

Hunter's Hill Council

Annual Report 2007/2008





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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 2007/2008.

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 3rd 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
Clr Richard Quinn
Clr Ross Sheerin

South Ward

Clr Annabel Croll
Clr Simon Frame
(Deputy Mayor)
Clr Jason Lin





Report BY THE MAYOR

2007/2008 has been another year of busy activity in Hunters Hill with scarcely a spare minute and still there is much to be done. Some things already in place are moving on successfully, such as the Gladesville Library Signage has been changed to include Hunters Hill, and school holiday activities in the Library have been increased with more variation. A committee is in place who are still working towards increased hours on Saturdays.

The Sydney Harbour Federation Trust and Council are moving towards completion of work in the Woolwich Dock area. The Car Park has been finalised at last after great patience from the Sailing Club members, residents and morning walkers. The lookout has been greeted positively now and next year will bring the completion of the Horse Paddock amphitheatre and landscaping.

At the beginning of November, Council and the Hunters Hill community were presented with a magnificent built example of our nation's early history and the remains of its extensive grounds to develop into a cultural and heritage hub for the wider community. The Minister for Lands, the Hon. Tony Kelly MP made a public announcement to formally hand over this historical landmark, the Priory, to Council to be included in the Riverglade Reserve, which is managed by Council and supported by The Priory Preservation and Restoration Trust, which was launched earlier this year.

The Hunters Hill Food and Wine Festival contribution to the community of Hunters Hill since its inception in 2000 has topped \$100,000 and this year, after an amazing Festival, larger than ever before, \$20,000 was presented to the Priory Preservation and Restoration Trust. Together with over \$35,000 raised at an event at Cockatoo Island in April, the Trust had collected more than enough to enable a Conservation Management Plan to be produced. Once completed, The Priory direction can be determined and we will be able to move on with restoration and preservation work.

As part of the Metropolitan Strategy, the Department of Planning alarmed residents by announcing a large number of dwellings had been allocated to our Municipality. A public meeting put forward ideas for Council to incorporate with any revised draft LEP/DCP proposed. Council made changes to the proposed draft LEP and DCP guidelines so now Council is awaiting implementation and resulting reactions to these from the Department of Planning.

An Upper House enquiry was held to review radioactive land in Nelson Parade. Council took part in the enquiry to assist the residents to achieve final remediation of the land, once and for all. Recommendations from the enquiry have been published and we await the Department of Health's response.

Council's auditors have advised that Council's accounts for the year ending 30 June 2008 was carried out. The auditor's report states:

The operating result for the year was a Surplus of \$1.592 million as compared with \$785,000 in the previous year – an increase of \$807,000. The current year saw the revaluation of property, buildings, plant and equipment to fair value. Previously, these assets were carried at cost and depreciated over their useful lives. The revaluation process resulted in a net increase of \$17.632 million and was credited directly to Equity. (Audit Report for the year ended 30 June 2008)





In the auditors opinion Council's financial position was sound.

Sue Hoopmann

MAYOR HOOPMANN





Report BY THE GENERAL MANAGER

During 2007/08 your Council was the subject of a Better Practice Review, conducted by the NSW Internal Audit Bureau, on behalf of the Department of Local Government. The following are a number of comments from the report, which is a public document available at www.dlg.nsw.gov.au

1. "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".
2. "The council has very strong management foundations as seen through a strategic focus on its future needs and the integration of this focus throughout the organisation. There is a constructive approach to decision-making on the part of both council management and elected officials through a shared vision to achieve the goal - 'How to make things better for the community'".
3. "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".
4. "In conclusion, council has strong and clear leadership that means it is well positioned to strategically address the future needs for the Hunters Hill Council area".

It is very pleasing to be able to report to the community the success of the review and the positive comments made in respect of our ability to address future needs of our community.

Council has also achieved outstanding performance results as evidenced by the most recent performance indicators released by the Department of Local Government, in a number of important areas.

Area	Indicator	Council Result	Group Average	Comment
Rates	Outstanding Rates	3.91%	4.41%	Lower amount of outstanding debts
Revenue	Revenue per capita	\$667.79	\$869.22	Raise less income
Expenditure	Expenditure per capita	\$651.85	\$859.11	Spend less than we earn
Liquidity	Current ratio	3.84	2.67	Have greater ability to pay accounts
Staff	Staff Employed	57.60	272.41	Lowest staff level per capita in group
Employee Costs	Employee Costs	38.32	44.01%	Lower costs of employment
Garbage	Cost per service for waste collection	\$97.54	\$107.05	Lower costs for waste service





Source: Latest Comparative Information, which is a public document available on NSW DLG web site.

*Note: Staff – Administrative & Technical Staff 28.60, Works Staff 29.00

Council has worked diligently and consistently over the past 10 years to position Hunters Hill to be a viable and efficient local government authority, which is able to service the needs of its community long into the future. These results are a clear indicator to our community that the strategies and plans that have been, and continue to be put in place, are achieving the desired outcomes.

A handwritten signature in black ink that reads "Barry Smith".

BARRY SMITH
GENERAL MANAGER

Note: Reserves Improvement Program attached to this Report



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
Blaxland Street		Expend									
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										
Boronia Park Reserve											
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





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	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
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										

Buffalo Creek Reserve											
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										

Clarke's Point Reserve											
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	10,000	0	0	0	5,000	5,000	0	0	0	0	0





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	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
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										
Ferdinand Street Reserve											
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										

Fern Road											
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										

Figtree Park											
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										





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	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
Francis Street Reserve											
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										

Gladesville Reserve / Betts Park											
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										
Harding Memorial Playground											
1. Provision of shade structure	5,000	0	0	0	0	2,500	0	0	0	0	2,500
	5,000										

Henley Baths											
Upgrade baths & amenities (OHS)	25,000	0	0	0	25,000	0	0	0	0	0	0
	25,000										





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	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
Herberton Avenue (steps)											
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										
Huntley's Point Reserve											
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										

Kelly's Bush											
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										

Mornington Reserve											
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





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	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
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										

Murray Prior Reserve											
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										

Park Road Reserve – Barons Cr to Great Nth Rd											
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										

Riverglade Reserve											
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





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	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
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										

Valentia Street Reserve											
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

Weil Park											
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										
	83,500	0	0	20,000	20,000	3,500	0	0	0	0	0





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	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
Woolwich Baths											
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										

Wharf Reserve (Fern Road Reserve)											
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										

Other Works											
Skateboard/Multicourt (location TBD)		50,000	0	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	0
Park Furniture Replacements		10,000	0	10,000	0	0	0	0	0	0	0
		117,500	419,000	375,500	222,500	199,500	139,500	168,500	203,500	205,000	2,046,000





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	2	3	4	5	6	7	8	9	10
REVENUE	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
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
	117,500	419,000	375,500	222,500	199,500	139,519	166,840	203,500	205,000





