

# Hunter's Hill Council

Annual Report  
2006/2007





## *Contents* **SECTION A**

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Council's Vision, Mission, Organisational Values	2
Council's Charter	3
About this Report and Your Council	4
Elected representatives	6
Report by the Mayor	7
Report by the General Manager	9
Management Structure	20
Statement of Financial Performance	21
Statement of Financial Position	22
Statement of Performance Measurement	23
Statement of Changes in Equity	24
Other Reporting Requirements	26

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## **Section B – Performance Against Targets**

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Continuous Improvement Program	65
Measuring Performance	66
Key Performance Indicators Outlined	67
Profile of Councils	69
Performance Indicators	71

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## *Council's* **VISION**

The Council vision of Hunters Hill is:

- A sense of history
- A sense of community
- A place to belong
- A sustainable future

## *Council's* **MISSION**

To protect and enhance the integrity, character and residential amenity of Hunters Hill as Australia's oldest garden suburb – through leadership, community involvement and the pursuit of excellence.

## *Council's* **ORGANISATION VALUES**

- We will provide a range of services and programs that meet the needs of the community, as effectively and economically as possible.
- We will manage the resources of the organisation efficiently and with proper care to achieve the objectives of the Council, in a fair and equitable manner.
- We are committed to providing quality customer service, accurate and consistent advice and timely responses to all requests.
- We will develop and empower staff to achieve excellence and professional satisfaction in the delivery of services.
- We will promote the principles of ecologically sustainable development (ESD).



## *Council's* CHARTER

The Council Charter is:

- To exercise community leadership.
- To exercise Council functions with due regard for the cultural and linguistic diversity of the Hunters Hill community.
- To properly manage, develop, protect, restore, enhance and conserve the environment of the area.
- To have regard to the long term and cumulative effects of Council decisions.
- To bear in mind that Council is the custodian and trustee of public assets and to effectively account for and manage those assets.
- To facilitate the involvement of Councillors, members of the public, users of facilities and services and Council staff in the development, improvement and co ordination of Hunters Hill.
- To raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.
- To ensure that, in the exercise of its regulatory functions, Council acts consistently and without bias, particularly where an activity of the Council is affected.
- To be a responsible employer.
- To keep the Hunters Hill community and the State Government (and through it, the wider community) informed about Council's activities.
- To provide directly or on behalf of other spheres of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.

The set of principles in Council's charter is in accordance with the requirements of the Local Government Act, 1993.



# *About this Report* **AND YOUR COUNCIL**

This Report covers the year to June 2006.

## **Legislative Framework**

Section 428 of the Local Government Act 1993 provides that each year the Council shall publish an Annual Report which provides a comparison between the provisions of the current Management Plan and performance in that year.

The Management Plan sets out Council's strategy for the four years following its publication. The Plan provides statements of:

- The principle activities the Council proposes to conduct
- The objectives and performance targets for each of the principle activities
- The means of achieving the targets
- The manner in which Council purposes to assess its performance in respect of those principle activities.

The Annual Report under Section 428 of the Local Government Act, 1993 reviews how Hunters Hill Council complied with its statutory obligations in 2006/2007.

## **What is the Annual Report about?**

The Report is prepared to provide you with a clear indication of what Hunter's Hill Council has achieved for the community over the last financial year, as compared to the Management Plan.

This document contains a 'Report Card' on Council's achievements against performance targets in its Management Plan and in future will enable you to compare Council's performance and progress from year to year. Council reviews the Management Plan each year to adjust the goals and objectives according to community needs, the economic climate and changes in State or federal Government legislation.

## **Your Council**

Seven councillors, who are elected every four years by residents, govern Hunter's Hill Council. The Councillors role is to direct and control the affairs of Council according to the Local Government Act and other relevant legislation.

Councillors are required to represent the interests of residents and ratepayers, provide leadership and guidance to the community, and encourage communication, between Council and the community.

A popularly elected Mayor (for a four year term) carries out civic and ceremonial duties, to represent Council in business and community forums or meetings, and to preside at Council meetings, and to preside at Council meetings.



Although they spend many hours on Council business, Councillors are not paid a salary, however they do receive a yearly allowance to cover out of pocket expenses. Most Councillors have full time employment or businesses in addition to their Council activities/responsibilities.

The General Manager is the Chief Executive Officer of the Council and is responsible for implementing the decisions of Council. The General Manager is also responsible for the day-to-day management of the Council, exercising any functions delegated by Council, appointing, directing and dismissing staff and ensuring that Council meets its statutory obligations.

### **Council Meetings**

Ordinary Council Meetings are held on the second and fourth Monday of each month, commencing at 7.30pm in the Hunter's Hill Council Chamber.

Council's Business Paper is available from Council Chambers and Gladesville Library on the Friday preceding the meeting.

Meetings are open to the public and if a request is received prior to the meeting to address Council on issues listed in the business paper, this will be arranged.



## *Elected* **REPRESENTATIVES**

Our seven Councillors including a popularly elected Mayor represent Hunters Hill. Councillors meet on the second and fourth Monday of each month (or Tuesdays where public holidays are concerned) to discuss issues affecting residents and to make decisions on behalf of the local community.

Councillors stand for election because they are interested in the progress and well-being of the Municipality and feel strongly about its continuing viability. Our Councillors work tirelessly for residents by attending meetings, public forums and information sessions to ensure that they remain informed about issues important to the electorate.

Councillors are readily available to residents, either by direct contact or attending Councillor interviews at the Gladesville Shopping Village (held on the 3<sup>rd</sup> Saturday of each month) to answer any queries that constituents may have.

Council elected the following Councillors at the most recent elections:

### *Mayor*

Clr Sue Hoopmann

### *North Ward*

Clr Peter Astridge  
(Deputy Mayor)  
Clr Richard Quinn  
Clr Ross Sheerin

### *South Ward*

Clr Annabel Croll  
Clr Simon Frame  
Clr Jason Lin



## *Report* BY THE MAYOR

### **Community Report 2006/2007**

2006/2007 has been an exciting and vigorous year in Hunters Hill with positive happenings proliferous throughout the year.

We celebrated ten years since the formation of Foreshore 2000. We have moved on a long way since the fight began to save the Woolwich foreshore land from development. It is now legislated to be open to the public and is in the hands of the Sydney Harbour Federation Trust whose charter it is to care for and manage the former Defence sites around the Harbour.

A Committee was put in place to assess the Gladesville Library situation. The final report from the Committee recommended a fair and equitable formula for funding. The Library will now be called Ryde-Hunters Hill Library Service and all sections of the current service will be continued. Extended Saturday hours will be looked at next.

Morning tea in the Town Hall was held to say thank you to our volunteers for the time given to Hunters Hill in an enormous number of different ways over the past year. Working for the 40 organisations and groups around the Municipality, we wanted to tell our volunteers how grateful we are and how we cannot do without them. If you have donated your time in any way to the community, we say thank you!

Hunters Hill Rotary presented Pride of Workmanship Awards to proud recipients, Barry Smith, General Manager of Hunter's Hill Council, Senior Constable Fran Aliprandi from Gladesville Local Area Command and Alan Roose from Hunters Hill High School. All were praised for the high calibre of their work in their different fields.

Having heard a plea for help from the Children's Hospital that there weren't enough toys to give the children for Christmas, I began a Mayor's Christmas Toy Fund. Residents purchased a new toy and delivered it unwrapped to a collection point. The Town Hall, schools and pre schools all agreed to house collection points. Many bags of toys were collected – enough to fill a Council truck and the delight on the faces of the staff at the Children's Hospital was a joy to remember.

The Hunters Hill Food and Wine Festival was a resounding success. More people than ever before were tempted by the fantastic array of food and sampled the different wines from the many wineries of varied geographical areas. The funds this year went to the volunteer Bush Care groups in Hunters Hill.

The annual Hunters Hill Art and Craft Exhibition was once again a success. A Packing Room Prize was introduced, which will become a permanent feature of future exhibitions





*HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007*

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and in the tradition of the Archibald Prize. The retention of the Nora Heysen award for a local female artist was also a feature of the Exhibition.

A handwritten signature in cursive script that reads 'Sue Hoopmann'.

Clr. Sue Hoopmann  
Mayor of Hunters Hill



# Report BY THE GENERAL MANAGER

## General Manager's Overview

Last year was again a very busy year with many highlights, a number of which you will see throughout this report.

However, for me there are two standout events that should give the community confidence about the future of Hunters Hill and the performance of Council as an organisation that is at the leading edge of structural reform, good governance and best practice.

## A Ten-Year Plan - 2007/2008 to 2016/2017

In November 2006, the Department of Local Government produced a position paper entitled 'A New Direction For Local Government'. This paper proposes to introduce a new planning and reporting regime for councils that will replace the current one. It will be phased in and have clear outcomes and accountabilities.

The new system proposes to include:

1. A 10-year strategic plan (to be known as a Community Strategic Plan), including social, ecological, economic and governance outcomes.
2. An annual operational plan (similar to many versions of the current management plan) with a budget that is uniformly presented across councils and consistent with a national approach. This document implements the Delivery Program.
3. A simple reporting system that focuses on risks to achieving stated outcomes.
4. An annual report that comprises performance against key indicators.

## Better Practice Review

The Local Government Reform Program - Promoting Better Practice is a review process conducted by the Department of Local Government. These reviews also act as a 'health check', giving confidence about what is being done and helping to focus attention on key priorities.

Council was reviewed under this program during February this year. The final report has recently been received and the following are a selection of comments from the report that demonstrates Council's capacity and response to the reform process and the Departments overall opinion of our performance.

'Hunters Hill Council appears to be a well-managed organisation. It enjoys excellent community and employee satisfaction and is proactive in its approach to achieving continuous improvement. The council has good governance, which filters through into all areas of operation, its policies and procedures, and through its adoption of a risk management approach to issues.'



*HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007*

---

'The council is mindful of its responsibility as trustee of public assets and has developed an asset management plan. This allows council to assess, evaluate, maintain and replace assets proactively'.

For a look at what we are proposing to do in 2007/08 and beyond, and a full copy of the Better Practice Review Report go to our website [www.huntershill.nsw.gov.au](http://www.huntershill.nsw.gov.au)

A handwritten signature in black ink, appearing to read 'Barry Smith'.

**BARRY SMITH  
GENERAL MANAGER**



**RESERVES IMPROVEMENT PROGRAM 2005/06 – 2012/13**

	Total	2	3	4	5	6	7	8	9	10	C/FWD
EXPENDITURE	Cost	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
<b>Blaxland Street</b>		<b>Expend</b>									
1. Provision of pathway and steps	25,000	0	0	0	0	0	0	0	0	0	25,000
2. Bush Regeneration \$5000 p/a until 2013	50,000	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	20,000
3. Planting / Revegetation	20,000	0	0	0	2,000	2,000	2,000	2,000	2,000	2,000	8,000
	95,000										
<b>Boronia Park Reserve</b>											
1. Boronia No.1 Oval – fence	15,000	0	15,000	0	0	0	0	0	0	0	0
2. Boronia No.2 Oval – fence	15,000	0	0	0	15,000	0	0	0	0	0	0
3. Boronia No.3 Oval – irrigation	60,000	0	0	0	0	0	0	20,000	40,000	0	0
4. Bush regeneration \$5,000 p/a until 2013	50,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
5. Planting / revegetation	15,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
6. Picnic tables / shelters x 3	15,000	0	0	0	0	15,000	0	0	0	0	0
7. Electric BBQ's x 3	15,000	0	0	15,000	0	0	0	0	0	0	0
8. Seats x 5	3,000	3,000	0	0	0	0	0	0	0	0	0
9. Signage	7,000	0	0	7,000	0	0	0	0	0	0	0
10. Walking tracks	20,000	0	0	0	0	0	0	20,000	0	0	0
11. Boardwalk	10,000	0	0	0	0	0	0	0	0	10,000	0
12. Fencing	10,000	0	0	10,000	0	0	0	0	0	0	0
13. Floodlighting-upgrade No.1/ Light No.2	75,000	25,000	0	0	0	0	0	0	0	0	0
14. Upgrade Amenities Building	50,000	0	0	0	0	0	0	0	0	0	50,000
	360,000										



HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007

	Total	2	3	4	5	6	7	8	9	10	C/FWD
	Cost	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
<b>Buffalo Creek Reserve</b>		<b>Expend</b>									
1. Provision of shade structure	15,000	0	0	0	0	0	0	10,000	5,000	0	0
2. Walking track/bikeway, Pittwater Road.	100,000	0	50,000	50,000	0	0	0	0	0	0	0
3. Walking tracks	20,000	0	0	0	0	0	0	0	0	20,000	0
4. Bush regeneration \$5,000 p/a until 2013	50,000	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	20,000
5. Planting/ Revegetation	15,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
6. Amenities Building Upgrade	50,000	0	0	0	0	0	0	0	0	0	50,000
	250,000										
<b>Clarke's Point Reserve</b>											
1. Walkway	50,000	0	0	0	0	0	0	25,000	25,000	0	0
2. Sewer connection, toilet/amenity building	200,000	0	100,000	100,000	0	0	0	0	0	0	0
3. Lighting	60,000	0	0	0	0	0	30,000	30,000	0	0	0
4. Interpretive signage / heritage	10,000	0	0	0	5,000	5,000	0	0	0	0	0
5. Electric BBQ's x 6	30,000	0	0	0	0	0	0	0	0	0	30,000
6. Fencing	10,000	0	0	0	0	0	10,000	0	0	0	0
7. Planting / revegetation	10,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	370,000										
<b>Ferdinand Street Reserve</b>											
1. Boardwalk	50,000	0	0	0	0	0	0	0	0	0	50,000
2. Bush regeneration \$2,000 pa to 013	20,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
3. Planting / Revegetation	15,000	0	0	0	1,500	1,500	1,500	1,500	1,500	1,500	6,000
4. Entrance path and steps	65,000	0	0	0	0	0	0	0	65,000	0	0
	150,000										



HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007

	Total	2	3	4	5	6	7	8	9	10	C/FWD
	Cost	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
<b>Fern Road</b>		<b>Expend</b>									
1. Walkway	10,000	0	0	0	10,000	0	0	0	0	0	0
2. Planting / revegetation	5,000	0	0	0	500	500	500	500	500	500	2,000
3. Interpretive signage	2,000	0	0	0	2,000	0	0	0	0	0	0
	17,000										
<b>Figtree Park</b>											
1. Civic ceremonial area	75,000	0	0	0	0	45,000	30,000	0	0	0	0
2. Access ramps	10,000	0	0	0	10,000	0	0	0	0	0	0
3. Replanting & landscaping	30,000	0	0	0	0	30,000	0	0	0	0	0
	115,000										
<b>Francis Street Reserve</b>											
1. Bush regeneration \$5,000 p/a until 2013	50,000	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	20,000
2. Pathway Link	80,000	0	80,000	0	0	0	0	0	0	0	0
	130,000										
<b>Gladesville Reserve / Betts Park</b>											
1. Bush Regeneration \$3,000 p/a until 2013	50,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	23,000
2. Amenities building upgrade	25,000	0	0	20,000	0	0	0	0	0	0	0
3. Lighting walkway	50,000	5,000	0	0	0	0	0	0	0	10,000	40,000
4. Planting / revegetation	10,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	135,000										
<b>Harding Memorial Playground</b>											
1. Provision of shade structure	5,000	0	0	0	0	2,500	0	0	0	0	2,500
	5,000										



HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007

	Total	2	3	4	5	6	7	8	9	10	C/FWD
	Cost	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
<b>Henley Baths</b>		<b>Expend</b>									
Upgrade baths & amenities (OHS)	25,000	0	0	0	25,000	0	0	0	0	0	0
	25,000										
<b>Herberton Avenue (steps)</b>											
1. Handrail	20,000	20,000	0	0	0	0	0	0	0	0	0
2. Jetty	30,000	30,000	0	0	0	0	0	0	0	0	0
3. Planting / revegetation	25,000	0	5,000	5,000	5,000	5,000	5,000	0	0	0	0
	75,000										
<b>Huntley's Point Reserve</b>											
1. Sea wall	100,000	0	0	0	0	0	0	0	0	0	100,000
2. Pathway	20,000	0	0	0	0	0	0	0	0	0	20,000
	120,000										
<b>Kelly's Bush</b>											
1. Walkway and steps	80,000	0	0	0	0	0	0	0	0	0	80,000
2. Amenity building	250,000	0	0	0	0	0	0	0	0	0	250,000
3. Bush regeneration \$5,000 p/a until 2013	50,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
4. Planting / revegetation	15,000	0	0	0	1,500	1,500	1,500	1,500	1,500	1,500	6,000
5. Signage	5,000	0	0	0	0	0	0	0	5,000	0	0
	400,000										
<b>Mornington Reserve</b>											
1. Walkway	20,000	0	0	0	10,000	10,000	0	0	0	0	0
2. Interpretive signage	2,000	0	2,000	0	0	0	0	0	0	0	0
3. Bush regeneration \$3,000 p/a until 2013	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	2,000	20,000
4. Planting / revegetation	5,000	0	500	500	500	500	500	500	500	1,000	500
	57,000										



HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007

	Total	2	3	4	5	6	7	8	9	10	C/FWD
	Cost	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
<b>Murray Prior Reserve</b>		<b>Expend</b>									
1. Pathway / steps	30,000	0	15,000	15,000	0	0	0	0	0	0	0
2. Interpretive signage	5,000	0	0	0	5,000	0	0	0	0	0	0
3. Bush regeneration \$3,000 p/a until 2013	30,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
4. Planting / Revegetation	10,000	0	0	1,000	1,000	1,000	2,000	1,000	1,000	1,000	2,000
	75,000										
<b>Park Road Reserve – Barons Cr to Great Nth Rd</b>											
1. Bush regeneration \$5,000 p/a until 2013	50,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
2. Revegetation	10,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	60,000										
<b>Riverglade Reserve</b>											
1. Restoration of creek line below weir	150,000	0	0	0	0	0	0	0	0	0	150,000
2. Bush regeneration \$5,000 p/a until 2013	50,000	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	20,000
3. Provision of car parking Manning Road	40,000	0	0	20,000	20,000	0	0	0	0	0	0
4. Amenity building	250,000	0	0	0	0	0	0	0	0	0	250,000
5. Restoration of Heritage sandstone wall	100,000	0	0	0	0	0	0	0	0	100,000	0
6. Provision of power supply	80,000	0	0	0	0	0	0	0	0	0	80,000
7. Sewer connection	80,000	0	0	0	0	0	0	0	0	0	80,000
8. Pathway 1100m x 2m	125,000	0	0	0	0	0	0	0	0	0	125,000
9. Development of weathered area	100,000	0	0	0	0	0	0	0	0	0	100,000
	975,000										
<b>Valentia Street Reserve</b>											
1. Upgrade toilets & amenities	30,000	0	15,000	15,000	0	0	0	0	0	0	0
2. Interpretive signage	2,000	0	0	0	2,000	0	0	0	0	0	0
	32,000										0





HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007

	Total	2	3	4	5	6	7	8	9	10	C/FWD
	Cost	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
<b>Weil Park</b>		<b>Expend</b>									
1. Amenities block	20,000	0	0	20,000	0	0	0	0	0	0	0
2. Planting / regeneration	20,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
3. Drainage	43,500	0	0	20,000	20,000	3,500	0	0	0	0	0
	83,500										
<b>Woolwich Baths</b>											
1. Refurbishment-Amenities/wharves/netting	400,000	0	0	25,000	0	0	0	0	0	0	375,000
2. Planting / regeneration	25,000	2,500	2,500	0	2,500	2,500	2,500	2,500	2,500	2,500	5,000
3. Bush regeneration \$2,000 p/a until 2013	20,000	0	0	0	2,000	2,000	2,000	2,000	2,000	2,000	8,000
	445,000										
<b>Wharf Reserve (Fern Road Reserve)</b>											
1. Walkway	10,000	0	10,000	0	0	0	0	0	0	0	0
2. Signage	2,000	0	2,000	0	0	0	0	0	0	0	0
	12,000										
<b>Other Works</b>											
Skateboard/Multicourt (location TBD)			50,000	0	0	0	0	0	0	0	0
Playgrounds – Replace Structures (5-yr prog)			30,000	20,000	20,000	20,000	0	0	0	0	0
Park Furniture Replacements			10,000	0	10,000	0	0	0	0	0	0
		<b>117,500</b>	<b>419,000</b>	<b>375,500</b>	<b>222,500</b>	<b>199,500</b>	<b>139,500</b>	<b>168,500</b>	<b>203,500</b>	<b>205,000</b>	<b>2,046,000</b>



HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007

	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>REVENUE</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
Sustainability Levy	67,500	63,345	65,245	67,202	69,219	71,295	73,434	75,637	77,906
Grants-SHFIP	25,000	0	0	0	0	0	0	0	0
Grants-WADAMP	0	15,000	15,000	15,000	25,000	0	25,000	25,000	25,000
Grants-RTA Cycleways	0	25,000	25,000	0	0	0	0	0	0
Grants - Sport & Rec	0	0	0	0	0	7,500	7,500	15,000	15,000
Section 94	25,000	100,000	50,000	25,000	25,000	0	0	25,000	25,000
Contributions (Hutchison's C/Ch & Boronia Pk)	0	40,060	40,180	40,301	40,422	40,543	40,665	40,787	40,909
Contributions (Hutchison's Weil Park)	0	0	20,000	20,060	20,120	20,181	20,241	20,302	20,363
Natwest Bond to complete Condition of Consent	0	80,000	0	0	0	0	0	0	0
Rate Revenue	0	95,595	160,075	74,937	19,739	0	0	1,774	822
Pay-N-Display Fees – Clarke's Point	0	0	0	0	0	0	0	0	0
Pay-N-Display Fees – Buffalo Creek	0	0	0	0	0	0	0	0	0
	<b>117,500</b>	<b>419,000</b>	<b>375,500</b>	<b>222,500</b>	<b>199,500</b>	<b>139,519</b>	<b>166,840</b>	<b>203,500</b>	<b>205,000</b>



HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007

CATCHMENT	EXPENDITURE	Estimate	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
			<b>Expend</b>									
<b>Alexandra Street</b>	Siltation trap	8,000	0	8,000	0	0	0	0	0	0	0	0
<b>Bateman's Road</b>	Upgrade inlet capacity at upstream sections	38,000	0	18,000	0	0	0	0	0	0	0	0
<b>Bayview Crescent</b>	Silt arrester pit	10,000	0	10,000	0	0	0	0	0	0	0	0
<b>Bonnefin Road</b>	Upgrade pit inlet capacity and pipeline near no. 47	15,000	0	0	0	0	0	0	0	15,000	0	0
	Upgrade pit inlet capacity and pipeline near no.59	35,000	0	0	0	0	0	0	0	5,000	23,000	7,000
	Upgrade pit inlet capacity	6,000	0	6,000	0	0	0	0	0	0	0	0
<b>Brickmaker's Creek</b>	Upgrade of pipeline network	600,000	0	0	0	20,000	20,000	20,000	20,000	20,000	20,000	460,000
	Design Work	20,000	0	0	20,000	0	0	0	0	0	0	0
<b>Clarke Road</b>	Siltation trap	9,000	0	0	0	0	0	0	9,000	0	0	9,000
<b>Ferdinand Street</b>	Reconstruct pipeline with detention basin	150,000	0	0	0	0	0	0	0	0	0	150,000
<b>Francis Street Reserve</b>	Constructed wetlands	150,000	20,912	25,000	25,000	25,000	25,000	25,000	0	0	0	0
<b>Gladstone Avenue</b>	Upgrade at Nelson Parade-construct basins / wetlands	75,000	0	0	0	0	0	0	25,000	25,000	25,000	0
<b>Hillcrest Avenue</b>	Upgrade drainage system	750,000	6,358	0	30,000	20,000	20,000	20,000	20,000	20,000	20,000	600,000
	Design Work	10,000	0	0	0	0	0	0	0	0	0	0
<b>Hunter Street</b>	Upgrade inlet capacity	7,000	0	0	0	0	0	7,000	0	0	0	7,000
<b>Margaret Street</b>	Siltation trap	9,000	0	0	0	0	0	0	9,000	0	0	9,000
<b>Mornington Reserve</b>	Construct detention basins and rehabilitate creek	75,000	0	0	0	0	0	0	0	0	0	75,000
<b>Park Road Reserve</b>	Construct detention basins	50,000	0	0	0	0	0	0	0	0	0	50,000
<b>Princes Street</b>	New pipeline	160,000	0	0	0	0	0	0	0	0	0	160,000
<b>Reiby Road</b>	Reconstruct collapsed pipeline	40,000	0	0	0	0	0	0	0	0	0	40,000



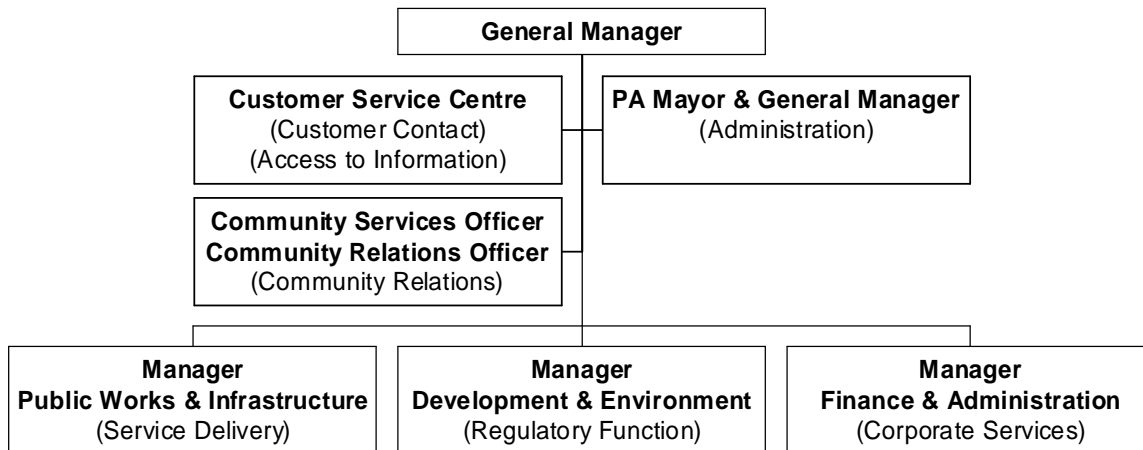
HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007

CATCHMENT	EXPENDITURE	Estimate	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
			Expend									
<b>Various catchments</b>	Environmental enhancement 35 outlets at \$20,000	700,000	8,000	14,000	14,000	14,000	15,000	15,000	15,000	15,000	15,000	300,000
	Prepare plans of management	30,000	16,818	0	0	10,000	10,000	10,000	0	0	0	0
	Drain stencilling	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
	Investigate on-site collection and re-use of water	5,000	0	5,000	0	0	0	0	0	0	0	5,000
		736,000										
<b>Venus Street</b>	Upgrade drainage system	700,000	0	0	0	0	0	0	0	0	0	700,000
	Design Work	0	0	0	0	0	0	0	0	0	0	0
<b>Victoria Road</b>	Upgrade drainage system	120,000	0	0	0	0	0	0	0	0	0	120,000
<b>Viret Street</b>	Upgrade pit inlet capacity	6,000	0	0	0	3,000	3,000	0	0	0	0	0
<b>Weil Park</b>	Upgrade inlet capacity at Nelson Parade	36,800	0	0	0	0	0	0	0	0	0	36,800
<b>Wybalena Road</b>	Upgrade pit inlet capacity at the south end of road	12,000	0	0	0	0	0	0	0	0	0	12,000
	<b>Total Expenditure</b>	<b>4,563,800</b>	<b>53,088</b>	<b>87,000</b>	<b>90,000</b>	<b>93,000</b>	<b>94,000</b>	<b>98,000</b>	<b>99,000</b>	<b>101,000</b>	<b>104,000</b>	<b>2,741,800</b>
	<b>REVENUE</b>		<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	
	Sustainability Levy		53,088	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286	
	Section 94		0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
	Rate Revenue		0	0	0	0	0	0	0	0	0	
	<b>Total Revenue</b>		<b>53,088</b>	<b>88,654</b>	<b>90,564</b>	<b>92,531</b>	<b>94,556</b>	<b>96,643</b>	<b>98,792</b>	<b>101,006</b>	<b>103,286</b>	



# Management STRUCTURE

Organisational Chart



Council has adopted an Organisational Structure to reflect Council's desire to be more customer focused and to respond to the external pressures of competition policy and competitive tendering.

