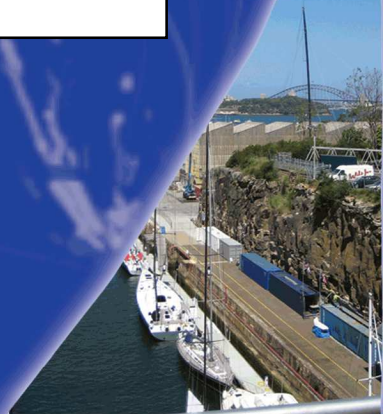


Hunter's Hill Council

Annual Report 2008/09



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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 2009.

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 2008/2009.

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 on Council's web site and from the 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

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.

The following Councillors were elected at the September 2008 elections.

Mayor

Clr Sue Hoopmann

North Ward

Clr Peter Astridge
Clr Richard Quinn
Clr Ross Sheerin

South Ward

Clr Murray Butt
Clr Simon Frame
Clr Meredith Sheil

Report BY THE MAYOR

As the second year of this Council term begins, I write in this, the Annual Report of 2008/2009 of the challenges of the first year, ending June 2009. Many projects have moved to completion or near completion in that year. The Hunters Hill Village Plan is the first of these that after much time anguish and consultation is on the Minister's desk waiting for approval. The Gladesville Master Plan, too, is almost at this stage with finalisation of one section only still to happen and then it will be sent to the Minister also. These Plans will be part of the new LEP required by the Minister before the end of the next financial year. When completed, this ends a very long process in both instances and hopefully will be the beginning of an upgrade in both areas in the way of building, street furniture, efficient traffic and pedestrian movement, larger selection of restaurants and shops and generally a more attractive area to pass the precious amount of spare time that we have these days. Of course it now depends on owners of land in these areas submitting their plans to Council. It may take some time.

The Priory, as a result of a fund-raising event at Cockatoo Island in April, was able to have the Conservation Management Plan completed, which gives the direction for immediate restoration and the planning and priority of works to be tackled in the future. Some residents from near the Priory have formed a group to work with Council staff in maintaining the surrounding garden area and we are very grateful to them for their help. There are plans afoot for a wedding to be held in the grounds next year and a Concert by the Joubert Singers to be included in the Heritage week celebrations. There is urgency for the building to be restored so that these sorts of requests can be accommodated internally by the following year, but it all depends on money!

The Sydney Harbour Federation Trust and Council have completed the major parts of the transformation of the Woolwich Dock area. This has included the construction of a new and expanded carpark, installation of a new amenities block, improved access to the Sailing Club and a stormwater harvesting project. Remediation of the old Dock car park and recladding of the saw-tooth building remain to be completed. These are Sydney Harbour Federation Trust projects and the recladding will require the removal of the asbestos under strict guidelines and supervision as required by the laws of State Government.

While Council greatly supports and praises sporting activity for both Junior and Senior residents of our Municipality, numbers have mushroomed especially in the Junior ranks. The Junior sporting teams grew substantially in this 2008/2009-year causing quite a problem at the beginning of 2009 when Soccer teams instantly needed more grounds for training. Council pulled out all stops to accommodate a solution, but it took a while to perform the magic. This was closely followed by the Rugby teams' rapid expansion, made easier by the near perfect condition of the Boronia Park Oval thanks to the attentive maintenance of the Rugby Club and Council staff, meaning that constant use of the playing surface was possible

The Hunters Hill Food and Wine Festival equalled the record amount raised at the previous year's Festival and have put aside \$20,000 for a future community facility for the various users of Boronia Park so that they are able to have somewhere they can keep their equipment and meet when required. The Swimming Club, too, has been trying to accommodate the keen would- be- champions of Hunters Hill. Exploration of a permanent home still continues.

Skateboarders were celebrating after Council finally agreed to the construction of a skateboard facility on Victoria Road adjacent to Crown Street. Council has also declared this an alcohol free zone and will be working with Gladesville Police to monitor and maintain the area.



The residents of Nelson Parade have been pleased with the progress the State Government has made in relation to the state of radioactivity and subsequent remediation. The affected lands have been transferred to the State Property Department and regular consultation has been taking place with the residents making it look as though a satisfactory result will actually happen this time. Independent testing has been carried out on any property in the street that has requested it and then further afield in Kelly's Bush and surrounding areas up to Woolwich Road. No results of any consequence were found. All residents and Council will certainly welcome completion of this project.

Council's Auditors have again advised that Council's accounts for the year ending 30 June 2009 have been carried out in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. In their report, they stated that Council had given all information required and that Council was in a sound financial position.

Gladesville Library has continued along the new guidelines that the Committee had put in place. The hours have changed in that they are now open late on Monday, Tuesday and Thursday until 8 p.m. Saturdays are still 9.30 a.m. until 12 mid-day so no change there yet but more school holiday programmes are now included and the atmosphere is more welcoming. The library staff does a great job but would like more members! Let's give them those extra numbers!

It has been another busy year for Hunters Hill and we look forward with excitement and anticipation to a further twelve months of the same if not more, successful activity in the year ahead.

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

**COUNCILLOR SUE HOOPMANN
MAYOR OF HUNTERS HILL**

Report BY THE GENERAL MANAGER

Councils approach to the development of a ten-year budget and asset management plan funded by a combination of special rates, loans, grants, and alternate revenue sources means that a solid and stable financial and asset base has been created, without an over-reliance on rate revenue.

A continuing commitment to this strategy, backed by sound financial discipline and adherence to adopted financial objectives will enable Council to remain a sustainable and vibrant local government entity that is able to meet the needs of its community.

Preparing the annual Management Plan for Council is never an easy task. Preparing the details for 2009/2010 has been particularly difficult taking into consideration the current economic climate. The impacts of the global financial crisis are far reaching and Council's return on investments has dropped dramatically and is expected to continue to fall in the near future.

Despite the Australian Government's stimulus package, the building industry is feeling the current economic crisis and projected income from Council's fees and charges for building and development applications has, and is expected to continue, to reduce.

Ratepayers should also be aware that the Valuer General provided new property valuations for rating purposes in 2008 and these will apply for the 2009/2010 financial years.

Having new values for all properties for rating purposes from 2009/2010 will change the rates payable on each property. The amount of change will vary according to whether a property value has increased or decreased by more than the average increase across the Municipality.

These revised values mean that rates will not increase by a uniform 3.5% but will increase, or decrease, in accordance with the valuation increase or decrease between the previous values used for rating purposes, being the 2005/2006 years, and the 2008/2009 years.

An analysis of property values indicates that the majority of values have increased by 10-20% for rating purposes and this should not be confused with the annual valuations issued for land tax purposes.

Overall the year was again a very busy with many highlights, a number of which are listed below.

The Priory Preservation and Restoration Trust

On the 20 November 2008, Council was advised that its application for the Priory Preservation and Restoration Trust to be placed on the Register of Cultural Organisations had been successful.

This now allows Council to create a 'public fund' for The Priory to which all gifts or donations will be tax deductible.

As many would be aware Council requires more than \$2.0m for repairs and restoration to this important cultural asset. Being able to achieve tax deductibility for funds raised will hopefully encourage both the local and wider community to become involved in this project.

This is an innovative way of addressing the many financial challenges facing Councils and while not a first, Council is one very few that have been able to implement such a scheme.



Capital Works Program

Council has adopted 10-year Capital Works Program funded by a Special Rate commencing in the 2008/09 year. Some of the projects that have been completed or commenced under the program include:

A general Footpath Improvement Program

Clarke's Point Reserve Car Park Extension and Reconstruction, New Toilet Block and Rainwater Capture Project

Public Domain Improvements at St Johns Park, Weil Park and several Playgrounds

Construction of disabled toilet facilities at Valentia Street

Construction of a Skatepark at Gladesville Reserve

A Community Building Improvement Program

2009/10 – 2017/18 Strategic Management Plan

Council's current Strategic Plan and Directions continue to be reviewed and updated to meet the challenges of the future. Development of a new 20 Year Community Strategic Plan is a requirement of a new Integrated Planning and Reporting regime required by the Department of Local Government.

