</i>	Funding achieved and EOI completed <i>Director, Technical Services</i>	Green
2.2.2 c	Noxious weed control	Undertake controls as necessary. <i>Operating budget</i>	All reports of noxious weeds resolved <i>Manager, Parks and Gardens</i>	Green +
2.2.3 a	Prepare Council's Integrated Transport Strategy ensuring that it enhances walkways and cycle ways.	No activity in 2011-12.		

## Required Outcome 3

***"I know what I can do to help the environment and make active day to day choices to support environmental sustainability."***

This will require the people of Canada Bay to value environmental awareness and contribute to the enhancement of the environment through sustainable lifestyle choices.

The directions we will take to achieve Outcome 3:

### 2.3.1 Undertake community education on best practice in environmental sustainability and management of climate change issues

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.1 a	Develop community and public art projects that respond to environmental issues and impacts of climate change and global warming.	Develop and produce Reclamation as an arts, environment and cultural partnership project. <i>Sustainable City Levy</i>	Project developed and completed. <i>Cultural Development Coordinator</i>	Green
2.3.1 b	Environmental sustainability education/awareness programs	Deliver an annual program of sustainability focused workshops and an annual expo covering issues including environmental building options, heritage maintenance and enhancement, undertaking alterations and additions, correct lodgement of DAs and similar. <i>Sustainable City Levy</i>	Program delivered <i>Manager, Economic Development</i>	Green
2.3.1 c	Environmental sustainability education/awareness programs	Deliver community education program for residents. <i>WaSIP</i>	2 workshops undertaken <i>Manager, Environmental Services</i>	Green
2.3.1 d	Environmental sustainability education/awareness programs	Develop schools network and awareness program for students. <i>WaSIP</i>	Program developed and network scoped <i>Manager, Environmental Services</i>	Green
2.3.1 e	Monitoring of Council's and the community's green house gas emissions	Review greenhouse gas data and report to Council and the community. <i>WaSIP</i>	Data analysed and reported <i>Manager, Environmental Services</i>	Green

### 2.3.2 Provide opportunities for community involvement in projects directed towards developing a more environmentally sustainable city including achieving a significant reduction in greenhouse gases.

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.2 a	Facilitate ongoing interaction with the community through the Sustainable City Committee	Facilitate meetings every second month and undertake advocacy at Council events. <i>Operating budget</i>	6 meetings held and 2 events participated in <i>Manager, Environmental Services</i>	Green
2.3.2 b	Work in partnership with volunteers to improve the amenity of open space areas.	Coordinate National Tree Day and Trees for Schools activities. <i>Operating budget</i>	Programs completed with volunteer support. <i>Manager, Parks and Gardens</i>	Green +

### 2.3.3 Move to alternative and more sustainable transport choices within Council

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.3 a	Investigate and implement sustainable fleet initiatives to reduce green house gas emissions.	Monitor and review fleet annually. Establish a program and policy to facilitate sustainable fleet management. Establish emission monitoring system. <i>Operating budget and WaSIP</i>	Reduction in co2 emissions from fleet. <i>Group Manager, City Services</i>	Green +
2.3.3 b	Support initiatives that facilitate sustainable transport choices for Council staff.	Support staff bicycle network. Facilitate car-pool arrangements for journeys to and from work. Provide travel to work information for new employees. <i>Operating budget</i>	Bicycle User Group supported and car pool trialled. <i>Manager, Traffic and Transport</i>	Green

### 2.3.4 Implement projects about sustainable business practices

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.4 a	Adopt best practices for sustainable event management across Council's major event program and develop sustainable event management guidelines for local community use.	Implement sustainable event management policy and guidelines for community use. <i>WaSIP</i>	Guidelines published. <i>Manager, CPR</i>	Green
2.3.4 b	Deliver the sustainable business program in partnership with Leichhardt Council and Sydney Water.	Promote, administer and manage the Sustainable Business Program in partnership with Leichhardt Council and Sydney Water. <i>Sustainable City Levy and grant funding</i>	Complete 25 business audits and retrofits from target business list provided by Sydney Water. <i>Manager, Economic Development</i>	Green
2.3.4 c	Implement MOU and objectives of Energy Efficiency for Small Business program	Promote energy efficiency programs to local businesses. <i>Sustainable City Levy</i>	Increased in businesses participating in programs. <i>Manager, Economic Development</i>	Green
2.3.4 d	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Implement a training program to support businesses reduce their carbon emissions. Continue to develop and promote the online Green Business Toolkit. <i>Sustainable City Levy</i>	Training program implemented. Increase in website visits. <i>Manager, Economic Development</i>	Green
2.3.4 e	Conduct environmental audits on commercial premises to reduce impact on the environment.	Develop and implement commercial premises audit program. <i>Domestic Waste Management Charge</i>	Program completed. <i>Manager, Environmental Services</i>	Green
2.3.4 f	Implement the recommendations of the Energy Efficiency Plan to reduce green house gas emissions and costs.	Install energy improvements as per the Energy Management Plan. <i>WaSIP</i>	Installation completed. <i>Manager, Environmental Services</i>	Amber
2.3.4 g	Implement the recommendations of the Energy Efficiency Plan to reduce green house gas emissions and costs.	Develop a carbon management response plan and program for implementation throughout Council <i>WaSIP</i>	Plan developed, working group established. <i>Manager, Environmental Services</i>	Amber
2.3.4 h	Implement the recommendations of the Water Management Plan to reduce water consumption and costs.	Install water re-use improvements as per the Water Efficiency Plan. <i>WaSIP</i>	Installation completed. <i>Manager, Environmental Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.3.4 i	Implement the recommendations of the Water Management Plan to reduce water consumption and costs.	Introduce use of data loggers to identify and address abnormal water use at Council's water using properties <i>WaSIP</i>	Reduction in overall water use by up to 5% and/or kL of water saved. <i>Manager, Environmental Services</i>	Green
2.3.4 j	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Develop a Workplace Travel Plan aimed at reducing greenhouse gas emission through the promotion of in co-ordination with developers in the Rhodes West re-development as model for other developments in the area. Reduce greenhouse gas emissions through the promotion of alternate transport option in the Rhodes West area. <i>WaSIP</i>	Plan developed. Number of residents engaged. <i>Manager, Environmental Services</i>	Green
2.3.4 k	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Develop a plastic bag reduction project within a retail shopping outlet or precinct. <i>WaSIP</i>	Number of businesses engaged. <i>Manager, Environmental Services</i>	Green
2.3.4 l	Manage a city wide Green Business program to support and encourage local businesses to become more environmentally sustainable.	Develop and implement a commercial/ business based pilot environmental education and auditing program which is targets protection of the Environment Operations Act 1997 provisions as well as education businesses in sustainability measures such as energy, water, waste, carbon and procurement. <i>WaSIP</i>	Project developed and number of businesses engaged. <i>Manager, Environmental Services</i>	Green
2.3.4 m	Conduct waste audits of development sites to assess waste management plans, promote sustainable practices and enforce regulations as required.	No activity in 2011-12		

## Required Outcome 4

***"I have a sense of wellbeing through a clean, healthy local environment."***

This will require the City of Canada Bay to promote a clean and healthy environment for living.

The directions we will take to achieve Outcome 4:

### 2.4.1 Maintain and enhance streets and open community spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.1 a	Implement a Street Tree Priority Program which conserves and enhances significant street tree items, and identifies short, medium and long term priorities.	Undertake prioritised and emergency works as required. <i>Operating budget</i>	Emergency works completed within existing budgets <i>Manager, Parks and Gardens</i>	Green
2.4.1 b	Tree Permit administration	Ongoing administration of permits. <i>Operating budget</i>	All permit applications completed. <i>Manager, Parks and Gardens</i>	Green +

### 2.4.2 Operate effective and sustainable waste management for the City.

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.2 a	Develop and implement enhanced Waste Disposal Services.	Implement e-waste collections and report on options to facilitate a second hand goods/ market day. <i>Operating budget and WaSIP</i>	All collections established. <i>Manager, Environmental Services</i>	Green
2.4.2 b	Review existing Waste Contamination Management Strategy to reduce the level of contamination in recycles waste and to remove recyclables from general waste.	Implement strategy as a component of waste collection and disposal contracts. <i>Domestic Waste Management Charge</i>	Contractual obligations are met <i>Manager, Environmental Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.2 c	Waste education and awareness programs	Deliver programs in partnership with supplier. <i>Domestic Waste Management Charge</i>	Education provisions of the contract being met. <i>Manager, Environmental Services</i>	Green
2.4.2 d	Waste, recycling and garden organics collection and disposal	Oversee completion of contractual obligations by supplier. <i>Domestic Waste Management Charge</i>	Contract milestones met. <i>Manager, Environmental Services</i>	Green
2.4.2 e	Prepare and award a new Waste Services collection tender for the contract of waste collection for the City and aims to achieve NSW Government waste diversion rate targets.	Activities completed in 2010-11		

### 2.4.3 Maintain and enhance the City's parkland areas, foreshore and river access

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.3 a	Identify and map future foreshore linkages and facilitate public foreshore access with new foreshore development.	Support the preparation of the Parramatta River Walk brochure and create web content which links to the Walking Coastal Sydney website. <i>Operating budget</i>	Maps printed and website content completed. <i>Parks and Recreation Planner</i>	Green +
2.4.3 b	Foreshore and sea wall protection and maintenance	Program and implement priority maintenance. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green
2.4.3 c	Foreshore and sea wall protection and maintenance	Undertake renewal of failed sections of seawall at Kings Bay. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green
2.4.3 d	Recreational jetties and boat ramps protection and maintenance	Program and implement priority maintenance. <i>Operating budget</i>	Works completed within budget <i>Manager, Maintenance</i>	Green
2.4.3 e	Recreational jetties and boat ramps protection and maintenance	Undertake construction of Bayview Park boat ramp (2010-11 carryover project) <i>Grant funding</i>	Works completed within budget <i>Manager, Maintenance</i>	Green +

### 2.4.4 Undertake programs that contribute to a clean and healthy City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
2.4.4 a	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Staged drainage repair at Moala Street, Iandra Street and Wymston Parade <i>Stormwater Levy</i>	Work completed on scheduled and within budget <i>Manager, Civil Design</i>	Amber
2.4.4 b	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Undertake ongoing stormwater drainage designs to enable construction projects to be scheduled and undertaken. <i>Stormwater Levy</i>	Designs completed on scheduled and within budget <i>Manager, Civil Design</i>	Green +
2.4.4 c	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Undertake rehabilitation works at Sisters Bay (Iron Cove). <i>Stormwater Levy</i>	Work completed on scheduled and within budget <i>Manager, Civil Design</i>	Grey
2.4.4 e	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Upgrade existing stormwater drainage at Polding and Tranmere streets to resolve flooding at the intersection of Polding and Tranmere Street (2010-11 carryover project) <i>Stormwater Levy</i>	Work completed on scheduled and within budget <i>Manager, Civil Design</i>	Green
2.4.4 f	Implement drainage and stormwater projects, including drainage construction, stormwater quality improvement projects and drainage infrastructure renewal.	Undertake Parramatta Riverbank Asset Management Plan. <i>Stormwater Levy</i>	Plan completed on scheduled and within budget <i>Manager, Assets</i>	Green +

	<b>2010-13 Delivery Plan Strategy</b>	<b>Activities to be undertaken in 2011-12 (source of funding)</b>	<b>KPI to measure annual activity (responsible manager)</b>	<b>Current status</b>
2.4.4.g	Maintain network of stormwater pits throughout city	Undertake regular removal of sediment and debris from high priority stormwater pits. Maintain currency of relevant GPS information. <i>Operating budget</i>	Each high priority pit cleaned quarterly <i>Manager, Parks and Gardens</i>	Green
2.4.4.h	Organise and implement activities promoting Food Safety Week within the City.	Coordinate an annual food safety awareness week in cooperation with appropriate stakeholders and partners. <i>Operating budget</i>	Food Safety Week actioned <i>Manager, Environmental Services</i>	Red
2.4.4.i	Private swimming pool compliance	Implement compliance program to ensure that private swimming pools comply with the Swimming Pools Act 1992. <i>Operating budget</i>	Program commenced <i>Manager, Environmental Services</i>	Red
2.4.4.j	Undertake public health control activities	Audit regulated systems (eg cooling towers, warm water systems). Inspect food and skin penetration businesses. Investigate and action health complaints. Provide health education and awareness to the community and businesses. Manage the Food Star Rating Program. <i>Operating budget</i>	Ongoing activities delivered in line with Public Health Plan <i>Manager, Environmental Services</i>	Green

# Healthy City

Our vision for a healthy city is one in which people thrive through healthy activity, leisure pursuits and connection to a healthy physical environment. In a healthy city residents enjoy good health, can access a range of high-quality community and health services, and enjoy their City because it is safe, accessible and well-connected.

## Required Outcome 1

**“I feel a sense of health and wellbeing.”**

This will mean people in Canada Bay have a high level of health and wellbeing through living in a healthy and clean environment, in addition to access to services which support these attributes.

The directions we will take to achieve Outcome 1:

### 3.1.1 Provide healthy lifestyle programs and partnerships that promote healthy living and improve overall health and wellbeing

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.1.a	Develop and implement healthy lifestyle programs through Council's facilities.	Deliver a senior men's gentle exercise program and support culturally diverse men's health program. Review reporting structure for programs. <i>Operating budget</i>	Levels of participation in programs and benefits gained by participants. Completion of programs within budget. <i>Manager, Community Services</i>	Green
3.1.1.b	Facilitate the delivery of programs that promote community well being	Deliver programs including a pilot men's shed program/partnership, the Wellbeing program and a program to address domestic violence in families. Partner with Drummoyne Community Centre to deliver a parenting calendar. Deliver Public Health Forum series. <i>Operating budget and Sustainability Levy</i>	Levels of participation in programs. Completion of programs within budget. <i>Manager, Community Services</i>	Green
3.1.1.c	Implement the Positive Ageing Strategy	Deliver 'Ageing Matters' information series; produce regular articles for inclusion in Bayside Brief and investigate options for broadening use of hydrotherapy pool at Lucas Gardens to include older people. Seek external resources to support research into housing needs. <i>Operating budget</i>	Number of participants and participant satisfaction. Number of articles published. Investigation completed. <i>Manager, Community Services</i>	Green
3.1.1.d	Promote healthy meals and nutrition programs in Council's children's services programs.	Provide nutritional education to parents and utilise Wellbank Children's Centre vegetable garden for meals and programs. <i>Operating budget</i>	Information produced and distributed. Use of produce in meals. <i>Manager, Community Services</i>	Green
3.1.1.e	Provision of direct services including Meals on Wheels, Bayside Kid's Program, Community bus trips and Family Day Care	Implement improvements to direct services by providing a Meals on Wheels menu which allows for special dietary requirements; developing partnerships with peak sports and recreation bodies; and implement recommendations of Seniors Bus Trip, School Holiday program and Meals on Wheels reviews. <i>Operating budget</i>	Improved levels of client satisfaction <i>Manager, Community Services</i>	Green
3.1.1.f	Provision of direct services including Meals on Wheels, Bayside Kid's Program, Community bus trips and Family Day Care	Support ongoing provision of services with legislative guidelines <i>Operating budget</i>	Services maintained within licence and regulatory requirements. Improvements implemented. <i>Manager, Community Services</i>	Green
3.1.1.g	Investigate viable means of ensuring healthy food options (stalls) are offered at Council events for the community	Devise guidelines or policy to prioritise stall holders providing healthy food options in accordance with appropriate accredited standards. <i>Operating budget</i>	Guidelines or policy adopted and implemented <i>Manager, CPR</i>	Green
3.1.1.h	Develop and implement healthy lifestyle programs through Council's facilities.	Deliver the Heart Foundation Heart Moves program. <i>Operating budget</i>	Levels of participation in program. <i>Manager, FDLC</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.1.i	Facilitate the delivery of programs that promote community well being	Improve website content regarding recreational use of Council parks and encourage businesses using parks to register their usage. <i>Operating budget</i>	30 businesses using parks identified and provided with information. <i>Parks and Recreation Planner</i>	Green
3.1.1.j	Pilot a community garden project and engage local community to establish community garden with appropriate sensory components.	Undertake ongoing consultation and investigation to identify existing gardens and potential site options. <i>Operating budget</i>	Consultation complete, stakeholder reference group established, location determined and garden commenced <i>Parks and Recreation Planner</i>	Green
3.1.1.k	Work with school principals to maximise the mutual benefits of community use of school facilities and school use of Council facilities	Undertake research on options for use of school facilities in accordance with the NSW Government's GamePlan Strategy. <i>Operating budget</i>	Develop documentation for a pilot relationship with one local school <i>Parks and Recreation Planner</i>	Green

### 3.1.2 Develop an integrated network of pathways and cycleways for incidental exercise as well as alternative transport options

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.2.a	Promote use of and facilities for active transport options within the City.	Provide ongoing support to the Walking Volunteers program. <i>Operating budget</i>	New information added to website <i>Parks and Recreation Planner</i>	Green
3.1.2.b	Promote use of and facilities for active transport options within the City.	See activities listed at 5.1.2 c and d		
3.1.2.c	Develop Council's Integrated Transport Strategy ensuring that it will enhance health and wellbeing.	No activity in 2011-12		

### 3.1.3 Support early intervention programs and increase community awareness of early assistance for at risk groups

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.3.a	Identify at-risk groups within the community and develop early intervention programs.	Deliver youth outreach program to engage with at-risk young people to improve their access to support and relevant referrals. Undertake youth needs study. <i>Operating budget and Sustainability Levy</i>	Participation in program. Completion of study. <i>Manager, Community Services</i>	Green
3.1.3.b	Provision of community services management and planning	Prepare a Community Facilities Resourcing Strategy. <i>Operating budget</i>	Strategy completed and recommendations implemented. <i>Manager, Community Services</i>	Green
3.1.3.c	Provision of community services management and planning	Work in partnership with key groups and government agencies to deliver services. <i>Operating budget</i>	Number of programs delivered in partnership with other agencies. <i>Manager, Community Services</i>	Green +

### 3.1.4 Provide services and facilities to new development areas and emerging communities to promote health and wellbeing

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.1.4.a	Develop community health, safety and wellbeing programs with emerging CALD communities.	Work with community associations to provide programs on site. Promote participation in wider Council programs at target locations. Implement annual transition to school program for Family Day Care and Wellbank Children's Centre clients and produce an in-language booklet. Hold Meals on Wheels promotional events with key community services. Conduct a targeted healthy activity for an emerging CALD community. Develop partnerships with other services to promote Meals on Wheels to emerging communities. <i>Operating budget</i>	Number of events and programs completed. <i>Manager, Community Services</i>	Green

## Required Outcome 2

**“There are places for me to participate in sport and other outdoor and recreation.”**

This will mean people in Canada Bay have healthy and active lives, through participation in sport and recreation, and connection with their community through the enjoyment of well maintained and accessible outdoor spaces.

The directions we will take to achieve Outcome 2:

### 3.2.1 Provide and maintain accessible indoor and outdoor sport and leisure facilities and outdoor recreation spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.2.1 a	Administer seasonal and one-off bookings of parks and recreational facilities within City	Administer all bookings requests in line with relevant policies and plans of management. <i>Operating budget</i>	Quarterly reporting completed <i>Manager, Customer Services</i>	Green +
3.2.1 b	Develop a new community centre for the Rhodes community.	Undertake community consultation and research to inform design of the community precinct. <i>Operating budget</i>	Works completed within budget <i>Director, Community Development</i>	Green
3.2.1 c	Implement a program of recreation facility upgrades, expansions or renewals.	Renew goal posts at Concord Oval <i>Council reserves and Club contribution</i>	Project completed within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 d	Implement a program of recreation facility upgrades, expansions or renewals.	Undertake staged works to complete upgrade of Bay Run (two year program). <i>Developer contributions and external funding</i>	Works completed within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 e	Implement a program of recreation facility upgrades, expansions or renewals.	Supply and install 1400 Lux lighting to Drummoyn Oval (subject to final confirmation following determination of full project costs and external contributions). <i>Grant funding</i>	Construction completed on time and within budget <i>Manager, Capital Projects</i>	Green
3.2.1 f	Implement a program of recreation facility upgrades, expansions or renewals.	Replace synthetic wickets which have become unserviceable. <i>Developer contributions</i>	Replacement completed within budget <i>Manager, Parks and Gardens</i>	Amber
3.2.1 g	Implement a program of recreation facility upgrades, expansions or renewals.	Installation of shade structures at Cabarita Swim Centre. <i>Operating Budget</i>	Construction completed on time and within budget <i>Manager, Assets</i>	Green +
3.2.1 h	Implement a program of recreation facility upgrades, expansions or renewals.	Construction of a half-court basketball facility at Taplin Park. <i>Operating budget</i>	Construction completed on time and within budget <i>Manager, Maintenance</i>	Green +
3.2.1 i	Implement a program of recreation facility upgrades, expansions or renewals.	Seek grant funding to upgrade foreshore access and schedule works subject to funding received. <i>Operating budget</i>	Funding achieved <i>Parks and Recreation Planner</i>	Green
3.2.1 j	Implement a ten year program of sports field lighting upgrades to ensure Australian standards are met	Design and construct sports field lighting improvements at Goddard Park. <i>Developer contributions and external funding</i>	Construction completed on time and within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 k	Implement Barnwell Park and Massey Park Golf Course Master plans	Commence staged introduction of new screening at Barnwell Park Golf Course. <i>External funding</i>	First stage completed on time and within budget <i>Group Manager, Technical Services</i>	Green
3.2.1 l	Implement Let's Play Strategy by ensuring appropriate design, construction methods, use and effectiveness of playgrounds.	Develop proposal for play space interpretative trail at Cabarita playground; and undertake upgrade of play spaces at Alexandra Park, Bayview Park and Goddard Park <i>Developer contributions</i>	Trail proposal developed and construction at parks completed. <i>Parks and Recreation Planner</i>	Green
3.2.1 m	Maintenance of parks and recreational facilities	Program and undertake annual maintenance <i>Operating budget</i>	Program completed within budget <i>Manager, Parks and Gardens</i>	Green
3.2.1 n	Maintenance of parks and recreational facilities	Renew playground equipment as part of capital works program <i>Developer contributions</i>	Program completed within budget <i>Manager, Maintenance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.2.1 o	Maintenance of parks and recreational facilities	Undertake levelling of sports fields at Ron Routley Oval and St Lukes Oval (Sports field Subsidence Program). <i>Domestic Waste Management Charge</i>	Program completed within budget <i>Manager, Parks and Gardens</i>	Amber
3.2.1 p	Operate Five Dock Leisure Centre	Operate multi-purpose facility specialising in indoor sports and gymnastics with a state of the art health club. <i>Operating budget</i>	Obtain more than 300,000 visits each year. <i>Manager, FDLC</i>	Green
3.2.1 q	Operate Five Dock Leisure Centre	Review management arrangements for Centre <i>Operating budget</i>	Review complete and recommendations adopted. <i>Director, Community Development</i>	Amber
3.2.1 r	Review current Five Dock Leisure Centre user needs, potential future community needs and facility growth requirements.	Survey Leisure Centre Users. Develop strategies to meet needs <i>Operating budget</i>	75% satisfaction achieved in annual customer survey. <i>Manager, FDLC</i>	Green +
3.2.1 s	Strategic management and planning of active and passive open space	Undertake necessary investigation and consultation regarding potential active and/or passive open space area as arise <i>Operating budget</i>	Expansion of active and/or passive open space available to community <i>Parks and Recreation Planner</i>	Green
3.2.1 t	Strategic management of leisure and sporting facilities including swimming centres and golf courses.	Implement off-season works at Drummoyne Swim Centre and Cabarita Swim Centre to improve pool amenity. <i>Operating budget</i>	Works completed within budget <i>Manager, Assets</i>	Green +
3.2.1 u	Strategic management of leisure and sporting facilities including swimming centres and golf courses.	Monthly meetings with stakeholders to identify, prioritise and address issues. <i>Operating budget</i>	Annual reporting completed <i>Parks and Recreation Planner</i>	Green

## Required Outcome 3

**“I feel safe and comfortable using community spaces.”**

This will mean the City of Canada Bay is safe and its people are confident to use public spaces, both natural and built, without fear of crime or anti-social behaviour.