The purpose of this structure is to:

- Remove barriers to improvement.
- Create a structure that facilitates change.
- Focus on the customer (internal and external).
- Promote an environment that supports continuous improvement.
- Empower employees to act in accordance with their responsibilities.

The Local Government Act (1993) requires that a Council review the organisation structure within the first twelve months after a quadrennial election. In February 2005 Council resolved to reconfirm the above structure.



# Statement OF FINANCIAL PERFORMANCE

## Income Statement

	Actual 2007 \$'000	Actual 2006 \$'000
<b>Expenses from Continuing Operations</b>		
Employee Benefits & on-cost	3,673	3,477
Borrowing Costs	108	121
Materials & Contracts	2,608	2,966
Depreciation, Amortisation & Impairment	992	951
Other Expenses	1,689	1,561
Net Losses from the Disposal of Assets	-	3
<b>Expenses from Continuing Operations</b>	<b>9,070</b>	<b>9,079</b>
<b>Income from Continuing Operations</b>		
<b>Revenue</b>		
Rates & Annual Charges	7,181	6,952
User Charges & Fees	811	842
Interest & Investment Revenue	541	424
Other Revenues	332	484
Grants & Contributions provided for Operating Purposes	745	599
Grants & Contributions provided for Capital Purposes	218	288
<b>Other Income</b>		
Net gains from the disposal of assets	27	-
<b>Revenues from Continuing Operations</b>	<b>9,855</b>	<b>9,589</b>
<b>Net Operating Result for the Year</b>	<b>785</b>	<b>510</b>
<b>Net Operating Result for the year before capital Grants and contributions provided for capital purposes</b>	<b>567</b>	<b>222</b>



## Statement OF FINANCIAL POSITION

	Actual 2007 \$'000	Actual 2006 \$'000
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	8,629	7,354
Receivables	624	870
Inventories	51	48
Other	215	154
<b>Total Current Assets</b>	<b>9,519</b>	<b>8,426</b>
<b>Non-Current Assets</b>		
Receivables	113	114
Infrastructure, Property, Plant & Equipment	244,469	244,702
Other	149	131
<b>Total Non-Current Assets</b>	<b>244,731</b>	<b>244,947</b>
<b>TOTAL ASSETS</b>	<b>254,250</b>	<b>253,373</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	2,929	2,645
Interest Bearing Liabilities	270	255
Provisions – anticipated as being payable within the next 12 months	482	486
Provisions – anticipated as being payable after the next 12 months	540	469
<b>Total Current Liabilities</b>	<b>4,221</b>	<b>3,855</b>
<b>Non-Current Liabilities</b>		
Interest Bearing Liabilities	1,582	1,852
Provisions	18	22
<b>Total Non-Current Liabilities</b>	<b>1,600</b>	<b>1,874</b>
<b>TOTAL LIABILITIES</b>	<b>5,821</b>	<b>5,729</b>
<b>Net Assets</b>	<b>248,429</b>	<b>247,644</b>
<b>EQUITY</b>		
Retained Earnings	248,429	247,644
<b>Total Equity</b>	<b>248,429</b>	<b>247,644</b>



# Statement OF PERFORMANCE MEASUREMENT

1. *Unrestricted Current Ratio 2006/2007*

Factors	Amounts	2007	2006	2005
Current Assets less all External Restrictions	<u>7,213</u>			
Current Liabilities less Specific Purpose Liabilities	<u>1,863</u>	3.87:1	3.84:1	3.67:1

2. *Debt Service Ratio 2006/2007*

Factors	Amounts	2007	2006	2005
Debt Service Cost	<u>363</u>			
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	<u>9,284</u>	3.91%	4.01%	4.25%

3. *Rate & Annual Charges Coverage Ratio 2006/2007*

Factors	Amounts	2007	2006	2005
Rates & Annual Charges	<u>7,181</u>			
Revenue from Continuing Operations	<u>9,855</u>	72.87%	72.50%	74.62%

4. *Rate & Annual Charges Outstanding Percentage 2006/2007*

Factors	Amounts	2007	2006	2005
Rates, Annual & Extra Charges Outstanding	<u>268</u>			
Rates, Annual & Extra Charges Collectible	<u>7,487</u>	3.58%	3.91%	3.91%

5. *Asset Renewals Ratio 2006/2007*

Factors	Amounts	2007	2006	2005
Asset Renewals	<u>930</u>			
Depreciation, Amortisation & Impairment	<u>992</u>	93.75%	N/A	N/A





## *Statement* OF CHANGES IN EQUITY

	<b>Retained Earnings</b>		<b>Council Equity Interest</b>		<b>Total Equity</b>	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
Revised Opening Balance	247,644	247,134	247,644	247,134	247,644	247,134
Total Recognised Income & Expenses	785	510	785	510	785	510
<b>Equity – End of Reporting Period Balance</b>	<b>248,429</b>	<b>247,644</b>	<b>248,429</b>	<b>247,644</b>	<b>248,429</b>	<b>247,644</b>



**HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007**

Income, Expenses and Assets have been directly attributed to the following Functions/Activities.

Functions/Activities	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grant included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2007 \$'000	Actual 2007 \$'000	Actual 2006 \$'000	Original Budget 2007 \$'000	Actual 2007 \$'000	Actual 2006 \$'000	Original Budget 2007 \$'000	Actual 2007 \$'000	Actual 2006 \$'000	Actual 2007 \$'000	Actual 2006 \$'000	Actual 2007 \$'000	Actual 2006 \$'000
Administration	173	111	87	3,432	3,149	3,173	-3,259	-3,038	-3,086	0	4	12,969	11,668
Public Order & Safety	6	5	10	516	476	465	-510	-471	-455	0	0	54	29
Health	30	31	30	122	109	97	-92	-78	-67	0	0	2	3
Community Services & Education	74	105	86	320	336	289	-246	-231	-203	36	16	4,302	4,355
Housing & Community Amenities	1,813	2,073	1,849	2,098	2,017	2,135	-285	56	-286	221	5	2,409	2,363
Water Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewerage Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Recreation & Culture	299	770	770	1,868	1,753	1,639	-1,569	-983	-869	86	110	223,773	223,866
Fuel & Energy	0	0	0	0	0	0	0	0	0	0	0	0	0
Mining, Manufacturing & Construction	79	48	80	109	100	98	-30	-52	-18	0	0	108	106
Transport & Communications	766	512	800	1,102	1,130	1,181	-336	-618	-381	51	191	10,633	10,983
Economic Affairs	1	1	1	5		2	-4	1	-1	0	0	0	0
<b>Total Functions &amp; Activities</b>	<b>3,241</b>	<b>3,656</b>	<b>3,713</b>	<b>9,572</b>	<b>9,070</b>	<b>9,079</b>	<b>-6,331</b>	<b>-5,414</b>	<b>-5,366</b>	<b>394</b>	<b>326</b>	<b>254,250</b>	<b>253,373</b>
General Purpose Income	6,621	6,199	5,876	0	0	0	6,621	6,199	5,876	392	400	0	0
<b>Operating Result from Continuing Operations</b>	<b>9,862</b>	<b>9,855</b>	<b>9,589</b>	<b>9,572</b>	<b>9,07</b>	<b>9,079</b>	<b>290</b>	<b>785</b>	<b>510</b>	<b>786</b>	<b>726</b>	<b>254,250</b>	<b>253,373</b>



## *Other* REPORTING REQUIREMENTS

### **(a) Council's audited financial reports**

Council recorded a net operating surplus of \$0.785 million for 2006/2007, an increase from a surplus of \$0.510 million in 2005/2006.

Revenue from rates and annual charges was \$7.181 million, grants and contributions \$0.963 million, user charges & fees \$0.811 million, interest \$0.541 million and other revenues was \$0.332 million.

The total expenses from ordinary activities of \$9.070 million included \$0.992 million depreciation, amortization and Impairment of assets.

Overall Council's total cash and investment have increased from \$7,354 million in 2005/2006 to \$8.629 million in 2006/2007. Council's Net Current Assets have increased from \$4.571 million in 2005/2006 to \$5.298 million in 2006/2007

The performance indicators included in this report support this maintained position.

Further information concerning Council's financial performance is shown in the following financial statements and detailed information is contained in Council's audited financial reports, which are available for public inspection.

### **(b) Council's Performance Against Targets**

See Section B – Performance Against Targets attached to this Report.

### **(c) State of the Environment Report in Hunters Hill**

The State of the Environment Report (SoE) is designed to comply with the SoE reporting requirements as outlined in the Local Government Act, 1993 and to provide a platform for future strategic planning through the Environmental Management Plan.

The SoE has been compiled regionally within the NSROC groups of Councils. The SoE is attached with this Report.

### **(d) Condition of Public Works**

Council has a large inventory of assets for the provision of basic public services and community services.

The category of the assets for reporting purposes are:

- Roads



- Footpaths
- Drainage
- Seawalls
- Wharves
- Baths
- Buildings
- Reserves and the Natural Environment

Most of the Assets have been placed on a database and have been assessed for condition rating. The measurement of improvement in the natural environment is not fully documented at this stage, however the base line condition has been established in many areas.

### **Roads**

Council has an aging inventory of roads and a summary of condition report is given below:

	% of Total Area	Cost of Upgrade
Category 1: No work required	4.5%	-
Category 2: Satisfactory	63%	-
Category 3: Fair	27.5%	\$1,830,000
Category 4: Poor	5%	\$1,380,000

Category 4 pavements are being programmed for repair over the next few management plans. Category 3 pavements will be monitored for low cost maintenance works to minimise deterioration.

### **Footpaths**

Council has a well developed system for footpath inspection and assessment. The prioritisation of construction maintenance work is based on the strategies developed from the inspection and assessment system.

The replacement of footpaths and provision of new footpath has accelerated in the period. The expansion of telecommunication capacity in the area has resulted in considerable road opening activity with full footpath replacement in many locations.

Whilst street tree plantings represent the largest single factor in footpath distress and risk management exposure the level general condition rating has improved in recent years. Council is in a position to be more responsive to footpath deterioration as it occurs.

### **Drainage**

The needs of the drainage system relate to three factors:



### **1. Augmentation**

The provision of drainage needs to meet with industry best practice. Much of the earlier construction in Hunters Hill were provided to low standards and in many areas the capacity of these earlier lines is substandard as compared to the standards of today. The degree of augmentation required is considerable in some locations. A heavy capital program is required to address these areas. The Environmental Levy will see the progressive study of some of the older catchments where flooding has occurred. The Hillcrest Avenue estate catchment is the first one that has been analysed. Additional studies on the Gladesville Commercial Area catchment and Brickmaker's Creek are being undertaken.

### **2. Deterioration of Asset**

Under the accounting rules set by the Department of Local Government most of Council's drainage lines are fully depreciated. Most of the network presents as being serviceable however with unknown condition rating in some locations failures remain a reasonable probability. Little residual value can be assigned to most of the pipe network.

It is found in these circumstances and from video inspection of pipelines that the original selection of material and specifications was variable. Most of pipeline maintenance is to correct tree root damage.

### **3. Environmental Improvement**

The provision of environmental enhancements on drainage systems is of growing importance. In Hunters Hill this requires the retrofitting of existing systems. Earlier subdivisional standards and narrow easement widths severely limit options for future upgrades.

Environmental enhancements include, gross pollutant traps, trash racks, silt control measures and water quality treatment.

#### **Seawalls**

Council has a considerable inventory of sea walls. The condition rating on this class of asset is generally satisfactory, although some walls will require repair in the short to medium term.

#### **Wharves**

Council maintained three wharves during the period. The wharves are located at Alexandra Street, Valentia Street and Huntley's Point. The Huntley's Point Wharf is assessed as being in poor condition requiring the replacement of the steel piles. However, the ownership and maintenance of the wharves has been taken over by the Maritime Services NSW.

#### **Baths**

Council has maintained two baths.



Woolwich Baths are in fair condition. Heavy maintenance and improvement works are planned for 2007/2008.

Henley Baths have been closed for the third season, as major reconstruction work is required. Council is to decide on the future of Henley Baths.

### **Buildings**

Council buildings are in satisfactory condition with maintenance programs flowing on from year to year. Problems exist with older buildings that have exceed their useful lives and require major works to bring them up to a satisfactory standard. A ten year building maintenance programme has been developed for implementation in 2007/2008.