The 2008/2009 Management Plan was prepared with this new legislation in mind and the objective is to fully transition and adopt a Community Strategic Plan from 2010/2011, following a process of community engagement.

Community Engagement

The proposed new Integrated Planning & Reporting legislation requires all Councils to more formally and fully engage their communities. While we believe that we already do this well, there is always room for improvement and to meet these new requirements Council proposes to formally adopt a community engagement strategy in the second half of 2009.

The purpose of a Community Engagement Strategy is to:

1. Establish a standard process for community engagement
2. Review already obtained and relevant information
3. Determine gaps in data and target groups (e.g. staff, community groups, young people, police, schools, tenants associations, etc)
4. Allocate timelines to projects and service delivery programs
5. Develop an engagement toolkit – outlining target groups, information needed and consultation methods. It is vital to remember that Council needs to avoid consultation fatigue (i.e. don't consult if the information is never going to be used)
6. Make better use of technology such as email and Council's website to inform residents about the opportunities to participate in engagement
7. Ensure that Council consistently listens to the views of residents and service users and that they are central to the decisions that Council makes.

In implementing the community engagement strategy Council is likely to use a range of tools and techniques such as:

- Face to face (focus groups)
- Surveys

- Information technology based (e.g. website, email, blogs)
- Interview residents via phone/email
- Public meetings
- Community panels
- Attending existing community group meetings

If residents have any comments on community engagement, or you would like to be included in an email engagement or focus group, please email your details to commrel@huntershill.nsw.gov.au



BARRY SMITH
GENERAL MANAGER

NOTE: Reserves Improvement Program, Stormwater Improvement Program & Community Buildings & Facilities Program attached to this report.

RESERVES IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

	Total	1	2	3	4	5	6	7	8	9	10	
EXPENDITURE	Cost	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
		Actual	Actual	Actual	Actual	Actual	Actual					C/FWD
Blaxland Street												
1. Provision of pathway and steps	25,000	0	0	0	0	0	0	0	15,000	5,000	5,000	0
2. Bush Regeneration \$5000 p/a until 2013	50,000	5,000	0	4,400	2,500	3,900	2,589	5,000	5,000	5,000	5,000	11,611
3. Planting / Revegetation	20,000	31	1,400	1,100	2,000	2,069	3,164	2,000	2,000	2,000	2,000	2,236
	95,000	5,031	1,400	5,500	4,500	5,969	5,753	7,000	22,000	12,000	12,000	13,847
Boronia Park Reserve												
1. Boronia No.1 Oval – fence	15,000	0	0	6,836	0	0	0	0	0	0	0	8,164
2. Boronia No.2 Oval – fence	9,300	0	0	0	0	0	0	0	0	0	0	9,300
2a. Boronia No. 2 Oval - cricket pitch	19,240	0	0	0	0	19,240	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	0
4. Bush regeneration \$5,000 p/a until 2013	50,000	5,000	0	4,400	2,500	3,900	2,589	5,000	5,000	5,000	5,000	11,611
5. Planting / revegetation	15,000	0	1,000	800	1,500	1,500	2,373	1,500	1,500	1,500	1,500	1,827
6. Picnic tables / shelters x 3	15,000	0	0	0	0	0	11,458	0	0	0	0	3,542
7. Electric BBQ's x 3	15,000	0	0	0	0	0	14,545	0	0	0	0	455
8. Seats x 5	4,510	0	0	0	4,510	0	0	0	0	0	0	0
9. Signage	7,000	0	0	0	0	0	550	0	0	0	0	6,450
10. Walking tracks	20,000	0	0	0	0	0	0	0	20,000	0	0	0
11. Boardwalk	10,000	0	0	0	0	0	0	0	10,000	0	0	0
12. Fencing	197	0	0	0	0	0	197	0	0	0	0	0
13. Floodlighting-upgrade No.1/ Light No.2	179,930	0	138,942	400	6,280	1,760	14,530	0	0	0	0	18,018
14. Upgrade Amenities Building (Disabled Toilet)	49,978	0	0	0	21,678	10,291	0	0	0	0	0	18,009
15. Internal paint	5,000	0	0	0	0	0	4,480	0	0	0	0	520
16. External paint	20,000	0	0	0	0	2,250	1,807	2,000	2,000	2,000	2,000	7,943
17. Security	5,000	0	0	0	0	0	0	0	0	0	0	5,000
	500,155	5,000	139,942	12,436	36,468	38,941	52,529	28,500	78,500	8,500	8,500	90,839
Buffalo Creek Reserve												

RESERVES IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

	Total	1	2	3	4	5	6	7	8	9	10	
EXPENDITURE	Cost	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
1. Provision of shade structure	15,000	0	0	0	0	0	0	15,000	0	0	0	0
2. Walking track/bikeway, Pittwater Road (see Roads)	0	0	0	0	0	0	0	0	0	0	0	0
3. Walking tracks	20,000	0	0	0	0	0	0	0	0	20,000	0	0
4. Bush regeneration \$5,000 p/a until 2013	50,000	5,000	0	4,400	2,500	3,900	2,589	5,000	5,000	5,000	5,000	11,611
5. Planting/ Revegetation	15,000	0	1,452	800	1,553	1,524	2,373	1,500	1,500	1,500	1,500	1,298
6. Amenities Building Upgrade	50,000	0	0	0	0	0	0	0	50,000	0	0	0
7. Amenities Building Disabled Toilet	6,000	0	0	0	0	0	0	0	0	0	0	6,000
8. Amenities Building Skylights	1,500	0	0	0	0	0	0	1,500	0	0	0	0
	157,500	5,000	1,452	5,200	4,053	5,424	4,962	23,000	56,500	26,500	6,500	18,909
Clarke's Point Reserve												
1. Walkway	50,000	0	0	0	0	0	0	25,000	25,000	0	0	0
2. Sewer connection, toilet/amenity building	199,529	0	0	0	2,800	196,729	0	0	0	0	0	0
3. Lighting	60,000	0	0	0	0	0	0	60,000	0	0	0	0
4. Interpretive signage / heritage	10,000	0	0	0	0	680	0	0	0	0	0	9,320
5. Electric BBQ's x 6	43,292	0	0	0	0	43,292	0	0	0	0	0	0
6. Fencing	10,000	0	0	0	0	0	0	10,000	0	0	0	0
7. Planting / revegetation	10,000	0	700	500	1,000	1,000	1,582	1,000	1,000	1,000	1,000	1,218
	382,821	0	700	500	3,800	241,701	1,582	96,000	26,000	1,000	1,000	10,538
Ferdinand Street Reserve												
1. Boardwalk	50,000	0	0	0	0	0	0	0	50,000	0	0	0
2. Bush regeneration \$2,000 pa to 013	20,000	2,000	0	1,800	900	1,700	1,036	2,000	2,000	2,000	2,000	4,564
3. Planting / Revegetation	15,000	0	1,900	800	1,500	1,500	2,373	1,500	1,500	1,500	1,500	927
4. Entrance path and steps	65,000	0	0	0	0	0	0	0	0	65,000	0	0
	150,000	2,000	1,900	2,600	2,400	3,200	3,409	3,500	53,500	68,500	3,500	5,491
Fern Road												
1. Walkway	9,930	0	0	0	0	0	9,930	0	0	0	0	0
2. Planting / revegetation	5,000	0	300	300	500	500	791	500	500	500	500	609
3. Interpretive signage	2,000	0	0	0	0	0	0	0	0	0	0	2,000