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CATCHMENT	EXPENDITURE	Estimate	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
			Expend									
Alexandra Street	Siltation trap	8,000	0	8,000	0	0	0	0	0	0	0	0
Bateman's Road	Upgrade inlet capacity at upstream sections	38,000	0	18,000	0	0	0	0	0	0		0
Bayview Crescent	Silt arrester pit	10,000	0	10,000	0	0	0	0	0	0	0	0
Bonnefin Road	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
Brickmaker's Creek	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
Clarke Road	Siltation trap	9,000	0	0	0	0	0	0	9,000	0	0	9,000
Ferdinand Street	Reconstruct pipeline with detention basin	150,000	0	0	0	0	0	0	0	0	0	150,000
Francis Street Reserve	Constructed wetlands	150,000	20,912	25,000	25,000	25,000	25,000	25,000	0	0	0	0
Gladstone Avenue	Upgrade at Nelson Parade- construct basins / wetlands	75,000	0	0	0	0	0	0	25,000	25,000	25,000	0
Hillcrest Avenue	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
Hunter Street	Upgrade inlet capacity	7,000	0	0	0	0	0	7,000	0	0	0	7,000





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CATCHMENT	EXPENDITURE	Estimate	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
Margaret Street	Siltation trap	9,000	0	0	0	0	0	0	9,000	0	0	9,000
Mornington Reserve	Construct detention basins and rehabilitate creek	75,000	0	0	0	0	0	0	0	0	0	75,000
Park Road Reserve	Construct detention basins	50,000	0	0	0	0	0	0	0	0	0	50,000
Princes Street	New pipeline	160,000	0	0	0	0	0	0	0	0	0	160,000
Reiby Road	Reconstruct collapsed pipeline	40,000	0	0	0	0	0	0	0	0	0	40,000

CATCHMENT	EXPENDITURE	Estimate	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
			Expend									
Various catchments	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										
Venus Street	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
Victoria Road	Upgrade drainage system	120,000	0	0	0	0	0	0	0	0	0	120,000





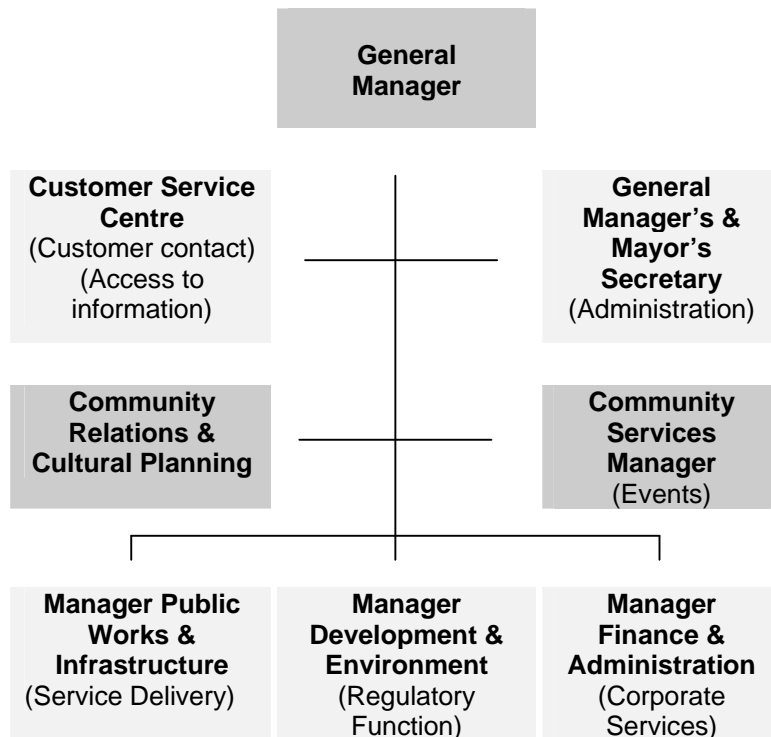
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	EXPENDITURE	Estimate	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/23
Viret Street	Upgrade pit inlet capacity	6,000	0	0	0	3,000	3,000	0	0	0	0	0
Weil Park	Upgrade inlet capacity at Nelson Parade	36,800	0	0	0	0	0	0	0	0	0	36,800
Wybalena Road	Upgrade pit inlet capacity at the south end of road	12,000	0	0	0	0	0	0	0	0	0	12,000
	Total Expenditure	4,563,800	53,088	87,000	90,000	93,000	94,000	98,000	99,000	101,000	104,000	2,741,800
	REVENUE		2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
	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	
	Total Revenue		53,088	88,654	90,564	92,531	94,556	96,643	98,792	101,006	103,286	



Management STRUCTURE

Organisation 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.



Other REPORTING REQUIREMENTS

(a) Council's audited financial reports

Council recorded a net operating surplus of \$1.592 million for 2007/2008, an increase from a surplus of \$0.785 million in 2006/2007.

Revenue from rates and annual charges was \$7.671 million, grants and contributions \$1.492 million, user charges & fees \$0.833 million, interest \$0.695 million and other revenues was \$0.680 million.

The total expenses from ordinary activities of \$9.871 million included \$1.065 million depreciation, amortization and Impairment of assets.

Overall Council's total cash and investment have increased from \$8.629 million in 2006/2007 to \$9.735 million in 2007/2008. Council's Net Current Assets have increased from \$5.298 million in 2006/2007 to \$6.305 million in 2007/2008

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.



Statement OF FINANCIAL PERFORMANCE

Income Statement

	Actual 2008 \$'000	Actual 2007 \$'000
Expenses from Continuing Operations		
Employee Benefits & on-cost	3,626	3,673
Borrowing Costs	121	108
Materials & Contracts	3,315	2,608
Depreciation, Amortisation & Impairment	1,065	992
Other Expenses	1,744	1,689
Net Losses from the Disposal of Assets	-	-
Total Expenses from Continuing Operations	9,871	9,070
Income from Continuing Operations		
Revenue		
Rates & Annual Charges	7,671	7,181
User Charges & Fees	833	811
Interest & Investment Revenue	695	541
Other Revenues	680	332
Grants & Contributions provided for Operating Purposes	618	745
Grants & Contributions provided for Capital Purposes	874	218
Other Income		
Net gains from the disposal of assets	92	27
Total Income from Continuing Operations	11,463	9,855
Net Operating Result for the Year	1,592	785
Net Operating Result for the year before capital Grants and contributions provided for capital purposes	718	567



Statement OF FINANCIAL POSITION

	Actual 2008 \$'000	Actual 2007 \$'000
ASSETS		
Current Assets		
Cash and Cash Equivalents	9,735	8,629
Receivables	664	624
Inventories	53	51
Other	245	215
Total Current Assets	10,697	9,519
Non-Current Assets		
Receivables	114	113
Infrastructure, Property, Plant & Equipment	263,885	244,469
Other	189	149
Total Non-Current Assets	264,188	244,731
TOTAL ASSETS	274,885	254,250
LIABILITIES		
Current Liabilities		
Payables	3,119	2,929
Borrowings	321	270
Provisions	952	1022
Total Current Liabilities	4,392	4,221
Non-Current Liabilities		
Interest Bearing Liabilities	1,744	1,582
Provisions	28	18
Total Non-Current Liabilities	1,772	1,600
TOTAL LIABILITIES	6,164	5,821
Net Assets	268,721	248,429
EQUITY		
Retained Earnings	251,089	248,429
Revaluation Reserves	17,632	-
Total Equity	268,721	248,429