The directions we will take to achieve Outcome 3:

### 3.3.1 Work with key partners to address crime and safety in the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.1 a	Implement partnership recommendations from Council's Crime Prevention Plan	Develop system of seeking Police feedback on development applications; and refer development applications with significant public access/use to Burwood Local Area Command for assessment. <i>Operating budget</i>	System implemented. Number of DAs referred to Police. <i>Manager, Community Services</i>	Green

### 3.3.2 Integrate safety-by-design into City planning practices

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.2 a	Undertake a safety audit of public open space	Undertake audits at relevant locations <i>Operating budget</i>	Two audits completed <i>Manager, Community Services</i>	Green
3.3.2 b	Undertake a safety audit of public open space	Implement sight line improvements at Cabarita Park as identified in safety audit. <i>Operating budget</i>	Works completed within budget <i>Parks and Recreation Planner</i>	Green
3.3.2 c	Use crime prevention through environmental design principles in preparing designs for open space and playgrounds	Incorporate relevant design features into playground upgrades undertaken in 2011-12 (see 3.3.1) <i>Operating budget</i>	Design features incorporated <i>Parks and Recreation Planner</i>	Green

### 3.3.3 Promote a sense of safety in the City through supporting initiatives which contribute to safe access to community spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.3 a	Develop and implement road safety initiatives in conjunction with the Local Government Road Safety Program	Support the seniors safe driving program, drink driving campaigns, speeding campaigns and pedestrian safety campaigns of RTA/Police <i>Operating budget and grant funding</i>	All programs completed <i>Manager, Traffic and Transport</i>	Green
3.3.3 b	Implement recommendations from Council's Crime Prevention Plan	Facilitate training of relevant staff in Safer by Design principles <i>Operating budget and grant funding</i>	Training delivered <i>Manager, Community Services</i>	Green

### 3.3.4 Support and facilitate programs which aim to reduce anti-social behaviour

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.3.4 a	Implement the Graffiti and Vandalism Management Strategy	Conduct community safety audits of sites most frequently targeted by graffiti and coordinate implementation of recommendations which arise from audits. <i>Operating budget</i>	Two audits completed and works programmed <i>Manager, Community Services</i>	Green
3.3.4 b	Implement the Graffiti and Vandalism Management Strategy	Involve and work with young people and young artists in public art development. <i>Operating budget</i>	One public art project delivered. <i>Manager, Community Services</i>	Green +
3.3.4 c	Implement the Graffiti and Vandalism Management Strategy	Monitor Code of Practice with Burwood LAC regarding the use the roaming CCTV camera. <i>Operating budget</i>	Usage levels of CCTV <i>Manager, Community Services</i>	Green
3.3.4 d	Implement the Graffiti and Vandalism Management Strategy	Promote use of Council's graffiti removal service and graffiti hotline and encourage reporting of graffiti via the Police Assistance Line. <i>Operating budget</i>	Number of reports on graffiti made <i>Manager, Community Services</i>	Green
3.3.4 e	Improve the responsible service and consumption of alcohol within the City.	Participate in the Burwood/Canada Bay Liquor Accord and implement strategies accordingly. <i>Operating budget and grant funding</i>	Number of strategies implemented. <i>Manager, Community Services</i>	Green
3.3.4 f	Undertake graffiti removal service	Operate graffiti removal service. Continue to record, respond to and manage graffiti complaints through the Australian Graffiti Register. <i>Operating budget</i>	All requests for removal completed within specified timeframes. <i>Manager, Parks and Gardens</i>	Green

## Required Outcome 4

**“There are services that meet my needs.”**

This will mean there are services that are accessible, relevant and responsive to the diverse needs of the community.

The directions we will take to achieve Outcome 4:

### 3.4.1 Advocate and promote equitable access and services and facilities that are relevant and responsive to health and wellbeing

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.1 a	Advocate for improved health care facilities to the state and federal government	Respond to and participate in State and Federal government planning and consultations. <i>Operating budget</i>	Number of submissions made or consultations participated in. <i>Manager, Community Services</i>	Green
3.4.1 b	Implement annual Access Forum.	Develop and deliver forum. <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.1 c	Implement the Positive Ageing Strategy.	Investigate opportunities for corporate sponsorship of volunteer programs for Active Adults and Bay Connection. <i>Operating budget</i>	Number of participating sponsors. <i>Manager, Community Services</i>	Green

### 3.4.2 Generate the development of infrastructure needed to facilitate a healthy city

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.2 a	Implement bus review strategies for community transport.	Investigate a community bus coordination website in partnership with an external agency/organisation. Continue to fund and support the Bayrider bus service. <i>Operating budget</i>	Investigation completed. Funding allocated. <i>Manager, Community Services</i>	Green
3.4.2 b	Review and implement an accessibility audit of our facilities.	Scope review of Accessibility Action Plan for Parks, Open Space and Facilities. <i>Operating budget</i>	Scope prepared. <i>Manager, Community Services</i>	Green
3.4.2 c	Undertake study to determine service and facility needs for children and families	Undertake Child and Family Needs Study. <i>Operating budget</i>	Study completed with recommendations developed. <i>Manager, Community Services</i>	Green

### 3.4.3 Develop creative opportunities for partnerships and volunteering to support community service provision

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.3 a	Apply for funds under each suitable grant program announced by state and federal government.	Apply for funding through Department of Sport and Recreation, Green Space and SSHAP programs. <i>Operating budget</i>	Successful grant funded projects program for works. <i>Parks and Recreation Planner</i>	Green

### 3.4.4 Support and facilitate community network programs which focus on wellbeing and community connections

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.4 a	Facilitate the provision of sports activities for people with a disability in existing Council and community facilities in conjunction with other agencies	Partner with Special Olympics Inner West to provide sporting opportunities for people with a disability. <i>Operating budget</i>	One program delivered. <i>Manager, Community Services</i>	Green
3.4.4 b	Manage provision of Council owned and community/other operated facilities including Abbotsford Long Day Care Centre, Cabarita Mortlake Kindergarten, Concord Kindergarten Association, Concord Occasional Care, Concord West Rhodes Kindergarten Association, Drummoyne Occasional Care, Weldon Centre, KU Children's Services Centre, Chiswick Early Childhood Centre, Five Dock Early Childhood Centre, Concord Early Childhood Centre, Concord Senior Citizens Centre, City of Canada Bay Museum, Drummoyne Community Centre and Concord Meals on Wheels	Act as central point of contact and coordination for Council interaction with community organisations using Council facilities. See also activities at 1.4.1. <i>Operating budget</i>	Ongoing communication maintained. <i>Manager, Community Services</i>	Amber

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
3.4.4 C	Manage provision of Council owned and community/other operated facilities including Abbotsford Long Day Care Centre, Cabarita Mortlake Kindergarten, Concord Kindergarten Association, Concord Occasional Care, Concord West Rhodes Kindergarten Association, Drummoyne Occasional Care, Weldon Centre, KU Children's Services Centre, Chiswick Early Childhood Centre, Five Dock Early Childhood Centre, Concord Early Childhood Centre, Concord Senior Citizens Centre, City of Canada Bay Museum, Drummoyne Community Centre and Concord Meals on Wheels	Coordinate program of minor building improvements at Concord Senior Citizens Centre. <i>Operating budget</i>	Improvements made within budget <i>Manager, Community Services</i>	Green
3.4.4 D	Participate in and deliver regional programs and projects to support community connection.	No activity in 2011-12		

# Liveable City

The vision of the City of Canada Bay to be a liveable city relates to the built environment within our urban area. Elements of the built environment include residential buildings, town centres, commercial, industrial buildings as well as the spaces between buildings. These spaces include streets, private gardens, public open space and foreshore areas. Combined these elements contribute to the character and liveability of the City. Built heritage is another important part of a liveable city. It provides communities with a sense of identity, pride and history and makes an important contribution to the character and amenity of residential neighbourhoods and town centres.

## Required Outcome 1

**“My City is green with attractive streets, village centres and public spaces.”**

This will require Canada Bay to have an abundance of quality green open spaces.

The directions we will take to achieve Outcome 1:

### 4.1.1 Enhance the village atmosphere in local centres

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.1 a	Develop distinctive entry points to Canada Bay using landscape, public art, architectural and urban design solutions to celebrate arrival and identity of the area.	See activities listed at 7.1.4 a		

### 4.1.2 Ensure accessibility to all public spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.2 a	Develop a strategy for the implementation of new signage for Council playgrounds to provide information about how to report issues as well as promoting activities in the play and local area.	Upgrade signage adjacent to the new play space at Bayview Park. <i>Operating budget</i>	Install signage as funded in capital works program. <i>Parks and Recreation Planner</i>	Green
4.1.2 b	Implement a program of infrastructure upgrades, expansions or renewals to improve street lighting	Complete program of street lighting upgrades to improve network. <i>Operating budget</i>	All works completed on time and within budget. <i>Group Manager, Technical Services</i>	Green
4.1.2 c	Implement a program of infrastructure upgrades, expansions or renewals to improve street lighting	Undertake maintenance of solar lighting in public open spaces (as is under Council's control). <i>Operating budget</i>	All works completed on time and within budget. <i>Manager, Maintenance</i>	Green
4.1.2 d	Local law enforcement - parking control, abandoned vehicles, building compliance, open and closing Council facilities, animal management, complaint investigation, park inspections and response to neighbourhood complaints.	Implement Council's policy to reduce euthanasia rates and offer subsidised micro-chipping services in regard to companion animals. <i>Operating budget</i>	Number of animals chipped. <i>Manager, Building and Compliance</i>	Red
4.1.2 e	Local law enforcement - parking control, abandoned vehicles, building compliance, open and closing Council facilities, animal management, complaint investigation, park inspections and response to neighbourhood complaints.	Investigate complaints and enforce law within Council's responsibility as required. <i>Operating budget</i>	All complaints resolved and investigated. <i>Manager, Building and Compliance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.2 f	Review existing Pedestrian Access and Mobility Plan to ensure accessibility to centres and transit nodes (bus stops and train stations), public open space and buildings and areas that receive high use by families, including connectivity to playgrounds and parks	Implement prioritised works from PAMPS Strategy. <i>Developer contributions</i>	All works completed on time and within budget. <i>Manager, Assets</i>	Green +

#### 4.1.3 Encourage shared use of public space and facilities

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.1.3 a	Ensure early opportunities for considering and planning for desirable shared use of new public facilities and public spaces.	Apply principle of shared use at Rhodes Community Centre and other community building projects. <i>Operating budget</i>	Principle applied as projects allow. <i>Manager, Property Services</i>	Green

## Required Outcome 2

**“My City has attractive landscapes with sustainable development where heritage is conserved.”**

This will mean Canada Bay is an attractive and modern city that has achieved high quality urban design, quality infrastructure, sustainable development and a diversity of housing types, whilst conserving and celebrating its built heritage.

The directions we will take to achieve Outcome 2:

#### 4.2.1 Integrate best practice sustainable design

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.1 a	Administration of developer contributions for provision of community infrastructure.	Management of developer contribution policies and collection. <i>Operating budget</i>	Ensure policy is current. <i>Manager, Strategic Planning</i>	Green
4.2.1 b	Assessment and processing of complying development applications	Processing of all applications as submitted and continuous improvements identified. <i>Operating budget</i>	All CDCs processed within statutory timeframes <i>Manager, Building and Compliance</i>	Amber
4.2.1 b	Assessment and processing of development applications	Processing of all applications as submitted and continuous improvements identified. <i>Operating budget</i>	All DAs processed within statutory timeframes <i>Manager, Statutory Planning</i>	Green
4.2.1 c	Building Inspections and Compliance	Ongoing administration and assessment <i>Operating budget</i>	All inspections completed within agreed timeframes <i>Manager, Building and Compliance</i>	Green
4.2.1 d	Fire safety Audits, Inspections and Certificates	Ongoing administration and assessment <i>Operating budget</i>	All applications and certificates issued within statutory timeframes <i>Manager, Building and Compliance</i>	Amber
4.2.1 e	Prepare and administer a new Strathfield Triangle Development Control Plan that is supported by a developer contribution plan and public domain strategy that delivers sustainable development and public open space.	Implement a new Development Control Plan, developer contribution plan and Public Domain Strategy for the Strathfield Triangle. <i>Operating budget and developer contributions</i>	Completion of each document <i>Manager, Strategic Planning</i>	Amber
4.2.1 f	Prepare place making studies to inform town and neighbourhood precinct developments	Develop Place Management Action Plans for two precincts; and collaborate with businesses and assist in implementing actions identified in the Drummoyne Place Management Action Plan (Refresh Drummoyne) <i>Sustainable City Levy and external funding</i>	Two Action plans developed and actions implemented in Drummoyne <i>Manager, Economic Development</i>	Green
4.2.1 g	Processing of Construction, Building and Occupation Certificates	Ongoing administration and assessment <i>Operating budget</i>	All applications and certificates issued within statutory timeframes <i>Manager, Building and Compliance</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.1 h	Processing of Section 149 Certificates	Processing of all applications as submitted <i>Operating budget</i>	All standard applications processed within 5 days and urgent requests within 1 day <i>Manager, Strategic Planning</i>	Green +
4.2.1 i	Strategic land use planning	Deliver ongoing strategic advice on LEP, DCPs, policies and reforms <i>Operating budget</i>	Program delivered within budget <i>Manager, Strategic Planning</i>	Green
4.2.1 j	Strategic land use planning	Prepare urban renewal study for Parramatta Road area (Five Dock). <i>Planning operating budget and grant funding</i>	Study completed <i>Manager, Strategic Planning</i>	Green

#### 4.2.2 Conserve and celebrate the City's heritage

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.2.2 a	Create opportunities for Aboriginal cultural heritage to be expressed in the public domain	Engage Aboriginal artists in the public art program. <i>Sustainable City Levy</i>	Aboriginal artist engaged annually <i>Cultural Development Coordinator</i>	Amber
4.2.2 b	Enhance and promote interpretative material to assist the community's understanding of its natural and cultural heritage including Indigenous heritage	Build community education and awareness of local natural and cultural heritage through the development of interpretative material at key sites. <i>Sustainable City Levy</i>	Interpretative material produced through delivery of Riverside project <i>Cultural Development Coordinator</i>	Green
4.2.2 c	Formalise partnerships to consolidate and preserve the heritage of Canada Bay for future generations	Manage partnership with City of Canada Bay Museum through implementation of MOU and engagement with cultural development projects. <i>Sustainable City Levy</i>	MOU implemented <i>Cultural Development Coordinator</i>	Green
4.2.2 d	Create opportunities for Aboriginal cultural heritage to be expressed in the public domain	Participate in the River Scoping Study. Prepare guidelines for Council officers and contractors who undertake regular open space works to ensure protection of known or suspect Aboriginal heritage sites, and provide training as required. <i>Operating budget</i>	Level of participation. Guidelines completed and one training session completed. <i>Manager, Community Services</i>	Green
4.2.2 e	Develop policies for the management of parks that have heritage significance.	Prepare Policy for use by City Assets and City Services. <i>Operating budget</i>	Policy completed <i>Manager, Strategic Planning</i>	Grey
4.2.2 f	Enhance and promote interpretative material to assist the community's understanding of its natural and cultural heritage including Indigenous heritage	Develop a program of recording oral histories and digitising archival material from community groups for display in libraries and on website. <i>Operating budget</i>	Two displays held. <i>Manager, Library Services</i>	Green
4.2.2 g	Enhance local studies collection in Council's libraries by working with heritage and historical societies	Collect historic information and oral histories and digitise material. Implement a program of events in the Library <i>Operating budget</i>	2 local studies displays held <i>Manager, Library Services</i>	Green
4.2.2 h	Local Heritage Advisory Service	Ongoing provision of information and support to residents. <i>Operating budget</i>	Service provided 2 days per week <i>Manager, Strategic Planning</i>	Green
4.2.2 i	Local Heritage Assistance Program	Management of Council's heritage grants program. <i>Operating budget</i>	Grant program completed and reported to Council <i>Manager, Strategic Planning</i>	Green
4.2.2 j	Prepare inventory sheets for buildings within conservation areas in the Canada Bay LGA, so that the public can access information and be informed as to how their building contributes to the heritage significance of the area	Continue audit of buildings within Heritage Conservation Areas. <i>Operating budget</i>	Completion of 30 inventory sheets <i>Manager, Strategic Planning</i>	Grey
4.2.2 k	Prepare a thematic history for the City of Canada Bay	Activities completed in 2010-11		

## Required Outcome 3

*“My City has a range of housing options.”*

This will mean Canada Bay has a diverse mix of accommodation which responds to the changing needs of the community.

The directions we will take to achieve Outcome 3:

### 4.3.1 Encourage diverse housing stock which responds to changing housing needs

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.3.1 a	Reduce the cost of development by reviewing planning documents to ensure that there are no significant barriers to the development of lower priced housing.	Review the DCP car parking controls which apply to residential flat buildings. Undertake feasibility testing for infill development near centres and train stations and where appropriate amend development controls to increase take up rate of redevelopment. <i>Operating budget</i>	Report to Council <i>Manager, Strategic Planning</i>	Amber
4.3.1 b	Investigate opportunities and policies to deliver affordable housing.	No activity in 2011-12		
4.3.1 c	Prepare a Housing Policy for the City of Canada Bay	No activity in 2011-12		

### 4.3.2 Support the location of new higher density development close to services and amenities

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
4.3.2 a	Coordination of major planning developments at the Rhodes Peninsula	Undertake construction of Blaxland Road North streetscape improvements, Blaxland Road pedestrian crossing improvements, Blaxland Road boat ramp and jetty and extension of Point Park Foreshore Park. <i>Developer contributions and external funding</i>	All works completed on schedule and within budget <i>Group Manager, Technical Services</i>	Green
4.3.2 b	Coordination of major planning developments at the Rhodes Peninsula	Provide specific advice on DAs submitted as a result of Rhodes West Master Plan, facilitate Rhodes Community Resident Group and represent Council in Rhodes Community Consultation Committee. <i>Developer contributions and operating budget</i>	Provision of advice within statutory timeframes <i>Manager, Rhodes Urban Renewal</i>	Amber
4.3.2 c	Prepare a Comprehensive Local Environmental Plan in accordance with the centre based actions in Council's Local Planning Strategy.	Prepare, exhibit and gazette Local Environmental Plan <i>Operating budget</i>	Plan gazetted <i>Manager, Strategic Planning</i>	Green
4.3.2 d	Amend existing Master Plan for the Rhodes Peninsula to achieve an increase in residential density and additional community infrastructure, including public open space and community centre.	Activities completed in 2010-11		

# Moving City

The vision for a moving city is for well functioning transport and roads in the City. Transport plays a major role in keeping our community physically connected to work, leisure and services. Transport also facilitates the movement of goods and services in, out of and around the City. A moving city means physical community connectivity and access, as well as supporting business and commercial needs through effective transport logistics.

## Required Outcome 1

*“I can walk or cycle on designated paths to a range of commercial, recreational and community spaces around the City.”*

This will mean the residents of Canada Bay are able to leave their cars at home and walk or ride on well designed and well maintained bike and pedestrian paths around the City.

The directions we will take to achieve Outcome 1:

### 5.1.1 Develop and enhance walking and cycling path networks around the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.1.a	Collaborate with City of Sydney Council on issues affecting regional cycle ways	Work with City of Sydney to seek funding for implementation of the Inner Sydney Regional Bike Plan. <i>Operating budget</i>	The Inner Sydney Regional Bike Plan complements and does not conflict with Council's Bike Plan. <i>Manager, Traffic and Transport</i>	Green
5.1.1.b	Review existing Bike Plan and propose actions and projects.	Prepare an updated City of Canada Bay bike map for public distribution. See also 5.1.2. <i>Operating budget</i>	Works program achieved and funding secured. <i>Manager, Traffic and Transport</i>	Green

### 5.1.2 Promote and support walking and cycling as a viable transport option

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.2.a	Implement a program of infrastructure upgrades, expansions or renewals to better facilitate walking as a means of transport.	Construct formed paths at Crane Street and Brewer Street. <i>Developer contributions</i>	Program completed on time and within budget <i>Group Manager, Technical Services</i>	Green
5.1.2.b	Implement a program of infrastructure upgrades, expansions or renewals to better facilitate walking as a means of transport.	Regularly review pedestrian crossings within the City to ensure compliance with relevant standards and prepare annual program of upgrades as are required. <i>Developer contributions</i>	Program of works implemented <i>Manager, Traffic and Transport</i>	Green
5.1.2.c	Promote and facilitate the use of bicycles in the City.	Implement Bike Week activities and Learn to Cycle activities. <i>Operating budget</i>	Activities delivered with high levels of participation. <i>Manager, Traffic and Transport</i>	Green
5.1.2.d	Promote walking and cycling as preferred means of attending Council events	Incorporate messages regarding alternative transport opportunities into relevant event marketing. Incorporate secure bicycle parking options at each event. <i>Operating budget</i>	Parking options implemented at each event. <i>Manager, CPR</i>	Green

### 5.1.3 Promote and facilitate pedestrian and cyclist safety

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.1.3.a	Implement a program of infrastructure upgrades, expansions or renewals to support pedestrian and cyclist safety.	Construct a pedestrian cycleway linkage to the Hamilton Street Bridge in conjunction with Energy Australia. <i>Developer contribution and grant funding</i>	Program completed on time and within budget <i>Manager, Civil Design</i>	Green
5.1.3.b	Implement a program of infrastructure upgrades, expansions or renewals to support pedestrian and cyclist safety.	Construct bike paths in accordance with Canada Bay Bike Plan (see 5.1.1) and implement improvements to signage and linkages as part of works. 2011-12 projects to include completion of next section of works at Five Dock Bay and preparation of related Five Dock Bay MasterPlan. <i>Developer contribution and grant funding</i>	Program completed on time and within budget <i>Manager, Traffic and Transport</i>	Green
5.1.3.c	Implement Pedestrian Access and Mobility Plan to ensure accessibility to centres and transit nodes (bus stops and train stations); public open space; and areas that receive high use by families, including connectivity to playgrounds and parks.	See activities listed at 5.1.2 a and b		

## Required Outcome 2

***“I can get where I need to go safely without too much delay.”***

This will mean residents, workers and visitors in the City of Canada Bay are able to travel in, out of and around the City easily and safely on well functioning roads.