RESERVES IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

	Total	1	2	3	4	5	6	7	8	9	10	
EXPENDITURE	Cost	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
	16,930	0	300	300	500	500	10,721	500	500	500	500	2,609
Figtree Park												0
1. Civic ceremonial area	75,000	0	0	0	0	0	0	0	0	0	0	75,000
2. Access ramps	10,000	0	0	0	0	0	0	0	0	0	0	10,000
3. Replanting & landscaping	30,000	0	0	0	0	0	0	0	0	0	0	30,000
	115,000	0	0	0	0	0	0	0	0	0	0	115,000
Francis Street Reserve												
1. Bush regeneration \$5,000 p/a until 2013	50,000	5,000	0	3,500	2,400	3,900	2,589	5,000	5,000	5,000	5,000	12,611
2. Pathway Link	80,000	0	0	0	0	0	0	0	0	0	0	80,000
	130,000	5,000	0	3,500	2,400	3,900	2,589	5,000	5,000	5,000	5,000	92,611
Gladesville Reserve / Betts Park												
1. Bush Regeneration \$3,000 p/a until 2013	50,000	5,000	0	3,600	2,400	3,900	1,554	3,000	3,000	3,000	3,000	21,546
2. Implementation foreshore improvement program		0	0	0	0	0	0	0	0	0	0	0
3. Amenities building upgrade & painting	25,000	0	0	0	0	0	0	0	0	0	0	25,000
4. Lighting walkway	50,000	0	0	0	0	0	0	50,000	0	0	0	0
5. Planting / revegetation	10,082	0	2,000	500	1,000	1,000	1,582	1,000	1,000	1,000	1,000	0
	135,082	5,000	2,000	4,100	3,400	4,900	3,136	54,000	4,000	4,000	4,000	46,546
Harding Memorial Playground												
1. Provision of shade structure	5,000	0	0	0	0	0	0	2,500	0	0	0	2,500
	5,000	0	0	0	0	0	0	2,500	0	0	0	2,500
Henley Baths												
1. Upgrade baths & amenities (OHS)	25,000	0	0	0	0	0	0	0	0	0	0	25,000
	25,000	0	0	0	0	0	0	0	0	0	0	25,000
Herberton Avenue (steps)												
1. Handrail	5,959	0	5,959	0	0	0	0	0	0	0	0	0
2. Jetty	17,111	0	17,111	0	0	0	0	0	0	0	0	0

RESERVES IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

	Total	1	2	3	4	5	6	7	8	9	10	
EXPENDITURE	Cost	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
3. Planting / revegetation	25,000	0	0	2,500	5,000	5,000	7,910	0	0	0	0	4,591
	48,070	0	23,070	2,500	5,000	5,000	7,910	0	0	0	0	4,591
Huntley's Point Reserve												
1. Sea wall	100,000	0	0	0	0	0	0	0	0	0	0	100,000
2. Pathway	20,000	0	0	0	0	0	0	20,000	0	0	0	0
	120,000	0	0	0	0	0	0	20,000	0	0	0	100,000
Kelly's Bush												
1. Walkway and steps	80,000	0	0	0	0	0	0	0	0	80,000	0	0
2. Amenities building	250,000	0	0	0	0	0	0	0	0	0	0	250,000
3. Bush regeneration \$5,000 p/a until 2013	50,000	5,000	1,441	2,822	2,245	4,191	2,589	5,000	5,000	5,000	5,000	11,711
4. Planting / revegetation	15,000	0	2,859	788	1,147	1,107	2,373	1,500	1,500	1,500	1,500	727
5. Signage	5,000	0	0	0	0	0	0	0	0	5,000	0	0
	400,000	5,000	4,300	3,610	3,392	5,298	4,962	6,500	6,500	91,500	6,500	262,438
Mornington Reserve												
1. Walkway	28,471	0	0	0	0	20,210	8,261	0	0	0	0	0
2. Interpretive signage	2,000	0	0	0	0	0	2,000	0	0	0	0	0
3. Bush regeneration \$3,000 p/a until 2013	30,000	3,000	1,300	1,300	1,300	2,500	518	1,000	1,000	1,000	2,000	15,082
4. Planting / revegetation	5,000	0	400	300	500	500	791	500	500	500	1,000	9
	65,471	3,000	1,700	1,600	1,800	23,210	11,570	1,500	1,500	1,500	3,000	15,091
Murray Prior Reserve												
1. Pathway / steps	15,000	0	0	0	0	0	0	0	0	0	0	15,000
2. Interpretive signage	5,000	0	0	0	0	0	0	0	0	0	0	5,000
3. Bush regeneration \$3,000 p/a until 2013	30,000	3,000	1,300	1,200	1,400	2,400	1,554	3,000	3,000	3,000	3,000	7,146
4. Planting / Revegetation	10,000	0	800	500	1,000	1,000	1,582	2,000	1,000	1,000	1,000	118
	60,000	3,000	2,100	1,700	2,400	3,400	3,136	5,000	4,000	4,000	4,000	27,264
Park Road Reserve – Barons Cr to Great Nth Rd												
1. Bush regeneration \$5,000 p/a until 2013	50,000	5,000	2,300	2,300	2,300	4,100	2,589	5,000	5,000	5,000	5,000	11,411
2. Revegetation	10,000	0	800	500	1,000	1,000	1,582	1,000	1,000	1,000	1,000	1,118

RESERVES IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

	Total	1	2	3	4	5	6	7	8	9	10	
EXPENDITURE	Cost	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
	60,000	5,000	3,100	2,800	3,300	5,100	4,171	6,000	6,000	6,000	6,000	12,529
Riverglade Reserve												
1. Restoration of creek line below weir	150,000	0	0	0	0	0	0	0	0	0	0	150,000
2. Bush regeneration \$5,000 p/a until 2013	50,000	4,508	2,300	2,300	2,400	4,189	2,589	5,000	5,000	5,000	5,000	11,714
3. Provision of car parking Manning Road	40,000	0	0	0	0	2,960	27,800	0	0	0	0	9,240
4. Amenities building	227,600	0	0	0	0	0	0	0	0	77,600	150,000	0
5. Restoration of Heritage sandstone wall	100,000	0	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	80,000	0	0
7. Sewer connection	80,000	0	0	0	0	0	0	0	80,000	0	0	0
8. Pathway 1100m x 2m	125,000	0	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	0	100,000
10. Tarban Creek Footbridge	22,354	0	22,354	0	0	0	0	0	0	0	0	0
	974,954	4,508	24,654	2,300	2,400	7,149	30,389	5,000	85,000	162,600	255,000	395,954
Valentia Street Reserve												
1. Upgrade toilets & amenities	50,000	0	0	0	0	0	967	0	0	0	0	49,033
2. Interpretive signage	2,000	0	0	0	0	0	590	0	0	0	0	1,410
4. Internal painting	1,000	0	0	0	0	0	0	0	0	0	1,000	0
5. External painting	3,000	0	0	0	0	0	0	0	0	0	0	3,000
6. External improvements & landscaping	5,000	0	0	0	0	0	0	0	0	0	0	5,000
	61,000	0	0	0	0	0	1,557	0	0	0	1,000	58,443
Weil Park												
1. Amenities block	20,000	0	0	0	0	0	0	0	0	0	0	20,000
2. Planting / regeneration	43,500	0	1,400	1,100	2,000	2,000	3,164	2,000	2,000	2,000	2,000	25,836
3. Drainage	83,500	0	0	0	0	0	17,003	3,500	0	0	0	62,997
	147,000	0	1,400	1,100	2,000	2,000	20,167	5,500	2,000	2,000	2,000	108,833
Woolwich Baths												
1. Refurbishment-Amenities/wharves/netting	350,000	0	0	0	0	1,091	10,350	0	0	0	80,000	258,559
2. Planting / regeneration	25,000	0	1,200	800	1,200	1,900	3,955	2,500	2,500	2,500	2,500	5,945

RESERVES IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

	Total	1	2	3	4	5	6	7	8	9	10	
EXPENDITURE	Cost	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
3. Bush regeneration \$2,000 p/a until 2013	20,000	0	900	900	900	1,700	1,036	2,000	2,000	2,000	2,000	6,564
	395,000	0	2,100	1,700	2,100	4,691	15,341	4,500	4,500	4,500	84,500	271,068
Wharf Reserve (Fern Road Reserve)												
1. Walkway	9,955	0	0	0	0	0	9,955	0	0	0	0	0
2. Signage	2,000	0	0	0	0	0	2,000	0	0	0	0	0
	11,955	0	0	0	0	0	11,955	0	0	0	0	0
Kelly's Bush (Duplication)												
1. Walkway and steps												
2. Amenities building												
		0	0	0								
Other Works												
Skateboard Facility (location TBD) S94	150,000	0	0	0	0	2,020	7,330	0	0	0	0	140,649
Playgrounds – Replace Structures (5-yr program)	131,923	0	38,629	38,951	20,939	23,154	10,250	0	0	0	0	0
Playgrounds – Shade Structures	48,000	0	15,540	0	22,460	0	0	0	0	0	0	10,000
Park Furniture Replacements	20,000	0	0	5,169	0	2,589	0	0	0	0	0	12,243
	349,923	0	54,169	44,120	43,399	27,763	17,580	0	0	0	0	162,892
Total Expenditure	4,405,861	47,539	264,286	95,566	123,311	388,147	213,420	274,000	355,500	398,100	403,000	1,842,991