**HUNTER'S HILL COUNCIL**  
**ANNUAL REPORT 2006-2007**

Category	Asset	Condition as at 30/6/07	Estimate of Cost to bring to Satisfactory Standard	Estimate of Cost to Maintain Standard
Buildings	Town Hall	Satisfactory	\$0	\$120,000
	Depot	Satisfactory	\$100,000	
	Fairland Hall	Unsatis. - rotten floor boards, rising damp problem in basement, heating & cooling problem	\$150,000	\$5,000
	Croquet Club	Satisfactory	\$10,000	\$5,000
	Henley Cottage	Satisfactory	\$25,000	\$5,000
	SES Shed	Satisfactory	\$0	\$0
	Gladesville Rd (No.42)	Satisfactory	\$40,000	\$2,500
	Gladesville Rd (No.44)	Good Cost \$40,000 Rebuilt	\$5,000	\$5,000
	Gladesville Rd (No.46)	Satisfactory	\$25,000	\$2,500
	10 Cowell Street	New condition Rebuilt	\$0	\$5,000
Child Care Centres	6 Pittwater Rd	Unsatis. - certain measures req'd to satis. YACS guides	\$10,000	\$5,000
	9 Church St	Good	\$0	\$5,000
<b>Amenities/ Toilets including Recreation Grounds &amp; Buildings.</b>	Boronia Park Grand Stand	Satisfactory – Upgrade ladies toilets	\$40,000	\$10,000
	Gladesville Reserve	Unsatis. - Eaves damaged, canteen roller shutter damaged, minor masonry repairs req'd, sewer pump upgrade, equipment store room	\$25,000	\$9,000
	Buffalo Creek Reserve	Satisfactory	\$0	\$8,000
	Clarke's Point Reserve	New amenities block to be built 2007/2008.	\$200,000 New toilet block	\$5,000
	Weil Park	New amenities block to be built 2007/2008.	\$0	\$2,000
	Valentia Street	Satisfactory	\$0	\$2,500
	Ferry St. Shelter	Satisfactory	\$0	\$1,000
	Ferdinand St Boat Shed	Repairs needed	\$0	\$1,000
Tidal Pools	Henley Baths	Not in use Write Off	\$40,000	\$2,000
	Woolwich Baths	Fair, repairs required	\$15,000	\$5,000
Roads	Urban Roads	Pavement Rehabilitation Works required on 32% of road network.	\$2,500,000	\$1,500,000
	Regional Roads	Pavement Rehabilitation Works required in localised areas.	\$50,000	\$90,000
	Bridges	Satisfactory	\$0	\$1,500
Footpaths		Paved footpaths require work in identified slip, trip and fall locations.	\$500,000	\$50,000
Stormwater Drainage	Pits & Pipes	Localised repairs required - further investigations are required	\$1,000,000	\$40,000



## (e) Legal Proceedings

During this period Council received fourteen (14) notices of appeal to the Land and Environment Court of NSW against Council's determination of Development Applications or where applicants filed appeals before Council had made a determination of the application under the "Deemed refusal" provisions of the *Environmental Planning and Assessment Act 1979*.

Of the fourteen notices that were filed, Council was successful in defending twelve (12) cases, where four (4) of the appeals were dismissed and eight (8) of the cases were discontinued. A total of one (1) appeal was upheld where the consent was issued by the court and one (1) appeal was resolved by the court issuing consent orders.

The results of these appeals and other legal matters are set out in the table below. As can be seen below, there are a number of appeals that have been discontinued, including a resolution through consent orders handed down by the Court following a process of successful negotiated outcomes. This approach of mediation is also endorsed by the Court, following amendments to the court directions, hence resulting in sustainable planning outcomes for both parties.

With regard to upheld appeals, it should be noted that the Court Orders may amend plans from the initial plans to those submitted to Council, and the Orders also provide for additional conditions to the consent which address amenity issues to neighbours and the protection of the streetscape and heritage character of the area.

In addition to appeals Council often requires legal advice from its solicitors, in respect of general matters such as contracts, leases and other matters pertaining to the planning, building and regulatory functions of the Council. For the 2006/2007 period there have been four (4) matters of illegal and unauthorised works. Council pursued these matters where Council was successful and the Court imposed orders in favour of Council and also awarded costs to Council.

Council's total legal expenditure for the 2006/2007 period, including payment to consultants who were engaged by the Council to act as expert witnesses or when in-house expertise is not available, amounted to \$193,433.00 made up as follows:

	2006/2007	2005/2006	2004/2005
ADMINISTRATION	23,070	140,429	24,437
TOWN PLANNING	169,838	213,604	237,735
BUILDING	0	0	0
PUBLIC ORDER & SAFETY- ANIMAL CONTROL	0	0	0
ENVIRO HEALTH	0	0	0
ENGINEERING	525	4,191	3,105
<b>TOTAL</b>	<b>193,433</b>	<b>358,224</b>	<b>265,277</b>





**Table 1: Legal – Town Planning 2006/2007**

	<b>ADDRESS</b>	<b>ISSUE</b>	<b>RESULT</b>	<b>COST</b>
1	3 King Street	Illegal works -PIN	Matter settled. Fine to be paid & structure removed.	\$6,014.00
2	57 Huntleys Point Rd	Appeal Refusal	Matter resolved by Consent Orders issued	\$5,965.00
3	38 Earl Street	Appeal Refusal	Appeal Dismissed	\$26,075.00
4	10A The Point Rd	Illegal works	Orders in favour of council Costs awarded to council	\$18,977.00
5	2 Yerton ave	Deemed Refusal	Discontinued	\$9,518.00
6	10A Gale street	Deemed Refusal	Discontinued	\$0
7	25 Ernest Street	Illegal works Class 4 Appeal	Orders in favour of Council Costs awarded to council	\$2,167.00
8	32 Alexandra St, HH	Deemed Refusal	Discontinued	\$352.00
9	14 Earl Street	Deemed Refusal	Discontinued	\$3,094.23.00
10	1 Chevalier Cres	Deemed Refusal	Appeal Dismissed	\$11,199.00
11	29 Mortimer Lewis Drive	Appeal Refusal	Appeal Upheld - Consent Orders issued	\$8,395.00
12	3 Martha Street	Appeal Refusal	Appeal Dismissed	\$38,420.00
13	9 Gaza Street	Deemed Refusal	Discontinued	\$6,688.00
14	55 Woolwich Rd	Deemed Refusal	Discontinued	\$287.00
15	39 Bonnefin Rd,	Deemed Refusal	Appeal Dismissed	\$13,329.00
16	8 Ferdinand Street	Appeal Refusal	Discontinued	\$1,188.00
17	163 Victoria Road Provincial Planning	Appeal - Refusal	Discontinued	\$14,296.00



## **(f) Mayor/Councillor Fees and Expenses**

The Mayor receives an annual allowance of \$16,365.00 to assist with Council duties. Councillors receive an allowance of \$97,860 per year as well as travel allowances for Council related activities. Councillors attended the following conferences during the year:

- Local Government Association of NSW Conference 2006 at a cost of \$6,664.00.

Council has adopted a 'Facilities and Expenses' Policy for Councillors. Separate costs have not been recorded for expenses associated with Council meetings, motor vehicle usage, and expenses related to the use of Council facilities and equipment.

The policy provides for the following facilities to assist Councillors in the performance of their Council duties:

- Reasonable supply of Council stationary
- Business cards
- Hunters Hill tie/scarf
- Name badge
- Use of Committee Room, telephone and office equipment during business hours or otherwise as arranged with the Mayor or approved by the Council
- Transport on works or other committee inspections with relevant staff
- Light refreshments after Council meetings

The following additional facilities are provided for the Mayor:

- Mayoral stationary and postage
- Mayor's office with telephone and use of office equipment
- Access to secretarial support assigned by the General Manager
- Use of the Town Hall or other Council premises for civic or ceremonial purposes without charges

The Mayor and Councillors did not undertake any overseas visits that resulted in any cost to Council.



## **(g) Senior Staff**

The position of General Manager is a Senior Staff position in accordance with Section 334 of the Local Government Act.

The General Manager is generally responsible for the efficient and effective management of the Council's organisation and for ensuring the implementation, without undue delay, of decision of the Council.

Particular functions of the General Manager include:

- The day-to-day management of Council.
- To exercise such of the functions of Council as are delegated by Council to the General Manager.
- To appoint staff in accordance with an organisational structure and resources approved by the Council.
- To discipline and dismiss staff.
- To implement Council's equal Opportunity Management Plan.
- Other functions as may be conferred or imposed on the General Manager by or under the Local Government Act or any other Act.

The current General Manager commenced service on 23 September 1996 on a five-year performance based contract and renewed for a further five years from 23 September 2006.

- Total remuneration package for 2006-07 of General Manager = \$170,000.
- Total amount of any bonus payments, performance or other payments that do not form part of the salary component = 0
- Total payable superannuation (salary sacrifice and employers contribution) = \$20,000.
- Total value non-cash benefits = \$15,000.
- Total payable fringe benefits tax for non-cash benefits = \$0

## **(h) Contracts Awarded**

Council awarded no contract during 2006/2007 that exceeded \$100,000.

## **(i) Bush Fire Hazard Reduction Activities**

Hunter's Hill Council is included in the NSW Fire Brigades district ZONE NORTH 2 together with Willoughby, Ryde Lane Cove Council's and Lane Cove National Park, administered by NPWS.



*HUNTER'S HILL COUNCIL  
ANNUAL REPORT 2006-2007*

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Due to the mainly small size of the remnant bushland in Hunters Hill and the need to protect the habitat values there are very few broad acre burns, instead pile hazard reduction burns are undertaken. These are carried out by NSW Fire Brigades, Bushfire/Rescue Section. See the annual State of Environment Report forwarded with this report for further details.



**(j) Contributions or Grants Under Section 356.**

**Community Grants and Donations**

Total expenditure was \$10100 and individual grants and donations are listed below.

<b>Recipient Organisation</b>	<b>Amount</b>
Gladesville Learning for Leisure	\$150
Blandville Court Tennant's Group	\$250
Grief Support Inc	\$300
Moochooboola Computer Club	\$300
Combined Pensioners & Superannuants	\$320
Discover Hunters Hill Inc.	\$350
Constant Companion	\$400
Easy Care Gardening	\$400
Technical Aid to the Disabled	\$400
Hunters Hill Theatre	\$530
Hunters Hill Respite Care	\$600
Ryde/Hunters Hill Community Transport	\$600
Schizophrenia Fellowship of NSW	\$600
B.I.R.D.S.	\$700
DARTS	\$700
Figtree Playgroup	\$700
Gladesville Occasional Care	\$700
North Ryde Community Aid & Information Centre	\$700
Rotary Youth Driver Awareness (Gladesville)	\$700
Side by Side Advocacy	\$700
<b>TOTAL</b>	<b>\$10100</b>



## (k) Human Resource Activities

The human resources plan identifies key components, which determine the future direction of Council in terms of its strategic management of people. Within each of these components, specific human resources strategies are identified, which have either been implemented, or are currently being developed, to enable the successful achievement of Council's human resources objectives.

Some of the key human resources activities conducted during the 2006/07 year have been outlined in the matrix below:

<b>STAFF INDUCTION / COUNCIL ORIENTATION</b>
Update employee handbook
Conduct induction session
<b>HR POLICIES</b>
HR Policy & Procedures Manual
Employee handbook
Child Protection Policy
Probation policy
EEO policy
Performance Appraisal Policy
Learning & Development Policy
<b>OCCUPATIONAL HEALTH &amp; SAFETY</b>
Occupational Health & Safety Policy
Drug & Alcohol Policy
Design and distribute Manual Handling handbook
Conduct workplace inspections
<b>RECRUITMENT &amp; SELECTION</b>
Advertisements
Maintain database
Design questions
Arrange and conduct interviews
Reference checks
Arrange medicals
Letter of Offer
<b>3-MONTH PROBATION PERIOD</b>
Provide probationary forms to manager and employee
Send successful probation letter to staff member and personnel file
Conduct probation session and assessment
<b>STAFF TRAINING</b>
Maintain staff training plan
Arrange courses
Training needs analysis
<b>EMPLOYEE PERFORMANCE</b>
Review competencies
Conduct appraisals
Draft performance management letters
Performance Review handbook for staff and team leaders
Rewards scheme for staff - Employee of the Quarter
Staff Counselling / Complaints
<b>SEPARATION</b>
Exit Interviews



## **Training and Development**

The human resources plan provides that Council adopts a planned and structured approach to training and development to:

- Ensure that the current training needs at organisational, departmental and individual employee levels are met, thus improving organisational performance and effectiveness
- Identify current and future requirements for training i.e. skills development
- Facilitate the development of a "learning" culture within Council including job rotation, coaching and monitoring
- Measure the effectiveness of training and development plan.

Training during the 2006/07 focussed primarily on compliance training for legal requirements and continued to support specialised, technical skills and new information technology to improve employee skills in this area.

In-house workshop on Bullying & harassment Prevention in Workplace was conducted in May 2007 for Managers and Supervisors. In June 2007, Council's OH&S Committee Members attended an in-house workshop on Communications Skills.

The Occupational Health and Safety Act (2000) requires employers to ensure the physical and psychological health, safety and welfare of all employees. This includes the issue of workplace bullying. Both indoor and outdoor staff attended briefings and workshops on "Good Working Relationships".

## **Equal Employment Opportunity**

Hunters Hill Council is committed to providing a workplace free from discrimination and harassment and to ensuring that all employees and prospective employees are afforded equal access to opportunities and benefits related to employment, promotion and training.

Council has prepared and implemented an Equal Employment Opportunity Plan. The plan includes provisions relating to:

- (a) the devising of policies and programs by which the objects of this Part are to be achieved, and
- (b) the communication of those policies and programs to persons within the staff of the council, and
- (c) the collection and recording of appropriate information, and
- (d) the review of personnel practices within the council (including recruitment techniques, selection criteria, training and staff development programs, promotion and conditions of service) with a view to the identification of any discriminatory practices, and



- (e) the setting of goals or targets and assessing the success of the plan in achieving such goals
- (f) the revision and amendment of the plan
- (g) A council may, from time to time, amend its equal employment opportunity management plan.

Hunters Hill Council's EEO Plan was formally adopted at the Council meeting of 25 September, 2006 (Meeting No 4218).

### **Competency Assessments**

Competency assessments of office and outdoor staff have been undertaken to assist in the training needs analysis process.

Council uses the criteria / competencies identified for each position to ensure both internal / external training programs and tertiary courses are delivering those competencies.

Council is committed to ensuring that external training programs are accredited, evaluated and reviewed regularly to maintain relevancy, currency and quality of courseware and course delivery.

Council continues to support staff undertaking qualifications related to their current position or in line with their career path at Council. Financial support is provided through its Study Assistance scheme.