The directions we will take to achieve Outcome 2:

### 5.2.1 Work with relevant partners to advocate for improvements to the City’s road network

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.1.a	Administration of Traffic Committee	Coordinate and support the Traffic Committee's meetings <i>Operating budget</i>	10 meetings held <i>Manager, Traffic and Transport</i>	Green
5.2.1.b	Seek city road network improvements by consulting with local stakeholders, liaising and advocating for road improvements with state agencies and seeking funding for road improvements	Undertake ongoing liaison with the RTA to reduce traffic in local roads; improve the functioning of the Victoria Road and Lyons Road intersection and secure funding for relevant projects. Undertake a traffic safety study for Concord (subject to RTA funding) <i>Operating budget</i>	RTA grants received and advocacy undertaken <i>Manager, Traffic and Transport</i>	Green

### 5.2.2 Maintain roads and footpaths to ensure they are safe and accessible

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.2.a	Determine and undertake annual maintenance program for roads and footpaths in line with provisions in Asset Management Framework.	Develop annual program of works to ensure optimum condition of assets <i>Operating budget</i>	Necessary works programmed to achieve an improvement in pavement condition index <i>Group Manager, City Services</i>	Amber
5.2.2.b	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Maintain the City's road pavements by implementing the Road Resurfacing Program with works at Henley Marine Drive (between Brent and Thompson streets); Regatta Road (between Queens and Parramatta roads); and Stanley street (between Broughton Street and Burwood Road). <i>Operating budget and grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green
5.2.2.c	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Utilise the Roads To Recovery to undertake works at Wellbank Street. <i>Grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.2 d	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Utilise the RTA Block Grant (Regional Road Works) to undertake works at Norman Street. <i>Grant funding</i>	Works undertaken on time and on budget <i>Group Manager, Technical Services</i>	Green
5.2.2 e	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Undertake footpath repairs and restoration works, improve pavement width where possible to meet disability standards. <i>Operating budget</i>	Works undertaken on time and on budget. <i>Manager, Maintenance</i>	Green
5.2.2 f	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Install parking meters at Rider Boulevard, Everton Street and Hospital Road <i>Council reserves</i>	Works undertaken on time and on budget <i>Manager, Traffic and Transport</i>	Green
5.2.2 g	Implement a program of infrastructure upgrades, expansions or renewals to roads and footpaths.	Undertake traffic and parking studies in Drummoyne <i>Operating budget</i>	Studies completed <i>Manager, Traffic and Transport</i>	Green
5.2.2 h	Strategic traffic investigations and response.	Undertake traffic study for Concord/Mortlake (Braddon Street Precinct). <i>Operating budget</i>	Studies completed and works programmed as funding allows <i>Manager, Traffic and Transport</i>	Green
5.2.2 i	Develop and implement road safety initiatives in conjunction with the Local Government Road Safety Program	Deliver and support programs around safety around schools, occupant restraints and pedestrian safety (local hot spot maps). <i>Grant and operating budget</i>	Program completed. <i>Manager, Traffic and Transport</i>	Green

### 5.2.3 Improve safety, comfort and accessibility to public transport access points

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.3 a	Prepare Council's Integrated Transport Strategy ensuring that it supports access to public transport.	No activity in 2011-12		

### 5.2.4 Promote and support physical connectivity across the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.2.4 a	Advocate for and promote public transport to, from and through the local area.	Advocate on behalf of local community for improved public transport links, new metro, light rail and ferry services and improved connections between Rhodes and Wentworth Point. <i>Operating budget</i>	Advocacy undertaken <i>Manager, Traffic and Transport</i>	Green
5.2.4 b	Operate Council's community bus	Undertake administrative and report requirements to support operation of community bus; work with community organisations to provide supplementary services; and provide ongoing volunteer training to community organisations offering services. <i>Operating budget</i>	All applications for use processed within 10 days and quarterly reviews and reports completed. Bi-annual training provided. <i>Manager, Customer Services</i>	Green +

## Required Outcome 3

*“I have good day to day public transport options which take me to the places I need to go.”*

This will mean residents, workers and visitors to the City of Canada Bay are able to use public transport to access a range of community services and destinations.

The directions we will take to achieve Outcome 3:

### 5.3.1 Support sustainable transport options within the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.1 a	Identify strategies for upgrading and expanding public and community transport services in the City.	See activities listed at 3.4.2 a		
5.3.1 b	Prepare Council's Integrated Transport Strategy ensuring that that supports sustainable transport.	No activity in 2011-12		

### 5.3.2 Promote reduced car use through facilitating and supporting community education programs on sustainable transport use

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.2 a	Advocate for and promote/enable local car share schemes within centres and new development.	Investigate opportunities for car share programs in new centre based mixed use/ residential developments. Encourage operators to move into Council's commercial centres. <i>Operating budget</i>	Increase in number of car share places installed in City <i>Manager, Traffic and Transport</i>	Green
5.3.2 b	Develop transport access guides for all Council facilities.	Develop guides for Concord shopping centre, Concord Hospital, Rhodes Shopping Centre and Rhodes peninsula. <i>Operating budget</i>	TAGs developed <i>Manager, Traffic and Transport</i>	Green

### 5.3.3 Advocate for improvements to public transport links and options

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.3 a	Seek better public transport links by consulting with local stakeholders, liaising and advocating for transport improvements with state agencies and seeking funding for improvements	Work with STA, NSW Taxi Council and others to advocate for better linkages and participate in Sydney's Inner City Managers' Community Services Traffic Forum. <i>Operating budget</i>	Advocacy undertaken <i>Manager, Traffic and Transport</i>	Green

### 5.3.4 Investigate and support new solutions and alternatives to parking needs as the City's population rises

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.3.4 a	Manage Council's resident parking schemes	Undertake community and stakeholder consultation to implement revised resident parking schemes. <i>Operating budget</i>	Policy implemented <i>Manager, Traffic and Transport</i>	Green
5.3.4 b	Review car parking schemes for new development in and around town and neighbourhood centres where there is access to public transport.	No activity in 2011-12		
5.3.4 c	Review existing public parking strategies in town centres to develop a new strategy which will efficiently and effectively manage public parking.	See activities listed at 5.2.2 f and g		

## Required Outcome 4

*“I can buy locally the things that I need when I need them.”*

This will mean businesses have access to adequate transport links to regional, national and international markets.

The directions we will take to achieve Outcome 4:

### 5.4.1 Work with businesses to support their logistical needs

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
5.4.1.1	Consult with businesses to identify needs to improve logistical servicing	Review access issues as part of town and neighbourhood precinct developments coordinated by Council <i>Operating budget</i>	Consultation undertaken and agreed actions completed <i>Manager, Traffic and Transport</i>	Green

# Prosperous City

Our vision for creating a prosperous city relies on successful local economic development. The development of a prosperous city requires Council and community investment to create economic wealth so that the whole community can enjoy a better quality of life. Increasing economic capital will also be influenced by the educational, social and cultural advantages our community experiences and creating an effective environment for investment.

## Required Outcome 1

***“I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need.”***

This will mean there are vibrant village centres that provide residents and visitors with a diverse range of café, restaurant, service and shopping experiences, enabling people to connect socially and access the business services they need.

The directions we will take to achieve Outcome 1:

### 6.1.1 Support and facilitate village development programs which contribute to vibrant and commercially viable village centres

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.1.1.a	Administer the Great North Road Committee.	Collaborate with the Great North Road committee on identifying opportunities and constraints for the local business community. <i>Sustainable City Levy</i>	Programs implemented to respond to opportunities and constraints. <i>Manager, Economic Development</i>	Green
6.1.1.b	Promote local purchasing as a means of ensuring viability of local businesses.	Partner with local businesses in developing a suite of marketing collateral to connect local consumers and therefore increasing awareness of and attraction to local businesses. <i>Sustainable City Levy</i>	Proportion of business retention <i>Manager, Economic Development</i>	Grey
6.1.1.c	Support business-led programs that focus on development and rejuvenation of village centres	Support local business precincts with a toolkit and assistance in developing local business associations; and launch a Business Precinct Grant program to encourage business led promotions, events and networks. <i>Sustainable City Levy</i>	Toolkit developed and Business Precinct grant program launched. <i>Manager, Economic Development</i>	Grey
6.1.1.d	Work in partnership with property owners to identify opportunities or strategies to promote viable commercial village centres.	Finalise an Economic Development Framework which identifies place management as a key driver for the region. See also activities listed at 4.2.1. <i>Sustainable City Levy</i>	Economic Development Framework adopted. <i>Manager, Economic Development</i>	Grey
6.1.1.e	Street and footpath cleaning	Undertake regular cleansing of streets and footpaths throughout city (including the collection of removal of rubbish from streets and parks and rubbish which is illegally dumped). Introduce increased frequency of cleansing in business precincts of Majors Bay Road and Great North Road. <i>Operating budget</i>	All cleansing activities undertaken in accordance with servicing regimes and to adopted standards. <i>Manager, Parks and Gardens</i>	Green +
6.1.1.f	Street and footpath cleaning	Undertake regular cleansing of streets and footpaths at sites being added to Council's care and control (Rhodes and Wire Mill sites) <i>Operating budget</i>	All cleansing activities undertaken in accordance with servicing regimes and to adopted standards. <i>Manager, Parks and Gardens</i>	Green +

## 6.1.2 Develop retail and commercial strategies to respond to trends and create diverse and appealing shopping experiences

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.1.2 a	Implement the Positive Ageing Strategy.	Promote best practice of businesses that are age-friendly. Review and improve the Accessible Business Award. <i>Operating budget</i>	Promotion achieved. Awards reviewed. <i>Manager, Community Services</i>	Amber
6.1.2 b	Undertake a coordinated program of town and neighbourhood precinct development that includes urban design, public domain, public art, infrastructure provision and economic considerations.	Install improved directional signage at Concord and Five Dock identifying locations of parking facilities. <i>Sustainable City Levy</i>	Project delivered within budget and on time. <i>Manager, Economic Development</i>	Green

## Required Outcome 2

***“I am able to expand my skills and strengths while still working close to home.”***

This will mean Residents of Canada Bay have a diverse range of skills and access to employment opportunities close to home.

The directions we will take to achieve Outcome 2:

### 6.2.1 Create opportunities for sustainable local employment and develop diverse local employment base that meets the needs of individuals and business

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.2.1 a	Promote the Doing Business in Canada Bay program.	Provide a suite of regular eNewsletters to business owners and managers informing them of current opportunities and relevant content; represent Council on the bi-monthly Inner West Business News advisory panel and promote Council's support of local businesses; maintain and promote the Online Business Toolkit. <i>Sustainable City Levy</i>	Increase in eNewsletter subscription by 20%; 12 general business eNewsletters and 12 industry specific eNewsletters issued; effectiveness of the communications to be monitored; number of web visitors. <i>Manager, Economic Development</i>	Green

### 6.2.2 Build strong links with tertiary and vocational education institutes for the development of diverse local skills which meet local workforce needs

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.2.2 a	Develop programs with tertiary institutions including registered training organisations.	Promote and facilitate learning and development programs which incorporate flexible learning and increase business skills and confidence. <i>Sustainable City Levy</i>	Successful graduation of participants; Measurable impacts on business confidence. <i>Manager, Economic Development</i>	Green

## Required Outcome 3

**“There are successful local businesses in my area focused on creativity and wellbeing.”**

This will mean local businesses prosper and are technologically progressive and sustainable; creative, recreational, environmental and health industries are flourishing.

The directions we will take to achieve Outcome 3:

### 6.3.1 Develop programs to strengthen and sustain small business

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.1 a	Collaborate with key industry sectors in identifying and implementing partnership programs.	Engage with the retail and hospitality sector in improving the customer experience through: flexible training; encouragement of eCommerce and retail presentation. <i>Sustainable City Levy</i>	Impact of program on participating business performance <i>Manager, Economic Development</i>	Green
6.3.1 b	Support a network of home based businesses operating in the City.	Investigate opportunities to establish in partnership with neighbouring councils, an Inner West Home Based Business Network which accommodates home based businesses owners and home based business employees. <i>Sustainable City Levy</i>	Establishment of Inner West Home Based Business Network. <i>Manager, Economic Development</i>	Green
6.3.1 c	Operate the Renovators Destination business cluster to provide ongoing support and development opportunities.	See activities listed at 6.3.1 a		
6.3.1 d	Undertake a program of events and projects that support locally based food and hospitality business	See activities listed at 6.3.2 a		

### 6.3.2 Facilitate development of creative, wellbeing and lifestyle, and environmental industries

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.2 a	Facilitate business development opportunities for Health and Wellbeing industry.	Promote and distribute the 2011-12 Health and Wellbeing Practitioner Directory to encourage business to business referrals and as a resource for the local community; promote further opportunities for this sector as they arise. <i>Sustainable City Levy</i>	Participation in the 2011-12 Directory; feedback from participating businesses. <i>Manager, Economic Development</i>	Green
6.3.2 b	Develop and implement a strategy to attract the film and television industry to the City.	See activities listed at 6.3.3 a		

### 6.3.3 Lead the development of tourism and visitor opportunities which improve sustainability of local business and develop opportunities within the City

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.3.3 a	Develop and implement a Destination Marketing Strategy which encourages visitor investment.	Finalise the Destination Marketing Strategy and collaborate with and support stakeholders to identify opportunities for ongoing promotion. <i>Sustainable City Levy</i>	Strategy completed. Stakeholders identified and engaged. Future actions identified. <i>Manager, Economic Development</i>	Green
6.3.3 b	Undertake a program of events and projects that support locally based event, meeting and conference venues and suppliers.	Administer Sydney Business Events Network by hosting familiarisation visits with event industry managers and working with businesses to represent City at expos. <i>Sustainable City Levy</i>	Number of new accounts directed to participating local businesses. <i>Manager, Economic Development</i>	Grey

## Required Outcome 4

***“I have access to local businesses of a high quality, global standard.”***

This will mean Canada Bay is a location of choice for new and emerging industries because of the quality of its infrastructure, diverse local skill base and appealing quality of life.

The directions we will take to achieve Outcome 4:

### 6.4.1 Support enterprise growth through programs which strengthen business parks, enterprise and industrial corridors

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
6.4.1 a	Operate the Rhodes to Employment program.	Work with corporate partners at Rhodes Business Park to link their employees with relevant local businesses. <i>Sustainable City Levy</i>	Increase in local corporate engagement. <i>Manager, Economic Development</i>	Green
6.4.1 b	Operate the Rhodes to Employment program.	Work with relevant stakeholders to promote precincts within Canada Bay as a suitable relocation/establishment site for appropriate businesses/corporations. <i>Sustainable City Levy</i>	Feedback from leasing agents and developers. <i>Manager, Economic Development</i>	Green

# Vibrant City

The vision for a vibrant city captures the energy, cultural diversity and potential for creative community connection. A vibrant city is a place in which there are strong community relationships and cohesion; a celebration of diversity and lifelong learning; and good social support.

## Required Outcome 1

***“I have a great lifestyle and feel part of an active and vibrant community.”***

This will mean people in Canada Bay have access to a range of opportunities to enhance their lifestyle and connect with other people through vibrant village centres, cultural expression, lifelong learning and community celebrations.

The directions we will take to achieve Outcome 1:

### 7.1.1 Create opportunities to meet and form community networks and connections

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.1 a	Support a program of community-led events.	See activities listed at 7.1.3 a		

### 7.1.2 Provide access to a range of services and facilities that improve quality of life in Canada Bay

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.2 a	Investigate opportunities for adaptive renewal and/or consolidation of council spaces for integrated cultural programs.	Undertake business planning to assess feasibility of converting a Council facility for cultural programs. <i>Sustainable City Levy</i>	Business planning complete. <i>Cultural Development Coordinator</i>	Green
7.1.2 b	Concord Senior Citizens Centre managed to ensure the Centre is effectively maintained, and it is a place where a diverse group of people can meet to share common interests, remain healthy, active and engaged.	Manage Concord Senior Citizens Centre effectively and efficiently. <i>Operating budget</i>	Number of groups using Centre. Number of days used. Percentage of utilisation. <i>Manager, Community Services</i>	Green
7.1.2 c	Operate the Wellbank Childrens Centre.	Operate the Centre within licence conditions. <i>Operating budget</i>	Service operates at a minimum 90% capacity. Service operates under high staff:child ratios to improve children's experiences. Service meets all statutory and legislative requirements. <i>Manager, Community Services</i>	Green +
7.1.2 d	Implement a staged increase in collection levels to restore overall collection levels to State Library standards	Implement year two of expansion (in addition to standard annual allocation) <i>Operating budget</i>	Increases delivered within budget <i>Manager, Library Services</i>	Green
7.1.2 e	Provision of Library services.	Develop a training and induction program for staff to enhance deliver of customer services in target areas. Review existing services and develop new services in line with the Library Services Strategic Plan. <i>Operating budget</i>	Training packages developed and implemented. Services reviewed and new services established and promoted. <i>Manager, Library Services</i>	Green
7.1.2 f	Provision of Library collections.	Monitor shelf ready program and develop promotional program for collections. <i>Operating budget</i>	Loans per capita target - 523,000 loans. Turnover rate target - 3.93. Items per capita target - 212,000 items <i>Manager, Library Services</i>	Green

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.2 g	Provision of Library events, programs and activities.	Review existing programs and develop new events, programs and activities in accordance with the Library Services Strategic Plan. <i>Operating budget</i>	10 Author talks delivered with 400 participants. 10 Artist of the Month displays delivered. Childrens program delivered with 10,000 participants. New programs identified, established and promoted. <i>Manager, Library Services</i>	Green
7.1.2 h	Provision of Library facilities	Upgrade Five Dock Library through installation of CCTV, PA system and upgrade of Bay Room. <i>Operating budget</i>	Necessary furniture and fittings procured within budget <i>Manager, Library Services</i>	Green
7.1.2 i	Provision of Library technology	Review and promote online services. Develop and implement outreach program to promote online resources in schools. <i>Operating budget</i>	Number of hits on databases. Online database subscriptions reviewed. <i>Manager, Library Services</i>	Green
7.1.2 j	Promote halls and other venues in the City for both community and corporate use.	Marketing of council halls and venues to community groups and corporate users is regularly undertaken. <i>Operating budget</i>	Promotion of halls and venues achieved on a quarterly basis. <i>Manager, Property Services</i>	Green
7.1.2 k	Develop strategies and projects to offer a contemporary and evolving library service.	See activities listed at 7.1.2 d, e, f, g, h, i and j		
7.1.2 l	Ensure Council community services operations are relevant to the changing needs of the local community.	See activities listed at 3.4.2 c		

### 7.1.3 Deliver a vibrant calendar of community celebrations and events

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.3 a	Implement Council's major event program	Produce Ferragosto and Concord Carnival. <i>Operating budget and external funding</i>	Events delivered within allocated budget. Attendance equals or improve 2010-11 figures. <i>Manager, CPR</i>	Green
7.1.3 b	Review Council's major event program	Activities completed in 2010-11		

### 7.1.4 Generate initiatives to revitalise and maintain village centres as vibrant community spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.4 a	Establish an artist in residence program across the City.	Commission artists to create artworks through place-making initiatives in City precincts. <i>Sustainable City Levy</i>	3 artists in place projects completed. <i>Cultural Development Coordinator</i>	Green

### 7.1.5 Celebrate and use our outdoor environment as creative and cultural spaces

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.1.5 a	Develop a staged public art and cultural program to enhance the foreshore by using key sites along the Parramatta River.	Produce and install public art at identified priority foreshore sites through the Riverside project. <i>Sustainable City Levy</i>	1 major public art piece delivered. <i>Cultural Development Coordinator</i>	Green
7.1.5 b	Undertake a review of outdoor venues to identify opportunities for cultural use.	Prepare a report on use of outdoor venues and cultural places and spaces. <i>Sustainable City Levy</i>	Report completed. <i>Cultural Development Coordinator</i>	Grey

## Required Outcome 2

*"I feel like I belong and my story is celebrated."*

This will mean the City of Canada Bay is a place with a strong sense of community, where people feel proud to live and are engaged and included in the vibrant life of the City.

The directions we will take to achieve Outcome 2:

### 7.2.1 Address diverse community needs through a range of programs, services, advocacy and partnerships

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.1 a	Implement a Community Harmony Strategy.	Provide funding for Drummoyne Community Centre to run programs as agreed. <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green
7.2.1 b	Provide support to and leadership for disabled community members through ongoing programs and one-off projects delivered in collaboration with relevant community organisations/ representatives.	Administer Council's Access Committee. Attend Inner West Disability Forum and work in partnership to improve access to services and support for people with disabilities and their carers. <i>Operating budget</i>	Five Access Committee meetings facilitated. One partnership project delivered. Four Forum meetings attended. <i>Manager, Community Services</i>	Green
7.2.1 c	Provision of Community Services including community planning and community development projects.	Implement Community Development and Support Expenditure Scheme and Small Grant programs. <i>Operating budget</i>	Grant funds fully expended. <i>Manager, Community Services</i>	Green

### 7.2.2 Support programs which enhance and celebrate diversity

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.2 a	Build and establish relationships with key community representatives from diverse communities.	Participate in and partner with Inner West Ethnic Network. <i>Operating budget</i>	Four Network meetings attended. One partnership project established. <i>Manager, Community Services</i>	Green

### 7.2.3 Improve connections between established and emerging communities

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.3 a	Deliver a range of neighbourhood and place based programs in identified areas of changing demographics, diverse or conflicting community use.	Coordinate the Council-wide implementation of a place-making approach to programs and capital projects in locations across the City. <i>Operating budget</i>	Place based methodology used to inform project development. <i>Director, Community Development</i>	Green
7.2.3 b	Develop cultural opportunities to encourage interaction between existing and emerging communities.	Ensure that Council's major event program reflects community demographics and is programmed in a way that encourages interaction. <i>Sustainable City Levy</i>	Diversity of programming is achieved. <i>Manager, CPR</i>	Green
7.2.3 c	Develop programs to support older residents in the community	Facilitate and support annual Seniors Week celebrations. <i>Operating budget</i>	Number of participants and number events. <i>Manager, Community Services</i>	Green
7.2.3 d	Develop programs to support youth development in the community	One youth development program and one youth week program delivered annually. <i>Operating budget</i>	Number of participants and nature of feedback received. <i>Manager, Community Services</i>	Green
7.2.3 e	Strengthen library programs to establish interaction between existing and emerging communities.	Maintain promotional networks via community associations and operate an outreach program specific to emerging communities. <i>Operating budget</i>	Contacts made with community associations. Three outreach programs conducted. <i>Manager, Library Services</i>	Green

#### 7.2.4 Support and investigate initiatives which assist housing and accommodation affordability to improve access and maintain resident diversity in the area

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.2.4 a	Implement Council's Affordable Living Policy.	Work with community housing provider to ensure Council's current affordable housing stock is well managed. Explore opportunities to further expand affordable housing stock. <i>Operating budget</i>	Number of units tenanted. Tenancy satisfaction survey. Quarterly reports from St George Housing. <i>Manager, Community Services</i>	Amber

### Required Outcome 3

***"I have awareness and respect for local Aboriginal heritage and culture."***

This will mean the City of Canada Bay has a visual presence of aboriginal history and culture and a range of support structures which assist access to and protection of local Aboriginal culture.

The directions we will take to achieve Outcome 3:

#### 7.3.1 Develop a range of community cultural development programs to encourage and develop cultural awareness

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.3.1 a	Implement the Aboriginal Cultural Heritage Study.	Develop a NAIDOC Week program that helps raise awareness of Aboriginal culture. Establish an interdisciplinary team to improve communication regarding Aboriginal heritage and develop integrated cultural heritage projects. Conduct Aboriginal cultural heritage walk which is led by a recognised representative for the area. <i>Operating budget</i>	Programs and projects completed. <i>Manager, Community Services</i>	Green
7.3.1 b	Participate in community ATSI projects and initiatives.	See activities listed at 7.3.1 a		

### Required Outcome 4

***"I live in a creative City, inspired by diverse cultures and innovative ideas."***

This will mean creativity and innovation are actively encouraged and supported in the City of Canada Bay and the area is valued for its arts and cultural life.