RESERVES IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

	1	2	3	4	5	6	7	8	9	10	
REVENUE	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	C/FWD
Sustainability Levy (50%)	60,611	63,404	65,783	68,311	70,579	72,812	74,765	77,064	79,993	83,033	0
Sustainability Levy C/Fwd	-13,072	420	-14,784	-29,811	24,183	11,190	0	0	0	0	21,875
Special Rate Community Facilities & Asset Infrastructure			0	0				50,000		150,000	
Special Rate C/Fwd			0	0					0	0	0
Grants-NHT											
Grants-Stormwater Trust											
Grants-SHFIP			0	0	0	0	0	0	0	0	0
Grants-WADAMP			0		0	0	0	25,000	25,000	25,000	0
Grants-UIP											
Grants-Cycleways											
Grants-Dept Sport & Rec		10,000	10,000	10,000	10,000	0	0	0	0	0	0
Grants-Dept Sport & Rec (Skateboard ramp)			0	0	0	0	0	0	0	0	0
Section 94		32,770									
Section 94 - Boronia Park Amenities											
Section 94 - Valentia St Amenities			0	0			0	0	0	0	5,000
Section 94 - Public Reserves			0	0		0	0	0	25,000	25,000	50,000
Section 94 - Boronia Pk Floodlights		25,000	400	6,280	1,760	14,530	0	0	0	0	1,970
Section 94 - Woolwich Baths			0	0	0	10,350	0	0	0	0	14,650
Section 94 - Replacing Playground Structures			0		0	10,000	0	0	0	0	0
Section 94 - Public Amenities Imp Program			0	0	0	845	0	0	0	0	24,155
Section 94 - Skateboard Ramp			0	0	2,020	7,330	0	0	0	0	90,649
Section 94- 9 Church St Pre Schhol			0	0	7,500	0	0	0	0	0	0
Contributions (Hutchison's C/Ch & Boronia Pk)		41,300	0	0	0	60,000	61,200	62,669	64,424	64,967	0

RESERVES IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

	1	2	3	4	5	6	7	8	9	10	
REVENUE	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	C/FWD
Natwest Bond to complete Condition of Consent			0	0	0	0	0	0	0	0	80,000
Rate Revenue		67,013	25,217	38,793	267,362	21,740	108,035	85,767	148,683	0	0
Other Contributions											75,000
Contribution Tarban Creek Footbridge		10,210	0	0	0	0	0	0	0	0	0
Playground Contributions		14,170	8,951	29,738	4,742	4,622	0	0	0	0	0
Pay-N-Display Fees – Clarke's Point			0	0	0	0	25,000	25,000	25,000	25,000	0
Pay-N-Display Fees – Buffalo Creek			0	0	0	0	0	25,000	25,000	25,000	0
Dinghy Storage Fees			0	0	0	0	5,000	5,000	5,000	5,000	0
Transfer from Restricted Assets (Carryover Works)			0	0	0	0	0	0	0	0	0
Transfer from Reserves - Town Hall			0	0	0	0	0	0	0	0	0
Total Revenue	47,539	264,286	95,566	123,311	388,147	213,420	274,000	355,500	398,100	403,000	363,299



STORMWATER IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

CATCHMENT	Total	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
	Cost	Actual	Actual	Actual	Actual	Actual	Actual					CFWD
Alexandra Street - Siltation trap	8,000			0	0		702	0				7,298
Bateman's Road - Upgrade Inlet capacity	38,000			0	0	8,834		0				29,167
Bayview Crescent - Silt arrestor pit	10,000			0	0	1,080		0				8,920
Bonnefin Road - Upgrade inlet pit capacity 47	15,000			0	0			0		15,000		
Bonnefin Road - Upgrade inlet pit capacity 59	35,000			0	0			0		5,000	23,000	7,000
Bonnefin Road - Upgrade inlet pit capacity	6,000			0	0	4,092		0				1,908
Brickmaker's Creek - Upgrade pipeline network	600,000			0	0			20,000	20,000	20,000	20,000	520,000
Brickmaker's Creek - Design work	20,000			0	0		10,100	0				9,900
Clarke Road - Siltation trap	9,000			0	0			0	9,000			
Ferdinand Street - Reconstruct pipeline	150,000			0	0			0				150,000
Francis Street Reserve - Constructed wetlands	129,100		20,912	0	10,000							98,188
Gladstone Avenue - Upgrade basins/wetland	75,000			0	0			0	25,000	25,000	25,000	
Hillcrest Avenue - Upgrade drainage system	750,000			0	0			20,000	20,000	20,000	20,000	670,000
Hillcrest Avenue - Design work	19,958		6,358	0	0	860	2,955	0				9,786
Hunter Street - Upgrade inlet capacity	7,000			0	0			7,000				
Margaret Street - Siltation trap	9,000			0	0			0	9,000			
Mornington Reserve - Detention basins	75,000			0	0			0				75,000
Park Road Reserve - Construct detention basins	50,000			0	0			0				50,000
Princes Street - New pipeline	160,000			0	0			0				160,000
Reiby Road - Reconstruct collapsed pipeline	40,000			0	0			0				40,000
Rocher Avenue - Drain rehabilitation	39,565			0	12,365	27,200		0				
Various catchments - 35 outlets @\$20,000	680,000	15,480	8,000	23,495	3,000	6,668	2,017	15,000	15,000	15,000	15,000	561,339
Prepare plans of management	50,000		16,818	0	0		20,000	10,000				3,182
Drain stencilling	10,000		1,000	0	0	670		1,000	1,000	1,000	1,000	4,330
On-site collection and re-use	9,100			855	0			0				8,245
Venus Street - Upgrade drainage system	644,335			0	0			0				644,335
Venus Street - Design work	50,000			0	0			0				50,000

STORMWATER IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

CATCHMENT	Total	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
	Cost	Actual	Actual	Actual	Actual	Actual	Actual					CFWD
Victoria Road - Upgrade drainage system	120,000			0	0			0				120,000
Viret Street - Upgrade pit inlet capacity	3,033			0	0	3,033		0				0
Weil Park - Upgrade pit inlet capacity	36,800			0	0			0				36,800
Wybalena Road - Upgrade pit inlet capacity	12,000			0	0			0				12,000
Total Expenditure	3,860,891	15,480	53,088	24,350	25,365	52,436	35,774	73,000	99,000	101,000	104,000	3,277,398

STORMWATER IMPROVEMENT PROGRAM 2003/04 – 2012/13 (Special Rate)

REVENUE		2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	
		Actual	Actual	Actual	Actual	Actual	Actual					CFWD
Sustainability Levy (50%)		60,611	63,404	65,783	68,311	70,562	72,812	75,500	77,010	79,320	81,700	237,055
Grants - Stormwater Trust								0				
Grants - Catchment Management Blueprints EPA												
Section 94				0	0			0				
Rate Revenue				0	12,365	27,200			21,990	21,680	22,300	
Total Revenue		60,611	63,404	65,783	80,676	97,762	72,812	75,500	99,000	101,000	104,000	237,055



COMMUNITY BUILDINGS & FACILITIES 2007/08 - 2015/16 (Ten-year Program Summary)