Statement OF PERFORMANCE MEASUREMENT

1. Unrestricted Current Ratio 2007/2008

Factors	Amounts	2008	2007	2006
Current Assets less all External Restrictions	<u>7,410</u>			
Current Liabilities less Specific Purpose Liabilities	<u>1,947</u>	3.81:1	3.87:1	3.84:1

2. Debt Service Ratio 2007/2008

Factors	Amounts	2008	2007	2006
Debt Service Cost	<u>408</u>			
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	<u>10,370</u>	3.93%	3.91%	4.01%

3. Rate & Annual Charges Coverage Ratio 2007/2008

Factors	Amounts	2008	2007	2006
Rates & Annual Charges	<u>7,671</u>			
Revenue from Continuing Operations	<u>11,463</u>	66.92%	72.87%	72.50%

4. Rate & Annual Charges Outstanding Percentage 2007/2008

Factors	Amounts	2008	2007	2006
Rates, Annual & Extra Charges Outstanding	<u>305</u>			
Rates, Annual & Extra Charges Collectible	<u>7,965</u>	3.83%	3.58%	3.91%

5. Building & Infrastructure Renewals Ratio 2007/2008

Factors	Amounts	2008	2007	2006
Asset Renewals	<u>1,294</u>			
Depreciation, Amortisation & Impairment	<u>731</u>	177.02%	N/A	N/A



Statement OF CHANGES IN EQUITY

	2008					2007				
	Retained earnings	Reserves	Council equity interest	Minority interest	Total equity	Retained earnings	Reserves	Council equity interest	Minority interest	Total equity
Balance at beginning of the reporting period	248,429		248,429		248,429	247,644		247,644		247,644
Transfers to / (from) Asset revaluation reserve		17,632	17,632		17,632					
Other adjustments	1,068		1,068		1,068					
Net movements recognised directly in equity	1,068	17,632	18,700		18,700					
Net operating result for the year	1,592		1,592		1,592	785		785		785
Total recognised income and expense for the year	1,592		1,592		1,592	785		785		785
Balance at end of the reporting period	251,089	17,632	268,721		268,721	248,429		248,429		248,429



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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 2008 \$'000	Actual 2008 \$'000	Actual 2007 \$'000	Original Budget 2008 \$'000	Actual 2008 \$'000	Actual 2007 \$'000	Original Budget 2008 \$'000	Actual 2008 \$'000	Actual 2007 \$'000	Actual 2008 \$'000	Actual 2007 \$'000	Actual 2008 \$'000	Actual 2007 \$'000
Governance	1	1		917	842	692	(916)	(841)	(692)				
Administration	92	71	111	2,660	2,452	2,458	(2,568)	(2,381)	(2,347)			24,799	12,969
Public Order & Safety	6	-	5	520	498	476	(514)	(498)	(471)			23	54
Health	31	34	31	137	73	109	(106)	(39)	(78)				2
Community Services & Education	83	118	105	345	374	336	(262)	(256)	(231)	53	36	7,472	4,302
Housing & Community Amenities	2,043	2,271	2,073	2,479	2,424	2,017	(436)	(153)	56	350	221	2,338	2,409
Water Supplies													
Sewerage Services													
Recreation & Culture	436	1,229	770	1,924	1,886	1,753	(1,488)	(657)	(983)	81	86	222,661	223,773
Fuel & Energy													
Mining, Manufacturing & Construction	60	60	48	116	90	100	(56)	(30)	(52)			128	108
Transport & Communications	734	1,115	512	1,114	1,232	1,130	(380)	(77)	(618)	213	51	17,464	10,633
Economic Affairs	2	1	1	4	-	-	(2)	1	1				
Total Functions & Activities	3,488	4,940	3,656	10,216	9,871	9,071	(6,728)	(4,931)	(5,415)	697	394	274,885	254,250





General Purpose Income	7,211	6,523	6,199				7,211	6,523	6,199	399	392		
Operating Result from Continuing Operations	10,699	11,463	9,855	10,216	9,871	9,071	483	1,592	784	1,096	786	274,885	254,250



Other REPORTING REQUIREMENTS

(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
- 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	4.8%	-
Category 2: Satisfactory	64.4%	-
Category 3: Fair	22.4%	\$1,860,000
Category 4: Poor	8.4%	\$1,735,000

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, but will require works in the period 3-5 years hence.



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.

In 2007/2008 Council commenced a \$500,000 footpath rehabilitation program to repair as many footpaths as possible to improve service levels to the community. Footpath works were clearly identified in the community survey as being of high priority. This reflects Council's demographics of high percentage of senior citizens and young families.

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 was provided to low standards and in many areas the capacity of these earlier lines does not meet 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. Smaller scale remedial works will be carried out as identified.

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.

Baths

Council has maintained two baths. Woolwich Baths are in poor condition. Heavy maintenance and improvement works are planned for 2008/2009.

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. At this stage, the netting enclosure has been removed, and the remaining structure “made safe” while the future of the facility is decided.

Buildings

Council buildings are in satisfactory condition with maintenance programs flowing on from year to year. Problems exist with older buildings that have exceeded their useful lives and require major works to bring them up to a satisfactory standard. Works proceeded on the adopted 10 year building maintenance program in 2008/2009.

Stormwater Project

Alexandra Street	8,000	Deferred due to private construction
Batemans Road	1,800	Work completed
Bayview Road	10,000	Work completed
Bonnefin Road	5,000	Work completed
Brickmakers Creek design	20,000	To be completed 2008/2009 – consultant engaged.
Francis Street	20,000	Deferred
Hillcrest Avenue	20,000	Deferred
Viret Street	3,000	Completed

Differences

1. “One-off” projects were completed for less than the budgeted amounts.
2. One “one-off” was deferred due to private construction work.





3. Allocation for larger projects (Brickmaker's Creek, Francis Street, Hillcrest Avenue) are to be carried over until sufficient funds are available to complete required works.





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	Satisfactory	\$10,000	\$5,000
Child Care Centres	6 Pittwater Rd	Unsatisfactory - certain measures required to satisfy YACS guides	\$10,000	\$5,000
	9 Church St	Satisfactory	\$5,000	\$5,000
Amenities/ Toilets including Recreation Grounds & Buildings.	Boronia Park Grand Stand	Satisfactory	\$40,000	\$10,000
	Gladesville Reserve	Unsatisfactory - 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	\$5,000	\$8,000
	Clarke's Point Reserve	New condition.	0	\$5,000
	Weil Park	New amenities block to be built 2008/2009	\$0	\$2,000
	Valentia Street	Fair	\$10,000	\$2,500
	Ferry St. Shelter	Satisfactory	\$0	\$1,000
	Ferdinand St Boat Shed	Repairs needed	\$10,000	\$1,000
Tidal Pools	Henley Baths	Not in use Write Off	\$40,000	\$2,000
	Woolwich Baths	Poor, repairs required	\$50,000	\$5,000
Roads	Urban Roads	Pavement Rehabilitation Works required on 31% of road network.	\$3,600,000	\$400,000
	Regional Roads	Pavement Rehabilitation Works required in localised areas.	\$200,000	\$50,000
	Bridges	Satisfactory	\$0	\$1,500





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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 three (3) notices on Class 1 appeals to the Land and Environment Court of NSW. These appeals were made against Council's determination on Development Applications and/or where the applicants filed appeals under the deemed to be refused "Deemed Refusal" provisions of the *Environmental Planning and Assessment Act 1979*.