The directions we will take to achieve Outcome 4:

#### 7.4.1 Provide opportunities for the development and participation in arts and cultural pursuits

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.1 a	Engage in regional partnership to improve and enhance cultural activity and opportunity in the area.	Work in partnership with inner west stakeholders to prepare a strategic plan to redevelop Ashfield Youth Theatre into contemporary, place based performance program. Continue to provide funding to support Ashfield Youth Theatre's operation. <i>Sustainable City Levy and grant funding</i>	Strategic plan developed. Funding allocated. <i>Manager, Community Services</i>	Grey
7.4.1 b	Provision of cultural development programs.	Provide professional management of Council's cultural development program. <i>Sustainable City Levy</i>	Annual program completed within budget. <i>Cultural Development Coordinator</i>	Green

#### 7.4.2 Identify and support the development of community spaces for art and culture

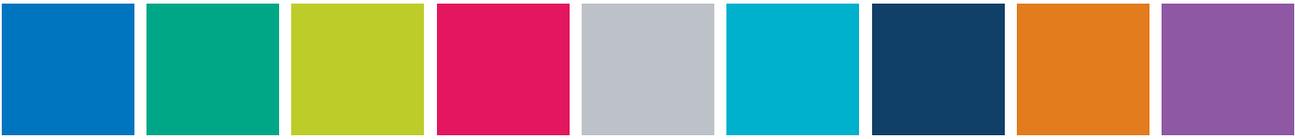
	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.2 a	Develop innovative public art design elements in children's playgrounds and parks.	Integrate art into public domain through best practice design. <i>Sustainable City Levy</i>	Art in public domain secured in key projects. <i>Cultural Development Coordinator</i>	Green
7.4.2 b	Facilitate the incorporation of public art into development on the Rhodes Peninsula.	Engage communities and internal and external stakeholders to integrate art and cultural elements into public domain. <i>Sustainable City Levy and developer contributions</i>	Appropriate strategies embedded into master planning for Rhodes Peninsula. <i>Cultural Development Coordinator</i>	Green
7.4.2 c	Develop procedures to integrate public art into the public domain.	See activities listed at 7.4.2 a		

#### 7.4.3 Enhance life-long learning opportunities through which people engage with their local community and the world more broadly through learning and skills development for both leisure and employment purposes

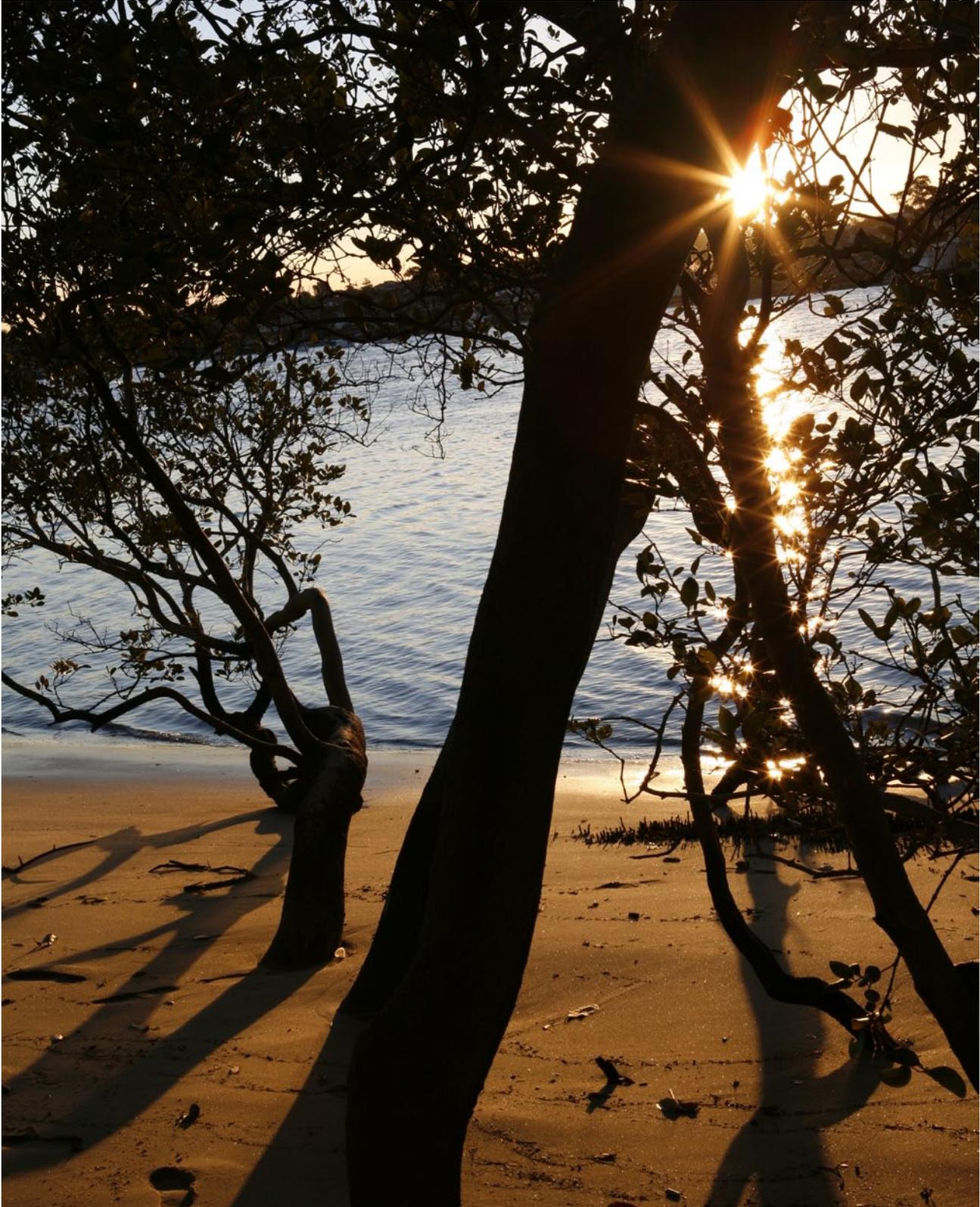
	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.3 a	Deliver lifelong learning programs through Council libraries in partnership with other agencies.	Explore partnerships with community groups and other organisations to deliver programs. <i>Operating budget</i>	3 programs offered. MOUs entered into. Manager, Library Services	Green
7.4.3 b	Implement the Positive Ageing Strategy.	Establish connections with educational and cultural agencies with the aim of promoting the City of Canada Bay as a receptive population for their services. Encourage intergenerational activities that have a health focus. Establish connections between retirees or community groups with Council's School Holiday Program or local schools. <i>Operating budget</i>	Number of agencies engaged with. Number of services. Number of activities. <i>Manager, Community Services</i>	Green

#### 7.4.4 Engage in regional partnerships to improve and enhance cultural activity and opportunity in the area

	2010-13 Delivery Plan Strategy	Activities to be undertaken in 2011-12 (source of funding)	KPI to measure annual activity (responsible manager)	Current status
7.4.4 a	Foster partnerships with arts/ cultural organisations and with the business, education, health and other human service sectors.	Participate in and strengthen partnership activities. <i>Sustainable City Levy</i>	Broker new and strengthen existing partnerships. <i>Cultural Development Coordinator</i>	Green



# GENERAL PURPOSE FINANCIAL STATEMENTS



# City of Canada Bay

## General Purpose Financial Statements

for the financial year ended 30 June 2012

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### Overview

(i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for City of Canada Bay.

(ii) City of Canada Bay 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 (LGA) 1993 of NSW.

Council's Statutory Charter is specified in Paragraph 8 of the LGA and includes;

- carrying out activities and providing goods, services & facilities appropriate to the current & future needs of the Local community and of the wider public
- responsibility for administering regulatory requirements under the LGA and other applicable legislation, &
- a role in the management, improvement and development of the resources of the local government 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 17/09/12. Council has the power to amend and reissue the financial statements.

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## City of Canada Bay

### General Purpose Financial Statements

for the financial year ended 30 June 2012

## Understanding Council's Financial Statements

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### Introduction

Each year, individual Local Governments across NSW are required to present a set of audited Financial Statements to their Council & 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 2012.

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 NSW Division 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 & ownership of the Financial Statements.

### About the Primary Financial Statements

The Financial Statements incorporate 5 "primary" financial statements:

#### 1. An Income Statement

A summary of Council's financial performance for the year, listing all income & expenses.

This Statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### 2. A Statement of Comprehensive Income

Primarily records changes in the fair values of Council's Infrastructure, Property, Plant & Equip.

#### 3. A Balance Sheet

A 30 June snapshot of Council's Financial Position including its Assets & Liabilities.

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

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

#### 5. A 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 specialize 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 & position, &
2. Their observations on the conduct of the Audit including the Council's financial performance & financial position.

### Who uses the Financial Statements ?

The Financial Statements are publicly available documents & must be presented at a Council meeting between 7 days & 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 Division of Local Government.

### More information

A review of Council's financial performance and position over the past 5 years can be found at Note 27 of the Financial Statements.

City of Canada Bay

General Purpose Financial Statements  
for the financial year ended 30 June 2012

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

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

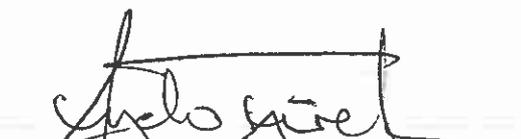
- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

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
- accords with Council's accounting and other records.

We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 07 August 2012.



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Cr. Angelo Tsirekas  
MAYOR



---

Cr. Jeanette O'Hara  
COUNCILLOR



---

Mr. Gary Sawyer  
GENERAL MANAGER



---

Mr. Bruce Cook  
RESPONSIBLE ACCOUNTING OFFICER

## City of Canada Bay

## Income Statement

for the financial year ended 30 June 2012

Budget <sup>(1)</sup>				Actual	Actual
2012	\$ '000		Notes	2012	2011
<b>Income from Continuing Operations</b>					
<b>Revenue:</b>					
40,577	Rates & Annual Charges		3a	41,000	39,224
10,002	User Charges & Fees		3b	12,026	10,785
1,077	Interest & Investment Revenue		3c	3,049	1,528
4,408	Other Revenues		3d	5,748	5,831
2,900	Grants & Contributions provided for Operating Purposes		3e,f	5,638	4,222
9,699	Grants & Contributions provided for Capital Purposes		3e,f	14,121	12,176
<b>68,663</b>	<b>Total Income from Continuing Operations</b>			<b>81,582</b>	<b>73,766</b>
<b>Expenses from Continuing Operations</b>					
26,039	Employee Benefits & On-Costs		4a	25,911	24,119
98	Borrowing Costs		4b	94	135
19,462	Materials & Contracts		4c	18,124	17,469
8,900	Depreciation & Amortisation		4d	13,381	10,056
8,536	Other Expenses		4e	11,002	9,248
-	Net Losses from the Disposal of Assets		5	149	136
<b>63,035</b>	<b>Total Expenses from Continuing Operations</b>			<b>68,661</b>	<b>61,163</b>
<b>5,628</b>	<b>Operating Result from Continuing Operations</b>			<b>12,921</b>	<b>12,603</b>
<b>Discontinued Operations</b>					
-	Net Profit/(Loss) from Discontinued Operations		24	-	-
<b>5,628</b>	<b>Net Operating Result for the Year</b>			<b>12,921</b>	<b>12,603</b>
5,628	Net Operating Result attributable to Council			12,921	12,603
-	Net Operating Result attributable to Minority Interests			-	-
<b>(4,071)</b>	<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>			<b>(1,200)</b>	<b>427</b>

(1) Original Budget as approved by Council - refer Note 16

## City of Canada Bay

Statement of Comprehensive Income  
for the financial year ended 30 June 2012

\$ '000	Notes	Actual 2012	Actual 2011
Net Operating Result for the year (as per Income statement)		12,921	12,603
<b>Other Comprehensive Income</b>			
Gain (loss) on revaluation of I,PP&E	20b (ii)	-	1,464,181
Recognition of Infrastructure assets not recorded in prior periods	20c	-	7,880
Total Other Comprehensive Income for the year		-	1,472,061
<b>Total Comprehensive Income for the Year</b>		<b>12,921</b>	<b>1,484,664</b>
Total Comprehensive Income attributable to Council		12,921	1,484,664
Total Comprehensive Income attributable to Minority Interests		-	-

## City of Canada Bay

## Balance Sheet

as at 30 June 2012

\$ '000	Notes	Actual 2012	Actual 2011
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash & Cash Equivalents	6a	11,832	17,632
Investments	6b	33,899	11,419
Receivables	7	4,668	3,681
Inventories	8	40	29
Other	8	349	583
<b>Total Current Assets</b>		<b>50,788</b>	<b>33,344</b>
<b>Non-Current Assets</b>			
Receivables	7	55	51
Infrastructure, Property, Plant & Equipment	9	3,415,345	3,418,589
Investment Property	14	15,129	15,742
<b>Total Non-Current Assets</b>		<b>3,430,529</b>	<b>3,434,382</b>
<b>TOTAL ASSETS</b>		<b>3,481,317</b>	<b>3,467,726</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Payables	10	13,040	12,408
Borrowings	10	780	737
Provisions	10	7,263	6,530
<b>Total Current Liabilities</b>		<b>21,083</b>	<b>19,675</b>
<b>Non-Current Liabilities</b>			
Borrowings	10	368	1,148
Provisions	10	454	412
<b>Total Non-Current Liabilities</b>		<b>822</b>	<b>1,560</b>
<b>TOTAL LIABILITIES</b>		<b>21,905</b>	<b>21,235</b>
<b>Net Assets</b>		<b>3,459,412</b>	<b>3,446,491</b>
<b>EQUITY</b>			
Retained Earnings	20	1,921,276	1,908,355
Revaluation Reserves	20	1,538,136	1,538,136
Council Equity Interest		3,459,412	3,446,491
Minority Equity Interest		-	-
<b>Total Equity</b>		<b>3,459,412</b>	<b>3,446,491</b>

## City of Canada Bay

Statement of Changes in Equity  
for the financial year ended 30 June 2012

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Minority Interest	Total Equity
<b>2012</b>						
<b>Opening Balance</b> (as per Last Year's Audited Accounts)		1,908,355	1,538,136	<b>3,446,491</b>	-	<b>3,446,491</b>
a. Correction of Prior Period Errors	20 (c)	-	-	-	-	-
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
<b>Revised Opening Balance</b> (as at 1/7/11)		<b>1,908,355</b>	<b>1,538,136</b>	<b>3,446,491</b>	-	<b>3,446,491</b>
<b>c. Net Operating Result for the Year</b>		<b>12,921</b>	-	<b>12,921</b>	-	<b>12,921</b>
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)	-	-	-	-	-
- Other Movements	20b (ii)	-	-	-	-	-
<b>Other Comprehensive Income</b>		-	-	-	-	-
<b>Total Comprehensive Income</b> (c&d)		<b>12,921</b>	-	<b>12,921</b>	-	<b>12,921</b>
<b>Equity - Balance at end of the reporting period</b>		<b>1,921,276</b>	<b>1,538,136</b>	<b>3,459,412</b>	-	<b>3,459,412</b>

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Minority Interest	Total Equity
<b>2011</b>						
<b>Opening Balance</b> (as per Last Year's Audited Accounts)		1,887,872	73,955	<b>1,961,827</b>	-	<b>1,961,827</b>
a. Correction of Prior Period Errors	20 (c)	-	-	-	-	-
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
<b>Revised Opening Balance</b> (as at 1/7/10)		<b>1,887,872</b>	<b>73,955</b>	<b>1,961,827</b>	-	<b>1,961,827</b>
<b>c. Net Operating Result for the Year</b>		<b>12,603</b>	-	<b>12,603</b>	-	<b>12,603</b>
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	1,464,181	<b>1,464,181</b>	-	<b>1,464,181</b>
- Revaluations: Other Reserves	20b (ii)	-	-	-	-	-
- Transfers to Income Statement	20b (ii)	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	20b (ii)	-	-	-	-	-
- Other Movements	20b (ii)	7,880	-	<b>7,880</b>	-	<b>7,880</b>
<b>Other Comprehensive Income</b>		<b>7,880</b>	<b>1,464,181</b>	<b>1,472,061</b>	-	<b>1,472,061</b>
<b>Total Comprehensive Income</b> (c&d)		<b>20,483</b>	<b>1,464,181</b>	<b>1,484,664</b>	-	<b>1,484,664</b>
<b>Equity - Balance at end of the reporting period</b>		<b>1,908,355</b>	<b>1,538,136</b>	<b>3,446,491</b>	-	<b>3,446,491</b>

## City of Canada Bay

## Statement of Cash Flows

for the financial year ended 30 June 2012

Budget 2012	\$ '000	Notes	Actual 2012	Actual 2011
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
40,966	Rates & Annual Charges		40,938	39,246
9,489	User Charges & Fees		12,123	11,061
1,077	Investment & Interest Revenue Received		2,065	1,486
12,600	Grants & Contributions		16,561	13,979
-	Bonds, Deposits & Retention amounts received		3,130	411
4,397	Other		5,518	5,888
<b>Payments:</b>				
(23,494)	Employee Benefits & On-Costs		(24,556)	(24,047)
(19,367)	Materials & Contracts		(18,271)	(17,718)
(98)	Borrowing Costs		(94)	(135)
-	Bonds, Deposits & Retention amounts refunded		(2,623)	(9,260)
(10,997)	Other		(10,570)	-
<b>14,573</b>	<b>Net Cash provided (or used in) Operating Activities</b>	11b	<b>24,221</b>	<b>20,911</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
-	Sale of Investment Securities		649	500
938	Sale of Infrastructure, Property, Plant & Equipment		848	937
<b>Payments:</b>				
-	Purchase of Investment Securities		(22,468)	(10,306)
(19,021)	Purchase of Infrastructure, Property, Plant & Equipment		(8,313)	(9,588)
<b>(18,083)</b>	<b>Net Cash provided (or used in) Investing Activities</b>		<b>(29,284)</b>	<b>(18,457)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Nil				
<b>Payments:</b>				
(767)	Repayment of Borrowings & Advances		(737)	(696)
<b>(767)</b>	<b>Net Cash Flow provided (used in) Financing Activities</b>		<b>(737)</b>	<b>(696)</b>
<b>(4,277)</b>	<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>		<b>(5,800)</b>	<b>1,758</b>
17,632	plus: <b>Cash &amp; Cash Equivalents - beginning of year</b>	11a	17,632	15,874
<b>13,355</b>	<b>Cash &amp; Cash Equivalents - end of the year</b>	11a	<b>11,832</b>	<b>17,632</b>
Additional Information:				
	plus: <b>Investments on hand - end of year</b>	6b	33,899	11,419
<b>Total Cash, Cash Equivalents &amp; Investments</b>			<b>45,731</b>	<b>29,051</b>

Please refer to Note 11 for additional cash flow information.

# City of Canada Bay

## Notes to the Financial Statements for the financial year ended 30 June 2012

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n/a - not applicable

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### 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 (AASB's), 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 Interpretations issued by the Australian Accounting Standards Board,
- the Local Government Act (1993) & 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 Australian Accounting Standards (AASB's) 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 IFRS's, 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), Regulations and Local Government Code of Accounting Practice & Financial Reporting, it should be noted that Councils in NSW only have a requirement to comply with Australian Accounting Standards.

###### (iii) New and amended standards adopted by Council

None of the new standards and amendments to standards that are mandatory for the first time for the financial year beginning 1 July 2011 affected any of the amounts recognised in the current period or any prior period and are not likely to affect future periods.

###### (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 2011.

Refer further to paragraph (ab) relating to a summary of the effects of Standards with future operative dates...

###### (v) Basis of Accounting

These financial statements have been prepared under the **historical cost convention** except for:

- (i) financial assets and liabilities at fair value through profit or loss, available-for-sale financial assets and investment properties 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 Infrastructure, property, plant & equipment 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)].

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

##### **(vii) Critical Accounting Estimates**

The preparation of financial statements requires the use of certain critical accounting estimates (in conformity with AASB's).

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 the entity 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
- (ii) Estimated fair values of infrastructure, property, plant and equipment.

##### **Critical judgements in applying the entity's accounting policies**

- (i) Impairment of Receivables - Council has made a significant judgement about the impairment of a number of its receivables in Note 7.
- (ii) Projected Section 94 Commitments - Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

##### **(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 the entity 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 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.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

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

Rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

Interest Income from Cash & Investments is accounted for using the Effective Interest method in accordance with AASB 139.

#### (c) Principles of Consolidation

These financial statements incorporate **(i)** the assets and liabilities of Council and any Entities (or operations) that it **controls** (as at 30/6/12) and **(ii)** all the related operating results (for the financial year ended the 30th June 2012).

The financial statements also include Council's share of the assets, liabilities, income and expenses of any **Jointly Controlled Operations** under the appropriate headings.

In the process of reporting on Council's activities as a single unit, all inter-entity year end balances and reporting period transactions have been eliminated in full between Council and its controlled entities.

#### (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.

The following entities have been included as part of the Consolidated Fund:

- *General Purpose Operations*
- *The total income and expenditure from continuing operations of the Five Dock Leisure Centre.*

#### (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 which must be applied only for the purposes of or in accordance with the trusts relating to those monies.

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

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

Trust monies and property held by Council but not subject to the control of Council, have been excluded from these statements.

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

##### (iii) Joint Ventures

Council has no interest in any Joint Venture Entities, Assets or Operations.

##### (v) County Councils

Council is not a member of any County Councils.

##### (vi) Additional Information

Note 19 provides more information in relation to Joint Venture Entities, Associated Entities and Joint Venture Operations where applicable.

##### (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

Leases of property, plant and equipment where the Council has substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments.

The corresponding rental obligations, net of finance charges, are included in borrowings.

Each lease payment is allocated between the liability outstanding and the recognition of a finance charge.

The interest element of the finance charge is costed to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Property, plant and equipment acquired under finance leases is depreciated over the shorter of each leased asset's useful life and the lease term.

##### 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

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 which are subject to an insignificant risk of changes in value, and
- bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the balance sheet but are incorporated into Cash & 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**.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

Each classification depends on the purpose/intention for which the investment was acquired & 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.

Derivatives are classified as held for trading unless they are designated as hedges.

Assets in this category are primarily classified as current assets as they are primarily held for trading &/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.

##### **(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 & 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.

##### **(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.

##### **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.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

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 & 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.

##### (iii) Types of Investments

Council has an approved Investment Policy in order to undertake its investment of money 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. Certain investments that Council holds are no longer prescribed (eg. CDOs, and equity linked notes), however they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

##### (g) Fair value estimation

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.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

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 & 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 which are known to be uncollectible are written off in accordance with Council's policy.

A provision for impairment (ie. an allowance account) relating to receivables is established when there is objective evidence that the 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

##### 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.

##### Land Held for Resale/Capitalisation of Borrowing Costs

Land held for resale is stated at the lower of cost and net realisable value.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

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 have been progressively revalued to fair value in accordance with a staged implementation as advised by the Division 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 Valuation)
- **Buildings – Specialised/Non Specialised** (External Valuation)
- **Plant and Equipment** (as approximated by depreciated historical cost)
- **Roads Assets incl. roads, bridges & footpaths** (Internal Valuation)
- **Drainage Assets** (Internal Valuation)
- **Community Land** (Deprival 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 assets 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 (ie. 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 & Equipment:

- Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve.
- To the extent that the increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

- Decreases that reverse previous increases of the same asset 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	100% Capitalised

##### Plant & Equipment

Office Furniture	> \$1,000
Office Equipment	> \$1,000
Other Plant & Equipment	> \$1,000

##### Buildings & Land Improvements

Park Furniture & Equipment	> \$10,000
Building	
- construction/extensions	100% Capitalised
- renovations	> \$10,000
Other Structures	> \$10,000

##### Stormwater Assets

Drains & Culverts	> \$10,000
Other	> \$10,000

##### Transport Assets

Road construction & reconstruction	> \$10,000
Reseal/Re-sheet & major repairs:	> \$10,000
Bridge construction & reconstruction	> \$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 assets cost (net of residual values) over its estimated useful life.

Land is not depreciated.

Estimated useful lives for Council's I,PP&E include:

##### Plant & Equipment

- Office Equipment	5 to 10 years
- Office furniture	10 to 20 years
- Computer Equipment	4 years
- Vehicles	5 to 8 years
- Heavy Plant/Road Making equip.	5 to 8 years
- Other plant and equipment	5 to 15 years

##### Other Equipment

- Playground equipment	5 to 15 years
- Benches, seats etc	10 to 20 years

##### Buildings

- Buildings : Masonry	50 to 100 years
- Buildings : Other	20 to 40 years

##### Stormwater Drainage

- Drains, Channels, GPTs, Pits	60 to 100 years
- Culverts	50 to 80 years
- Pipe	100 years

##### Transportation Assets

- Sealed Roads: Wearing Course	20 years
- Sealed Roads: Road Base	50 years
- Unsealed roads	20 years
- Bridge: Concrete	80 years
- Bridge: Other	30-50 years
- Kerb, Gutter & Paths	50 years

All asset residual values and useful lives are reviewed and adjusted (where appropriate), at each balance sheet 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.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

##### Disposal and De-recognition

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 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 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) Investment property

Investment property comprises land &/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 three years with an appropriate index utilised each year in between the full revaluations.