Staff attended the following training programs (over page) during the 2006/07 year:





**2006/2007 Financial Year**

<b>Date</b>	<b>Course</b>
26-27 July 2006	Australian Institute of Local Govt Rangers - workshop
3-4 August 2006	Regional Environment Forum
14-15 August 2006	Adobe Illustrator Course – Pollak Partners
22 August 2006	Taxation & Payroll Training
31 August 2006	Community Facility Management Seminar
14 September 2006	Meeting the Sustainable Water Challenge in NSW
15-17 October 2006	2006 NSW Local Roads Congress
17 October 2006	Making Consultative Committee More Effective, LGSA
19 October 2006	FBT Seminar
23 October 2006	Pollak Learning Alliance
8-10 November 2006	Planning Institute of Aust NSW State Conference 2006
15 November 2006	Epping Chatswood Rail Link – Briefing
15 November 2006	LGMA – Sustainability Health Check Seminar
23-24 November 2006	Fostering Sustainable Behaviour Workshop
6 December 2006	Fair Value Asset Accounting, Depreciation & Asset Management Workshop
14 February 2007	Introduction to Local Government - LGSA
19 February 2007	Littering Law for Parking Officer - LGSA
20 February 2007	Water Sensitive Urban Design Training Course (UTS)
27 February 2007	BCA 2007 Information Sessions
14 March 2007	Switching People onto the Environment
15 March 2007	Wetland Education & Training – Sydney Olympic Park
18 March 2007	NSW Rating Professionals Annual Conference
18-20 March 2007	6 <sup>th</sup> National Main street Conference - Melbourne
26 March 2007	Companion Animals Workshop
28-29 March 2007	Comet Training Traffic Control
11 April 2007	Fair Value Asset Accounting Depreciation & Asset Management
17-19 April 2007	StateCover Training
30 Apr & 1 May 2007	Comet Training Traffic Control – Red Card
2-5 May 2007	Accelerating Now - ICLEI
4 May 2007	Traffic Control (RTA Yellow ticket)
6-8 May 2007	NSW Local Government Finance Professionals 2007
16-19 May 2007	Infovision Records & Documents Management
24 May 2007	Going Carbon Neutral – Reality or Hot Air?
28 May 2007	Bullying & Harassment Prevention Managers/Supervisors
27 May – 1 June 2007	Local Govt Finance – One Week intensive Course
6,7 & 8 June	Adobe Creative Suite
13 June 2007	Communication Skills for OH&S Committee Members
14 June 2007	Carbon Trading & The Derivatives Market
19 June 2007	Connecting Sustainability and Environment Education, Observatory Hill, Upper Fort Street, Sydney 2000
19 June 2007	May Council, Making Sustainability a reality – Hornsby
28 June 2007	Partnership for Sustainability Sydney



# **EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN**



## **INTRODUCTION**

The purpose of Hunters Hill Council's EEO Management Plan is to eliminate discrimination in the workplace and provide actions to ensure equality in the workplace.

### **Aims of Hunters Hill Council's EEO Management Plan:**

- To ensure that prospective employees are treated equitably when applying for positions within Council.
- To facilitate the fair and equitable treatment of its employees by promoting a workplace free of discrimination.
- To promote and encourage good working relationships and providing a workplace free of harassment.

Treating people fairly and equitably, and recognising that each person can contribute something valuable to Council, will assist employees in realising their full potential whilst also enhancing Council's effectiveness, efficiency and service to the community.

The Anti-Discrimination Act (1977) provides that it is illegal to discriminate on a number grounds as outlined in Council's EEO policy. Every employee of Hunters Hill Council has a responsibility to ensure compliance with this legislation.



## **Contents**

1. Communication and awareness
2. Consultation
3. Recruitment
4. Appointment, Promotion and Transfer
5. Conditions of Service
6. Training and Development
7. Target Groups



## 1. COMMUNICATION AND AWARENESS

### Objective:

1.1 To ensure that all employees (ie supervisory and non-supervisory employees) are aware of:

- EEO principles
- Their responsibilities in relation to EEO principles
- The existence of the EEO Management Plan and where it is located
- Council's lack of tolerance of harassment in the workplace.

Actions	Target	Responsibility	Performance Indicators	Target Date
Arrange training for managers and supervisory staff on EEO principles and their responsibilities relating to the appropriate legislation.	Supervisory employees	HR	All managers and supervisory staff trained. Managers updated when changes occur to the legislation. Managers conduct retraining sessions for their supervisors when changes occur to the legislation.	Commenced (May 2006) and ongoing
Conduct training for all non-supervisory staff on EEO principles and their responsibilities relating to the appropriate legislation.	Non-supervisory employees	HR	All non-supervisory staff trained. Managers/supervisors conduct retraining sessions for their staff when changes occur to the legislation.	Commenced (May 2006) and ongoing
Communicate EEO information to all new full-time and part-time employees as part of the Council's induction program.	All new full-time and part-time employees	HR	All new employees provided with induction	Commenced and ongoing
Promote EEO, anti-discrimination and anti-harassment via the staff newsletter	All employees	HR	Articles and information placed in the staff newsletter "The Whisper".	Ongoing
Promote prohibition of on-line harassment (ie use of email) as detailed in Council's Web Access and Email Policy	All employees	HR / IT	No incidents of online harassment	Commenced and Ongoing



## 2. CONSULTATION

### Objective:

2.1 To ensure the participation of employees in the decision-making about the EEO Management Plan

<b>Actions</b>	<b>Target</b>	<b>Responsibility</b>	<b>Performance Indicators</b>	<b>Target Date</b>
Invite comment and input during the development of Hunters Hill Council's EEO Management Plan from employees via the Consultative Committee.	All employees	HR & Consultative Committee members	Minutes of Consultative Committee Meetings	Ongoing



### 3. RECRUITMENT PROCESS

**Objective:**

- 3.1 To ensure that those who participate in interview panels are aware of, and implement, EEO principles throughout the recruitment process.
- 3.2 To ensure that those who participate in interview panels comply with Hunters Hill Council's Recruitment and Selection policy and procedures as detailed in the Human Resources Manual.
- 3.3 To include knowledge and understanding of EEO principles as one of the criteria for appointment to a supervisory position.

	<b>Actions</b>	<b>Target</b>	<b>Responsibility</b>	<b>Performance Indicators</b>	<b>Target Date</b>
3.1	Ensure that EEO principles are included in Interview Skills training for panel members.	Interview panel members and managers	HR	EEO principles are included in the Interview Skills training course.	Ongoing
3.2	Develop a competency assessment process on EEO principles	Interview panel members and managers	HR	Competency assessment developed	Completed
3.2	Conduct competency assessments on EEO principles and Hunters Hill Council's recruitment policy and procedures.	Interview panel members and managers	HR	Competency assessments undertaken	Annual performance reviews
3.3	Ensure interviews for management and supervisory positions include questions related to EEO responsibilities	Applicants for supervisor / management positions	HR & Department Managers	<ul style="list-style-type: none"> <li>• Interview questions for supervisory positions</li> <li>• No applicants are appointed to supervisory positions unless they demonstrate knowledge and understanding of EEO principles</li> <li>• If appointed and are identified as lacking understanding of EEO principles – they must undertake training as a priority.</li> </ul>	Commenced and ongoing



#### 4. APPOINTMENT, PROMOTION & TRANSFER PROCESSES

**Objective:**

- 4.1 To ensure that all appointments, promotions and transfers are based on merit and/or position-related criteria.
- 4.2 To ensure that all employees who are injured at work and unable to return to their pre-injury duties are assessed for suitable duties in accordance with their abilities.

	<b>Actions</b>	<b>Target</b>	<b>Responsibility</b>	<b>Performance Indicators</b>	<b>Target Date</b>
4.1	Monitor appointments, promotions and transfers to ensure they do not breach EEO principles.	All employees	HR	Nil substantiated complaints regarding non-compliance with EEO principles for appointments, promotions and transfers.	Commenced and ongoing.
4.1	Ensure that if and when opportunities to act in higher grade positions are available that they are assigned	All employees	HR	<ul style="list-style-type: none"> <li>• Employees are given equal opportunity to act in higher grade positions appropriate to their skills, experience and proficiency.</li> <li>• No employee is discriminated against in accordance with EEO principles</li> <li>• Nil substantiated complaints in regards to non-compliance with EEO principles for offers of acting in higher positions.</li> </ul>	Commenced and ongoing
4.2	Check that offers of suitable duties are based on the injured worker's abilities	Employees who are injured at work.	Department Managers Supervisors	<ul style="list-style-type: none"> <li>• Nil substantiated complaints regarding non-compliance.</li> <li>• Return to work plans are completed in accordance with EEO principles.</li> </ul>	Commenced and ongoing





### 5. CONDITIONS OF SERVICE

**Objective:**

5.1 To ensure that conditions of service comply with EEO principles.

Actions	Target	Responsibility	Performance Indicators	Target Date
Review Council's Work and Family policy to ensure no breach of EEO principles.	All indoor employees	HR	Minutes of Consultative Committee meetings show that issues raised via consultation are given consideration prior to finalisation of policy.  Nil substantiated complaints about the illegal discrimination relating to the policy.	Commenced and ongoing
Human Resources policies and procedures are developed and reviewed to ensure compliance with EEO principles.	All employees	HR	Minutes of Consultative Committee meetings show that issues raised via consultation are given consideration prior to finalisation of policy.  Nil substantiated complaints about the illegal discrimination relating to the policy.	Commenced and ongoing



## 6. TRAINING & DEVELOPMENT PROCEDURES

### Objective:

- 6.1 To ensure that training is arranged according to the needs of Council and that all staff are provided with the opportunity for training to ensure compliance with their job requirements.
- 6.2 To ensure that training courses are appropriate and comply with EEO principles.

	<b>Actions</b>	<b>Target</b>	<b>Responsibility</b>	<b>Performance Indicators</b>	<b>Target Date</b>
6.1	Arrange training according to the needs of Council	All employees	Department Managers in consultation with HR	Nil substantiated complaints regarding illegal discrimination in the support of training.	Commenced and ongoing.
6.2	Examine in-house and external training courses and materials to ensure they are not discriminatory and consistent with EEO principles	All employees	HR	Courses and materials are non-discriminatory.  No breaches of EEO principles.	Commenced and ongoing.



**7. EEO TARGET GROUPS**

**Objective:**

- 7.1 To provide opportunities for those who are members of certain EEO target groups (eg. Women, Non-English Speaking Background (NESB) Aboriginal & Torres Strait Islander (ATSI), People with a disability) to improve their skills to make them more marketable for employment.
- 7.2 To convert positions – where appropriate – into traineeships or apprenticeships.
- 7.3 To convert positions – where appropriate – into positions suitable for people with a disability.
- 7.4 To convert positions – where appropriate – into part-time positions – suitable for people with a disability, or women.
- 7.5 To improve understanding of the needs and capabilities of people with a disability.
- 7.6 To improve understanding of the needs and capabilities of NESB and ATSI.

	<b>Actions</b>	<b>Target</b>	<b>Responsibility</b>	<b>Performance Indicators</b>	<b>Target Date</b>
7.1	Provides opportunities for unpaid work experience placements to enhance employment opportunities.	NESB ATSI People with a disability	Managers and HR	Number of work experience placements through various schools, colleges and agencies in each target group.	Commenced and ongoing.
7.2	Ascertain whether positions	NESB ATSI	Managers & HR	Number of positions are redesigned for traineeships or apprenticeships	Commenced and ongoing
7.3	Ascertain whether positions, as they become vacant, are suitable for redesign for a person with disability.	People with disability	Managers & HR	Positions redesigned for people with a disability.	As appropriate positions become available.
7.4	Ascertain whether positions, as they become available, are suitable for redesign for part-time employment.	People with a disability Women	Managers & HR	Number of positions that are redesigned for part-time employment	Commenced and ongoing
7.5	Conduct awareness-raising sessions for managers with appropriate agencies for people with a disability	NESB ATSI People with a disability	HR	Number of sessions conducted	
7.6	Conduct awareness-raising sessions for managers with appropriate agencies	NESB ATSI	HR	Number of sessions conducted	



## (I) Freedom of Information

Council received two (10) applications under the Freedom of Information Act during the review period. Information relating to these is contained in the attached tables.

### Section One – Number of New FOI Requests

FOI Requests	Personal	Other	Total
NEW	7	0	7
BROUGHT FORWARD	0	0	0
TOTAL TO BE PROCESSED	6	0	6
COMPLETED	6	0	0
TRANSFERRED OUT	0	0	0
WITHDRAWN	0	0	0
TOTAL PROCESSED	6	0	6
UNFINISHED	1	0	1

### Section Two – Number of New FOI Request

Result of FOI Requests	Personal	Other
GRANTED IN FULL	6	6
GRANTED IN PART	0	0
REFUSED	0	0
DEFERRED	0	0
COMPLETED	6	0

### Section Three – Ministerial Certificates

Ministerial Certificates Issued	NIL
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### Section Four – Formal Consultations

Formal Consultation Request	Issued	Total
0	0	0

### Section Five – Amendment of Personal Records

Result of Amendment	Total
RESULT OF AMENDMENT	0
RESULT OF AMENDMENT – AGREED	0
RESULT OF AMENDMENT – REFUSED	0
<b>TOTAL</b>	<b>0</b>



**Section Six – Notation of Personal Records**

<b>Number of Requests for Notation</b>	NIL
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**Section Seven – FOI Requests Granted on Part of Refused**