Of the three (3) notices that were filed, one of the appeals is currently pending. One appeal was discontinued and the other appeal was resolved by the court, by issuing of consent orders.

With regard to the court issuing consent orders, 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.

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 illegal works that have been resolved, 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.

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 2007/2008 period there have been six (6) matters of illegal and unauthorised works. Council pursued these matters in the Land and Environment Court under Class 5 matters, where Council was successful and the Court imposed orders in favour of Council and also awarded costs to Council. In this period a conviction was also issued on an offence.

Council's total legal expenditure for the 2007/2008 period, including payments to Councils solicitors and consultants who were engaged by the Council to act as expert witnesses or when in-house expertise is not available, amounted to \$194,323.00 made up as follows:

	2007/2008	2006/2007	2005/2006	2004/2005
ADMINISTRATION	12,603	23,070	140,429	24,437
TOWN PLANNING	181,720	169,838	213,604	237,735
BUILDING	0	0	0	0
PUBLIC ORDER & SAFETY- ANIMAL CONTROL	0	0	0	0
ENVIRO HEALTH	0	0	0	0
ENGINEERING	0	525	4,191	3,105
TOTAL	194,323	193,433	358,224	265,277



Table 1: Legal – Town Planning 2007/2008

	ADDRESS	ISSUE	RESULT	COST
1	103 Woolwich Road	Deemed Refusal	Pending Outcome	\$20,597.00
2	1 Angelo Street	Illegal Works Class 4 Appeal	Pending Outcome	\$4,399.00
3	2 Yerton Avenue	Appeal Class 4	Negotiated by Agreement	\$72,177.00
4	225-227 Victoria Road	Illegal Works Class 5 Appeal	Orders in favour of Council Costs Awarded to Council Convicted of Offence	\$30,317.00
5	17/10-16 Batemans Road	Illegal Works	Matters resolved Fine Paid & Structure Removed	\$1,628.00
6	27 Nelson Parade	Appeal Refused	Discontinued	\$15,498.00
7	28 The Point Road	Illegal Works	Appeal Dismissed	\$2,372.00
8	115 Ryde Road	Illegal Works	Matter resolved Work Ceased, Fine paid	\$896.00
9	42 The Point Road	Illegal Works	Penalty	\$580.00
10	70 Mary Street	Appeal Class 4	Appeal Dismissed	\$6,723.00
11	8 Madeline Street	Deemed Refusal	Matter Resolved By Consent Orders Issued	\$1,768.00





(f) Mayor/Councillor Fees and Expenses

The Mayor receives an annual allowance of \$18,684.00 to assist with Council duties. Councillors receive an allowance of \$101,780 per year as well as travel allowances for Council related activities. Councillors attended the following conferences during the year:

- Australian Local Government Association Conference 2007 at a cost of \$1,618.18
- Local Government Association of NSW Conference 2007 at a cost of \$9,555.13
- National General Assembly of Local Government Conference at a cost of \$4,007.79

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 2007-08 of General Manager = \$176,800.
- Total payable superannuation (salary sacrifice and employers contribution) = \$21,600.
- Total value non-cash benefits = \$15,000.
- Total payable fringe benefits tax for non-cash benefits = \$5,000.
-

(h) Contracts Awarded

Council awarded no contract during 2007/2008 that exceeded \$100,000.

(i) Bush Fire Hazard Reduction Activities

Four of the NSROC councils have joined together to manage hazard reduction in the region. Hunter's Hill, Lane Cove, City of Ryde and Willoughby Bushfire Management Committee work with the NSW Fire Brigade to produce a Bushfire Fuel Management Program. The program forecasts planned hazard reduction and ecological burns. Further details can be found in the annual State of the Environment report forwarded with this report.



(j) Contributions or Grants Under Section 356.

Community Grants

Total expenditure was \$10,000 and individual grants and donations are listed below.

Recipient Organisation	Amount
Gladesville, Ryde & Hunters Hill, branch of combined Pensioners & superannuants Association NSW	350
Learning for Leisure	150
Blandville Court - Tenants Group	300
Grief Support Inc	450
Hunters Hill Theatre Inc	400
Discover Hunters Hill Incorporated	500
Hunters Hill Bridge Club	200
Hunters Hill RSL Sub Branch	100
Figtree Playgroup	300
Hunters Hill Historical Society	250
1st Boronia Scout Group	450
Seniors Art Classes	300
Moochooboola Computer Club	350
Constant Companion	500
Hunters Hill High School	200
Gladesville Occasional Child Care Centre	250
Anglican Parish of Hunters Hill	250
Recreation Rendezvous Inc	300
Hunters Hill Respite Care Centre	500
Ryde Hunters Hill Community Transport	500
DARTS	350
North Ryde Community Aid & Information Centre	450
Riverlink Interchange Inc	500
Easy Care Gardening Inc	300
Riverside Preschool	200
Side By Side Advocacy Inc	400



Recipient Organisation	Amount
St John Ambulance Service	500
Hunters Hill Preschool	200
Boronia Park Public School	200
Anglican Parish of Hunters Hill	300
TOTAL	10000





(k) Human Resource Activities

The current 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.

BUSINESS PROGRAM:	HUMAN RESOURCES
BUSINESS GOAL:	To provide a work environment that encourages innovation, participation and the pursuit of individual and organisational excellence
KEY AREAS:	Staff Recruitment and Selection
	Staff Development and Training
	Performance Planning and Review
	Occupational Health and Safety
	Worker's Compensation and Rehabilitation
	Equal Employment Opportunity (EEO)

OUTCOMES	STRATEGIES	RESOURCES	FINANCIAL IMPACTS	TARGET DATE
Increase knowledge of staff capabilities.	Conduct competency assessments and targeted learning and development.	Existing staff resources.	Included in salary estimates	On-going
A performance planning and review system.	Maintain Performance Management System and conduct annual performance reviews	Existing resources.	Inc in salary estimates	On-going
An adopted formal training plan.	Implementation of: (a) targeted internal and external training courses and programs. (b) Skill competency assessment to identify training needs.	Training budget.	\$25,000 annual provision.	On-going





Some of the key human resources activities conducted during the 2007/08 year have been outlined in the matrix below:

HR POLICIES	
Human Resources Polices – reviewed and updated <ul style="list-style-type: none"> • Leave • Drug and Alcohol Use Policies • EEO Policy • Higher Grade Duty • Hours of Work and Overtime • Job Evaluation • Learning and Development • Manual Handling Policy • Performance Management • Position Descriptions • Probation • Recruitment and Selection • Union Policy 	April 2007
Human Resources Manual – Reviewed and uploaded onto the intranet	April 2007
RECRUITMENT	
Customer Services Officer – Trainee	23 June 2008
Parks & Gardens Labourer	1 July 2008
Purchasing Officer	2 July 2008
Finance Officer (internal)	23 July 2008
Community Services Administrator	August 2008
Senior Development Officer	August 2008
Customer Services Officer x 2	November 2008
Coordination of work experience programs (students)	Ongoing
PROBATION	
Provide probationary forms to manager and employee	Ongoing
Send successful probation letter to staff member and personnel file	Ongoing
Conduct probation interview and assessment	Ongoing



STAFF INDUCTION	
Update employee handbook	Currently being reviewed
Staff Orientation	Conducted regularly
STAFF TRAINING	
As per training matrix	Ongoing
STAFF TRANSFER / PROMOTIONS	
Purchasing Officer	14 July 2008
Finance Officer	11 August 2008
Community Services Secretary	August 2008
EEO	
Bullying and Harassment Training	2007
Training provided in Staff Induction	Ongoing
PERFORMANCE REVIEWS & ASSESSMENTS	
Conducted annually	
IR MATTERS	
Letters to staff and union representatives	As required
Staff counseling	As required
OCCUPATIONAL HEALTH & SAFETY	
OHS Committee meetings	Monthly
Nominations for Work Staff Representative	18 June 2008
Prepare workers comp stats	Monthly
CONSULTATIVE COMMITTEE	
Committee meetings	Monthly
Prepare HR Report	23 June 2008
Election of Work Staff Representative	18 June 2008
MEETINGS	
Staff discussions	As required
HR Meeting	Bi monthly
HR System meeting	29 July 2008

Human Resources policies were reviewed and updated in 2007 in conjunction with the *Local Government (State) Award 2007* which came into effect that year.





A Human Resources Manual was also designed and distributed to Council employees to provide them with ready access to updated and current human resources policies and procedures.

This manual, along with the Local Government (State) Award of 2007 and the Code of Conduct, impose legal obligations on both the Council and its staff.

Provided below is the Human Resources Manual table of contents.

SECTION	CONTENT	ATTACHMENTS
1	Introduction	
2	Council's Vision, Mission and Goals	
3	Organisational Chart	<i>Charts</i>
4	Employee Responsibilities	
5	Job Specifications	<i>Sample job spec</i>
6	Job Evaluation	
7	Recruitment & Selection	<i>Reference & Recommendation Forms Score sheets</i>
8	Induction	<i>Guidelines and Checklists</i>
9	Probation	<i>Reports</i>
10	Hours of work	
11	Overtime	
12	Leave	<i>Form</i>
13	Learning and Development	<i>Training Plan Application & Reimbursement Form</i>
14	Performance Management System	
15	Equal Employment Opportunity	<i>EEO Plan</i>
16	Union Policy	<i>Grievance Procedure</i>
17	Process for Managing Unsatisfactory Performance	<i>Guidelines</i>
18	Personnel Files and Release of Confidential Information	
19	Access to Internet and Email	
20	Separation	<i>Exit Interview</i>
21	Superannuation	<i>Agreement</i>
22	Salary Sacrifice	<i>Agreement</i>
23	Motor Vehicle Usage	<i>Agreement</i>
24	Occupational Health and Safety	<i>Guidelines Manual Handling</i>





Hunter's Hill Council Annual Report

25	Workplace Bullying & Harassment	<i>Guidelines</i>
26	Child Protection	<i>Guidelines</i>



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 2007/08 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 training was provided to staff in the areas of:

- Occupational Health & Safety
- Equal Employment Opportunity
- Code Of Conduct
- Human Resources policies and procedures
- Confined Spaces training
- Fire Warden Procedures Training.
- Software and IT training
- Chemical and manual handling training for Works Staff
- Customer Services Training
- Armed Hold Up training
- First Aid Training

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 and 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 external training programs during the 2007/08 year:

LGSA Introduction to Local Government
NSW Rating Professionals Annual Conference
Water Sensitive Urban Design Training Course (University of Technology)
Littering Law for Parking Officers – LGSA
Companion Animals Workshop – LGSA
NSW Local Government Finance Professionals 2007
BCA 2007 Information Sessions
Switching People onto the Environment
Fair Value Asset Accounting Depreciation & Asset Management
Wetland Education & Training – Sydney Olympic Park
Local Govt Finance – One week intensive course
Comet Training Traffic Control – Red Card
Traffic Control (RTA Yellow ticket)
Going Carbon Neutral – Reality or Hot Air?
Carbon Trading & The Derivatives Market
Adobe Creative Suite
Connecting Sustainability and Environment Education
Communications Skills for OH&S Committee Members, In-House course run by LGSA on behalf of WorkCover – all day course
Bullying & Harassment Prevention Managers/Supervisors – in house, LGSA & WorkCover – Presenter: Graeme Chew
My Council, Making Sustainability a reality – Hornsby
Ass. Dip of Urban & Regional Planning – Town Planning-UNE
Chainsaw Operations – 3 days Ryde TAFE
Chemical Application – 2 days Ryde TAFE
Climate Change, Sea Level Rise and Wetland Adaptions Workshop
Fire & Emergency Response Procedures & Training - First Five Minutes
Annual Seminar – Australian Institute of Local Government
AIBS (NSW) State Conference
First Aid Refresher – St John's Ambulance
Local Govt Sustainable Development 2008
Local Govt Finance One-Week Intensive Course
LGA NSW – Planning for a Sustainable Future
UTS - Bushfire Hazard Reduction
“What does your garden grow” Train the Trainer
First Aid Training – St John's Ambulance
Dealing with Difficult Customers workshop
National Local Government Conference
Armed hold up training (City of Canada Bay venue)
Planning our Bushfire Prone areas
Contract Management – Engineering Australia
Integrating Sustainability Conference
Fire Warden Training – First 5 minutes Re: Fire Equipment Training & Bomb Threat Strategy



STAFF ATTITUDE SURVEY

Hunter's Hill Council strives to provide its employees with an appealing, safe and productive work place that enables staff to provide outstanding service to the community.

In 2008 the Human Resources Officer and Administration Officer conducted and collated a staff attitude survey. The purpose of the survey was to provide management with staff feedback and to assist them gain an accurate picture of staff attitudes and perceptions.

Management was then able to create action plans for their own work areas with specific solutions that addressed areas of concern or in need of improvement.

Council intends to conduct a staff survey on an annual basis. Attached is a copy of the survey distributed to staff at all levels.

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.

Hunter's Hill Council's Consultative Committee approved the EEO Plan at the meeting on 30 August 2006 and the Plan (attached) will be reviewed again in 2010.





EQUAL EMPLOYMENT OPPORTUNITY (EEO)

MANAGEMENT PLAN

2006 - 2010

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
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2. CONSULTATION

Objective:

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

Actions	Target	Responsibility	Performance Indicators	Target Date
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.

	Actions	Target	Responsibility	Performance Indicators	Target Date
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"> • Interview questions for supervisory positions • No applicants are appointed to supervisory positions unless they demonstrate knowledge and understanding of EEO principles • If appointed and are identified as lacking understanding of EEO principles – they must undertake training as a priority. 	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.