The last full revaluation for Council's Investment Properties was dated 30/06/11.

##### (p) Non-Current Assets (or Disposal Groups) "Held for Sale" & 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

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

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.

A Discontinued Operation is a component of the entity that has been disposed of or is classified as "held for sale" and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are presented separately on the face of the income statement.

#### (q) Impairment of assets

All Council's I,PP&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.

For non-cash generating assets of Council such as roads, drains, public buildings etc - value in use is represented by the "deprival value" of the asset which is approximated as its written down replacement cost.

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Goodwill & other Intangible Assets that have an indefinite useful life and are not subject to amortisation are tested annually for impairment.

#### (r) Payables

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year which are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

#### (s) 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.

#### (t) Borrowing costs

Borrowing costs are expensed.

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

#### (u) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

- 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.

#### (v) 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 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.

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 & 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 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 5 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 5 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

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

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.

Accordingly, Council's contributions to the scheme for the current reporting year have been recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a).

The Local Government Superannuation Scheme has advised member councils that, as a result of the global financial crisis, it has a significant deficiency of assets over liabilities as at 30 June 2012.

As a result, they have asked for significant increases in future contributions to recover that deficiency.

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.

#### (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 30/6/12.

#### (w) Self insurance

A provision for self-insurance has been made to recognise outstanding claims the amount of which is detailed in Note 10.

#### (x) Allocation between current and non-current assets & 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 not expected to be settled within the next 12 months.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

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.

#### (y) 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 & 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, ie. they are inclusive of GST where applicable.

Investing and Financing cash flows are treated on a net basis (where recoverable from the ATO), ie. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows which 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.

#### (z) New accounting standards and UIG interpretations

Certain new (or amended) accounting standards and interpretations have been published that are not

mandatory for reporting periods ending 30 June 2012.

**Council has not adopted any of these standards early.**

Council’s assessment of the impact of these new standards and interpretations is set out below.

#### Applicable to Local Government with implications:

***AASB 9 Financial Instruments, AASB 2009 11 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) (effective from 1 January 2013)***

AASB 9 Financial Instruments addresses the classification, measurement and derecognition of financial assets and financial liabilities.

The standard is not applicable until 1 January 2013 but is available for early adoption.

When adopted, the standard will affect in particular the Council’s accounting for its available-for-sale financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading. Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss.

There will be no impact on Council’s accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and Council does not have any such liabilities.

The derecognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

**AASB 10 - Consolidated Financial Statements, AASB 11 - Joint Arrangements, AASB 12 - Disclosure of Interests in Other Entities, revised AASB 127 - Separate Financial Statements and AASB 128 - Investments in Associates and Joint Ventures and AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (effective 1 January 2013)**

In August 2011, the AASB issued a suite of five new and amended standards which address the accounting for joint arrangements, consolidated financial statements and associated disclosures.

AASB 10 replaces all of the guidance on control and consolidation in AASB 127 Consolidated and Separate Financial Statements, and Interpretation 12 Consolidation – Special Purpose Entities.

The core principle that a consolidated entity presents a parent and its subsidiaries as if they are a single economic entity remains unchanged, as do the mechanics of consolidation.

However, the standard introduces a single definition of control that applies to all entities.

It focuses on the need to have both power and rights or exposure to variable returns.

Power is the current ability to direct the activities that significantly influence returns. Returns must vary and can be positive, negative or both. Control exists when the investor can use its power to affect the amount of its returns.

There is also new guidance on participating and protective rights and on agent/principal relationships. Council does not expect the new standard to have a significant impact on its composition.

AASB 11 introduces a principles based approach to accounting for joint arrangements.

The focus is no longer on the legal structure of joint arrangements, but rather on how rights and obligations are shared by the parties to the joint arrangement.

Based on the assessment of rights and obligations, a joint arrangement will be classified as either a joint operation or a joint venture.

Joint ventures are accounted for using the equity method, and the choice to proportionately consolidate will no longer be permitted.

Parties to a joint operation will account their share of revenues, expenses, assets and liabilities in much the same way as under the previous standard.

AASB 11 also provides guidance for parties that participate in joint arrangements but do not share joint control.

Council's investment in the joint venture partnership will be classified as a joint venture under the new rules.

As Council already applies the equity method in accounting for this investment, AASB 11 will not have any impact on the amounts recognised in its financial statements.

AASB 12 sets out the required disclosures for entities reporting under the two new standards, AASB 10 and AASB 11, and replaces the disclosure requirements currently found in AASB 127 and AASB 128.

Application of this standard by Council will not affect any of the amounts recognised in the financial statements, but will impact the type of information disclosed in relation to Council's investments.

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not remeasure its retained interest as part of ownership changes where a joint venture becomes an associate, and vice versa. The amendments also introduce a "partial disposal" concept. Council is still assessing the impact of these amendments.

Council does not expect to adopt the new standards before their operative date. They would therefore be first applied in the financial statements for the annual reporting period ending 30 June 2014.

**AASB 13 Fair Value Measurement and AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 (effective 1 January 2013)**

AASB 13 was released in September 2011.

It explains how to measure fair value and aims to enhance fair value disclosures. Council has yet to determine which, if any, of its current measurement

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 1. Summary of Significant Accounting Policies (continued)

techniques will have to change as a result of the new guidance.

It is therefore not possible to state the impact, if any, of the new rules on any of the amounts recognised in the financial statements. However, application of the new standard will impact the type of information disclosed in the notes to the financial statements.

Council does not intend to adopt the new standard before its operative date, which means that it would be first applied in the annual reporting period ending 30 June 2014.

**Applicable to Local Government but no implications for Council;**

None

**Applicable to Local Government but not relevant to Council at this stage;**

***Revised AASB 119 Employee Benefits, AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) and AASB 2011-11 Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements (effective 1 January 2013)***

In September 2011, the AASB released a revised standard on accounting for employee benefits.

It requires the recognition of all remeasurements of defined benefit liabilities/assets immediately in other comprehensive income (removal of the so-called 'corridor' method) and the calculation of a net interest expense or income by applying the discount rate to the net defined benefit liability or asset.

This replaces the expected return on plan assets that is currently included in profit or loss.

The standard also introduces a number of additional disclosures for defined benefit liabilities/assets and could affect the timing of the recognition of termination benefits.

The amendments will have to be implemented retrospectively.

Council does not recognise defined benefit assets and liabilities for the reasons set out in note 1 (v)(iii) and so these changes will not have an impact on its reported results.

**Not applicable to Local Government per se;**

None

There are no other standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

#### **(aa) Rounding of amounts**

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

#### **(ab) 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.

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 2(a). Council Functions / Activities - Financial Information

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Actual	Actual	Actual	Actual
	2012	2012	2011	2012	2012	2011	2012	2012	2011	2012	2011	2012	2011
Governance	4,000	12,147	9,043	1,677	2,418	1,977	2,323	9,729	7,066	-	-	3,055	625,095
Administration	3,788	6,080	5,707	18,172	17,529	17,738	(14,384)	(11,449)	(12,031)	273	11	79,301	47,139
Public Order & Safety	1,307	2,121	1,331	2,417	2,685	1,015	(1,110)	(564)	316	-	-	187	267
Health	124	177	131	192	272	186	(68)	(95)	(55)	3	-	127	116
Environment	11,539	11,599	11,324	12,758	11,245	12,180	(1,219)	354	(856)	155	802	-	-
Community Services & Education	1,668	1,712	1,713	2,413	2,531	2,292	(745)	(819)	(579)	325	316	7,384	7,093
Housing & Community Amenities	1,640	2,053	1,875	6,057	9,837	5,745	(4,417)	(7,784)	(3,870)	235	278	180,757	157,169
Recreation & Culture	8,034	6,482	6,808	10,091	10,553	9,537	(2,057)	(4,071)	(2,729)	1,181	1,820	2,059,834	1,450,760
Mining, Manufacturing & Construction	553	416	398	658	861	753	(105)	(445)	(355)	-	-	504	515
Transport & Communication	2,994	2,205	2,667	7,953	9,588	8,910	(4,959)	(7,383)	(6,243)	944	927	1,150,142	1,150,271
Economic Affairs	983	1,835	1,081	647	1,142	830	336	693	251	6	48	26	29,301
<b>Total Functions &amp; Activities</b>	<b>36,630</b>	<b>46,827</b>	<b>42,078</b>	<b>63,035</b>	<b>68,661</b>	<b>61,163</b>	<b>(26,405)</b>	<b>(21,834)</b>	<b>(19,085)</b>	<b>3,122</b>	<b>4,202</b>	<b>3,481,317</b>	<b>3,467,726</b>
General Purpose Income <sup>1</sup>	32,033	34,755	31,688	-	-	-	32,033	34,755	31,688	3,107	2,480	-	-
<b>Operating Result from Continuing Operations</b>	<b>68,663</b>	<b>81,582</b>	<b>73,766</b>	<b>63,035</b>	<b>68,661</b>	<b>61,163</b>	<b>5,628</b>	<b>12,921</b>	<b>12,603</b>	<b>6,229</b>	<b>6,682</b>	<b>3,481,317</b>	<b>3,467,726</b>

1. Includes: Rates & Annual Charges (incl. Ex-Gratia), Untied General Purpose Grants & Unrestricted Interest & Investment Income.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### 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 & 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 & 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 & COMMUNITY AMENITIES**

Housing, town planning, street lighting, other sanitation and garbage, public cemeteries, public conveniences, other community amenities.

##### **RECREATION & 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 & CONSTRUCTION**

Building control, abattoirs, quarries & pits, other.

##### **TRANSPORT & COMMUNICATION**

Urban roads, sealed rural roads, unsealed rural roads, bridges, footpaths, aerodromes, parking areas, bus shelters and services, water transport, RTA 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.

## City of Canada Bay

### Notes to the Financial Statements for the financial year ended 30 June 2012

#### Note 3. Income from Continuing Operations

\$ '000	Notes	Actual 2012	Actual 2011
<b>(a). Rates &amp; Annual Charges</b>			
<b>Ordinary Rates</b>			
Residential		25,118	23,907
Business		4,237	4,151
<b>Total Ordinary Rates</b>		<b>29,355</b>	<b>28,058</b>
<b>Special Rates</b>			
Sustainable City Levy		741	718
<b>Total Special Rates</b>		<b>741</b>	<b>718</b>
<b>Annual Charges</b> (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic Waste Management Services		10,230	9,784
Stormwater Management Services		674	664
<b>Total Annual Charges</b>		<b>10,904</b>	<b>10,448</b>
<b>TOTAL RATES &amp; ANNUAL CHARGES</b>		<b>41,000</b>	<b>39,224</b>

Council has used 2009 year valuations provided by the NSW Valuer General in calculating its rates.

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2012	Actual 2011
<b>(b). User Charges &amp; Fees</b>			
<b>Specific User Charges</b> (per s.502 - Specific "actual use" charges)			
Waste Management Services (non-domestic)		477	467
<b>Total User Charges</b>		<b>477</b>	<b>467</b>
<b>Other User Charges &amp; Fees</b>			
<b>(i) Fees &amp; Charges - Statutory &amp; Regulatory Functions</b> (per s.608)			
Building Regulation		285	313
Planning & Building Regulation		994	1,133
Private Works - Section 67		1,332	487
Registration Fees		17	21
Section 149 Certificates (EPA Act)		224	183
Section 603 Certificates		126	118
Section 611 Charges		49	46
<b>Total Fees &amp; Charges - Statutory/Regulatory</b>		<b>3,027</b>	<b>2,301</b>
<b>(ii) Fees &amp; Charges - Other (incl. General User Charges)</b> (per s.608)			
Admission & Service Fees		1,342	973
Aged Care		103	105
Child Care		1,175	1,129
Golf Course Fees		1,428	1,414
Halls & Meeting Rooms		244	196
Leaseback Fees - Council Vehicles		269	214
Leisure Centre		2,547	2,476
Library		14	17
Park Rents		278	256
Parking Fees		245	149
Restoration Charges		792	1,047
Sundry Sales		9	9
Other		76	32
<b>Total Fees &amp; Charges - Other</b>		<b>8,522</b>	<b>8,017</b>
<b>TOTAL USER CHARGES &amp; FEES</b>		<b>12,026</b>	<b>10,785</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2012	Actual 2011
<b>(c). Interest &amp; Investment Revenue (incl. losses)</b>			
<b>Interest &amp; Dividends</b>			
- Interest on Overdue Rates & Annual Charges		105	97
- Interest earned on Investments (interest & coupon payment income)		2,283	1,431
<b>Fair Value Adjustments</b>			
- Fair Valuation movements in Investments (at FV or Held for Trading)		661	-
<b><u>TOTAL INTEREST &amp; INVESTMENT REVENUE</u></b>		<b><u>3,049</u></b>	<b><u>1,528</u></b>
<b>Interest Revenue is attributable to:</b>			
<b>Unrestricted Investments/Financial Assets:</b>			
Overdue Rates & Annual Charges (General Fund)		105	97
General Council Cash & Investments		2,250	1,150
<b>Restricted Investments/Funds - External:</b>			
Development Contributions			
- Section 94		530	209
- Voluntary Planning Agreements		121	-
Dept Infra-Drummoyne Oval Lighting		-	72
<b>Restricted Investments/Funds - Internal:</b>			
Internally Restricted Assets		43	-
<b><u>Total Interest &amp; Investment Revenue Recognised</u></b>		<b><u>3,049</u></b>	<b><u>1,528</u></b>
<b>(d). Other Revenues</b>			
Fair Value Adjustments - Investment Properties	14	-	1,400
Rental Income - Investment Properties	14	231	199
Rental Income - Affordable Housing	14	334	142
Rental Income - Other Council Properties		2,227	2,122
Fines - Building Compliance		48	80
Fines - Parking		2,046	1,255
Fines - Other		21	8
Legal Fees Recovery - Rates & Charges (Extra Charges)		126	104
Legal Fees Recovery - Other		112	10
Commissions & Agency Fees		5	5
Diesel Rebate		8	10
Sale of Abandoned Vehicles		20	23
Sales - General		11	13
Sponsorships		51	23
Waste Management Performance Bonus		441	377
Other		67	60
<b><u>TOTAL OTHER REVENUE</u></b>		<b><u>5,748</u></b>	<b><u>5,831</u></b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 3. Income from Continuing Operations (continued)

\$ '000	2012 Operating	2011 Operating	2012 Capital	2011 Capital
<b>(e). Grants</b>				
<b>General Purpose (Untied)</b>				
Financial Assistance - General Component	2,011	1,528	-	-
Financial Assistance - Local Roads Component	697	533	-	-
Pensioners' Rates Subsidies - General Component	399	419	-	-
<b>Total General Purpose</b>	<b>3,107</b>	<b>2,480</b>	<b>-</b>	<b>-</b>
<b>Specific Purpose</b>				
Pensioners' Rates Subsidies:				
- Domestic Waste Management	145	128	-	-
Community Care	553	568	-	-
Employment & Training Programs	45	5	-	-
Environmental Projects	109	74	-	-
Heritage & Cultural	50	16	-	-
Library	256	205	-	-
Library - special projects	-	-	-	33
Planning	67	-	-	-
Recreation & Culture	42	40	-	-
Sport & Recreation	-	-	757	1,771
Street Lighting	154	150	-	-
Traffic Route Subsidy	27	30	-	-
Transport (Roads to Recovery)	-	-	290	209
Transport (Other Roads & Bridges Funding)	-	-	627	972
Other	-	1	-	-
<b>Total Specific Purpose</b>	<b>1,448</b>	<b>1,217</b>	<b>1,674</b>	<b>2,985</b>
<b>Total Grants</b>	<b>4,555</b>	<b>3,697</b>	<b>1,674</b>	<b>2,985</b>
<b>Grant Revenue is attributable to:</b>				
- Commonwealth Funding	2,708	2,202	540	1,119
- State Funding	1,847	1,495	1,134	1,866
	<b>4,555</b>	<b>3,697</b>	<b>1,674</b>	<b>2,985</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 3. Income from Continuing Operations (continued)

\$ '000	2012 Operating	2011 Operating	2012 Capital	2011 Capital
<b>(f). Contributions</b>				
<b>Developer Contributions:</b>				
<b>(s93 &amp; s94 - EP&amp;A Act, s64 of the NSW LG Act):</b>				
S 93F - Contributions using Planning Agreements	-	-	6,178	1,950
S 94 - Contributions towards amenities/services	-	-	4,638	6,233
S 94A - Fixed Development Consent Levies	-	-	1,330	858
<b>Total Developer Contributions</b>	<b>17</b>	<b>-</b>	<b>12,146</b>	<b>9,041</b>
<b>Other Contributions:</b>				
Business Development	-	121	-	-
Insurance Incentive Scheme Contribution	88	118	-	-
Insurance Pool Equity Contribution	234	-	-	-
Recreation & Culture	-	-	301	99
Roads & Bridges	-	-	-	51
RMS Contributions (Regional Roads, Block Grant)	273	270	-	-
Transport Management Plan Contribution	323	-	-	-
Other	165	16	-	-
<b>Total Other Contributions</b>	<b>1,083</b>	<b>525</b>	<b>301</b>	<b>150</b>
<b>Total Contributions</b>	<b>1,083</b>	<b>525</b>	<b>12,447</b>	<b>9,191</b>
<b>TOTAL GRANTS &amp; CONTRIBUTIONS</b>	<b>5,638</b>	<b>4,222</b>	<b>14,121</b>	<b>12,176</b>

\$ '000	Actual 2012	Actual 2011
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**(g). Restrictions relating to Grants and Contributions**

**Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:**

Unexpended at the Close of the Previous Reporting Period	11,359	6,258
<b>add:</b> Grants & contributions recognised in the current period but not yet spent:	10,429	9,271
<b>less:</b> Grants & contributions recognised in a previous reporting period now spent:	(2,466)	(4,170)
<b>Net Increase (Decrease) in Restricted Assets during the Period</b>	<b>7,963</b>	<b>5,101</b>
<b>Unexpended and held as Restricted Assets</b>	<b>19,322</b>	<b>11,359</b>
<b>Comprising:</b>		
- Specific Purpose Unexpended Grants	2,890	3,260
- Developer Contributions	16,432	8,099
	<b>19,322</b>	<b>11,359</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 4. Expenses from Continuing Operations

\$ '000	Notes	Actual 2012	Actual 2011
<b>(a) Employee Benefits &amp; On-Costs</b>			
Salaries and Wages		20,438	18,899
Travelling		20	21
Employee Leave Entitlements (ELE)		2,328	1,860
Superannuation - Defined Contribution Plans		1,603	1,534
Superannuation - Defined Benefit Plans		552	771
Workers' Compensation Insurance		700	762
Fringe Benefit Tax (FBT)		138	123
Payroll Tax		22	34
Training Costs (other than Salaries & Wages)		166	244
Protective Clothing		61	54
Maternity Leave		33	57
Other		105	79
<b>Total Employee Costs</b>		<b>26,166</b>	<b>24,438</b>
less: Capitalised Costs		(255)	(319)
<b>TOTAL EMPLOYEE COSTS EXPENSED</b>		<b>25,911</b>	<b>24,119</b>
Number of "Equivalent Full Time" Employees at year end		<b>316</b> *	<b>307</b>
*Employees include 8 Full Time Equivalent Staff employed at Five Dock Leisure Centre by the Canada Bay Community Recreation Association. There were 9 Full Time Equivalent staff as at 30 June 2011.			
<b>(b) Borrowing Costs</b>			
<b>(i) Interest Bearing Liability Costs</b>			
Interest on Loans		94	135
<b>Total Interest Bearing Liability Costs Expensed</b>		<b>94</b>	<b>135</b>
<b>(ii) Other Borrowing Costs</b>			
Nil			
<b>TOTAL BORROWING COSTS EXPENSED</b>		<b>94</b>	<b>135</b>

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2012	Actual 2011
<b>(c) Materials &amp; Contracts</b>			
Raw Materials & Consumables		1,802	1,911
Contractor & Consultancy Costs			
- Cleaning		324	311
- Golf Course Management		206	203
- Information Technology		806	835
- Leisure Centre Memberships Payment Agency		61	56
- Rate Payment Agencies		99	111
- Swimming Pool Management		150	-
- Waste Management		5,531	6,764
- Contractor & Consultancy Costs		8	22
- Other Contractor & Consultancy Costs		7,602	6,081
Auditors Remuneration <sup>(1)</sup>		54	48
Infringement Notice Contract Costs (SEINS)		304	156
Legal Expenses:			
- Legal Expenses: Planning & Development		284	190
- Legal Expenses: Other		271	246
- Legal Expenses: Debt Recovery		127	123
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payments <sup>(2)</sup>		436	372
Other		59	40
<b>Total Materials &amp; Contracts</b>		<b>18,124</b>	<b>17,469</b>
<b>TOTAL MATERIALS &amp; CONTRACTS</b>		<b>18,124</b>	<b>17,469</b>
<b>1. Auditor Remuneration</b>			
During the year, the following fees were incurred for services provided by the Council's Auditor (& the Auditors of other Consolidated Entities):			
<b>(i) Audit and Other Assurance Services</b>			
- Audit & review of financial statements: Council's Auditor		49	48
<b>Remuneration for audit and other assurance services</b>		<b>49</b>	<b>48</b>
<b>(ii) Other Services</b>			
- Section 94 Projections Review		5	-
<b>Remuneration for other services</b>		<b>5</b>	<b>-</b>
<b>Total Auditor Remuneration</b>		<b>54</b>	<b>48</b>
<b>2. Operating Lease Payments are attributable to:</b>			
Computers		436	372
		<b>436</b>	<b>372</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Impairment Costs		Depreciation/Amortisation	
		Actual 2012	Actual 2011	Actual 2012	Actual 2011
Plant and Equipment		-	-	685	649
Office Equipment		-	-	32	206
Furniture & Fittings		-	-	90	84
Land Improvements (depreciable)		-	-	951	109
Buildings - Non Specialised		-	-	1,895	1,628
Buildings - Specialised		-	-	185	185
Other Structures		-	-	2,325	363
Infrastructure:					
- Roads, Bridges & Footpaths		-	-	5,916	5,312
- Stormwater Drainage		-	-	1,124	1,120
Other Assets					
- Library Books		-	-	101	383
- Other		-	-	77	17
<b>Total Depreciation &amp; Impairment Costs</b>		<b>-</b>	<b>-</b>	<b>13,381</b>	<b>10,056</b>
<b>TOTAL DEPRECIATION &amp; IMPAIRMENT COSTS EXPENSED</b>		<b>-</b>	<b>-</b>	<b>13,381</b>	<b>10,056</b>

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2012	Actual 2011
<b>(e) Other Expenses</b>			
Other Expenses for the year include the following:			
Advertising		232	150
Agency Personnel		371	270
Bad & Doubtful Debts		-	51
Bank Charges		48	43
Child Care - Parent Fees		100	92
Computer Software Charges		750	670
Contributions/Levies to Other Levels of Government			
- Department of Planning Levy		144	140
- Emergency Services Levy		71	64
- NSW Fire Brigade Levy		1,269	1,265
- Waste Levy		1,322	885
Councillor Expenses - Mayoral Fee		36	35
Councillor Expenses - Councillors' Fees		153	146
Councillors' Expenses (incl. Mayor) - Other (excluding fees above)		6	9
Donations, Contributions & Assistance to other organisations (Section 356)			
- Meals on Wheels Volunteers		4	8
- Donations, Contributions & Assistance		293	266
Electricity & Heating		620	531
Fuel & Oil		523	464
Insurance - Premiums		1,020	992
Insurance - Excess		162	117
Motor Vehicle Registrations		86	77
Postage		117	118
Printing & Stationery		158	177
Revaluation Decrements (Fair Valuation of Investment Properties)	14	613	-
Strata Levies		50	38
Street Lighting		1,279	1,132
Subscriptions & Publications		270	244
Telephone & Communications		353	314
Valuation Fees		95	92
Water		273	339
Other		584	519
<b>Total Other Expenses</b>		<b>11,002</b>	<b>9,248</b>
<b>TOTAL OTHER EXPENSES</b>		<b>11,002</b>	<b>9,248</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 5. Gains or Losses from the Disposal of Assets

\$ '000	Notes	Actual 2012	Actual 2011
<b>Property</b> (excl. Investment Property)			
Proceeds from Disposal - Property		4	3
less: Carrying Amount of Property Assets Sold / Written Off		-	-
<b>Net Gain/(Loss) on Disposal</b>		<b>4</b>	<b>3</b>
<b>Plant &amp; Equipment</b>			
Proceeds from Disposal - Plant & Equipment		844	934
less: Carrying Amount of P&E Assets Sold / Written Off		(997)	(985)
<b>Net Gain/(Loss) on Disposal</b>		<b>(153)</b>	<b>(51)</b>
<b>Infrastructure</b>			
Proceeds from Disposal - Infrastructure		-	-
less: Carrying Amount of Infrastructure Assets Sold / Written Off		-	(88)
<b>Net Gain/(Loss) on Disposal</b>		<b>-</b>	<b>(88)</b>
<b>Financial Assets*</b>			
Proceeds from Disposal / Redemptions / Maturities - Financial Assets		649	500
less: Carrying Amount of Financial Assets Sold / Redeemed / Matured		(649)	(500)
<b>Net Gain/(Loss) on Disposal</b>		<b>-</b>	<b>-</b>
<b>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</b>		<b>(149)</b>	<b>(136)</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 6a. - Cash Assets and Note 6b. - Investment Securities

\$ '000	Notes	2012 Actual Current	2012 Actual Non Current	2011 Actual Current	2011 Actual Non Current
<b>Cash &amp; Cash Equivalents (Note 6a)</b>					
Cash on Hand and at Bank		669	-	1,201	-
Cash-Equivalent Assets <sup>1</sup>					
- Deposits at Call		3,663	-	3,931	-
- Short Term Deposits		7,500	-	12,500	-
<b>Total Cash &amp; Cash Equivalents</b>		<b>11,832</b>	<b>-</b>	<b>17,632</b>	<b>-</b>
<b>Investment Securities (Note 6b)</b>					
- Long Term Deposits		32,774	-	10,306	-
- Equity Linked Notes		988	-	862	-
- CDO's		137	-	251	-
<b>Total Investment Securities</b>		<b>33,899</b>	<b>-</b>	<b>11,419</b>	<b>-</b>
<b>TOTAL CASH ASSETS, CASH EQUIVALENTS &amp; INVESTMENTS</b>		<b>45,731</b>	<b>-</b>	<b>29,051</b>	<b>-</b>

<sup>1</sup> Those Investments where time to maturity (from date of purchase) is < 3 mths.