<b>Basis of Disallowing or Restricting Access</b>	<b>PERSONAL</b>	<b>OTHER</b>	<b>TOTAL</b>
s.19 APPLICATION INCOMPLETE OR WRONGLY DIRECTED	0	0	0
s.22 DEPOSIT NOT PAID	0	0	0
S.22 UNREASONABLE DIVERSION OF RESOURCES	0	0	0
S.25 (1)(a) EXEMPT	0	0	0
<b>Types of Exempt Documents</b>			
SCHEDULE 1, CLAUSE 1 – CABINET DOCUMENTS	0	0	0
SCHEDULE 1, CLAUSE 2 – EXECUTIVE COUNCIL DOCUMENTS	0	0	0
SCHEDULE 1, CLAUSE 3 – INTERSTATE FOI	0	0	0
SCHEDULE 1, CLAUSE 4 – LAW ENFORCEMENT & PUBLIC SAFETY	0	0	0
SCHEDULE 1, CLAUSE 5 – INTER GOVERNMENT RELATIONS	0	0	0
SCHEDULE 1, CLAUSE 6 – PERSONAL AFFAIRS	0	0	0
SCHEDULE 1, CLAUSE 7 – BUSINESS AFFAIRS	0	0	0
SCHEDULE 1, CLAUSE 8 – CONDUCT OF RESEARCH	0	0	0
SCHEDULE 1, CLAUSE 9 – INTERNAL WORKING DOCUMENTS	0	0	0
SCHEDULE 1, CLAUSE 10 – LEGAL PROFESSIONAL PRIVILEGE	0	0	0
SCHEDULE 1, CLAUSE 11 – JUDICIAL FUNCTIONS	0	0	0
SCHEDULE 1, CLAUSE 12 – SECRECY	0	0	0
SCHEDULE 1, CLAUSE 13 – CONFIDENTIAL MATERIAL	0	0	0
SCHEDULE 1, CLAUSE 14 – ECONOMY OF THE STATE	0	0	0
SCHEDULE 1, CLAUSE 15 – FINANCIAL OR PROPERTY INTERESTS	0	0	0
SCHEDULE 1, CLAUSE 16 – OPERATIONS OF AGENCIES	0	0	0
SCHEDULE 1, CLAUSE 17 – SUBJECT TO CONTEMPT	0	0	0
SCHEDULE 1, CLAUSE 18 – COMPANIES & SECURITIES LEGISLATION	0	0	0
SCHEDULE 1, CLAUSE 19 – PUBLIC LIBRARY COLLECTIONS	0	0	0
s.24 (2) DEEMED REFUSAL	0	0	0
s.25 (1) (B) (C) (D) OTHERWISE AVAILABLE	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>



### Section Eight – Cost & Fees of Requests Processed

	Assessed Costs	Foi Fees Received
ALL COMPLETED REQUESTS	210	210

### Section Nine – Discounts Allowed

Type Of Discount Allowed	Personal	Other
PUBLIC INTEREST	0	0
FINANCIAL HARDSHIP – PENSIONER / CHILD	0	0
FINANCIAL HARDSHIP – NON PROFIT ORGANISATION	0	0
SIGNIFICANT CORRECTION OF PERSONAL RECORDS	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

### Section Ten – Days To Process

Elapsed Time	Personal	Other	Total
0 – 21 DAYS	2	0	2
22 – 35 DAYS	3	0	3
OVER 35 DAYS	1	0	1
<b>TOTAL</b>	<b>6</b>	<b>0</b>	<b>6</b>

### Section Eleven – Processing Time

Processing Hours	Personal	Other	Total
0 – 10 HOURS	15	0	15
11 – 20 HOURS	0	0	0
21 – 40 HOURS	0	0	0
<b>TOTAL</b>	<b>15</b>		<b>15</b>

### Section Twelve – Reviews & Appeals

Type Of Review / Appeal	Personal	Other	Total
INTERNAL REVIEWS FINALISED	0	0	0
OMBUDSMAN REVIEWS FINALISED	0	0	0
DISTRICT COURT APPEALS FINALISED	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Section Thirteen – Internal Reviews Finalised**

Basis Of Internal Review / Grounds For Internal Review	Personal		Other	
	Upheld	Varied	UPHELD	VARIED
ACCESS REFUSED	0	0	0	0
DEFERRED	0	0	0	0
EXEMPT MATTER	0	0	0	0
UNREASONABLE CHARGE	0	0	0	0
CHARGE UNREASONABLE INCURRED	0	0	0	0
AMENDMENT REFUSED	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Privacy and Personal Information Protection Act 1998**

Hunter's Hill Council complies with the requirements of the PPIP Act 1998. The Hunter's Hill Council Privacy Code of Practice (listed below) incorporates all of the principles of the Act.

**Purpose**

The Privacy and Personal Information Protection Act 1998 (the "PPIPA") provides for the protection of personal information, and for the protection of the privacy of individuals generally.

The effect of this Code is to modify: the Information Protection Principles contained in Part 2, Division 1 of the PPIPA, and the provisions of Part 6 of the PPIPA, as they relate to Local Government.

**Applicability**

This Code applies to Councillors, employees and customers of Council.

**Scope**

This Code applies to that part of the information collected or held by Council that is personal information.

**Background**

This Privacy Code of Practice (the "Code") is made under Part 3 Division 1 of the PPIPA. It was gazetted on 30<sup>th</sup> June 2000 and took effect from 1<sup>st</sup> July 2000.

In addition to Hunter's Hill Council Privacy Code of Practice, Council must have a Privacy Management Plan (the "Plan"). The Plan outlines processes to complement this Code.

The operative elements of this Code, so far as the Information Protection Principles and Part 6 of the PPIPA are modified, are shown in Part 3 with respect to Public



Registers and in Part 4 after the relevant Information Protection Principle and marked "Modification".

Explanatory notes contained in this guide serve no legal purpose of interpretation and are intended only for the purpose of clarification or expansion.

### **Compliance**

This Code will be made by an order published in the Government Gazette. This Code takes effect once the order making this Code is published (or such later date as may be specified in the order) and the Council to whom this Code applies must comply with its provisions.

The Council's Privacy Management Plan includes provisions to comply with the obligations imposed by the PPIPA having regard to this Code.

### **Complaints**

Complaints in respect of the protection and obligations arising under PPIPA and this Code should be addressed to the General Manager of the Council. All complaints will then be forwarded to the Privacy Contact Officer for review.

Complaints may alternatively be directed to the Privacy Commissioner.





## (m) Promotion of Services to NESB Communities & Multicultural Activities

### Multicultural Services

In the 2006 Census, 85.7% of persons usually resident in Hunter's Hill LGA were Australian citizens, 25.3% were born overseas and 1.0% were overseas visitors.

COUNTRY OF BIRTH				
MAIN RESPONSES IN SELECTED REGION	Hunters Hill LGA	% of total persons in Hunters Hill LGA	Australia	% of total persons in Australia
Australia	8,929	67.40%	14,072,944	70.90%
England	562	4.20%	856,939	4.30%
China	239	1.80%	206,591	1.00%
New Zealand	225	1.70%	389,463	2.00%
Italy	207	1.60%	199,121	1.00%
Hong Kong	121	0.90%	71,802	0.40%

In the 2006 Census, 67.4% of persons usually resident in Hunter's Hill LGA stated they were born in Australia. Other common responses within Hunter's Hill LGA were: England 4.2%, China 1.8%, New Zealand 1.7%, Italy 1.6% and Hong Kong 0.9%.

LANGUAGE SPOKEN AT HOME				
MAIN RESPONSES IN SELECTED REGION	Hunters Hill LGA	% of total persons in Hunters Hill LGA	Australia	% of total persons in Australia
English only spoken at home	10,174	76.80%	15,581,333	78.50%
Italian	338	2.60%	316,890	1.60%
Greek	286	2.20%	252,220	1.30%
Cantonese	279	2.10%	244,553	1.20%
Mandarin	197	1.50%	220,601	1.10%
German	113	0.90%	75,636	0.40%

In the 2006 Census, English was stated as the only language spoken at home by 76.8% of persons usually resident in Hunter's Hill LGA. The most common languages other than English spoken at home were: Italian 2.6%, Greek 2.2%, Cantonese 2.1%, Mandarin 1.5% and German 0.9%.

The Council continues to support a range of multicultural groups in the community through involvement in local festivals and community events

An Italian Day Care Centre operates from Gladesville Rd Community Centre offering meals to elderly residents of Italian background. Council also supports the Chinese



Day Centre operated on Mondays by Hunters Hill Respite Care.

Council provided a \$15,000 grant to Gladesville and District Community Aid. They provide a volunteer visiting program for the Italian community.

Council continued its strong link with a sister city in France and supported the work of the Lé Vesinet Friendship Committee.

The Aboriginal community in the area is small and programs have not been specifically targeted at this community. An active reconciliation group is operating in the community and has participated in local festivals and events. Council has participated on the Northern Sydney Aboriginal Social Plan Working Group and Council has adopted the Northern Sydney Aboriginal Social Plan.

### **Children's Services**

Council provided a range of support to children's services in the Local Government Area.

Meetings of the Children's Services Advisory Committee were held every six months. Ongoing support was also provided by Council staff to the before and after school care services, Riverside Preschool, Hunters Hill Preschool, Henley Long Day Care Centre, Family Day Care, Gladesville Occasional Care and playgroups.

Council provides accommodation to all the children's services in the Municipality. Council is mindful of its community service obligations and provides the buildings at reduced rental to the child care centres.

The Hunters Hill Playground Working Party, a Council Committee including representatives from the community, Councillors and Council staff worked hard to fundraise to improve children's playgrounds in the Municipality. New playgrounds were completed at Gladesville Reserve, Huntley's Point.

### **Access & Equity of Services**

Hunter's Hill Council adopted the 2005-2009 Hunters Hill Social Plan in March 2005. The Plan outlines the needs of specific target groups in the community and identifies the community services and facilities required. Council has considered the Social Plan when formulating its annual management plan and worked toward the implementation of some of its recommendations.

The Social Plan includes the following sections;

- Section 1 Introduction*
- Section 3 Population Profile*
- Section 4 Children*
- Section 5 Youth*
- Section 6 Older People*
- Section 7 Disability*
- Section 8 Culturally & Linguistically Diverse Communities*
- Section 9 Women*



*Section 10 Northern Sydney Aboriginal Social Plan*

A summary of Council's proposed activities and initiatives in relation to access and equity activities were outlined in Council's 2006/07 Management Plan.

An access and equity activity is defined as one that assists Council to:

Promote fairness in the distribution of resources, particularly for those most in need

- Recognise and promote people's rights and improve the accountability of decision makers
- Ensure that people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life
- Give people better opportunities for genuine participation and consultation about decisions affecting their lives.

A summary of Council's achievements in relation to access and equity within the past 12 months against these proposals is provided below.



**HUNTER'S HILL COUNCIL**  
**ANNUAL REPORT 2006-2007**

<b>ACCESS &amp; EQUITY STRATEGY</b>	<b>OBJECTIVE</b>	<b>PERFORMANCE TARGETS</b>	<b>PERFORMANCE INDICATORS</b>	<b>STATUS AT JUNE 2007</b>
Distribute community directory & information brochures	Provide information to the community about the community services available.	June 2007	Distribution of community directories, web site information and provision of accurate telephone information	Achieved in full
Improve community safety	Community Safety Committee meet regularly.	June 2007	Committee met and safety audits undertaken	Achieved in full
<b>Target Group: Aged People</b>				
Financial support of community organisations	Provision of financial assistance to community service organisations	\$10,000 by June 2007	Grant monies allocated	Achieved in full
Increased number of volunteers	Increased publicity, recognition and recruitment of volunteers	June 2007	Two articles in Council newsletter, publicity on website and Volunteers morning tea.	Achieved in full



ACCESS & EQUITY STRATEGY	OBJECTIVE	PERFORMANCE TARGETS	PERFORMANCE INDICATORS	STATUS AT JUNE 2007
<b>Target group: Children</b>				
Improve children's playgrounds	New playgrounds at Gladesville Reserve.	June 2007	Two playgrounds completed.	Achieved in full
Support the work of the Children's Services Advisory Committee	Provide advice and coordination to children's services in the Municipality	Two meetings per year	Number of services attending and contributing to meetings	Achieved in full
Support work of Family Day Care scheme	Recruit additional Family Day Care carers	June 2007	Advertising in Council newsletter	Advertising occurred but it did not result in additional carers
<b>Target Group: Aboriginal and Torres Strait Islander</b>				
Adopt the Northern Sydney Aboriginal Social Plan	Participate in the preparation of the Northern Sydney Aboriginal Social Plan	February 2007	Plan adopted by Council	Achieved in full
<b>Target Group: Women</b> No specific initiatives had been planned for this year given the competing demands in other areas.				



ACCESS & EQUITY STRATEGY	OBJECTIVE	PERFORMANCE TARGETS	PERFORMANCE INDICATORS	STATUS AT JUNE 2007
<b>Target Group; Young People</b>				
Council participates in Youth Week	Provide additional activities for young people in the LGA.	April 2007	Involvement and attendance by young people at the event.	Fully achieved.
Regular meetings of School Principal's Liaison Committee	Foster communication and collaborative projects between Council and local schools	Four meetings held per year	Number of schools attending and contributing to meetings	Fully achieved
<b>Target Group: Disabled People</b>				
Improved access for people with disabilities to public spaces and footpaths.	Support regular meetings of the Hunters Hill Access Advisory Committee.	June 2007	Five well attended meetings per year.	Fully achieved



ACCESS & EQUITY STRATEGY	OBJECTIVE	PERFORMANCE TARGETS	PERFORMANCE INDICATORS	STATUS AT JUNE 2007
<b>Target group: People from diverse cultural and linguistic backgrounds</b>				
Provision of an Italian Day Care Centre provide and a volunteer visiting program for the Italian community.	Provision of support services specially targeted to Italian aged community.	June 2007	Usage of services	Fully achieved KEY RESULT AREA: Social justice
Acknowledge our ethnic diversity	Fly flags commemorating national days of main cultural groups in the Municipality.	June 2007	Purchase and flying of flags as per Council policy.	Fully achieved KEY RESULT AREA: Community Harmony
Support the work of the Le Vesinet Friendship Committee	Develop strong links with sister city in France	June 2007	Size and support for exchange program	Fully achieved KEY RESULT AREA: Community Harmony



## **(n) Competition Policy**

Under the Competition Principles Agreement, the New South Wales Government is responsible for applying national competition policy principles such as competitive neutrality to local government, and to publish an annual report on the implementation of those principles.

Councils are now required to include information in annual on the following:

### **A list of all Category 1 business activities of Council.**

Category 1 business activities are business which bring in over \$2 m per year in gross operating income.

Council has no category 1 businesses.

### **A list of all Category 2 business activities of the Council.**

Council has no Category 2 businesses.

A summary of the progress of the Council in implementing the principles of competitive neutrality:

The principle of Competitive Neutrality is essentially that government business should operate without net competitive advantages over other business as a result of their public ownership.

In adopting the new organisation structure in February 1987, a 'service-v-provider' delineation has been adopted.

There has been no competitive neutrality complaints received by Hunter's Hill Council in the 2005-2006 financial year.