EXPENDITURE	Total Estimated Cost	1	2	3	4	5	6	7	8	9	10	C/FWD
		2007/08 Actual	2008/09 Actual	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
Fairland Hall												
1. Painting (internal & external)	10,000	0	0	0	0	0	0	0	0	0	10,000	0
2. Replace awning cover	2,000	0	0	0	0	0	0	0	0	0	2,000	0
3. Refurbish bathroom & include disabled toilets	60,000	0	0	0	0	0	60,000	0	0	0	0	0
4. Replace floor coverings – lino & carpet	6,000	0	0	6,000	0	0	0	0	0	0	0	0
5. Replace fence & gate	2,000	0	0	0	0	0	0	0	0	0	2,000	0
6. Replace blinds	1,000	0	0	0	0	0	0	0	0	1,000	0	0
7. Guttering replacement	4,000	0	0	4,000	0	0	0	0	0	0	0	0
8. Damp course	100,000	0	0	50,000	50,000	0	0	0	0	0	0	0
9 Installation of security	1,500	0	0	0	0	0	0	0	0	0	0	1500
10. Lighting	10,000	0	0	0	0	0	0	0	0	0	0	10000
	196,500	0	0	60,000	50,000	0	60,000	0	0	1,000	14,000	11,500
46 Gladesville Rd HACC												
1. Painting	6,000	0	0	0	2,000	0	0	0	0	0	0	4000
2. Floor coverings	6,000	0	1620	0	0	4,000	0	0	0	0	0	380
3. Awnings on western side	3,000	0	1,964	0	0	0	0	0	0	0	0	1036.36
4. Refurbish kitchen	10,000	0	0	0	0	0	0	0	10,000	0	0	0
5. Refurbish bathrooms	20,000	0	0	0	0	0	0	0	0	20,000	0	0
6. Replace air conditioners	11,045	1045	0	0	0	0	0	0	10,000	0	0	0
7. Replace blinds	4,000	0	0	0	0	0	0	4,000	0	0	0	0
8. Guttering replacement	2,000	0	0	0	0	0	0	0	0	2,000	0	0
Install Smoke Detectors	500	0	200	0	0	0	0	0	0	0	0	300
External Painting	5,000	0	0	0	0	0	0	0	0	0	0	5000
	67,545	1,045	3,784	0	2,000	4,000	0	4,000	20,000	22,000	0	10,716

COMMUNITY BUILDINGS & FACILITIES 2007/08 - 2015/16 (Ten-year Program Summary)

EXPENDITURE	Total	1	2	3	4	5	6	7	8	9	10	C/FWD
	Estimated Cost	2007/08 Actual	2008/09 Actual	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
44 Gladesville Rd Comm Centre												
1. Painting (internal & external)	4,000	0	0	0	0	0	0	0	0	0	0	4000
2. Refurbish kitchen	28,000	0	0	0	0	0	0	25,000	0	0	0	3000
3. Refurbish bathroom	30,000	0	0	0	0	0	0	0	30,000	0	0	0
4. Floor coverings – lino & carpet	10,000	0	1,400	0	0	0	0	0	0	0	0	8600
5. Kitchen air conditioner	2,000	0	0	0	0	0	0	0	0	0	2,000	0
6. Replace blinds & curtains	8,000	0	0	0	8,000	0	0	0	0	0	0	0
7. Guttering replacement	3,000	0	0	0	0	3,000	0	0	0	0	0	0
8. Ventilation in Computer Club room	3,600	0	0	0	0	0	0	0	0	0	0	3600
9. Storage in meeting room	2,000	0	0	0	0	0	0	0	0	0	0	2000
Toilet Upgrade & smoke detectors	4,225	3825	400	0	0	0	0	0	0	0	0	0
Covering Walkway	8,646	0	8646	0	0	0	0	0	0	0	0	0
Replace hand basin in kitchen & meeting room	3,000	1180	1180	0	0	0	0	0	0	0	0	640
	106,471	5,005	11,626	0	8,000	3,000	0	25,000	30,000	0	2,000	21,840
2a Crown St (Riverside P/school)												
1. External painting	8,400	2400	0	0	6,000	0	0	0	0	0	0	0
2. Replace guard rail in car park	7,853	0	7853	0	0	0	0	0	0	0	0	0
	16,253	2,400	7,853	0	6,000	0	0	0	0	0	0	0
6 Pittwater Road (OCC)												
1. Internal painting	2,000	0	0	0	2,000	0	0	0	0	0	0	0
2. External painting	2,000	0	0	0	0	0	0	0	0	0	2,000	0
3. Roof & ridge repair	1,500	0	0	0	0	0	0	0	0	0	0	1500
4. Refurbish kitchen	20,000	0	0	0	0	0	20,000	0	0	0	0	0
5. Refurbish bathroom	21,353	6,353	0	0	0	0	15,000	0	0	0	0	0
6. Guttering replacement	4,000	0	0	0	0	0	4,000	0	0	0	0	0

COMMUNITY BUILDINGS & FACILITIES 2007/08 - 2015/16 (Ten-year Program Summary)

EXPENDITURE	Total	1	2	3	4	5	6	7	8	9	10	C/FWD
	Estimated Cost	2007/08 Actual	2008/09 Actual	2009/10	2010/11	20011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
7. Replace window coverings	2,000	0	0	2,000	0	0	0	0	0	0	0	0
8. Replace air conditioners	3,500	0	0	0	0	0	0	2,000	0	0	0	1500
9. Replace fencing	2,000	0	0	0	2,000	0	0	0	0	0	0	0
10. Store room sealing & repainting	800	0	0	800	0	0	0	0	0	0	0	0
	59,153	6,353	0	2,800	4,000	0	39,000	2,000	0	0	2,000	3,000
1a-1b Crown St (Henley Long Day Care)												
Replacement of ceilings in 1A	31,789	0	31,789	0	0	0	0	0	0	0	0	0
Replace fence	1,000	0	0	1,000	0	0	0	0	0	0	0	0
	32,789	0	31,789	1,000	0	0	0	0	0	0	0	0
9 Church St (Pre-school & ECC)												
1. Internal painting	3,800	3,800	0	0	0	0	0	0	0	0	0	0
2. External painting & timber repair	5,000	0	0	0	0	0	0	0	0	0	5,000	0
3. Replace guttering (preschool)	4,000	0	0	0	4,000	0	0	0	0	0	0	0
4. Roof – ridge capping & pointing	1,500	0	0	0	0	0	0	0	0	0	0	1500
5. Major drainage repairs	12,411	0	12411	0	0	0	0	0	0	0	0	0
6. Replace craft sink	800	800	0	0	0	0	0	0	0	0	0	0
7. Re-pointing brickwork	3,000	3,000	0	0	0	0	0	0	0	0	0	0
8. Replace floor coverings	1,500	1355	0	0	0	0	0	0	0	0	0	145
9. Replace screen doors	2021	2021	0	0	0	0	0	0	0	0	0	0
10. Upgrade front entrance	2,000	0	0	2,000	0	0	0	0	0	0	0	0
11. Electrical work	1,000	0	0	0	1,000	0	0	0	0	0	0	0
12. Upgrade bathroom	10,000	3,973	0	0	0	0	0	0	0	0	0	6027.28
13. Installation air conditioner	2,000	0	0	2,000	0	0	0	0	0	0	0	0
14. Replace sagging ceilings	10,000	0	0	0	0	0	0	0	0	10,000	0	0

COMMUNITY BUILDINGS & FACILITIES 2007/08 - 2015/16 (Ten-year Program Summary)