**Cash, Cash Equivalents & Investments were classified at year end in accordance with AASB 139 as follows:**

**Cash & Cash Equivalents**

a. "At Fair Value through the Profit & Loss"	<b>11,832</b>	<b>-</b>	<b>17,632</b>	<b>-</b>
--	---------------	----------	---------------	----------

**Investments**

a. "At Fair Value through the Profit & Loss"					
- "Held for Trading"	6(b-i)	1,125	-	1,113	-
b. "Held to Maturity"	6(b-ii)	32,774	-	10,306	-
<b>Investments</b>		<b>33,899</b>	<b>-</b>	<b>11,419</b>	<b>-</b>

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 6b. Investments (continued)

\$ '000	2012 Actual Current	2012 Actual Non Current	2011 Actual Current	2011 Actual Non Current
<b>Note 6(b-i)</b>				
<b>Reconciliation of Investments classified as "At Fair Value through the Profit &amp; Loss"</b>				
Balance at the Beginning of the Year	1,113	-	1,113	500
Revaluations (through the Income Statement)	661	-	-	-
Disposals (sales & redemptions)	(649)	-	-	(500)
<b>Balance at End of Year</b>	<b>1,125</b>	<b>-</b>	<b>1,113</b>	<b>-</b>
<b>Comprising:</b>				
- Equity Linked Notes	988	-	862	-
- CDO's	137	-	251	-
<b>Total</b>	<b>1,125</b>	<b>-</b>	<b>1,113</b>	<b>-</b>
<b>Note 6(b-ii)</b>				
<b>Reconciliation of Investments classified as "Held to Maturity"</b>				
Balance at the Beginning of the Year	10,306	-	-	-
Additions	22,468	-	10,306	-
<b>Balance at End of Year</b>	<b>32,774</b>	<b>-</b>	<b>10,306</b>	<b>-</b>
<b>Comprising:</b>				
- Long Term Deposits	32,774	-	10,306	-
<b>Total</b>	<b>32,774</b>	<b>-</b>	<b>10,306</b>	<b>-</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 6c. Restricted Cash, Cash Equivalents &amp; Investments - Details

\$ '000	2012	2012	2011	2011
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
<b>Total Cash, Cash Equivalents and Investment Securities</b>	<b>45,731</b>	<b>-</b>	<b>29,051</b>	<b>-</b>
<b>attributable to:</b>				
External Restrictions (refer below)	25,954	-	15,098	-
Internal Restrictions (refer below)	10,790	-	6,918	-
Unrestricted	8,987	-	7,035	-
	<b>45,731</b>	<b>-</b>	<b>29,051</b>	<b>-</b>

2012 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
-----------------	--------------------	------------------------------	--------------------------------	--------------------

## Details of Restrictions

## External Restrictions - Included in Liabilities

Nil

## External Restrictions - Other

Developer Contributions - General (D)	8,099	9,653	(1,320)	16,432
Specific Purpose Unexpended Grants (F)	3,260	-	(370)	2,890
Domestic Waste Management (G)	2,691	3,099	(396)	5,394
Stormwater Management (G)	486	674	(712)	448
Sustainability Levy (G)	562	741	(513)	790
<b>External Restrictions - Other</b>	<b>15,098</b>	<b>14,167</b>	<b>(3,311)</b>	<b>25,954</b>
<b>Total External Restrictions</b>	<b>15,098</b>	<b>14,167</b>	<b>(3,311)</b>	<b>25,954</b>

**D** Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).

**F** Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1)

**G** Domestic Waste Management (DWM) & other Special Rates/Levies/Charges are externally restricted assets and must be applied for the purposes for which they were raised.

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 6c. Restricted Cash, Cash Equivalents &amp; Investments - Details (continued)

2012 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
<b>Internal Restrictions</b>				
Plant & Vehicle Replacement	810	25	(266)	569
Employees Leave Entitlement	1,377	155	-	1,532
Carry Over Works	590	663	(563)	690
Affordable Housing	410	279	-	689
Building Reserve	117	125	-	242
Concord Library and Childcare Centre	183	107	-	290
Concord Oval	209	-	(25)	184
Drummoyne Oval Lights Reserve	-	43	-	43
Election of Councillors	400	50	-	450
Financial Assistance Grant Advance Payment	-	1,099	-	1,099
Financial Sustainability	1,157	1,443	(138)	2,462
Five Dock Leisure Centre	137	60	-	197
Investment Fund	1,222	226	(165)	1,283
Massey Park Golf Course	58	11	-	69
Rhodes Traffic Management Reserve	43	323	(41)	325
Risk Management Reserve	-	234	-	234
Workers Compensation	205	227	-	432
<b>Total Internal Restrictions</b>	<b>6,918</b>	<b>5,070</b>	<b>(1,198)</b>	<b>10,790</b>
<b>TOTAL RESTRICTIONS</b>	<b>22,016</b>	<b>19,237</b>	<b>(4,509)</b>	<b>36,744</b>

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 7. Receivables

\$ '000	Notes	2012		2011	
		Current	Non Current	Current	Non Current
<b>Purpose</b>					
Rates & Annual Charges		838	26	777	25
Interest & Extra Charges		54	29	62	26
User Charges & Fees		316	-	45	-
Private Works		74	-	23	-
Accrued Revenues					
- Interest on Investments		496	-	168	-
Employee Advances		39	-	39	-
General Debtors		437	-	609	-
Government Grants & Subsidies		738	-	684	-
Infringements		658	-	196	-
Loans to Non Profit Organisations		54	-	-	-
Net GST Receivable		447	-	380	-
Property Leases		107	-	114	-
Road Restorations		634	-	611	-
Voluntary Planning Agreement S93F		-	-	243	-
<b>Total</b>		<b>4,892</b>	<b>55</b>	<b>3,951</b>	<b>51</b>
<b>less: Provision for Impairment</b>					
Other Debtors		(224)	-	(270)	-
<b>Total Provision for Impairment - Receivables</b>		<b>(224)</b>	<b>-</b>	<b>(270)</b>	<b>-</b>
<b>TOTAL NET RECEIVABLES</b>		<b>4,668</b>	<b>55</b>	<b>3,681</b>	<b>51</b>
<b>Externally Restricted Receivables</b>					
Domestic Waste Management		306	-	252	-
Stormwater Management		27	-	22	-
<b>Other</b>					
- Environmental Levy		1	-	1	-
- Sustainability Levy		16	-	19	-
- Voluntary Planning Agreement S93F		-	-	243	-
<b>Total External Restrictions</b>		<b>350</b>	<b>-</b>	<b>537</b>	<b>-</b>
<b>Internally Restricted Receivables</b>					
- Affordable Housing *		283	-	268	-
<b>Internally Restricted Receivables</b>		<b>283</b>	<b>-</b>	<b>268</b>	<b>-</b>
<b>Unrestricted Receivables</b>		<b>4,035</b>	<b>55</b>	<b>2,876</b>	<b>51</b>
<b>TOTAL NET RECEIVABLES</b>		<b>4,668</b>	<b>55</b>	<b>3,681</b>	<b>51</b>

\* Comprising \$228K disclosed in Government Grants and Subsidies and 55K disclosed in General Debtors)

**Notes on Debtors above:**

- (i) Rates & 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 & charges at 11.00% (2011 9.00%).  
Generally all other receivables are non interest bearing.
- (iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 8. Inventories &amp; Other Assets

\$ '000	Notes	2012		2011	
		Current	Non Current	Current	Non Current
<b>Inventories</b>					
Stores & Materials		40	-	29	-
<b>Total Inventories</b>		<b>40</b>	<b>-</b>	<b>29</b>	<b>-</b>
<b>Other Assets</b>					
Prepayments		349	-	583	-
<b>Total Other Assets</b>		<b>349</b>	<b>-</b>	<b>583</b>	<b>-</b>
<b>TOTAL INVENTORIES / OTHER ASSETS</b>		<b>389</b>	<b>-</b>	<b>612</b>	<b>-</b>

## Externally Restricted Assets

There are no restrictions applicable to the above assets.

Notes to the Financial Statements  
for the financial year ended 30 June 2012

Note 9a. Infrastructure, Property, Plant & Equipment

\$ '000	as at 30/6/2011				Asset Movements during the Reporting Period					as at 30/6/2012			
	At	At	Accumulated	Carrying	Asset Additions	WDV of Asset Disposals	Depreciation Expense	WIP Transfers	Adjustments & Transfers	At	At	Accumulated	Carrying
	Cost	Fair Value	Dep'n	Value						Cost	Fair Value	Dep'n	Value
Capital Work in Progress	2,191	-	-	2,191	1,975	-	-	(1,486)	-	2,680	-	-	2,680
Plant & Equipment	-	6,495	2,319	4,176	1,804	(997)	(685)	-	-	-	6,673	2,375	4,298
Office Equipment	-	1,215	940	275	-	-	(32)	-	-	-	1,215	972	243
Furniture & Fittings	-	1,120	548	572	7	-	(90)	-	17	-	1,145	639	506
<b>Land:</b>													
- Operational Land	-	39,499	-	39,499	-	-	-	-	-	-	39,499	-	39,499
- Community Land	-	2,053,031	-	2,053,031	2,524	-	-	-	-	-	2,055,555	-	2,055,555
- Land under Roads (pre 1/7/08)	-	895,327	-	895,327	-	-	-	-	-	-	895,327	-	895,327
- Land under Roads (post 30/6/08)	-	8,650	-	8,650	-	-	-	-	-	-	8,650	-	8,650
Land Improvements - depreciable	-	30,139	5,731	24,408	514	-	(951)	-	-	-	30,653	6,682	23,971
Buildings - Non Specialised	-	81,871	29,959	51,912	816	-	(1,895)	913	-	-	83,600	31,854	51,746
Buildings - Specialised	-	6,622	3,999	2,623	-	-	(185)	-	-	-	6,622	4,184	2,438
Other Structures	-	133,680	86,727	46,953	676	-	(2,325)	122	-	-	134,478	89,052	45,426
<b>Infrastructure:</b>													
- Roads, Bridges, Footpaths	-	324,798	94,335	230,463	1,866	-	(5,916)	442	-	-	327,106	100,251	226,855
- Stormwater Drainage	-	108,791	51,655	57,136	388	-	(1,124)	9	-	-	109,188	52,779	56,409
<b>Other Assets:</b>													
- Library Books	-	2,178	1,853	325	350	-	(101)	-	-	-	2,528	1,954	574
- Other	-	1,542	494	1,048	214	-	(77)	-	(17)	-	1,760	592	1,168
<b>TOTAL INFRASTRUCTURE, PROPERTY, PLANT &amp; EQUIP.</b>	<b>2,191</b>	<b>3,694,958</b>	<b>278,560</b>	<b>3,418,589</b>	<b>11,134</b>	<b>(997)</b>	<b>(13,381)</b>	<b>-</b>	<b>-</b>	<b>2,680</b>	<b>3,703,999</b>	<b>291,334</b>	<b>3,415,345</b>

Additions to Depreciable Land Improvements, Buildings, Other Structures & Infrastructure Assets are made up of Asset Renewals \$3.652M and New Assets \$1.879M. Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

## City of Canada Bay

### Notes to the Financial Statements for the financial year ended 30 June 2012

#### Note 9b. Externally Restricted Infrastructure, Property, Plant & Equipment

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**\$ '000**

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Council has no Externally Restricted Infrastructure, Property, Plant & Equipment.

#### Note 9c. Infrastructure, Property, Plant & Equipment - Current Year Impairments

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Council has recognised no impairment losses during the reporting period nor reversed any prior period losses.

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 10a. Payables, Borrowings &amp; Provisions

\$ '000	Notes	2012		2011	
		Current	Non Current	Current	Non Current
<b>Payables</b>					
Goods & Services - operating expenditure		3,294	-	3,430	-
Goods & Services - capital expenditure		-	-	323	-
Payments Received In Advance		589	-	170	-
Accrued Expenses:					
- Salaries & Wages		587	-	7	-
- Other Expenditure Accruals		170	-	585	-
Security Bonds, Deposits & Retentions		8,400	-	7,893	-
<b>Total Payables</b>		<b>13,040</b>	<b>-</b>	<b>12,408</b>	<b>-</b>
<b>Borrowings</b>					
Loans - Secured <sup>1</sup>		780	368	737	1,148
<b>Total Borrowings</b>		<b>780</b>	<b>368</b>	<b>737</b>	<b>1,148</b>
<b>Provisions</b>					
<b>Employee Benefits;</b>					
Annual Leave		1,977	-	1,750	-
Sick Leave		355	-	406	-
Long Service Leave		4,874	454	4,317	412
Sub Total - Aggregate Employee Benefits		7,206	454	6,473	412
Self Insurance - Other		57	-	57	-
<b>Total Provisions</b>		<b>7,263</b>	<b>454</b>	<b>6,530</b>	<b>412</b>
<b>Total Payables, Borrowings &amp; Provisions</b>		<b>21,083</b>	<b>822</b>	<b>19,675</b>	<b>1,560</b>

## (i) Liabilities relating to Restricted Assets

	2012		2011	
	Current	Non Current	Current	Non Current
<b>Externally Restricted Assets</b>				
Domestic Waste Management	598	-	884	-
Sustainability Levy	-	-	19	-
Liabilities relating to externally restricted assets	598	-	903	-
<b>Internally Restricted Assets</b>				
Nil				
<b>Total Liabilities relating to restricted assets</b>	<b>598</b>	<b>-</b>	<b>903</b>	<b>-</b>

<sup>1</sup> Loans are secured over the General Rating Income of Council

Disclosures on Liability Interest Rate Risk Exposures, Fair Value Disclosures & Security can be found in Note 15.

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 10a. Payables, Borrowings & Provisions (continued)

\$ '000	2012	2011
<b>(ii) Current Liabilities not anticipated to be settled within the next 12 months</b>		
The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employees Benefits	4,939	4,980
Payables - Security Bonds, Deposits & Retentions	5,000	4,919
	<b>9,939</b>	<b>9,899</b>

#### Note 10b. Description of and movements in Provisions

Class of Provision	2011		2012			
	Opening Balance as at 1/7/11	Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting	Unused amounts reversed	Closing Balance as at 30/6/12
Annual Leave	1,750	1,575	(1,348)	-	-	1,977
Sick Leave	406	1	(52)	-	-	355
Long Service Leave	4,729	752	(153)	-	-	5,328
Self Insurance	57	-	-	-	-	57
<b>TOTAL</b>	<b>6,942</b>	<b>2,328</b>	<b>(1,553)</b>	<b>-</b>	<b>-</b>	<b>7,717</b>

a. Employees Leave Entitlements & 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.

b. Self Insurance Provisions represent both (i) Claims Incurred but Not reported and (ii) Claims Reported & Estimated as a result of Council's being a self insurer up to certain levels of Excess.

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 11. Statement of Cash Flows - Additional Information

\$ '000	Notes	Actual 2012	Actual 2011
<b>(a) Reconciliation of Cash Assets</b>			
Total Cash & Cash Equivalent Assets	6a	11,832	17,632
Less Bank Overdraft	10	-	-
<b>BALANCE as per the STATEMENT of CASH FLOWS</b>		<b>11,832</b>	<b>17,632</b>
<b>(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities</b>			
<b>Net Operating Result from Income Statement</b>		<b>12,921</b>	<b>12,603</b>
<b>Adjust for non cash items:</b>			
Depreciation & Amortisation		13,381	10,056
Net Losses/(Gains) on Disposal of Assets		149	136
Non Cash Capital Grants and Contributions		(3,144)	(1,950)
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:			
- Investments classified as "At Fair Value" or "Held for Trading"		(661)	-
- Investment Properties		613	(1,400)
<b>+/- Movement in Operating Assets and Liabilities &amp; Other Cash Items:</b>			
Decrease/(Increase) in Receivables		(945)	1,149
Increase/(Decrease) in Provision for Doubtful Debts		(46)	31
Decrease/(Increase) in Inventories		(11)	-
Decrease/(Increase) in Other Assets		234	(439)
Increase/(Decrease) in Payables		(136)	(249)
Increase/(Decrease) in other accrued Expenses Payable		165	422
Increase/(Decrease) in Other Liabilities		926	480
Increase/(Decrease) in Employee Leave Entitlements		775	72
<b>NET CASH PROVIDED FROM/(USED IN) OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS</b>		<b>24,221</b>	<b>20,911</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 11. Statement of Cash Flows - Additional Information (continued)

\$ '000	Notes	Actual 2012	Actual 2011
<b>(c) Non-Cash Investing &amp; Financing Activities</b>			
S94 Contributions "in kind"		2,524	-
S93F Property Contributions		620	1,950
<b>Total Non-Cash Investing &amp; Financing Activities</b>		<b>3,144</b>	<b>1,950</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		150	150
<b>Total Financing Arrangements</b>		<b>650</b>	<b>650</b>
<b>Amounts utilised as at Balance Date:</b>			
- Bank Overdraft Facilities		-	-
- Credit Cards / Purchase Cards		18	16
<b>Total Financing Arrangements Utilised</b>		<b>18</b>	<b>16</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 & Other Payables are disclosed in Note 15.

**(ii) Secured Loan Liabilities**

Loans are secured by a mortgage over future years Rate Revenue only.

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 12. Commitments for Expenditure

\$ '000	Notes	Actual 2012	Actual 2011
<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:			
<b>Property, Plant &amp; Equipment</b>			
Buildings		1,665	157
Recreational Projects		5,011	2,664
Roads, Bridges & Footpaths		3,906	851
Stormwater Drainage		366	107
<b>Total Commitments</b>		<b>10,948</b>	<b>3,779</b>
<b>These expenditures are payable as follows:</b>			
Within the next year		10,948	-
Later than one year and not later than 5 years		-	3,779
Later than 5 years		-	-
<b>Total Payable</b>		<b>10,948</b>	<b>3,779</b>
<b>Sources for Funding of Capital Commitments:</b>			
Unrestricted General Funds		589	238
Future Grants & Contributions		1,339	754
Sect 64 & 94 Funds/Reserves		5,032	1,259
Unexpended Grants		-	95
Externally Restricted Reserves		2,220	1,306
Internally Restricted Reserves		1,768	127
<b>Total Sources of Funding</b>		<b>10,948</b>	<b>3,779</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 12. Commitments for Expenditure (continued)

\$ '000	Notes	Actual 2012	Actual 2011
<b>(b) Finance Lease Commitments</b>			
Nil			
<b>(c) Operating Lease Commitments (Non Cancellable)</b>			
<b>a. Commitments under Non Cancellable Operating Leases at the Reporting date, but not recognised as Liabilities are payable:</b>			
Within the next year		120	268
Later than one year and not later than 5 years		113	80
Later than 5 years		-	-
<b>Total Non Cancellable Operating Lease Commitments</b>		<b>233</b>	<b>348</b>

**b. Non Cancellable Operating Leases include the following assets:**

Computers and Office Equipment

**Conditions relating to Operating Leases:**

- All Operating Lease Agreements are secured only against the Leased Asset.
- No Lease Agreements impose any financial restrictions on Council regarding future debt etc.

**(d) Investment Property Commitments**

Nil

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 13a(i). Statement of Performance Measurement - Indicators (Consolidated)

\$ '000	Amounts 2012	Indicator 2012	Prior Periods 2011      2010	
<b>Local Government Industry Indicators</b>				
<b>1. Unrestricted Current Ratio</b>				
Current Assets less all External Restrictions <sup>(1)</sup>	<u>24,484</u>	<b>2.32 : 1</b>	2.00	1.63
Current Liabilities less Specific Purpose Liabilities <sup>(2,3)</sup>	<u>10,546</u>			
<b>2. Debt Service Ratio</b>				
Debt Service Cost	<u>831</u>	<b>1.28%</b>	1.39%	1.57%
Income from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	<u>64,930</u>			
<b>3. Rates &amp; Annual Charges Coverage Ratio</b>				
Rates & Annual Charges	<u>41,000</u>	<b>50.26%</b>	53.17%	49.67%
Income from Continuing Operations	<u>81,582</u>			
<b>4. Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>				
Rates, Annual & Extra Charges Outstanding	<u>947</u>	<b>2.25%</b>	2.20%	2.43%
Rates, Annual & Extra Charges Collectible	<u>42,121</u>			
<b>5. Building &amp; Infrastructure Renewals Ratio</b>				
Asset Renewals <sup>(4)</sup>	<u>3,652</u>	<b>40.04%</b>	65.25%	55.38%
Depreciation, Amortisation & Impairment	<u>9,120</u>			

## Notes

(1) Refer Notes 6-8 inclusive.

Also excludes any Real Estate & Land for resale not expected to be sold in the next 12 months

(2) Refer to Note 10(a).

(3) Refer to Note 10(a)(ii) - excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

(4) Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Asset Renewals include building and infrastructure assets only.