## *Section B* – **PERFORMANCE AGAINST TARGETS**

1. Continuous Improvement Program
2. Measuring Performance
3. Key Performance Indicators Outlined
4. Profile of Councils
5. Performance Indicators  
(Based on Comparative Analysis indicators collected by the Department of Local Government)



## *Continuous* **IMPROVEMENT PROGRAM**

Council has adopted the ideology of QUALITY MANAGEMENT & has embraced the concept of CONTINUOUS IMPROVEMENT as the means of improving quality of service & the manner of service delivery to our customers.

To ensure that we meet our objectives, the following principles have been recognised as fundamentals for success:

- Management of process quality.
- The use of data for decision-making.
- Encouraging the involvement of our staff.
- Focussing on customer satisfaction.
- Leadership.
- Encouraging innovation in service provision and management.



## Measuring PERFORMANCE

Continuous improvement to our services can only be achieved by collecting, monitoring & analysing data. By measuring our current performance levels & reporting these on a regular basis to our community, we will be able to gauge the 'level' of improvement.

This plan includes indicators that will be used to measure performance in delivering services & activities to the community. These measures are designed to assist management in identifying areas where we can improve our service delivery, & respond more effectively to meeting community needs.

Performance can be measured at a number of levels:

- At an *organisational level*, we will be using a number of *Key Performance Indicators*, which reflect overall performance as an organisation. These are shown on the following pages.
- For each *Key Result Area*, we need to measure the community's satisfaction with the services we are providing, through an annual survey.
- For each *Business Program*, there is an identified range of Business Performance Indicators as developed for our industry. These indicators allow the performance of each specific business unit to be measured for comparative analysis with our own targets, & with other Council's. These indicators are consistent nationally across local government.

A Community Survey is undertaken annually to enable Community Satisfaction Indices to be developed. Council has undertaken a survey every year since 1997/98 and the results utilised in the decision making process.



## Key PERFORMANCE INDICATORS FOR COUNCIL

KEY RESULT AREA	BUSINESS PERFORMANCE	INTENT OF MEASUREMENT
<b>COMMUNITY SATISFACTION</b>	Level of community satisfaction with Council's performance, as measured by community survey response.	To measure the community perception of Council performance.
<b>COUNCILLOR SATISFACTION</b>	Level of Councillor satisfaction with service provided by organisation.	To measure the level of satisfaction of Councillors as customers of the organisation through an annual survey.
<b>ORGANISATIONAL CLIMATE</b>	Level of employee satisfaction with Council as a workplace.	To measure the level of satisfaction of employees in working for Council through an annual survey.
<b>COMMUNITY AWARENESS</b>	Level of community awareness & understanding of Council services (specific question from annual community survey).	To gauge the success of Council's Public Relations Program.
<b>FINANCIAL PERFORMANCE</b>	<ul style="list-style-type: none"> <li>i. Operating revenue as proportion of Council services;</li> <li>ii. Current liquidity ratio; &amp;</li> <li>iii. Level of unencumbered equity.</li> </ul>	To reflect the achievement of Council's adopted financial objectives.
<b>CUSTOMER RESPONSE</b>	<ul style="list-style-type: none"> <li>i. Average turnaround time of Applications;</li> <li>ii. Percentage of correspondence answered within 12 days; &amp;</li> <li>iii. Average turnaround time for correspondence.</li> </ul>	To measure response time to key customer requests.
<b>PLANNING CAPACITY &amp; CAPABILITY</b>	<i>To be developed.</i>	To measure Council's ability to undertake its planning responsibilities.
<b>ROAD CONSTRUCTION &amp; MAINTENANCE</b>	Road Management Index (to be developed from <i>Business Performance Indicators</i> )	To measure Council's performance in providing & maintaining its road assets.



## Key PERFORMANCE INDICATORS *(continued)*

KEY RESULT AREA	BUSINESS PERFORMANCE	INTENT OF MEASUREMENT
<b>TRAFFIC MANAGEMENT</b>	i. Number of reported accidents: 1,000 vehicle movements; & ii. To measure success of traffic management strategies on Council controlled roads.	To reduce the 85 <sup>th</sup> percentile speed.
<b>COMMUNITY BUILDINGS</b>	Level of usage of community buildings (weighted index related to categories of buildings).	To measure effectiveness of provision of community buildings.
<b>COMMUNITY PARTNERSHIP</b>	Level of volunteer hours as a proportion of employed staff hours in volunteer services.	To measure effectiveness of enlisting volunteer support for Council provided services.
<b>STATE EMERGENCY SERVICES</b>	i. <i>State of Readiness</i> Index to be developed; & ii. <i>Level of hazard</i> reduction/awareness of risk/extent of risk (index to be developed).	To measure Council's capacity to respond to emergencies.
<b>WASTE MANAGEMENT</b>	Tonnage of waste deposited at tip per household in scavenging area.	To measure effectiveness of recycling program.
<b>COMMUNITY SERVICES</b>	Index to be developed.	To measure level of usage of Council provided services.

### Comparative Information on New South Wales Local Government Councils

The following information provided the source of data for this publication and includes an extract of those sections of the overall publication that relate to Hunter's Hill Council.

Unfortunately comparative data for 2005/06 has not been published by the DLG at the time of preparing this report.



## Profile of Councils

The Australian Classification of Local Governments categorises councils according to their socio-economic characteristics and their capacity to deliver a range of services to the community. There are nineteen Councils in this group although this will be reduced to seventeen following the amalgamation of Concord and Drummoyne Councils.

The category averages shown in the performance indicators within this report are based on information provided from the nineteen councils categorised as urban, developed and small or medium for the 2003/2004 financial year.

### Group 2 Councils

	Council	Population	Area (Sq km)	Pop'n Density	Pop'n Growth (5yr ave)	ATSI Population	NESB	Total No. of Staff	Total Operating Expenses
				/ha	%	%	%	FTE	\$m
1	Ashfield	40326	8.30	4856.55	-0.38	0.49	36.25	161	20.554
2	Auburn	61125	32.40	1886.57	1.46	0.81	48.49	225	31.193
3	Botany Bay	37472	22.10	1695.57	0.40	1.56	36.41	393	38.794
4	Burwood	30827	7.20	4281.53	0.68	0.37	42.21	165	22.306
5	Canada Bay	64671	19.80	3266.21	2.14	0.39	22.91	270.59	40.632
<b>6</b>	<b>Hunters Hill</b>	<b>13692</b>	<b>5.80</b>	<b>2360.69</b>	<b>1.42</b>	<b>0.35</b>	<b>15.12</b>	<b>56</b>	<b>8.675</b>
8	Kogarah	53775	15.60	3447.12	1.40	0.36	27.77	237.12	30.846
9	Lane Cove	32270	10.60	3044.34	0.46	0.23	17.75	170	23.478
10	Leichhardt	51114	10.60	4822.08	1.14	0.69	13.75	440	49.095
11	Manly	38868	14.50	2680.55	0.55	0.24	10.40	351	37.413
12	Mosman	28174	8.70	3283.39	0.45	0.07	12.02	167	25.980
13	North Sydney	60041	10.50	5718.19	0.83	0.19	16.81	290	54.038



**HUNTER'S HILL COUNCIL**  
**ANNUAL REPORT 2006-2007**

	<b>Council</b>	<b>Population</b>	<b>Area (Sq km)</b>	<b>Pop'n Density</b>	<b>Pop'n Growth (5yr ave)</b>	<b>ATSI Population</b>	<b>NESB</b>	<b>Total No. of Staff</b>	<b>Total Operating Expenses</b>
				/ha	%	%	%	FTE	\$m
14	Pittwater	56829	90.60	627.25	0.39	0.29	7.74	301	45.208
15	Strathfield	30220	13.90	2174.10	1.38	0.36	43.73	133	18.157
16	Waverley	62290	9.30	6697.85	-0.63	0.33	20.53	462.73	61.104
17	Willoughby	63171	22.60	2795.18	2.11	0.13	26.56	387	54.436
18	Woollahra	53332	12.30	4335.94	0.43	0.16	15.91	359.03	50.375



**PERFORMANCE INDICATOR: Development Control**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Total number of DA's determined</i>	<b>No.</b>	196	189	198	242	238
		<b>Cat. Ave</b>	730	711	725	641	xx
	<i>Mean turnaround time of DA's</i>	<b>Days</b>	84.46	51.28	48.53	46.74	44.26
		<b>Cat. Ave</b>	76.84	77.66	75.11	76.42	xx
	<i>Median Time for DA's</i>	<b>Days</b>	79.00	44.00	51.00	70.00	41.00
		<b>Cat. Ave</b>	61.59	64.59	65.51	65.45	xx
<b>Objective:</b>	<i>To measure the number of DA's determined to provide an indicator of development activity in the LGA</i>						
<b>Formula:</b>	<i><u>Number of DA's received</u></i> <i>Total number of processing days</i>						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting Indicator:

Number of applications processed

Number of P&D staff employed

Level of building and development activity

Council policies

Application of State





Size and complexity of buildings and development  
Economic activity (home transfers)

**PERFORMANCE INDICATOR: Environmental Health**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Efficiency: Environmental Management and Health Costs per capita.</i>	<b>Ratio</b>	6.54	6.72	7.01	7.55	xx
		<b>Cat. Ave</b>	17.74	18.34	17.57	22.28	xx
<b>Objective:</b>	<i>To measure the relative cost of Environmental Management and Health services per head of population.</i>						
<b>Formula:</b>	$\frac{\text{Total Environmental Management and Health Expenses}}{\text{Total Permanent Population within Council Boundaries}}$ (expressed as a ratio)						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting Indicator:

- Number of EM&H staff employed
- Council policy regarding regulation
- Population mix (age/ethnicity)
- Land usage mix
- Socio-economic factors
- Extent to which State legislation is applicable



**PERFORMANCE INDICATOR: Forward Planning**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Output/Other: Legal Costs as at a percentage of Total Planning and Regulatory costs</i>	<b>Ratio</b>	31.60	26.93	37.00	31.86	xx
		<b>Cat. Ave</b>	16.23	16.66	18.21	xx	xx
<b>Objective:</b>	<i>To highlight the relative level of disputation in the Planning and Regulatory Process</i>						
<b>Formula:</b>	$\frac{\text{Legal Costs}}{\text{Total Planning and Regulatory Costs}}$ (expressed as a ratio).						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting Indicator:

- Council policy on application of Building Code and EP&A legislation
- Level of compliance with BAs and DAs
- Level of scrutiny applied to inspections
- Size and complexity of building and development



**PERFORMANCE INDICATOR: Corporate Communications**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Annual Report completed on time</i>	Y/N	Y	Y	Y	Y	Y
	<i>State of Environment Report completed on time</i>	Y/N	Y	Y	Y	Y	Y
	<i>Financial Statements completed on time</i>	Y/N	Y	Y	Y	Y	Y
	<i>Community newsletters completed on time</i>	Y/N	Y	Y	Y	Y	Y
<b>Objective:</b>	<i>To meet statutory reporting targets and provide local communication on a regular and timely basis</i>						
<b>Formula:</b>	<i>Annual Report due 30<sup>th</sup> November</i> <i>SOE Report due 30<sup>th</sup> November</i> <i>Financial Statements due 7<sup>th</sup> November</i> <i>Newsletter to be distributed quarterly</i>						



The DLG Comparative Information on NSW Councils does not provide for individual program area indicators.

The DLG have developed a generic community services indicator as shown below:

**PERFORMANCE INDICATOR: Community Services and Education**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Efficiency: Community Services Costs per capita</i>	<b>Ratio</b>	21.40	18.90	19.65	20.99	xx
		<b>Cat. Ave</b>	44.15	45.66	52.62	51.45	xx
<b>Objective:</b>	<i>To highlight the relative cost of community services per head of population</i>						
<b>Formula:</b>	<i><u>Total community service costs</u> Total permanent population within Council boundaries (expressed as a ratio)</i>						

*Data Source: DLG Comparative Information on NSW Council*

Factors Affecting the Indicator

- Number of Community Services staff employed
- Population mix (age ethnicity)
- Availability of funding
- Socio-economic factors
- Council policy



**PERFORMANCE INDICATOR: Library Services**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Efficiency: Library issues per capita</i>	<b>Ratio</b>	9.03	8.59	9.60	9.52	xx
		<b>Cat. Ave</b>	8.34	8.11	6.32	8.60	xx
<b>Objective:</b>	<i>Measures relative unit issues on a per capita basis</i>	<i>RCC</i>	7.82	7.88	8.07	7.91	
<b>Formula:</b>	<u>No. of issues recorded</u> <i>Total Permanent Population within Council boundaries</i> (expressed as a ratio)	<i>Cat 3</i>	6.22	6.17	6.32	6.45	
<b>Indicator:</b>	<i>Efficiency: Library costs per capita</i>	<b>Ratio</b>	31.88	33.15	34.11	34.72	xx
		<b>Cat. Ave</b>	35.14	36.27	36.88	38.14	xx
<b>Objective:</b>	<i>Measures gross operating expenses on a per capita basis</i>	<i>RCC</i>	33.06	35.64	35.36	37.05	
<b>Formula:</b>	<u>Total operating expenses for library</u> <i>Total Permanent Population within Council boundaries</i> (expressed as a ratio)	<i>Cat 3</i>	24.47	24.97	26.43	27.24	

Data Source: DLG Comparative Information on NSW Councils

**Factors Affecting the Indicator**

Type of library	Location of library	Levels of services provided
Number of registered borrowers	Availability of technology (eg. photocopiers)	Length of loan period
Number of items which can be loaned at any one time	Age of stock	Accessibility of stock
Population characteristics	Population of non-loan materials to loan materials	Spread of hours



**PERFORMANCE INDICATOR: Continuous Improvement**

			01/02	02/03	03/04	04/05 (31/03)	05/06
<b>Indicator:</b>	<i>Number of Customer Requests for Service (CSR's)</i>	<b>Corp Services</b>	1	0	0	0	xx
		<b>D &amp; E</b>	41	23	16	7	xx
		<b>Fin &amp; Admin</b>	0	1	0	0	xx
		<b>Public Works</b>	374	199	205	178	xx
		<b>Total</b>	416	223	221	185	xx
<b>Objective:</b>	<i>To reduce the number of request for service</i>						
<b>Formula:</b>	<i>Capture all CSR's using the computerized Customer Request System</i>						