EXPENDITURE	Total	1	2	3	4	5	6	7	8	9	10	C/FWD
	Estimated Cost	2007/08 Actual	2008/09 Actual	2009/10	2010/11	20011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
	59,032	14,949	12,411	4,000	5,000	0	0	0	0	10,000	5,000	7,672
Henley Cottage, Victoria Rd												
1. Internal painting	5,000	0	0	0	0	0	5,000	0	0	0	0	0
2. External painting	5,000	0	0	0	0	0	5,000	0	0	0	0	0
3. Floor coverings	1,500	0	0	0	0	0	0	0	0	0	0	1500
4. Exit Lights	1,818	0	1818	0	0	0	0	0	0	0	0	0
	13,318	0	1,818	0	0	0	10,000	0	0	0	0	1,500
Shed at rear of Henley cottage												
Replacement	15,000	0	0	0	0	0	15,000	0	0	0	0	0
	15,000	0	0	0	0	0	15,000	0	0	0	0	0
42 Gladesville Rd												
(Hunters Hill Respite Care)												
1. Internal painting	3,000	0	0	0	0	0	0	3,000	0	0	0	0
2. External painting	3,000	0	0	0	0	0	0	3,000	0	0	0	0
5. Replace floor coverings	8,000	0	0	0	0	0	0	0	0	0	5,000	3,000
6. Electrical upgrade	5,000	0	0	5,000	0	0	0	0	0	0	0	0
7. Ridge & roof repairs	1,000	0	0	0	0	1,000	0	0	0	0	0	0
8. Replace window coverings	3,000	0	0	0	0	0	3,000	0	0	0	0	0
9. Foundations & subfloor main office	3,000	0	0	0	0	0	0	0	0	0	0	3000
10. Refurbish kitchen	20,000	0	0	0	0	0	0	0	20,000	0	0	0
11. Refurbish bathroom	15,000	0	0	0	0	0	0	15,000	0	0	0	0
12. Replace air conditioner	5,345	0	2345	0	0	0	0	0	0	3,000	0	0
Upgrade Outside Toilet	10,000	3942	0	0	0	0	0	0	0	0	0	6058
Paving to Rear	6,360	6360	0	0	0	0	0	0	0	0	0	0
	82,705	10,302	2,345	5,000	0	1,000	3,000	21,000	20,000	3,000	5,000	12,058

COMMUNITY BUILDINGS & FACILITIES 2007/08 - 2015/16 (Ten-year Program Summary)

EXPENDITURE	Total	1	2	3	4	5	6	7	8	9	10	C/FWD
	Estimated Cost	2007/08 Actual	2008/09 Actual	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
Hunters Hill Town Hall												
Council Offices and Museum												
1. Museum relocation	50,000	0	0	0	0	0	0	0	0	0	0	50000
2. Painting (internal)	12,000	0	1,300	0	0	4,000	0	0	0	4,000	0	2700
3. Upgrade air conditioner	200,000	0	0	0	100,000	100,000	0	0	0	0	0	0
4. Council Chamber Refurbishment	50,000	0	0	50,000	0	0	0	0	0	0	0	0
5. Councillors & Meeting Room Fit-out	50,000	0	0	0	50,000	0	0	0	0	0	0	0
6. Waterproofing	4,000	0	0	0	0	0	0	0	0	0	0	4000
7. Kitchen upgrade	20,000	0	11,205	0	0	0	0	0	0	0	0	8795.24
8. Carpark upgrade	20,000	0	0	0	0	20,000	0	0	0	0	0	0
9. External painting	4,917	0	4917	0	0	0	0	0	0	0	0	0
10. Floor stripping	3,000	0	0	0	0	3,000	0	0	0	0	0	0
11. Floorcoverings and furnishings	13,000	0	0	0	0	0	0	0	13,000	0	0	0
12. Bathroom upgrades	70,000	0	0	0	0	0	0	70,000	0	0	0	0
	496,917	0	17,422	50,000	150,000	127,000	0	70,000	13,000	4,000	0	65,495
Council Depot												
Replace kitchen	3,526	0	3,526	0	0	0	0	0	0	0	0	0
Office upgrade	10,000	0	0	0	10,000	0	0	0	0	0	0	0
	13,526	0	3,526	0	10,000	0	0	0	0	0	0	0
10 Cowell St, Gladesville												
1. External paint	7,000	0	0	0	0	7,000	0	0	0	0	0	0
2. Internal paint	7,000	0	0	0	0	0	7,000	0	0	0	0	0
3. Guttering	5,000	0	0	0	0	0	5,000	0	0	0	0	0
	19,000	0	0	0	0	7,000	12,000	0	0	0	0	0
40 Gladesville Rd												

COMMUNITY BUILDINGS & FACILITIES 2007/08 - 2015/16 (Ten-year Program Summary)

EXPENDITURE	Total	1	2	3	4	5	6	7	8	9	10	C/FWD
	Estimated Cost	2007/08 Actual	2008/09 Actual	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
(Croquet Club)												
1. External Painting	5,000	0	0	0	0	0	0	5,000	0	0	0	0
2. Repair shutters	3,000	0	220	0	0	0	0	0	0	0	0	2780
3. Internal painting	4,200	0	4,200	0	0	0	0	0	0	0	0	0
4. Hot Water system	2,000	0	0	0	0	0	0	0	0	0	0	2000
5. Tiling- floor,bathroom, patio	3,000	1,740	0	0	0	0	0	0	0	0	0	1260
	17,200	1,740	4,420	0	0	0	0	5,000	0	0	0	6,040
Public Toilets												
Hunters Hill Shopping Village (Figtree Park)												
1. Construct	150,000	0	0	0	0	0	0	0	75,000	75,000	0	0
	150,000	0	0	0	0	0	0	0	75,000	75,000	0	0
Boatshed off Ferdinand St												
1. Repairs	10,000	0	2802	0	0	0	0	0	0	0	0	7198
	10,000	0	2,802	0	0	0	0	0	0	0	0	7,198
Boatshed off Collingwood St												
1. Repairs	40,000	0	400	20000	0	0	0	0	0	0	0	19600
	40,000	0	400	20,000	0	0	0	0	0	0	0	19,600
TOTAL	1,395,411	41,794	100,197	142,800	235,000	142,000	139,000	127,000	158,000	115,000	28,000	166,620

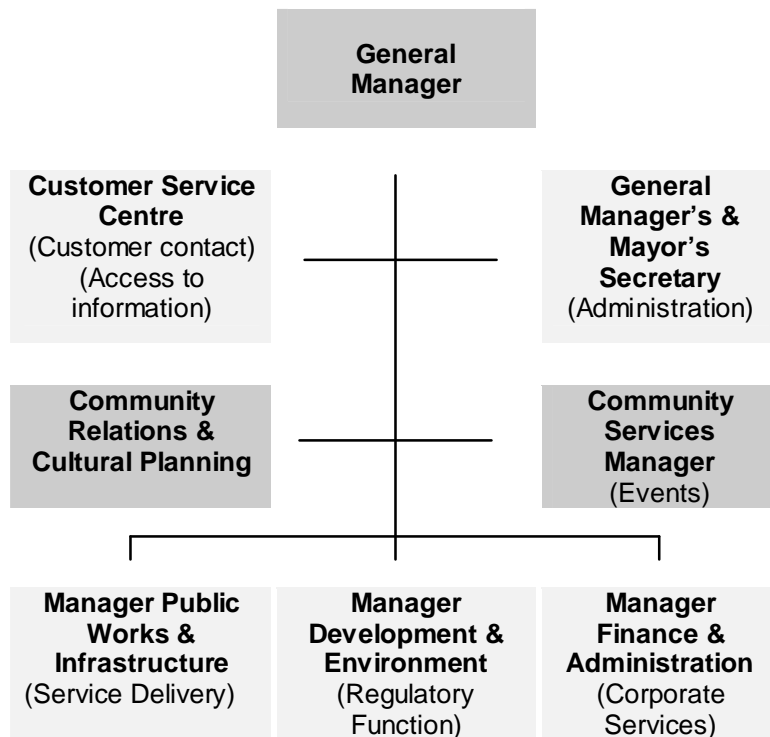


COMMUNITY BUILDINGS & FACILITIES 2007/08 - 2015/16 (Ten-year Program Summary)

REVENUE	1	2	3	4	5	6	7	8	9	10	C/FWD
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
	Act	Act									
Community Facility Rate Revenue	250031	258080	142,800	235,000	142,000	139,000	127,000	158,000	115,000	28,000	412,385
General Rate Revenue	1,740	9,600	0	0	0	0	0	0	0	0	0
Section 94	7500	1620	0	0	0	0	0	0	0	0	0
Grants	15307	10498	0	0	0	0	0	0	0	0	0
Loan Funds	0	0	0	0	0	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	274,579	279,798	142,800	235,000	142,000	139,000	127,000	158,000	115,000	28,000	412,385

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 \$0.551 million for 2008/2009, a decrease from a surplus of \$1.592 million in 2007/2008.