City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

Note 13a(ii). Statement of Performance Measurement - Graphs (Consolidated)

<p><b>1. Unrestricted Current Ratio</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio : 1</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>1.16</td> </tr> <tr> <td>2010</td> <td>1.63</td> </tr> <tr> <td>2011</td> <td>2.00</td> </tr> <tr> <td>2012</td> <td>2.32</td> </tr> </tbody> </table>	Year	Ratio : 1	2009	1.16	2010	1.63	2011	2.00	2012	2.32	<p><b>Purpose of Unrestricted Current Ratio</b></p> <p>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</p>	<p><b>Commentary on 2011/12 Result</b></p> <p><b>2011/12 Ratio 2.32 : 1</b></p> <p>Trend is toward strengthening capacity to deal with unanticipated expenditures.</p>
Year	Ratio : 1											
2009	1.16											
2010	1.63											
2011	2.00											
2012	2.32											
<p><b>2. Debt Service Ratio</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>1.98%</td> </tr> <tr> <td>2010</td> <td>1.57%</td> </tr> <tr> <td>2011</td> <td>1.39%</td> </tr> <tr> <td>2012</td> <td>1.28%</td> </tr> </tbody> </table>	Year	Ratio %	2009	1.98%	2010	1.57%	2011	1.39%	2012	1.28%	<p><b>Purpose of Debt Service Ratio</b></p> <p>To assess the impact of loan principal &amp; interest repayments on the discretionary revenue of council.</p>	<p><b>Commentary on 2011/12 Result</b></p> <p><b>2011/12 Ratio 1.28%</b></p> <p>Trend reflects decreasing loan servicing costs as a proportion of Income (as per definition included in 13a(i) due to continued repayment of debt. A further \$737,000 of debt was repaid during 2012 resulting in outstanding loans as at 30 June 2012 of \$1.1M</p>
Year	Ratio %											
2009	1.98%											
2010	1.57%											
2011	1.39%											
2012	1.28%											
<p><b>3. Rates &amp; Annual Charges Coverage Ratio</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>54.22%</td> </tr> <tr> <td>2010</td> <td>49.67%</td> </tr> <tr> <td>2011</td> <td>53.17%</td> </tr> <tr> <td>2012</td> <td>50.26%</td> </tr> </tbody> </table>	Year	Ratio %	2009	54.22%	2010	49.67%	2011	53.17%	2012	50.26%	<p><b>Purpose of Rates &amp; Annual Charges Coverage Ratio</b></p> <p>To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.</p>	<p><b>Commentary on 2011/12 Result</b></p> <p><b>2011/12 Ratio 50.26%</b></p> <p>This ratio over the last four years has averaged 51.83%. It reflects the proportion of rates and annual charges to total income for the year.</p>
Year	Ratio %											
2009	54.22%											
2010	49.67%											
2011	53.17%											
2012	50.26%											
<p><b>4. Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>2.29%</td> </tr> <tr> <td>2010</td> <td>2.43%</td> </tr> <tr> <td>2011</td> <td>2.20%</td> </tr> <tr> <td>2012</td> <td>2.25%</td> </tr> </tbody> </table>	Year	Ratio %	2009	2.29%	2010	2.43%	2011	2.20%	2012	2.25%	<p><b>Purpose of Rates &amp; Annual Charges Outstanding Ratio</b></p> <p>To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.</p>	<p><b>Commentary on 2011/12 Result</b></p> <p><b>2011/12 Ratio 2.25%</b></p> <p>This result is within Council's Target of 3% and is significantly better than the industry benchmark of 5%. The average over the last four years is 2.29%</p>
Year	Ratio %											
2009	2.29%											
2010	2.43%											
2011	2.20%											
2012	2.25%											
<p><b>5. Building &amp; Infrastructure Renewals Ratio</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>54.43%</td> </tr> <tr> <td>2010</td> <td>55.38%</td> </tr> <tr> <td>2011</td> <td>65.25%</td> </tr> <tr> <td>2012</td> <td>40.04%</td> </tr> </tbody> </table>	Year	Ratio %	2009	54.43%	2010	55.38%	2011	65.25%	2012	40.04%	<p><b>Purpose of Asset Renewals Ratio</b></p> <p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.</p>	<p><b>Commentary on Result</b></p> <p><b>2011/12 Ratio 40.04%</b></p> <p>The ratio over the last four years has averaged 53.78%</p>
Year	Ratio %											
2009	54.43%											
2010	55.38%											
2011	65.25%											
2012	40.04%											

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 14. Investment Properties

\$ '000	Notes	Actual 2012	Actual 2011
<b>(a) Investment Properties at Fair value</b>			
<u>Investment Properties on Hand</u>		<u>15,129</u>	<u>15,742</u>
<b>Reconciliation of Annual Movement:</b>			
Opening Balance		15,742	14,342
- Net Gain/(Loss) from Fair Value Adjustments		(613)	1,400
<b>CLOSING BALANCE - INVESTMENT PROPERTIES</b>		<b><u>15,129</u></b>	<b><u>15,742</u></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 2012 revaluations were based on Independent Assessments made by:  
Colliers International in respect of Commercial Properties and RP Data Indices for Residential Properties.

**(c) Contractual Obligations at Reporting Date**

Refer to Note 12 for disclosures relating to any Capital and Service obligations that have been contracted.

**(d) Investment Property Income & Expenditure - summary**

<b>Rental Income from Investment Properties:</b>			
- Minimum Lease Payments		231	199
<b>Direct Operating Expenses on Investment Properties:</b>			
- that generated rental income		(38)	(67)
<b>Net Revenue Contribution from Investment Properties</b>		<b>193</b>	<b>132</b>
plus:			
<b>Fair Value Movement for year</b>		<b>(613)</b>	<b>1,400</b>
<b>Total Income attributable to Investment Properties</b>		<b><u>(420)</u></b>	<b><u>1,532</u></b>

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 15. Financial Risk Management

\$ '000

##### 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 & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2012	2011	2012	2011
<b>Financial Assets</b>				
Cash and Cash Equivalents	11,832	17,632	11,832	17,632
Investments				
- "Held for Trading"	1,125	1,113	1,125	1,113
- "Held to Maturity"	32,774	10,306	32,774	10,306
Receivables	4,723	3,732	4,723	3,732
<b>Total Financial Assets</b>	<b>50,454</b>	<b>32,783</b>	<b>50,454</b>	<b>32,783</b>
<b>Financial Liabilities</b>				
Payables	12,451	12,238	12,451	12,237
Loans / Advances	1,148	1,885	1,091	1,786
<b>Total Financial Liabilities</b>	<b>13,599</b>	<b>14,123</b>	<b>13,542</b>	<b>14,023</b>

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates mkt value.
- **Borrowings & Held to Maturity Investments** - are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified (i) **"at fair value through profit & 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.

## City of Canada Bay

### Notes to the Financial Statements for the financial year ended 30 June 2012

#### Note 15. Financial Risk Management (continued)

\$ '000

##### (a) Fair Value Measurements

The fair value of financial assets and financial liabilities must be estimated in accordance with Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 7 Financial Instruments: Disclosures, requires the disclosure of how fair valuations have been arrived at for all financial assets and financial liabilities that have been measured at fair value.

Arriving at fair values for financial assets & liabilities can be broken up into 3 distinct measurement hierarchies:

**Level 1:** Quoted prices (unadjusted) in active markets for identical assets or liabilities

**Level 2:** Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices)

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The following table presents the financial assets and financial liabilities that have been measured & recognised at fair values:

2012	Level 1	Level 2	Level 3	Total
<b>Financial Assets</b>				
Investments				
- "Held for Trading"	988	137	-	1,125
<b>Total Financial Assets</b>	<b>988</b>	<b>137</b>	<b>-</b>	<b>1,125</b>
2011	Level 1	Level 2	Level 3	Total
<b>Financial Assets</b>				
Investments				
- "Held for Trading"	862	251	-	1,113
<b>Total Financial Assets</b>	<b>862</b>	<b>251</b>	<b>-</b>	<b>1,113</b>

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 15. Financial Risk Management (continued)

\$ '000

##### (b) Cash & Cash Equivalents, Financial assets 'at fair value through the profit & Loss' "Available-for-sale" financial assets & "Held-to-maturity" Investments

Council's objective is to maximise its return on cash & investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's Finance area manages the Cash & Investments portfolio with the assistance of independent advisors.

Council has an Investment Policy which complies with the Local Government Act & 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 major risk associated with Investments is 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.

Cash & Investments are also subject to interest rate risk - the risk that movements in interest rates could affect returns and income.

A further risk associated with Cash & Investments is 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.

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>2012</b>				
Possible impact of a 10% movement in Market Values	112	112	(112)	(112)
Possible impact of a 1% movement in Interest Rates	446	446	(446)	(446)
<b>2011</b>				
Possible impact of a 10% movement in Market Values	111	111	(111)	(111)
Possible impact of a 1% movement in Interest Rates	279	279	(279)	(279)

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 15. Financial Risk Management (continued)

\$ '000

##### (c) Receivables

Council's major receivables comprise **(i) Rates & Annual charges** and **(ii) User Charges & 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 & 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.

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:

	2012	2012	2011	2011
	Rates & Annual Charges	Other Receivables	Rates & Annual Charges	Other Receivables
<b>(i) Ageing of Receivables</b>				
Current (not yet overdue)	-	3,121	183	2,320
Past due by up to 30 days	624	399	-	339
Past due between 31 and 180 days	103	360	-	14
Past due between 181 and 365 days	90	93	456	72
Past due by more than 1 year	47	110	163	455
	<u>864</u>	<u>4,083</u>	<u>802</u>	<u>3,200</u>

##### (ii) Movement in Provision for Impairment of Receivables

	2012	2011
Balance at the beginning of the year	270	239
+ new provisions recognised during the year	140	51
- amounts already provided for & written off this year	(51)	(20)
- amounts provided for but recovered during the year	(135)	-
<b>Balance at the end of the year</b>	<u>224</u>	<u>270</u>

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 15. Financial Risk Management (continued)

\$ '000

##### (d) Payables & Borrowings

Payables & 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 & overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the Liquidity 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>2012</b>									
Trade/Other Payables	8,400	4,051	-	-	-	-	-	12,451	12,451
Loans & Advances	-	831	380	-	-	-	-	1,211	1,148
<b>Total Financial Liabilities</b>	<b>8,400</b>	<b>4,882</b>	<b>380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,662</b>	<b>13,599</b>
<b>2011</b>									
Trade/Other Payables	7,893	4,345	-	-	-	-	-	12,238	12,238
Loans & Advances	-	831	831	380	-	-	-	2,042	1,885
<b>Total Financial Liabilities</b>	<b>7,893</b>	<b>5,176</b>	<b>831</b>	<b>380</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,280</b>	<b>14,123</b>

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs & debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities & interest rate structures.

The following interest rates were applicable to Council's Borrowings at balance date:

	2012		2011	
	Carrying Value	Average Interest Rate	Carrying Value	Average Interest Rate
Trade/Other Payables	12,451	0.0%	12,238	0.0%
Loans & Advances - Fixed Interest Rate	1,148	6.0%	1,885	6.0%
	<u>13,599</u>		<u>14,123</u>	

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 16. Material Budget Variations

\$ '000

Council's Original Financial Budget for 11/12 was adopted by the Council on 07 June 2011.

While the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act 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	2012 Budget	2012 Actual	2012 ----- Variance* -----		
<b>REVENUES</b>					
<b>Rates &amp; Annual Charges</b>	<b>40,577</b>	<b>41,000</b>	<b>423</b>	1%	<b>F</b>
<b>User Charges &amp; Fees</b>	<b>10,002</b>	<b>12,026</b>	<b>2,024</b>	20%	<b>F</b>
* Private Works income for the year was originally budgetted for at \$395K. Actual Income of \$1.3M exceeded budget by \$937K.					
* Road Restoration Projects income for the year was originally budgetted for at \$448K. Actual income of \$792K exceeded budget by \$303K.					
* Five Dock Leisure Centre income for the year was originally budgetted for at \$2.39M. Actual income of \$2.55M exceeded budget by \$157K.					
* Hoarding fee income for the year was originally budgetted for at \$55K. Actual income of \$320K exceeded budget by \$265K					
* Road Closure income for the year was not anticipated. Actual income of \$89K accounts for the variance.					
* Stand Plant Permit income for the year was originally budgetted for at \$50K. Actual income of \$131K exceeded budget by \$81K.					
<b>Interest &amp; Investment Revenue</b>	<b>1,077</b>	<b>3,049</b>	<b>1,972</b>	183%	<b>F</b>
* Fair valuation movements in investments in the amount of \$661K was not budgetted for.					
* Interest on Investment income for the year was originally budgetted for at \$980K. Actual Income of \$2.3M exceeded budget by \$1.3M. This is a result of holding larger than anticipated funds over the duration of the year.					

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 16. Material Budget Variations (continued)

\$ '000	2012 Budget	2012 Actual	2012 Variance*		
<b>REVENUES</b> continued					
<b>Other Revenues</b>	<b>4,408</b>	<b>5,748</b>	<b>1,340</b>	<b>30%</b>	<b>F</b>
* Affordable Housing "net rents" income for the year was not included in the original budget. Actual income of \$334K accounts for the variance.					
* Infringement income for the year was originally budgetted for at \$1.35M. Actual income of \$2.12M exceeded budget by \$767K.					
* Legal costs awarded income for the year was originally budgetted for at \$10K. Actual income of \$111K exceeded budget by \$101K.					
<b>Operating Grants &amp; Contributions</b>	<b>2,900</b>	<b>5,638</b>	<b>2,738</b>	<b>94%</b>	<b>F</b>
* The first two quarters of the 2013 Financial Assistance Grant were received in June 2012. The unanticipated amount of \$1.1M has been internally restricted and will be utilised in the 2013 financial year.					
* Affordable Housing Commonwealth and State Grant income for the year was not included in the original budget. Actual income of \$229K accounts for the variance.					
* Council's equity share in the insurance group Metro Pool, to which it was a former member was paid out during the year. The unbudgetted amount \$234K has been internally restricted and will be utilised for risk management purposes.					
* Contribution received in the amount of \$323K to assist with Transport Management Plans for the Rhodes Peninsula. The timing of this contribution was not anticipated for the 2012 year. The amount has been internally restricted and will be utilised for Rhodes Transport Planning.					
<b>Capital Grants &amp; Contributions</b>	<b>9,699</b>	<b>14,121</b>	<b>4,422</b>	<b>46%</b>	<b>F</b>
* The timing of receipt of Section 94 Developer Contributions along with payments in accordance with Voluntary Planning Agreements is difficult to anticipate. \$9M was received in 2012 of which \$4M was included in the original budget.					
* Some anticipated grants have been delayed as a result of revised project delivery schedules.					
<b>EXPENSES</b>					
<b>Employee Benefits &amp; On-Costs</b>	<b>26,039</b>	<b>25,911</b>	<b>128</b>	<b>0%</b>	<b>F</b>
<b>Borrowing Costs</b>	<b>98</b>	<b>94</b>	<b>4</b>	<b>4%</b>	<b>F</b>
<b>Materials &amp; Contracts</b>	<b>19,462</b>	<b>18,124</b>	<b>1,338</b>	<b>7%</b>	<b>F</b>
<b>Depreciation &amp; Amortisation</b>	<b>8,900</b>	<b>13,381</b>	<b>(4,481)</b>	<b>(50%)</b>	<b>U</b>
* The revaluation to fair value of Infrastructure road assets and other structures in 2011 accounts for the increase in Depreciation expenses for 2012.					
<b>Other Expenses</b>	<b>8,536</b>	<b>11,002</b>	<b>(2,466)</b>	<b>(29%)</b>	<b>U</b>
* Fair valuation decrement movements in investment property valuations amounting to \$613K was not budgetted for.					
* Waste Levy costs for the year were originally budgetted for at \$894K. Actual charges of \$1.3M were levied, resulting in the unfavourable variance of \$428K.					
<b>Net Losses from Disposal of Assets</b>	<b>-</b>	<b>149</b>	<b>(149)</b>	<b>0%</b>	<b>U</b>

## City of Canada Bay

Notes to the Financial Statements  
for the financial year ended 30 June 2012

## Note 16. Material Budget Variations (continued)

\$ '000	2012 Budget	2012 Actual	2012 ----- Variance* -----		
<b>Budget Variations relating to Council's Cash Flow Statement include:</b>					
<b>Cash Flows from Operating Activities</b>	<b>14,573</b>	<b>24,221</b>	<b>9,648</b>	66.2%	<b>F</b>
* The original budget did not account for the significant favourable cash flows as detailed in the explanations provided above for " Interest and Investment" income (excluding the impact of the non cash fair valuation movements), Operating Grants and Contributions and "Capital Grants and Contributions" in the Income Statement.					
<b>Cash Flows from Investing Activities</b>	<b>(18,083)</b>	<b>(29,284)</b>	<b>(11,201)</b>	61.9%	<b>U</b>
* Greater than anticipated purchase of term deposit investments with maturities greater than 90 days.					
<b>Cash Flows from Financing Activities</b>	<b>(767)</b>	<b>(737)</b>	<b>30</b>	(3.9%)	<b>F</b>

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 17. Statement of Developer Contributions

\$ '000

Council recovers contributions, raises levies & 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 & levies and the value of all remaining funds which are "restricted" in their future use.

**SUMMARY OF CONTRIBUTIONS & LEVIES**

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	1,558	1,089	-	106	-	-	2,753	1,750	(4,503)	-	-
Parking	248	-	-	3	(107)	-	144	-	(144)	-	-
Open Space	3,619	2,071	2,524	216	(76)	-	5,830	2,090	(7,920)	-	-
Community Facilities	2,375	2,728	-	205	(105)	-	5,203	3,150	(8,353)	-	-
<b>S94 Contributions - under a Plan</b>	<b>7,800</b>	<b>5,888</b>	<b>2,524</b>	<b>530</b>	<b>(288)</b>	-	<b>13,930</b>	<b>6,990</b>	<b>(20,920)</b>	-	-
<b>S94A Levies - under a Plan</b>	<b>(403)</b>	<b>1,330</b>	-	-	<b>(718)</b>	-	<b>209</b>				-
<b>Total S94 Revenue Under Plans</b>	<b>7,397</b>	<b>7,218</b>	<b>2,524</b>	<b>530</b>	<b>(1,006)</b>	-	<b>14,139</b>				-
S94 not under Plans	-	-	-	-	-	-	-	-	-	-	-
S93F Planning Agreements	702	1,784	620	121	(314)	-	2,293		-	-	-
<b>Total Contributions</b>	<b>8,099</b>	<b>9,002</b>	<b>3,144</b>	<b>651</b>	<b>(1,320)</b>	-	<b>16,432</b>	<b>6,990</b>	<b>(20,920)</b>	-	-

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 17. Statement of Developer Contributions (continued)

\$ '000

**S94 CONTRIBUTIONS - UNDER A PLAN**

CONTRIBUTION PLAN - Concord Area - General

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	312	-	-	23	-	-	335	-	(335)	-	-
Open Space	623	-	-	36	-	-	659	-	(659)	-	-
Community Facilities	309	708	-	19	-	-	1,036	-	(1,036)	-	-
<b>Total</b>	<b>1,244</b>	<b>708</b>	<b>-</b>	<b>78</b>	<b>-</b>	<b>-</b>	<b>2,030</b>	<b>-</b>	<b>(2,030)</b>	<b>-</b>	<b>-</b>

CONTRIBUTION PLAN - Concord Area - Rhodes

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	1,125	1,089	-	78	-	-	2,292	1,750	(4,042)	-	-
Parking	58	-	-	2	-	-	60	-	(60)	-	-
Open Space	2,716	2,071	2,524	169	(76)	-	4,880	2,090	(6,970)	-	-
Community Facilities	2,066	2,014	-	139	(105)	-	4,114	3,150	(7,264)	-	-
<b>Total</b>	<b>5,965</b>	<b>5,174</b>	<b>2,524</b>	<b>388</b>	<b>(181)</b>	<b>-</b>	<b>11,346</b>	<b>6,990</b>	<b>(18,336)</b>	<b>-</b>	<b>-</b>

CONTRIBUTION PLAN - Concord Area - Strathfield Triangle

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Roads	121	-	-	5	-	-	126	-	(126)	-	-
Parking	20	-	-	1	-	-	21	-	(21)	-	-
Open Space	280	-	-	11	-	-	291	-	(291)	-	-
Community Facilities	51	-	-	2	-	-	53	-	(53)	-	-
<b>Total</b>	<b>472</b>	<b>-</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>491</b>	<b>-</b>	<b>(491)</b>	<b>-</b>	<b>-</b>

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 17. Statement of Developer Contributions (continued)

\$ '000

**S94 CONTRIBUTIONS - UNDER A PLAN**

CONTRIBUTION PLAN - Drummoyne Area

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Parking - Victoria Road	170	-	-	-	(107)	-	63	-	(63)	-	-
Community Facilities	(51)	6	-	45	-	-	-	-	-	-	-
<b>Total</b>	<b>119</b>	<b>6</b>	<b>-</b>	<b>45</b>	<b>(107)</b>	<b>-</b>	<b>63</b>	<b>-</b>	<b>(63)</b>	<b>-</b>	<b>-</b>

**S94A LEVIES - UNDER A PLAN**

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Community Facilities	(403)	1,330	-	-	(718)	-	209	1,782	(1,991)	-	-
<b>Total</b>	<b>(403)</b>	<b>1,330</b>	<b>-</b>	<b>-</b>	<b>(718)</b>	<b>-</b>	<b>209</b>				<b>-</b>

**S93F PLANNING AGREEMENTS**

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Strathfield Triangle	-	330	-	16	-	-	346	-	(346)	-	-
Drummoyne General	-	120	620	6	(35)	-	91	-	(91)	-	-
Rhodes General	-	1,226	-	60	(279)	-	1,007	-	(1,007)	-	-
Concord General	-	108	-	5	-	-	113	-	(113)	-	-
Canada Bay General	702	-	-	34	-	-	736	-	(736)	-	-
<b>Total</b>	<b>702</b>	<b>1,784</b>	<b>620</b>	<b>121</b>	<b>(314)</b>	<b>-</b>	<b>2,293</b>	<b>-</b>	<b>(2,293)</b>	<b>-</b>	<b>-</b>

## City of Canada Bay

### Notes to the Financial Statements

for the financial year ended 30 June 2012

#### Note 18. Contingencies & Other Assets/Liabilities Not Recognised

\$ '000

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but their knowledge & 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. These additional contributions currently amount to \$209,644 per annum.

##### (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 Councils contributions to the pool and the result of insurance claims within each of the Fund Years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

##### (iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW Local Government Industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the Company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of Net Assets in accordance with its Licence Requirements.

##### (iv) Other Guarantees

Council has provided no other Guarantees other than those listed above.

## City of Canada Bay

### Notes to the Financial Statements for the financial year ended 30 June 2012

#### Note 18. Contingencies & Other Assets/Liabilities Not Recognised (continued)

\$ '000

##### 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 Council's intention to spend funds in the manner and timing set out in those Plans.

##### LIABILITIES NOT RECOGNISED (continued):

###### (iii) Potential Land Acquisitions due to Planning Restrictions imposed by Council.

Council has classified a number of privately owned land parcels as Public Open Space and Infrastructure.

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 Matters

##### CITY OF CANADA BAY COUNCIL v PHOENIX COMMERCIAL ENTERPRISES

The legal matter involving Council with Phoenix Commercial Enterprises over a breach of contract is now resolved. Council was successful in defending the claim against it for damages.

#### Note 19. Controlled Entities, Associated Entities & Interests in Joint Ventures

Council has no interest in any Controlled Entities, Associated Entities or Joint Ventures.