	Actions	Target	Responsibility	Performance Indicators	Target Date
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"> • Employees are given equal opportunity to act in higher grade positions appropriate to their skills, experience and proficiency. • No employee is discriminated against in accordance with EEO principles • Nil substantiated complaints in regards to non-compliance with EEO principles for offers of acting in higher positions. 	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"> • Nil substantiated complaints regarding non-compliance. • Return to work plans are completed in accordance with EEO principles. 	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.

	Actions	Target	Responsibility	Performance Indicators	Target Date
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.

	Actions	Target	Responsibility	Performance Indicators	Target Date
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	
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(I) Freedom of Information

Council received eleven (11) 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	4	11
BROUGHT FORWARD	0	0	0
TOTAL TO BE PROCESSED	2	0	2
COMPLETED	5	4	0
TRANSFERRED OUT	0	0	0
WITHDRAWN	1	0	1
TOTAL PROCESSED	5	4	9
UNFINISHED	2	0	2

Section Two – Number of New FOI Request

RESULT OF FOI REQUESTS	PERSONAL	OTHER
GRANTED IN FULL	5	4
GRANTED IN PART	0	0
REFUSED	0	0
DEFERRED	0	0
COMPLETED	5	4

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
TOTAL	0



Section Six – Notation of Personal Records

NUMBER OF REQUESTS FOR NOTATION	NIL
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Section Seven – FOI Requests Granted on Part of Refused

BASIS OF DISALLOWING OR RESTRICTING ACCESS	PERSONAL	OTHER	TOTAL
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
TYPES OF EXEMPT DOCUMENTS			
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

BASIS OF DISALLOWING OR RESTRICTING ACCESS	PERSONAL	OTHER	TOTAL
s.25 (1) (B) (C) (D) OTHERWISE AVAILABLE	0	0	0
TOTAL	0	0	0

Section Eight – Cost & Fees of Requests Processed

	ASSESSED COSTS	FOI FEES RECEIVED
ALL COMPLETED REQUESTS	530.75	530.75

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
TOTAL	0	0

Section Ten – Days To Process

ELAPSED TIME	PERSONAL	OTHER	TOTAL
0 – 21 DAYS	3	1	4
22 – 35 DAYS	1	3	4
OVER 35 DAYS	3	0	3
TOTAL	7	4	11

Section Eleven – Processing Time

PROCESSING HOURS	PERSONAL	OTHER	TOTAL
0 – 10 HOURS	7	3	10
11 – 20 HOURS	0	0	0
21 – 40 HOURS	0	0	0
TOTAL	7	3	10

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



TYPE OF REVIEW / APPEAL	PERSONAL	OTHER	TOTAL
TOTAL	0	0	0

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
TOTAL	0	0	0	0

Privacy and Personal Information Protection Act 1998

Hunter's Hill Council complies with the requirements of the PPIA 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 "PPIA") 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 PPIA, and the provisions of Part 6 of the PPIA, 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 PPIA. It was gazetted on 30th June 2000 and took effect from 1st 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 PPIA 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

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, 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.

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 Ryde Community Services.



During 2007/08 Council assisted the three organization formerly known as Gladesville and District Community Aid, Hunters Hill Respite Care and BIRDS to amalgamate to form Hunters Hill Ryde Community Services. Council provided a \$15,000 grant to Hunters Hill Ryde Community Services. They provide a volunteer visiting program for the Italian community as well as a range of multicultural social support programs.

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. Council continues to be an active member of the Northern Sydney Aboriginal Social Plan Working Group.

(iii) 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 playground equipment was installed at Buffalo Creek Reserve.

(iv) 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;

<i>Section 1</i>	<i>Introduction</i>
<i>Section 3</i>	<i>Population Profile</i>
<i>Section 4</i>	<i>Children</i>
<i>Section 5</i>	<i>Youth</i>
<i>Section 6</i>	<i>Older People</i>
<i>Section 7</i>	<i>Disability</i>
<i>Section 8</i>	<i>Culturally & Linguistically Diverse Communities</i>
<i>Section 9</i>	<i>Women</i>
<i>Section 10</i>	<i>Northern Sydney Aboriginal Social Plan</i>



A summary of Council's proposed activities and initiatives in relation to access and equity activities were outlined in Council's 2007/08 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.



ACCESS & EQUITY STRATEGY	OBJECTIVE	PERFORMANCE TARGETS	PERFORMANCE INDICATORS	STATUS AT JUNE 2008
Distribute community directory & information brochures	Provide information to the community about the community services available.	June 2008	Distribution of community directories, web site information and provision of accurate telephone information	Achieved in full
Target Group: Aged People				
Financial support of community organisations	Provision of financial assistance to community service organisations	\$10,000 by June 2008	Grant monies allocated	Achieved in full
Increased number of volunteers	Increased publicity, recognition and recruitment of volunteers	June 2008	Two articles in Council newsletter and publicity on website.	Achieved in full



ACCESS & EQUITY STRATEGY	OBJECTIVE	PERFORMANCE TARGETS	PERFORMANCE INDICATORS	STATUS AT JUNE 2008
Target group: Children				
Improve children's playgrounds	Flying fox installed at Buffalo Creek Reserve.	June 2008	One playground 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 2008	Advertising in Council newsletter	Advertising occurred but it did not result in additional carers
<i>Target Group: Aboriginal and Torres Strait Islander</i>				
Improve the wellbeing of aboriginal and Torres Strait Islander people living in the Hunters Hill LGA	Adopt the Northern Sydney Aboriginal Social Plan	June 2008	Plan adopted by Council	Achieved in full
Target Group: Women 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 2008
Target Group; Young People				
Provide additional activities for young people in the LGA	Council participates in Youth Week.	April 2008	Involvement and attendance by young people at the event.	Fully achieved.
Implementation of priority services for young people	Finalise location & design of skate area	June 2008	Design and location completed.	Partially achieved with consultation occurring with young people and design underway.
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
Target Group: Disabled People				
Improved access for people with disabilities to public spaces and footpaths.	Support regular meetings of the Hunters Hill Access Advisory Committee.	June 2008	Five well attended meetings per year.	Fully achieved





ACCESS & EQUITY STRATEGY	OBJECTIVE	PERFORMANCE TARGETS	PERFORMANCE INDICATORS	STATUS AT JUNE 2008
Target group: People from diverse cultural and linguistic backgrounds				
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 2008	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 2008	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 2008	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

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.