Revenue from rates and annual charges was \$7.938 million, grants and contributions \$1.276 million, user charges & fees \$0.982 million, interest \$0.563 million and other revenues was \$0.763 million.

The total expenses from ordinary activities of \$10.971 million included \$1.432 million depreciation, amortization and Impairment of assets.

Overall Council's total cash and investment have increased from \$9.735 million in 2007/2008 to \$10.484 million in 2008/2009. Council's Net Current Assets have increased from \$6.305 million in 2007/2008 to \$6.726 million in 2008/2009

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 2009 \$'000	Actual 2008 \$'000
Expenses from Continuing Operations		
Employee Benefits & on-cost	3,996	3,626
Borrowing Costs	114	121
Materials & Contracts	3,534	3,315
Depreciation, Amortisation & Impairment	1,432	1,065
Other Expenses	1,891	1,744
Net Losses from the Disposal of Assets	4	-
Total Expenses from Continuing Operations	10,971	9,871
Income from Continuing Operations		
Revenue		
Rates & Annual Charges	7,938	7,671
User Charges & Fees	982	833
Interest & Investment Revenue	563	695
Other Revenues	763	680
Grants & Contributions provided for Operating Purposes	709	618
Grants & Contributions provided for Capital Purposes	567	874
Other Income		
Net gains from the disposal of assets	-	92
Total Income from Continuing Operations	11,522	11,463
Net Operating Result for the Year	551	1,592
Net Operating Result for the year before capital Grants and contributions provided for capital purposes	(16)	718

Statement OF FINANCIAL POSITION

	Actual 2009 \$'000	Actual 2008 \$'000
ASSETS		
Current Assets		
Cash and Cash Equivalents	10,484	9,735
Receivables	569	664
Inventories	52	53
Other	245	245
Total Current Assets	11,350	10,697
Non-Current Assets		
Receivables	42	114
Infrastructure, Property, Plant & Equipment	263,861	263,975
Other	158	189
Total Non-Current Assets	264,061	264,278
TOTAL ASSETS	275,411	274,975
LIABILITIES		
Current Liabilities		
Payables	3,238	3,119
Borrowings	339	321
Provisions	1,047	952
Total Current Liabilities	4,624	4,392
Non-Current Liabilities		
Interest Bearing Liabilities	1,405	1,744
Provisions	20	28
Total Non-Current Liabilities	1,425	1,772
TOTAL LIABILITIES	6,049	6,164
Net Assets	269,362	268,811
EQUITY		
Retained Earnings	251,640	251,089
Revaluation Reserves	17,722	17,722
Total Equity	269,362	268,811

Statement OF PERFORMANCE MEASUREMENT

1. Unrestricted Current Ratio 2008/2009

Factors	Amounts	2009	2008	2007
Current Assets less all External Restrictions	<u>7,971</u>			
Current Liabilities less Specific Purpose Liabilities	2,031	3.92:1	3.81:1	3.87:1

2. Debt Service Ratio 2008/2009

Factors	Amounts	2009	2008	2007
Debt Service Cost	<u>435</u>			
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	10,772	4.04%	3.93%	3.91%

3. Rate & Annual Charges Coverage Ratio 2008/2009

Factors	Amounts	2009	2008	2007
Rates & Annual Charges	<u>7,938</u>			
Revenue from Continuing Operations	11,522	68.89%	66.92%	72.87%

4. Rate & Annual Charges Outstanding Percentage 2008/2009

Factors	Amounts	2009	2008	2007
Rates, Annual & Extra Charges Outstanding	<u>239</u>			
Rates, Annual & Extra Charges Collectible	8,268	2.89%	3.83%	3.58%

5. Building & Infrastructure Renewals Ratio 2008/2009

Factors	Amounts	2009	2008	2007
Asset Renewals	<u>750</u>			
Depreciation, Amortisation & Impairment	1,108	67.69%	177.02%	N/A

Statement OF CHANGES IN EQUITY

	2009					2008				
	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	251,089	17,722	268,811		268,811	248,429		248,429		248,429
Transfers to / (from) Asset revaluation reserve							17,722	17,722		17,722
Other adjustments						1,068		1,068		1,068
Net movements recognised directly in equity						1,068	17,722	18,790		18,790
Net operating result for the year	551		551		551	1,592		1,592		1,592
Total recognised income and expense for the year	551		551		551	2,660	17,722	20,382		20,382
Balance at end of the reporting period	251,640	17,722	269,362		269,362	251,089	17,722	268,811		268,811



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 2009 \$'000	Actual 2009 \$'000	Actual 2008 \$'000	Original Budget 2009 \$'000	Actual 2009 \$'000	Actual 2008 \$'000	Original Budget 2009 \$'000	Actual 2009 \$'000	Actual 2008 \$'000	Actual 2009 \$'000	Actual 2008 \$'000	Actual 2009 \$'000	Actual 2008 \$'000
Governance	-	1	1	1,134	999	842	(1,134)	(998)	(841)	-	-	-	-
Administration	89	126	71	2,626	2,825	2,452	(2,537)	(2,699)	(2,381)	-	-	21,930	24,799
Public Order & Safety	7	5	-	597	542	498	(590)	(537)	(498)	-	-	17	23
Health	34	12	34	139	88	73	(105)	(76)	(39)	-	-	223	-
Community Services & Education	85	129	118	371	447	374	(286)	(318)	(256)	55	53	4,400	7,472
Housing & Community Amenities	2,050	2,319	2,271	2,363	2,484	2,424	(313)	(165)	(153)	273	350	4,314	2,428
Recreation & Culture	1,006	1,205	1,229	1,957	1,906	1,886	(951)	(701)	(657)	194	81	223,773	222,661
Mining, Manufacturing & Construction	64	48	60	129	113	90	(65)	(65)	(30)	-	-	169	128
Transport & Communications	711	984	1,155	1,166	1,566	1,232	(455)	(582)	(77)	37	213	20,585	17,464
Economic Affairs	1	1	1	4	1	-	(3)	-	1	-	-	-	-
Total Functions & Activities	4,047	4,830	4,940	10,486	10,971	9,871	(6,439)	(6,141)	(4,931)	559	697	275,411	274,975
General Purpose Income	6,752	6,692	6,523	-	-	-	6,752	6,692	6,523	526	399	-	-
Operating Result from Continuing Operations	10,799	11,522	11,463	10,486	10,971	9,871	313	551	1,592	1,085	1,096	275,411	274,975

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 and/or maintenance work is based on the strategies developed from the inspection and assessment system.

In 2008/2009 Council completed 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. Council's three main catchments (Hillcrest Ave estate, Gladesville commercial area and Brickmaker's Creek) have been analysed and remedial plans are being developed. Smaller scale remedial works will be carried out as identified to maximise the efficiency of the existing systems.

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.

Stormwater improvement projects were completed in Viret Street and Bateman's Road. A design for the lower section of Brickmaker's Creek was completed. Several known drainage

problems were resolved with strategic remedial works. A program of works to improve the effectiveness of the existing pit network is being developed.

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 satisfactory condition. Heavy maintenance and improvement works were completed in 2008/09, although another round of pile replacement will be required in the short term.

Henley Baths have been closed. Council is to decide on the future of the site including the possibility of providing other water activity based facilities.

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.

Category	Asset	Condition as at 30/6/08	Estimate of Cost to bring to Satisfactory Standard	Estimate of Cost to Maintain Standard
Buildings	Town Hall	Satisfactory	\$0	\$120,000
	Depot	Unsatisfactory	\$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	\$3,000
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 (major works planned for 2009/10)	\$25,000	\$5,000

Category	Asset	Condition as at 30/6/08	Estimate of Cost to bring to Satisfactory Standard	Estimate of Cost to Maintain Standard
	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 2009/2010	\$0	\$2,000
	Valentia Street	Satisfactory	\$0	\$2,500
	Ferry St. Shelter	Satisfactory	\$0	\$1,000
	Ferdinand St Boat Shed	Satisfactory	\$0	\$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 30% of road network.	\$3,600,000	\$400,000
	Regional Roads	Pavement Rehabilitation Works required in localised areas.	\$400,000	\$50,000
	Bridges	Satisfactory	\$0	\$1,500
Footpaths		Paved footpaths require work in identified slip, trip and fall locations.	\$500,000	\$50,000
Stormwater Drainage	Pits & Pipes	Localised repairs required - further investigations are required	\$1,000,000	\$40,000

(e) Legal Proceedings

During this period Council received nine (9) notices of appeal to the Land and Environment Court of NSW against Council's determination of Development Applications or where applicants filed appeals before Council had made a determination of the application under the "Deemed refusal" provisions of the *Environmental Planning and Assessment Act 1979*.