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 20. Equity - Retained Earnings and Revaluation Reserves

\$ '000	Notes	Actual 2012	Actual 2011
<b>a. Retained Earnings</b>			
<b>Movements in Retained Earnings were as follows:</b>			
Balance at beginning of Year (from previous years audited accounts)		1,908,355	1,887,872
a. Correction of Prior Period Errors	20 (c)	-	7,880
d. Net Operating Result for the Year		12,921	12,603
<b>Balance at End of the Reporting Period</b>		<b><u>1,921,276</u></b>	<b><u>1,908,355</u></b>

**b. Reserves****(i) Reserves are represented by:**

- Infrastructure, Property, Plant & Equipment Revaluation Reserve		1,538,136	1,538,136
<b>Total</b>		<b><u>1,538,136</u></b>	<b><u>1,538,136</u></b>

**(ii) Reconciliation of movements in Reserves:****Infrastructure, Property, Plant & Equipment Revaluation Reserve**

- Opening Balance		1,538,136	73,955
- Revaluations for the year	9(a)	-	1,464,181
<b>- Balance at End of Year</b>		<b><u>1,538,136</u></b>	<b><u>1,538,136</u></b>

**TOTAL VALUE OF RESERVES**

<b><u>1,538,136</u></b>	<b><u>1,538,136</u></b>
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**(iii). Nature & Purpose of Reserves****Infrastructure, Property, Plant & Equipment Revaluation Reserve**

- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.

**c. Correction of Error/s relating to a Previous Reporting Period**

Council made no correction of errors during the current reporting period.

**Correction of errors as disclosed in last year's financial statements:**

Council did not have sufficient and reliable information that would allow the restatement of information prior to 30/06/10 (the closing date of the comparative figures in this report).

As a result, Council allowed inclusion of not previously reported Assets being Private Street Lighting, additional Street Furniture and Traffic Facilities Non-RTA:	7,800
Buildings	80
	<b><u>7,880</u></b>

**d. Voluntary Changes in Accounting Policies**

Council made no voluntary changes in any accounting policies during the year.

## City of Canada Bay

### Notes to the Financial Statements for the financial year ended 30 June 2012

#### Note 21. Financial Result & Financial Position by Fund

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\$ '000

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Council utilises only a General Fund for its operations.

#### Note 22. "Held for Sale" Non Current Assets & Disposal Groups

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Council did not classify any Non Current Assets or Disposal Groups as "Held for Sale".

#### Note 23. Events occurring after Balance Sheet Date

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Events that occur after the reporting date of 30 June 2012, up to and including 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 appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 17/09/12.

Events that occur after the Reporting Date represent one of two types:

**(i) Events that have provided evidence of conditions that existed at the Reporting Date**

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2012.

**(ii) Events that have provided evidence of conditions that arose after the Reporting Date**

These financial statements (& figures therein) do not incorporate any "non adjusting events" that have occurred after 30 June 2012 and which are only indicative of conditions that arose after 30 June 2012.

**Council is unaware of any material or significant "non adjusting events" that should be disclosed.**

The passage of the Clean Air Legislation (Clean Energy Act 2011 and supporting legislation) will have an impact on Council's operating results going forward.

Council expects to pay more for its energy usage including electricity, gas, water and fuel but will be compensated to some extent through additional rate revenue and domestic waste management charges that it proposes to raise.

Council also expects construction materials such as concrete and asphalt to increase in price but is unable to quantify the effect of these increases at the present time.

No financial effects of the Clean Air Legislation have not been brought to account at 30 June 2012.

## City of Canada Bay

### Notes to the Financial Statements for the financial year ended 30 June 2012

#### Note 24. Discontinued Operations

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\$ '000

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Council has not classified any of its Operations as "Discontinued".

#### Note 25. Intangible Assets

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Intangible Assets represent identifiable non-monetary asset 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 & Restoration Liabilities

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Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

## City of Canada Bay

## Notes to the Financial Statements

for the financial year ended 30 June 2012

## Note 27. Financial Commentary &amp; Review (continued)

\$ '000

## Key Financial Figures of Council over the past 5 years (consolidated)

<b>Financial Performance Figures</b>	<b>2012</b>	<b>2011</b>	2010	2009	2008
<b>Inflows:</b>					
Rates & Annual Charges Revenue	<b>41,000</b>	39,224	37,583	34,816	32,954
User Charges Revenue	<b>12,026</b>	10,785	10,557	7,404	5,918
Interest & Investment Revenue (Losses)	<b>3,049</b>	1,528	1,120	(145)	(138)
Grants Income - Operating & Capital	<b>6,229</b>	6,682	6,134	7,581	4,013
Total Income from Continuing Operations	<b>81,582</b>	73,766	75,664	64,209	55,272
Sale Proceeds from I,PP&E	<b>848</b>	937	2,218	817	803
New Loan Borrowings & Advances	-	-	-	-	-
<b>Outflows:</b>					
Employee Benefits & On-cost Expenses	<b>25,911</b>	24,119	23,497	20,700	17,890
Borrowing Costs	<b>94</b>	135	178	219	265
Materials & Contracts Expenses	<b>18,124</b>	17,469	18,400	17,333	16,549
Total Expenses from Continuing Operations	<b>68,661</b>	61,163	58,963	53,473	48,622
Total Cash purchases of I,PP&E	<b>8,313</b>	9,588	12,677	14,087	16,372
Total Loan Repayments (incl. Finance Leases)	<b>737</b>	696	710	739	795
Operating Surplus/(Deficit) (excl. Capital Income)	<b>(1,200)</b>	427	(816)	(3,074)	(2,474)
<b>Financial Position Figures</b>	<b>2012</b>	<b>2011</b>	2010	2009	2008
Current Assets	<b>50,788</b>	33,344	21,969	17,066	20,730
Current Liabilities	<b>21,083</b>	19,675	18,620	16,658	19,089
Net Current Assets	<b>29,705</b>	13,669	3,349	408	1,641
Available Working Capital (Unrestricted Net Current Assets)	<b>912</b>	(1,039)	(1,522)	(3,884)	(2,733)
Cash & Investments - Unrestricted	<b>8,987</b>	7,035	5,144	2,980	6,798
Cash & Investments - Internal Restrictions	<b>10,790</b>	6,918	4,229	2,573	4,729
Cash & Investments - Total	<b>45,731</b>	29,051	17,487	15,034	20,092
Total Borrowings Outstanding (Loans, Advances & Finance Leases)	<b>1,148</b>	1,885	2,581	3,291	4,030
Total Value of I,PP&E (excl. Land & Earthworks)	<b>707,648</b>	700,642	543,682	471,244	452,124
Total Accumulated Depreciation	<b>291,334</b>	278,560	176,972	203,580	196,098
Indicative Remaining Useful Life (as a % of GBV)	59%	60%	67%	57%	57%

Source: Published audited financial statements of Council (current year &amp; prior year)

## City of Canada Bay

### Notes to the Financial Statements for the financial year ended 30 June 2012

#### Note 28. Council Information & Contact Details

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**Principal Place of Business:**

1A Marlborough Street  
Drummoyne NSW 2047

**Contact Details****Mailing Address:**

Locked Bag 1470  
Drummoyne NSW 2047

**Opening Hours:**

8:30am to 4:30pm  
Monday to Friday

**Telephone:** 02 9911 6555

**Facsimile:** 02 9911 6550

**Internet:** [www.canadabay.nsw.gov.au](http://www.canadabay.nsw.gov.au)

**Email:** [council@canadabay.nsw.gov.au](mailto:council@canadabay.nsw.gov.au)

**Officers****GENERAL MANAGER**

Mr. Gary Sawyer

**RESPONSIBLE ACCOUNTING OFFICER**

Mr. Bruce Cook

**PUBLIC OFFICER**

Mr. Bob Pigott

**AUDITORS**

PriceWaterhouseCoopers

**Elected Members****MAYOR**

Cr. Angelo Tsirekas

**COUNCILLORS**

Cr. Mirjana Cestar

Cr. Tony Fasanella

Cr. Neil Kenzler

Cr. Helen McCaffrey

Cr. Michael Megna

Cr. Marian O'Connell

Cr. Jeanette O'Hara

Cr. Pauline Tyrrell

**Other Information**

**ABN:** 79 130 029 350



## **City of Canada Bay Council**

### **Independent auditor's report to the Council – s417(2) Report on the general purpose financial statements**

#### **Report on the financial statements**

We have audited the accompany financial statements of **City of Canada Bay Council** (the Council), which comprise the balance sheet as at 30 June 2012 and the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, accompanying notes to the financial statements and the Statement by Councillors and Management in the approved form as required by Section 413(2) of the Local Government Act 1993.

#### *Councillors' responsibility for the financial statements*

The Councillors of the Council are 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 and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's 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. Those 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 judgment, 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Councillors, as well as evaluating the overall presentation of the financial statements.

When this audit report is included in an Annual Report, our procedures include reading the other information in the Annual Report to determine whether it contains any material inconsistencies with the financial statements.

Our audit responsibility does not extend to the Original Budget Figures included in the Income Statement, Statement of Cash Flows and the Original Budget disclosures in notes 2(a) and 16 and the Projections disclosed in note 17 to the financial statements, nor the attached Special Schedules, and accordingly, we express no opinion on them.

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**PricewaterhouseCoopers, ABN 52 780 433 757**  
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T +61 2 8266 0000, F +61 2 8266 9999, [www.pwc.com.au](http://www.pwc.com.au)

Liability limited by a scheme approved under Professional Standards Legislation.



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

*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 (the Division); and
- (b) the financial statements:
  - (i) have been presented, in all material respects, in accordance with the requirements of this Division
  - (ii) are consistent with the Council's accounting records
  - (iii) present fairly, in all material respects, the Council's financial position as of 30 June 2012 and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- (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 have come to light during the course of the audit.

  
PricewaterhouseCoopers

  
Peter Buchholz  
Partner

17 September, Sydney  
2012



The Mayor  
Councillor Angelo Tsirekas  
City of Canada Bay  
Locked Bag 1470  
DRUMMOYNE NSW 1470

Dear Councillor Tsirekas,

**REPORT ON THE CONDUCT OF THE AUDIT OF  
THE CITY OF CANADA BAY  
FOR YEAR ENDED 30 JUNE, 2012 - SECTION 417(3)**

We have completed our audit of the financial reports of the City of Canada Bay for the year ended 30 June 2012, in accordance with Section 415 of the Local Government Act, 1993.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial reports are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial reports, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial reports are presented fairly in accordance with Australian Accounting Standards as well as statutory requirements so as to present a view which is consistent with our understanding of the Council's financial position, the results of its operations and its cash flows.

This report should be read in conjunction with our audit opinion on the general purpose financial statements provided under Section 417(2) of the Local Government Act 1993.

Flowing from our audit there are a number of comments we wish to raise concerning the trends in Council's finances. These are set out below.

**Operating Result**

Council's Operating Result was relatively stable at a \$12.9m surplus for the period. The Operating Result before capital was a deficit of \$1.2m against the previous year's \$427k surplus.

**Cash Position**

Council's overall cash position increased from \$29 million to \$46 million during the period under review, as the table below demonstrates:

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Liability limited by a scheme approved under Professional Standards Legislation.



	June 2011	June 2012
	\$m	\$m
Externally Restricted	15.1	25.9
Internally Restricted	6.9	10.8
Unrestricted	<u>7.0</u>	<u>9.0</u>
<b>Total</b>	<b>29.0</b>	<b>45.7</b>

The significant increase in external restrictions was the result of higher Section 94 and DWM funds held at year end.

### Working Capital

Council's net current assets increased from \$13.7 million to \$29.7 million during the period under review.

The value of net current assets needs to be adjusted in order to establish Council's available working capital.

	June 2011	June 2012
	\$'000	\$'000
Net Current Assets	13,669	29,705
<u>Less</u>		
External Restrictions	15,098	25,954
Internal Restrictions	<u>6,918</u>	<u>10,790</u>
<u>Sub Total</u>	(8,347)	(7,039)
<u>Add</u>		
Current Liabilities to be funded from other sources	<u>9,899</u>	<u>9,939</u>
<b>Available Working Capital</b>	<b><u>\$ 1,552</u></b>	<b><u>\$2,900</u></b>

The Available Working Capital upon which Council could build its 2012/13 budget was \$2.9million.

### Performance Indicators

The financial reports disclose a number of indicators in Note 13 and these are detailed below:

	June 2011	June 2012
	%	%
Unrestricted Current Ratio	200	232
Debt Service Ratio	1.39	1.28
Rate Coverage Ratio	53	50
Rates Outstanding Ratio	2.20	2.25
Asset Renewals Ratio	65	40



The Unrestricted Current Ratio improved and remained well above the industry benchmark of 100%.

The Debt Service Ratio improved to 1.28% of operating revenue reflecting the drop in outstanding loans from \$1.9 million to \$1.1 million. The ratio is well below the industry benchmark of 10%.

The Rate Coverage Ratio declined to 50% of total revenue, reflecting higher capital grants and contributions received during the period.

The Rates Outstanding Ratio increased slightly to 2.25% of collectables but remains better than the industry benchmark of 5%.

The Asset Renewal Ratio indicates that key infrastructure is being renewed at 40% of the rate at which it is depreciating.

Council is considered to be in a sound and stable financial position. All indicators stand better than accepted industry benchmarks.

### **General**

The books of accounts and records inspected by us have been kept in an accurate and conscientious manner.

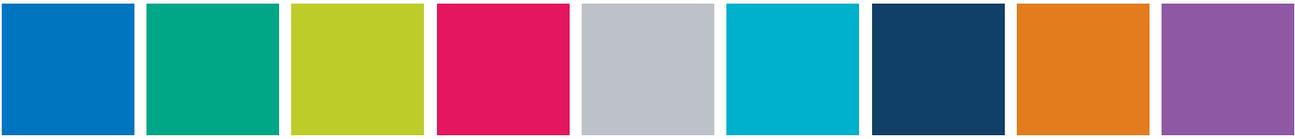
We thank the General Manager and his staff for the co-operation and courtesy extended to us during the course of our audit.

Yours faithfully,

PricewaterhouseCoopers

A handwritten signature in blue ink, appearing to read 'P L Buchholz', with a long horizontal flourish extending to the right.

P L Buchholz  
Partner  
Sydney  
R, September 2012



# SPECIAL PURPOSE FINANCIAL STATEMENTS



## City of Canada Bay

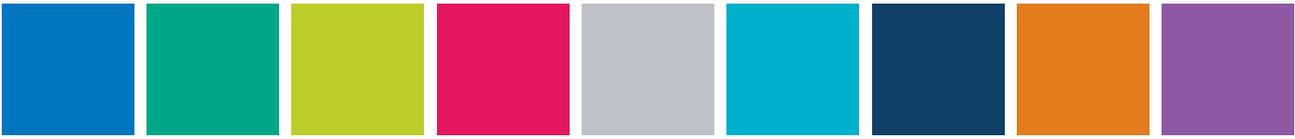
### Special Purpose Financial Statements for the financial year ended 30 June 2012

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Council has resolved that it does not operate any Business Activities as set out in the National Competition Policy and Division of Local Government Guidelines.

As a result of this resolution, Council has no Special Purpose Financial Reports which are comprised of an Income Statement and Balance Sheet by Business Activity.

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# SPECIAL SCHEDULES



# City of Canada Bay

## Special Schedules

for the financial year ended 30 June 2012

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#### Special Schedules<sup>1</sup>

- Special Schedule No. 1	Net Cost of Services	2
- Special Schedule No. 2(a)	Statement of Long Term Debt (all purposes)	4
- Special Schedule No. 2(b)	Statement of Internal Loans (Sect. 410(3) LGA 1993)	n/a
- Special Schedule No. 3	Water Supply - Income Statement	n/a
- Special Schedule No. 4	Water Supply - Balance Sheet	n/a
- Special Schedule No. 5	Sewerage Service - Income Statement	n/a
- Special Schedule No. 6	Sewerage Service - Balance Sheet	n/a
- Notes to Special Schedules No. 3 & 5		n/a
- Special Schedule No. 7	Condition of Public Works	5
- Special Schedule No. 8	Financial Projections	7

<sup>1</sup> Special Purpose Schedules are not audited.

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#### 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,
  - the Department of Environment, Climate Change and Water, and
  - the Division of Local Government (DLG).
- (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.

## City of Canada Bay

## Special Schedule No. 1 - Net Cost of Services

for the financial year ended 30 June 2012

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
<b>Governance</b>	<b>2,418</b>	-	<b>12,147</b>	<b>9,729</b>
<b>Administration</b>	<b>17,529</b>	<b>6,080</b>	-	<b>(11,449)</b>
<b>Public Order and Safety</b>				
Fire Service Levy, Fire Protection, Emergency Services	1,412	52	-	(1,360)
Beach Control	-	-	-	-
Enforcement of Local Govt. Regulations	1,237	2,046	-	809
Animal Control	4	23	-	19
Other	32	-	-	(32)
<b>Total Public Order &amp; Safety</b>	<b>2,685</b>	<b>2,121</b>	-	<b>(564)</b>
<b>Health</b>	<b>272</b>	<b>177</b>	-	<b>(95)</b>
<b>Environment</b>				
Noxious Plants and Insect/Vermin Control	-	-	-	-
Other Environmental Protection	953	63	-	(890)
Solid Waste Management	7,810	11,536	-	3,726
Street Cleaning	1,185	-	-	(1,185)
Drainage	1,297	-	-	(1,297)
Stormwater Management	-	-	-	-
<b>Total Environment</b>	<b>11,245</b>	<b>11,599</b>	-	<b>354</b>
<b>Community Services and Education</b>				
Administration & Education	528	19	-	(509)
Social Protection (Welfare)	7	79	-	72
Aged Persons and Disabled	566	260	-	(306)
Children's Services	1,430	1,354	-	(76)
<b>Total Community Services &amp; Education</b>	<b>2,531</b>	<b>1,712</b>	-	<b>(819)</b>
<b>Housing and Community Amenities</b>				
Public Cemeteries	-	-	-	-
Public Conveniences	318	-	-	(318)
Street Lighting	1,286	154	-	(1,132)
Town Planning	2,491	1,899	-	(592)
Other Community Amenities	5,742	-	-	(5,742)
<b>Total Housing and Community Amenities</b>	<b>9,837</b>	<b>2,053</b>	-	<b>(7,784)</b>
<b>Water Supplies</b>	-	-	-	-
<b>Sewerage Services</b>	-	-	-	-

## City of Canada Bay

## Special Schedule No. 1 - Net Cost of Services (continued)

for the financial year ended 30 June 2012

\$'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	2,266	294	-	(1,972)
Museums	-	-	-	-
Art Galleries	-	-	-	-
Community Centres and Halls	258	235	-	(23)
Performing Arts Venues	-	-	-	-
Other Performing Arts	-	-	-	-
Other Cultural Services	537	353	-	(184)
Sporting Grounds and Venues	4,103	2,919	551	(633)
Swimming Pools	445	3	-	(442)
Parks & Gardens (Lakes)	1,312	177	456	(679)
Other Sport and Recreation	1,632	1,444	50	(138)
<b>Total Recreation and Culture</b>	<b>10,553</b>	<b>5,425</b>	<b>1,057</b>	<b>(4,071)</b>
<b>Fuel &amp; Energy</b>	-	-	-	-
<b>Agriculture</b>	-	-	-	-
<b>Mining, Manufacturing and Construction</b>				
Building Control	861	416	-	(445)
Other Mining, Manufacturing & Construction	-	-	-	-
<b>Total Mining, Manufacturing and Const.</b>	<b>861</b>	<b>416</b>	-	<b>(445)</b>
<b>Transport and Communication</b>				
Urban Roads (UR) - Local	7,013	243	917	(5,853)
Urban Roads - Regional	-	-	-	-
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	4	-	-	(4)
Footpaths	1,179	816	-	(363)
Aerodromes	-	-	-	-
Other Transport & Communication	1,392	229	-	(1,163)
<b>Total Transport and Communication</b>	<b>9,588</b>	<b>1,288</b>	<b>917</b>	<b>(7,383)</b>
<b>Economic Affairs</b>				
Camping Areas & Caravan Parks	-	-	-	-
Other Economic Affairs	1,142	1,835	-	693
<b>Total Economic Affairs</b>	<b>1,142</b>	<b>1,835</b>	-	<b>693</b>
<b>Totals – Functions</b>	<b>68,661</b>	<b>32,706</b>	<b>14,121</b>	<b>(21,834)</b>
<b>General Purpose Revenues<sup>(2)</sup></b>		<b>34,755</b>		<b>34,755</b>
<b>Share of interests - joint ventures &amp; associates using the equity method</b>	-	-		-
<b>NET OPERATING RESULT<sup>(1)</sup></b>	<b>68,661</b>	<b>67,461</b>	<b>14,121</b>	<b>12,921</b>

(1) As reported in the Income Statement | (2) Includes: Rates & Annual Charges (incl. Ex Gratia, excl. Water & Sewer), Non Capital General Purpose Grants & Interest on Investments (excl. Ext. Restricted Assets)

City of Canada Bay

Special Schedule No. 2(a) - Statement of Long Term Debt (all purpose)

for the financial year ended 30 June 2012

\$'000

Classification of Debt	Principal outstanding at beginning of the year			New Loans raised during the year	Debt redemption during the year		Transfers to Sinking Funds	Interest applicable for Year	Principal outstanding at the end of the year		
	Current	Non Current	Total		From Revenue	Sinking Funds			Current	Non Current	Total
<b>Loans (by Source)</b>											
Commonwealth Government	-	-	-							-	-
Treasury Corporation	-	-	-							-	-
Other State Government	-	-	-							-	-
Public Subscription	-	-	-							-	-
Financial Institutions	737	1,148	1,885	-	737	-	-	94	780	368	1,148
Other	-	-	-							-	-
<b>Total Loans</b>	<b>737</b>	<b>1,148</b>	<b>1,885</b>	<b>-</b>	<b>737</b>	<b>-</b>	<b>-</b>	<b>94</b>	<b>780</b>	<b>368</b>	<b>1,148</b>
<b>Other Long Term Debt</b>											
Ratepayers Advances	-	-	-							-	-
Government Advances	-	-	-							-	-
Finance Leases	-	-	-							-	-
Deferred Payments	-	-	-							-	-
<b>Total Long Term Debt</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Debt</b>	<b>737</b>	<b>1,148</b>	<b>1,885</b>	<b>-</b>	<b>737</b>	<b>-</b>	<b>-</b>	<b>94</b>	<b>780</b>	<b>368</b>	<b>1,148</b>

Notes: Excludes (i) Internal Loans & (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).





## City of Canada Bay

## Special Schedule No. 8 - Financial Projections

as at 30 June 2012

\$'000	Actual <sup>(1)</sup> 11/12	Forecast 12/13	Forecast 13/14	Forecast <sup>(3)</sup> 14/15	Forecast <sup>(3)</sup> 15/16
<b>(i) OPERATING BUDGET</b>					
Income from continuing operations	81,582	73,683	77,677	83,786	75,487
Expenses from continuing operations	68,661	69,051	70,756	72,950	75,246
<b>Operating Result from Continuing Operations</b>	<b><u>12,921</u></b>	<b><u>4,632</u></b>	<b><u>6,921</u></b>	<b><u>10,836</u></b>	<b><u>241</u></b>
<b>(ii) CAPITAL BUDGET</b>					
New Capital Works <sup>(2)</sup>	6,563	9,022	9,783	13,398	7,009
Replacement/Refurbishment of Existing Assets	4,571	6,269	6,798	9,311	4,870
<b>Total Capital Budget</b>	<b><u>11,134</u></b>	<b><u>15,291</u></b>	<b><u>16,581</u></b>	<b><u>22,709</u></b>	<b><u>11,879</u></b>
<b>Funded by:</b>					
– Loans	-	-	-	-	-
– Asset sales	844	1,300	1,300	1,300	1,300
– Reserves	5,988	12,336	11,222	17,390	6,548
– Grants/Contributions	3,129	1,380	2,192	2,248	2,304
– Recurrent revenue	1,173	275	1,867	1,771	1,727
– Other	-	-	-	-	-
	<b><u>11,134</u></b>	<b><u>15,291</u></b>	<b><u>16,581</u></b>	<b><u>22,709</u></b>	<b><u>11,879</u></b>

**Notes:**

(1) From 11/12 Income Statement.

(2) New Capital Works are major non-recurrent projects, eg new Leisure Centre, new Library, new Swimming pool etc.

(3) If Council has only adopted 3 years of projections then only show 3 years.

(4) Financial Projections should be in accordance with Council's Integrated Planning &amp; Reporting framework.