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





	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
6	Hunters Hill	13692	5.80	2360.69	1.42	0.35	15.12	56	8.675
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
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
Indicator:	<i>Total number of DA's determined</i>	No.	196	189	198	242	238
		Cat. Ave	730	711	725	641	646
	<i>Mean turnaround time of DA's</i>	Days	84.46	51.28	48.53	46.74	44.26
		Cat. Ave	76.84	77.66	75.11	76.42	57.53
	<i>Median Time for DA's</i>	Days	79.00	44.00	51.00	70.00	41.00
		Cat. Ave	61.59	64.59	65.51	65.45	74.24
Objective:	<i>To measure the number of DA's determined to provide an indicator of development activity in the LGA</i>						
Formula:	<u><i>Number of DA's received</i></u> <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
Indicator:	<i>Efficiency: Environmental Management and Health Costs per capita.</i>	Ratio	6.54	6.72	7.01	7.55	7.11
		Cat. Ave	17.74	18.34	17.57	22.28	22.73
Objective:	<i>To measure the relative cost of Environmental Management and Health services per head of population.</i>						
Formula:	<i>$\frac{\text{Total Environmental Management and Health Expenses}}{\text{Total Permanent Population within Council Boundaries}}$ (expressed as a ratio)</i>						

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
Indicator:	<i>Output/Other: Legal Costs as at a percentage of Total Planning and Regulatory costs</i>	Ratio	31.60	26.93	37.00	31.86	28.98
		Cat. Ave	16.23	16.66	18.21	17.69	17.85
Objective:	<i>To highlight the relative level of disputation in the Planning and Regulatory Process</i>						
Formula:	$\frac{\text{Legal Costs}}{\text{Total Planning and Regulatory Costs}}$ (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
Indicator:	<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
Objective:	<i>To meet statutory reporting targets and provide local communication on a regular and timely basis</i>						
Formula:	<i>Annual Report due 30th November</i> <i>SOE Report due 30th November</i> <i>Financial Statements due 7th 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	
Indicator:	<i>Efficiency: Community Services Costs per capita</i>	Ratio	21.40	18.90	19.65	20.99	20.75	
		Cat. Ave	44.15	45.66	52.62	51.45	55.41	
Objective:	<i>To highlight the relative cost of community services per head of population</i>							
Formula:	<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
Indicator:	<i>Efficiency: Library issues per capita</i>	Ratio	9.03	8.59	9.60	9.52	xx
		Cat. Ave	8.34	8.11	6.32	8.60	xx
Objective:	<i>Measures relative unit issues on a per capita basis</i>	<i>RCC</i>	7.82	7.88	8.07	7.91	8.45
Formula:	<u><i>No. of issues recorded</i></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	6.55
Indicator:	<i>Efficiency: Library costs per capita</i>	Ratio	31.88	33.15	34.11	34.72	35.54
		Cat. Ave	35.14	36.27	36.88	38.14	43.69
Objective:	<i>Measures gross operating expenses on a per capita basis</i>	<i>RCC</i>	33.06	35.64	35.36	37.05	41.28
Formula:	<u><i>Total operating expenses for library</i></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	26.81

Data Source: DLG Comparative Information on NSW Councils

Factors Affecting the Indicator

Type of library

Location of library

Levels of services provided





Hunter's Hill Council Annual Report
2007/2008

Number of registered borrowers
Number of items which can be loaned at any one time
Population characteristics

Availability of technology (eg. photocopiers)
Age of stock
Population of non-loan materials to loan materials

Length of loan period
Accessibility of stock
Spread of hours





PERFORMANCE INDICATOR: Continuous Improvement

			01/02	02/03	03/04	04/05 (31/03)	05/06
Indicator:	<i>Number of Customer Requests for Service (CSR's)</i>	Corp Services	1	0	0	0	xx
		D & E	41	23	16	7	xx
		Fin & Admin	0	1	0	0	xx
		Public Works	374	199	205	178	xx
		Total	416	223	221	185	xx
Objective:	<i>To reduce the number of request for service</i>						
Formula:	<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
Indicator:	<i>Efficiency: Net Recreation and Leisure Costs per capita</i>	Ratio	40.80	45.41	50.91	46.51	18.16
		Cat. Ave	58.11	66.21	76.29	74.59	76.90
Objective:	<i>To measure the net cost of recreation and leisure services per head of population</i>						
Formula:	<i><u>Net Recreation and Leisure Costs</u> Total permanent population within Council boundaries (expressed as a ratio)</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
Indicator:	<i>Efficiency: Collection Costs per service - garbage</i>	Ratio	176.86	167.39	182.74	137.99	xx
		Cat. Ave	134.27	131.91	106.43	115.86	xx
Objective:	<i>To assess the relative efficiency of domestic garbage collection</i>						
Formula:	<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
Indicator:	<i>Average charge for Domestic Waste Management Service</i>	Ratio	234.01	290.83	265.50	258.10	289.46
		Cat. Ave	226.22	234.51	243.68	254.27	265.67
Objective:	<i>To assess the relative efficiency of domestic garbage collection</i>	Ratio	N/A	167.39	182.74	37.99	97.54
		Cat. Ave	N/A	131.91	106.43	115.86	107.05
Formula:	<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	
Indicator:	<i>Efficiency: KCA recyclables - kilograms per capita per annum</i>	Ratio	122.06	117.93	132.12	112.79	100.91	
		Cat. Ave	136.91	149.90	153.73	167.95	170.71	
Objective:	<i>Measures the effectiveness of Council's recycling service</i>							
Formula:	<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
Indicator:	<i>Efficiency: KCA garbage - kilogram per capita per annum</i>	Ratio	210.40	215.55	255.62	258.64	254.60
		Cat. Ave	235.55	247.46	244.12	245.67	240.32
Objective:	<i>Measures the effectiveness of Council's effort in waste minimisation</i>						
Formula:	<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
Indicator:	<i>Corporate: Staff per 1000 capita</i>	Ratio	4.16	4.13	4.13	4.13	xx
		Cat. Ave	5.62	5.60	xx	xx	xx
Objective:	<i>To highlight the ratio of staff to population numbers</i>						
Formula:	<u><i>Total Full Time Equivalent Staff x 1000</i></u> <i>Total Permanent Population within Council boundaries</i> (expressed as a ratio)						

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
Indicator:	<i>Total No. of EFT Staff</i>	Ratio	56.00	56.00	56.00	56.00	57.60
		Cat. Ave	260.37	259.72	282.94	267.13	272.41
Objective:	<i>To compare staff employment levels</i>						
Formula:	<i>Total Full Time Equivalent Staff</i>						
	NSW Mean		-	-	244	277	286
	NSW High		-	-	1425	1443	1447
	NSW Low		-	-	22	29	31
	NSW Median		-	-	144	181	188





PERFORMANCE INDICATOR: Asset Management

			01/02	02/03	03/04	04/05	05/06
Indicator:	Capital Expenditure Ratio	Ratio	1.06	0.31	0.67	2.92	-2.17
		Cat. Ave	0.86	-0.33	1.30	1.30	0.94
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 & E – 2004/05 PP&E</u> <u>2004/05 Depreciation Expense</u>						
Factors Affecting the Indicator:	NSW Mean	-	-	1.26	1.74	0.99	
Capital expenditure policy	NSW High	-	-	13.59	35.86	16.95	
Valuation methodology	NSW Low	-	-	-3.86	-8.60	-39.88	
One-off changes to asset base	NSW Median	-	-	1.08	1.28	1.25	
Depreciation rates used							