There is no data source included in the DLG Comparative Information on NSW Councils for this area. Council is developing its own indicators for this program

Factors Affecting Indicator:

- Wet weather, storms, potholes, trees, footpaths
- Delays in responses to correspondence or DA's
- Failure to deliver services



**PERFORMANCE INDICATOR: Recreation and Parks**

			01/02	02/03	03/04	04/05	05/06	
<b>Indicator:</b>	<i><b>Efficiency: Net Recreation and Leisure Costs per capita</b></i>	<b>Ratio</b>	40.80	45.41	50.91	46.51	xx	
		<b>Cat. Ave</b>	58.11	66.21	76.29	74.59	xx	
<b>Objective:</b>	<i><b>To measure the net cost of recreation and leisure services per head of population</b></i>							
<b>Formula:</b>	<i><b><u>Net Recreation and Leisure Costs</u> Total permanent population within Council boundaries (expressed as a ratio)</b></i>							

Data Source: DLG Comparative Information on NSW Councils

**Factors Affecting Indicator**

- The size, type and number of facilities
- Adoption of user pays
- Nature of section of 94 contributions
- Population mix
- Available open space and natural resources e.g. beaches, bushland
- Non-resident usage e.g. tourism



**PERFORMANCE INDICATOR: Waste Management: Collection Costs**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Efficiency: Collection Costs per service - garbage</i>	<b>Ratio</b>	176.86	167.39	182.74	137.99	xx
		<b>Cat. Ave</b>	134.27	131.91	106.43	115.86	xx
<b>Objective:</b>	<i>To assess the relative efficiency of domestic garbage collection</i>						
<b>Formula:</b>	<i>Total Collection Costs excluding tipping costs (domestic)</i>  <i>No. of services</i> (expressed as a ratio).						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting the Indicator:

- Size of garbage container and frequency of collection
- Type of recycling service in operation i.e. Tub, MGB, MRF, kerbside sorting
- Use of contractors
- Distance to disposal facility
- Promotion and education





**PERFORMANCE INDICATOR: Waste Management: Average Charge for Domestic Waste Collection**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Average charge for Domestic Waste Management Service</i>	<b>Ratio</b>	234.01	290.83	265.50	258.10	xx
		<b>Cat. Ave</b>	226.22	234.51	243.68	254.27	xx
<b>Objective:</b>	<i>To assess the relative efficiency of domestic garbage collection</i>						
<b>Formula:</b>	<i>Value of charge levied to each property</i>						

*Data Source: DLG Comparative Information on NSW Councils*

Factors Affecting the Indicator:

- Size of garbage container and frequency of collection
- Type of recycling service in operation i.e. Tub, MGB, MRF, kerbside sorting
- Use of contractors
- Distance to disposal facility
- Promotion and education



**PERFORMANCE INDICATOR: Waste Management: Collection of Recyclables**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Efficiency: KCA recyclables - kilograms per capita per annum</i>	<b>Ratio</b>	122.06	117.93	132.12	112.79	xx
		<b>Cat. Ave</b>	136.91	149.90	153.73	167.95	xx
<b>Objective:</b>	<i>Measures the effectiveness of Council's recycling service</i>						
<b>Formula:</b>	<p><u><i>Total Tonnage of Recyclables collected</i></u></p> <p><i>Total Permanent Population within Council boundaries</i> (expressed as a ratio)</p>						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting the Indicator

- Size of recycling container
- Frequency of collection
- Promotion and education
- Use of contract versus day labour
- User of MRF versus kerbside sorting
- Size of garbage container and frequency of collection
- Movements in price of recyclable materials



**PERFORMANCE INDICATOR: Waste Management: Per Capita Collection of Putrescible Garbage**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Efficiency: KCA garbage - kilogram per capita per annum</i>	<b>Ratio</b>	210.40	215.55	255.62	258.64	xx
		<b>Cat. Ave</b>	235.55	247.46	244.12	245.67	xx
<b>Objective:</b>	<i>Measures the effectiveness of Council's effort in waste minimisation</i>						
<b>Formula:</b>	<i><u>Total tonnage of garbage collected</u> Total permanent population within Council boundaries (expressed as a ratio)</i>						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting the Indicator:

- Size of garbage container and frequency of collection
- Frequency of clean-up service and cost
- Promotion and education
- Availability of Council tip
- Size of recycling container and frequency of collection



**PERFORMANCE INDICATOR: Human Resources**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<b>Corporate: Staff per 1000 capita</b>	<b>Ratio</b>	4.16	4.13	4.13	4.13	xx
		<b>Cat. Ave</b>	5.62	5.60	xx	xx	xx
<b>Objective:</b>	<b>To highlight the ratio of staff to population numbers</b>						
<b>Formula:</b>	<b><u>Total Full Time Equivalent Staff x 1000</u> Total Permanent Population within Council boundaries (expressed as a ratio)</b>						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting the Indicator:

- Staff morale/motivation
- Quality of working environment
- Effectiveness of human resource management
- Effectiveness of reward system/performance management recognition
- Labour market forces
- Use of contractors
- Population mix
- Relative efficiency



**PERFORMANCE INDICATOR: Human Resources**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Total No. of EFT Staff</i>	<b>Ratio</b>	56.00	56.00	56.00	56.00	xx
		<b>Cat. Ave</b>	260.37	259.72	282.94	xx	xx
<b>Objective:</b>	<i>To compare staff employment levels</i>						
<b>Formula:</b>	<i>Total Full Time Equivalent Staff</i>						



**PERFORMANCE INDICATOR: Asset Management**

			01/02	02/03	03/04	04/05	05/06
Indicator:	<b>Capital Expenditure Ratio</b>	<b>Ratio</b>	1.06	0.31	0.67	2.92	0.49
		<b>Cat. Ave</b>	0.86	-0.33	1.30	xx	xx
Objective:	<i>To determine Councils ability to replace or add to capital assets compared to the consumption (depreciation) of assets</i>						
Formula:	<u>2005/06 PP &amp; E – 2004/05 PP&amp;E</u> <b>2004/05 Depreciation Expense</b>						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting the Indicator:

- Capital expenditure policy
- Valuation methodology
- One-off changes to asset base
- Depreciation rates used



**PERFORMANCE INDICATOR: Financial Management**

			01/02	02/03	03/04	04/05	05/06
Indicator:	<b>Assets: Unrestricted Current Ratio</b>	<b>Ratio</b>	3.19	4.86	3.98	3.76	3.84
		<b>Cat. Ave</b>	2.33	2.47	2.28	xx	xx
Objective:	<i>To assess the adequacy of working capital and the ability to satisfy obligations in the short term</i>						
Formula:	$\frac{\text{Current Assets - All External Restrictions}}{\text{Current Liabilities - Specific Purpose Liabilities}}$ (Ratio)						

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting the Indicator

- Ability to control working capital
- Availability of cash and cash equivalents
- Level of restricted assets
- Management policies and practices
- Planning and budgetary control



**PERFORMANCE INDICATOR: Financial Management**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<b>Assets: Debt Service Ratio</b>	<b>Ratio</b>	0.00	0.08	4.42	4.25	4.01
		<b>Cat. Ave</b>	3.15	2.56	2.91	xx	xx
<b>Objective:</b>	<i>To assess the degree to which revenues are committed to the repayment of debt</i>						
<b>Formula:</b>	<p align="center"><u><b>Net Debt Service Cost</b></u></p> <p align="center"><b>Operating Revenue</b></p> <p align="center">(expressed as a percentage)</p>						

*Data Source: DLG Comparative Information on NSW Councils*

Factors Affecting the Indicator:

- Rate of new development.
- Management policies and practices.
- Debt policy.
- Interest rate movements
- Level of cash reserves
- Capital investment strategies and capital contributions policies





**PERFORMANCE INDICATOR: Financial Management**

			01/02	02/03	03/04	04/05	05/06
Indicator:	<i>Income: Average Rate per Residential assessment</i>	<b>Ratio</b>	1015.34	1043.68	1054.31	1046.49	1085.22
		<b>Cat. Ave</b>	612.67	625.87	640.83	xx	xx
Objective:	<i>To highlight the relative level of Council's residential rates for comparative purposes</i>						
Formula:	<i><u>Total Residential Rates Yield</u> No. of Rateable Residential Properties (expressed as a ratio)</i>						

Data Source: DLG Comparative Information on NSW Councils



**PERFORMANCE INDICATOR: Financial Management**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i><b>Income: Average Rate per Business assessment</b></i>	<b>Ratio</b>	664.46	1014.93	850.75	878.17	887.75
		<b>Cat. Ave</b>	3412.99	3423.28	4183.02	xx	xx
<b>Objective:</b>	<i><b>To highlight the relative level of Council's business rates for comparative purposes</b></i>						
<b>Formula:</b>	<i><b><u>Total Business Rates Yield</u></b> <b>No. of Rateable Business Properties</b> (expressed as a ratio)</i>						

*Data Source: DLG Comparative Information on NSW Councils*

**Factors Affecting the Indicator**

- Level of reliance on other income sources
- Rate-pegging legislation limiting overall income
- Rating mix relativities between categories
- Mix of residential properties
- Revaluation of a council area
- Mix of rates and charges
- Special variations granted
- Level of services provided in the area
- Rating structure used by Council



**PERFORMANCE INDICATOR: Financial Management**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Assess effectiveness of revenue collection</i>	<b>Ratio</b>	10.58	6.03	3.83	3.91	3.91
		<b>Cat. Ave</b>	5.65	4.84	4.30	xx	xx
<b>Objective:</b>	<i>To assess the impact of uncollected debtors and rates on liquidity and the adequacy of recovery efforts</i>						
<b>Formula:</b>	<i><u>Rates outstanding + Debtors outstanding</u> <u>Rates collectable + Debtors collectible</u></i>						

Data Source: DLG Comparative Information on NSW Councils



**PERFORMANCE INDICATOR: Sources of Revenue**

			01/02	02/03	03/04	04/05	05/06
<b>Indicator:</b>	<i>Income: Sources of Revenue</i>		na	75.03	74.28	74.62	72.50
<b>Objective:</b>	<i>To assess the degree of dependence or reliance on rate revenue, or other sources of revenue, both operating and capital</i>						
<b>Formula:</b>	<i><u>Rates &amp; Annual Charges Revenues</u> Total Ordinary Revenue</i>						

*Data Source: DLG Comparative Information on NSW Councils*

Factors Affecting the Indicator:

- Level of entrepreneurial and investment activity by Council
- Socio-economic characteristics of the area
- Relative level of State/Federal funding
- Rate of new development



Source of Revenue		01/02	02/03	03/04	04/05	05/06
<b>Rates</b>	<b>Ratio</b>	67.02	74.19	73.29	74.74	72.50
	<b>Cat Av</b>	56.82	53.56	54.20	xx	xx
<b>Fees and Charges</b>	<b>Ratio</b>	9.21	8.98	8.06	9.50	8.78
	<b>Cat Av</b>	18.24	17.53	17.48	xx	xx
<b>Interest</b>	<b>Ratio</b>	2.66	2.83	5.24	4.72	4.42
	<b>Cat Av</b>	2.53	2.80	3.24	xx	xx
<b>Grants</b>	<b>Ratio</b>	8.88	7.54	8.19	5.99	5.42
	<b>Cat Av</b>	8.72	8.00	7.30	xx	xx
<b>Contributions and Donations</b>	<b>Ratio</b>	6.59	4.04	2.50	2.94	1.68
	<b>Cat Av</b>	8.49	11.81	8.50	xx	xx
<b>Other Operating Revenue</b>	<b>Ratio</b>	5.64	2.43	2.72	2.14	5.05
	<b>Cat Av</b>	5.20	6.360	9.28	xx	xx
<b>Total Revenue</b>	<b>Ratio</b>	7.678	8.345	8.777	8.980	9.589
	<b>Cat Av</b>	32.51	32.6	37.6	xx	xx
<b>Total Operating Revenue Per Capita</b>	<b>Ratio</b>	527.09	609.32	632.49	630.01	668.61
	<b>Cat Av</b>	701.89	748.12	833.30	xx	xx
<b>% Movement in Rates &amp; Annual Charges Revenue from previous year</b>	<b>Ratio</b>	5.4	20.31	3.91	4.29	3.62
	<b>Cat Av</b>	5.90	5.27	-0.16	xx	xx
<b>% Movement in User Charges &amp; Fees from previous year</b>	<b>Ratio</b>	-2.35	5.94	-5.61	20.65	-1.29
	<b>Cat Av</b>	13.35	7.34	1.11	xx	xx



Source of Expenditure		01/02	02/03	03/04	04/05	05/06
<b>Employee Costs</b>	<b>Ratio</b>	36.03	35.99	34.70	37.97	38.31
	<b>Cat Av</b>	41.56	42.67	42.59	xx	xx
<b>Materials and Costs</b>	<b>Ratio</b>	27.41	26.06	27.03	25.73	32.66
	<b>Cat Av</b>	24.19	24.11	23.86	xx	xx
<b>Interest Charges</b>	<b>Ratio</b>	0.00	0.07	1.67	1.56	1.33
	<b>Cat Av</b>	0.78	0.73	0.63	xx	xx
<b>Depreciation</b>	<b>Ratio</b>	13.68	12.82	12.23	12.64	10.47
	<b>Cat Av</b>	15.63	14.79	14.77	xx	xx
<b>Other Operating Expenses</b>	<b>Ratio</b>	22.88	25.06	24.37	22.11	17.19
	<b>Cat Av</b>	17.83	17.70	18.15	xx	xx
<b>Total Expenses</b>	<b>Ratio</b>	7.768	8.125	8.675	8.544	9.079
<b>Total Operating Expenses per capita</b>	<b>Ratio</b>	577.25	599.94	633.58	614.19	652.65
	<b>Cat Av</b>	717.33	747.58	830.25	xx	xx