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:	Assets: Unrestricted Current Ratio	Ratio	3.19	4.86	3.98	3.75	3.84
		Cat. Ave	2.33	2.47	2.28	2.70	2.67
Objective:	<i>To assess the adequacy of working capital and the ability to satisfy obligations in the short term</i>						
Formula:	$\frac{\text{Current Assets - All External Restrictions}}{\text{Current Liabilities - Specific Purpose Liabilities}} \text{ (Ratio)}$						
Factors Affecting the Indicator:	Range <=1	-	-	1	1	4	
Ability to control working capital	>1=2	-	-	45	34	35	
Availability of cash and cash equivalents	>2=3	-	-	51	42	42	
Level of restricted assets	>3=4			30	36	25	
Management policies and practices	>4	-	-	43	37	42	
Planning and budgetary control	Total Councils			170	150	148	





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
Indicator:	Assets: Debt Service Ratio	Ratio	0.00	0.08	4.42	4.24	4.00
		Cat. Ave	3.15	2.56	2.91	2.39	2.28
Objective:	<i>To assess the degree to which revenues are committed to the repayment of debt</i>						
Formula:	$\frac{\text{Net Debt Service Cost}}{\text{Operating Revenue}}$ (expressed as a percentage)						
Factors Affecting the Indicator:	No debt	-	-	18	13	17	
Rate of new development	>0=5	-	-	90	81	81	
Management policies and practices	>5=10	-	-	46	51	44	
Debt policy	>10=15	-	-	14	3	6	
Level of cash reserves	>15	-	-	2	2	0	
Capital investment strategies and capital contributions policies	Total Councils	-	-	170	150	148	
Interest rate movements							





The state of infrastructure/life
stage of assets

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>	Ratio	1015.34	1043.68	1054.31	1046.69	1085.30
		Cat. Ave	612.67	625.87	640.83	673.38	696.11
Objective:	<i>To highlight the relative level of Council's residential rates for comparative purposes</i>						
Formula:	<i><u>Total Residential Rates Yield</u></i> <i>No. of Rateable Residential Properties</i> (expressed as a ratio)						

Data Source: DLG Comparative Information on NSW Councils





PERFORMANCE INDICATOR: Financial Management

			01/02	02/03	03/04	04/05	05/06
Indicator:	<i>Income: Average Rate per Business assessment</i>	Ratio	664.46	1014.93	850.75	878.17	886.40
		Cat. Ave	3412.99	3423.28	4183.02	3603.88	3683.98
Objective:	<i>To highlight the relative level of Council's business rates for comparative purposes</i>						
Formula:	<u>Total Business Rates Yield</u> <i>No. of Rateable Business Properties</i> (expressed as a ratio)						

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	
Indicator:	<i>Assess effectiveness of revenue collection</i>	Ratio	10.58	6.03	3.83	3.89	3.91	
		Cat. Ave	5.65	4.84	4.30	3.56	3.72	
Objective:	<i>To assess the impact of uncollected debtors and rates on liquidity and the adequacy of recovery efforts</i>							
Formula:	<i><u>Rates outstanding + Debtors outstanding</u></i> <i>Rates collectable + Debtors collectible</i>							

Data Source: DLG Comparative Information on NSW Councils





PERFORMANCE INDICATOR: Sources of Revenue

			01/02	02/03	03/04	04/05	05/06
Indicator:	<i>Income: Sources of Revenue</i>	Ratio	N/a	75.03	74.28	74.71	72.50
		Cat. AVE	N/a	N/a	54.20	55.18	54.98
Objective:	<i>To assess the degree of dependence or reliance on rate revenue, or other sources of revenue, both operating and capital</i>						
Formula:	<u>Rates & Annual Charges Revenues</u> <u>Total Ordinary Revenue</u>						

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
Rates	Ratio	67.02	74.19	73.29	74.71	72.50
	Cat Av	56.82	53.56	54.20	55.18	54.98
Fees and Charges	Ratio	9.21	8.98	8.06	9.50	8.78
	Cat Av	18.24	17.53	17.48	17.93	16.90
Interest	Ratio	2.66	2.83	5.24	4.72	4.42
	Cat Av	2.53	2.80	3.24	3.38	3.38
Grants	Ratio	8.88	7.54	8.19	5.99	5.42
	Cat Av	8.72	8.00	7.30	7.20	6.97
Contributions and Donations	Ratio	6.59	4.04	2.50	2.94	1.68
	Cat Av	8.49	11.81	8.50	8.33	7.05
Other Operating Revenue	Ratio	5.64	2.43	2.72	2.14	5.05
	Cat Av	5.20	6.360	9.28	7.98	10.72
Total Revenue	Ratio	7.678	8.345	8.777	8.980	9.589
	Cat Av	32.51	32.6	37.6		42.99
Total Operating Revenue Per Capita	Ratio	527.09	609.32	632.49	630.01	667.79
	Cat Av	701.89	748.12	833.30	818.60	869.22
% Movement in Rates & Annual Charges Revenue from previous year	Ratio	5.4	20.31	3.91	4.29	3.62
	Cat Av	5.90	5.27	-0.16	4.67	5.81
NSW Revenue Per Capita Mean		-	-	823.00	843.00	876.00
NSW Revenue Per Capita High		-	-	3595.00	3550.00	3817.00
NSW Revenue Per Capita Low		-	-	491.00	512.00	520.00
NSW Revenue Per Capita Median		-	-	1102.00	1069.00	1105.00



PERFORMANCE INDICATOR: Operating Expenses

			01/02	02/03	03/04	04/05	05/06
Indicator:	<i>Expenditure: Total Expenses from continuing operations</i>		-	-	633.58	614.19	651.85
			-	-	830.25	816.42	859.11
Objective:	<i>To assess the expenditure patterns of councils</i>						
Formula:	<i><u>Total expenses from operations</u> Estimated resident population</i>						
Factors Affecting the Indicator:		NSW Mean	-	-	805.00	815.00	867.00
Socio-economic characteristics of the area		NSW High	-	-	3506.00	3380.00	4036.00
Rate of new development		NSW Low	-	-	487.00	515.00	493.00
The level of population increases or decreases		NSW Median	-	-	1076.00	1062.00	1115.00
The demographic characteristics of the population							





Source of Expenditure		01/02	02/03	03/04	04/05	05/06
Employee Costs	Ratio	36.03	35.99	34.70	37.97	38.31
	Cat Av	41.56	42.67	42.59	43.65	44.01
Materials and Costs	Ratio	27.41	26.06	27.03	25.73	32.67
	Cat Av	24.19	24.11	23.86	23.61	27.75
Interest Charges	Ratio	0.00	0.07	1.67	1.56	1.33
	Cat Av	0.78	0.73	0.63	0.63	0.55
Depreciation	Ratio	13.68	12.82	12.23	12.64	10.48
	Cat Av	15.63	14.79	14.77	13.86	14.00
Other Operating Expenses	Ratio	22.88	25.06	24.37	22.11	17.20
	Cat Av	17.83	17.70	18.15	18.24	13.69
Total Expenses	Ratio	7.768	8.125	8.675	8.544	9.076
	Cat Av	31.27	-	-	37.66	39.68