Of the nine notices that were filed, Council was successful in defending six (6) cases, where two (2) of the appeals were dismissed and four (4) of the cases were discontinued. A total of two (2) appeals were resolved by the court issuing consent orders. However, one of the appeal proceedings were still pending during this period.

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

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

In addition to appeals Council often requires legal advice from its solicitors, in respect of general matters such as contracts, leases and other matters pertaining to the planning, building and regulatory functions of the Council.

For the 2008/2009 period there were two (2) matters of illegal and unauthorised works. Council pursued these matters where Council was successful and the Court imposed orders in favour of Council, the perpetrators were convicted for the offence and the Court also awarded costs to Council.

Council's total legal expenditure for the 2008/2009 period, including payment to consultants who were engaged by the Council to act as expert witnesses or when in-house expertise are not available, amounted to \$236,986.00 made up as follows:

	2008/2009	2007/2008	2006/2007
ADMINISTRATION	18,647	12,603	23,070
TOWN PLANNING	218,339	181,720	169,838
BUILDING		0	0
PUBLIC ORDER & SAFETY- ANIMAL CONTROL		0	0
ENVIRO HEALTH		0	0
ENGINEERING		0	525

Table 1: Legal – Town Planning 2008/2009

	ADDRESS	ISSUE	RESULT	COST
1	5-7 Church Street	Deemed refusal Class 1	Appeal dismissed	\$59,943
2	103 Woolwich Road	Deemed refusal Class 1	Matter resolved by consent orders issued	\$35,582
3	70 Mary Street	Appeal Class 4	Appeal dismissed Costs issue awaiting	\$33,090
4	1 Angelo Street	Illegal works Class 4 Appeal	Pending outcome	\$31,027
5	8 Madeline Street	Appeal Class 1	Matter resolved by consent order issued	\$11,039
6	11 The Point Road	Deemed Refusal Class 1	Discontinued	\$7,492
7	163 Victoria Road	Appeal Class 1	Discontinued	\$6,835
8	8A Joubert Street	Appeal Class 4	Pending outcome	\$5,543
9	15 Lloyd Avenue	Appeal Class 1	Discontinued	\$4,439
10	17 Crescent St & Brooks Rd	Illegal works	Matter to be resolved	\$2,568
11	225-227 Victoria Road	Illegal works Class 5 Appeal	Order in favour of Council Costs awarded to Council Convicted of offence	\$35,582
12	3A Collingwood Street	Deemed Refusal Class 1	Discontinued	\$1,712
13	66 The Point Road	Deemed Refusal Class 1	Pending outcome	\$680

(f) Mayor/Councillor Fees and Expenses

The Mayor receives an annual allowance of \$25,836.00 to assist with Council duties. Councillors receive an allowance of \$104,780 per year as well as travel allowances for Council related activities. Councillors attended the following conferences during the year:

- Local Government Association of NSW Conference 2008 at a cost of \$9,738.35
- National General Assembly of Local Government Conference at a cost of \$1327.31.

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 2008-09 of General Manager = \$182,458
- Total amount of any bonus payments, performance or other payments that do not form part of the salary component = 0
- Total payable superannuation (salary sacrifice and employers contribution) = \$20,000.
- Total value non-cash benefits = \$15,000.
- Total payable fringe benefits tax for non-cash benefits = \$0

(h) Contracts Awarded

Council awarded no contract during 2008/2009 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

Group	Grant
Easy Care Gardening Inc	\$500
Riverlink Interchange Inc (Riverlink)	\$300
MacKillop Community Care	\$500
Disabled Alternative Road Travel Services (DARTS)	\$500
Anglican Parish of Hunters Hill - St Marks Playgroup	\$500
Gladesville Ryde and Hunters Hill Branch of Combined Pensioners and Superannuant Association of NSW	\$200
Gladesville Boronia Park Learning for Leisure	\$200
Riverside Preschool	\$400
Wurley Birds Passey Ave Art Classes	\$400
Constant Companion	\$500
Hunters Hill Theatre Inc	\$500
Hunters Hill Croquet Club	\$800
Discover Hunters Hill Incorporated	\$500
Gladesville Occasional Child Care Centre	\$500
Ryde Hunters Hill Community Transport Association Inc.	\$500
Hunters Hill Historical Society Inc.	\$800
Hunters Hill Seniors Art Classes	\$300
North Ryde Community Aid & Information Centre	\$200
St Johns Ambulance Australia (NSW) -Ryde Division	\$700
2RRR Community Radio	\$500
Hunters Hill Bridge Club	\$700
TOTAL	\$10,000

(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 have been identified. These strategies have been developed to enable the successful achievement of Council's human resources objectives.

These strategies include:

1. Clearly defining Council's Vision, Mission and Goals to all new employees upon commencement. Management needs to ensure staff understand the organisation's goals and objectives. This enables departmental objectives to be effectively cascaded to staff at all levels. Managers are encouraged to set SMART objectives (specific, measurable, actionable, realistic and time-framed) with their staff members upon commencement and to review these objectives regularly whilst conducting performance reviews.
2. Identifying Council's key business requirements to enable the effective recruitment, engagement, induction, development and continuous evaluation of staff.
3. Identifying key cross-departmental issues and priorities and implementing appropriate human resources practices. Examples of these include EEO programs, Code of Conduct training and relevant information sessions and workshops.
4. Setting the policy framework and implementing best practice guidelines in accordance with both legislative and Council requirements. All human resources policies and procedures are placed on Council's intranet site and they are updated regularly. New employees are provided with training on the policies and procedures.
5. Assessing Council's development needs and business requirements within the context of available resources.

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 Engagement and Induction
	Probation, Staff Development and Training
	Performance Planning and Review
	Industrial Relations, Counselling and Mediation
	Occupational Health and Safety
	Worker's Compensation and Rehabilitation
	Equal Employment Opportunity (EEO)

MANAGEMENT OBJECTIVES:

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

ECONOMIC FINANCIAL CRISIS – THE EFFECT ON HUMAN RESOURCES IN 2009

Council's conservative investment strategy meant that we had no exposure to volatile investments such as CDO's. However, it meant a significant reduction in income from investments. This is recurrent and continues to rise or fall dependent upon the rate of economic recovery.

Despite the Australian Government's stimulus package, the building industry has felt the current economic crisis and projected income from Council's fees and charges for building and development applications has, and is expected to continue, to reduce.

These factors, unfortunately, has resulted in a significant fall in income in 2009/2010.

Council has also been affected by adverse investment returns achieved by the Local Government Superannuation Scheme (LGSS).

Employment costs will increase by 3.5% during 2009 due to a statutory award agreement. These and any other known contractual costs have been included, but no allowance has been included for any other salary or wage increases.

IMPACT ON STAFF

A key aim in budget preparation in 2009 was to ensure that our current workforce was retained and Council was not forced to shed staff to meet its bottom line target.

To ensure this, a number of staff expenditure reductions were approved and implemented in early 2009. These included:

- **No additional staff appointments**
- A salary and wage freeze on increases other than the gazetted 3.5%
- No extra clerical support to fill vacant positions, annual leave or long service leave
- No paid overtime. Any overtime to be taken as time-in-lieu.

EMPLOYER OF CHOICE

In order to position Councils as an "Employer of Choice", Hunter's Hill Council participated in the Career Expo on 29 and 30 May 2009. The aim of Council's participation in the Expo was to educate, attract and create an organisation 'brand'.

This was achieved by having the opportunity to showcase the benefits of working for Council and to provide graduates, students and those seeking work or career changes with the opportunity to discuss the roles on offer, training requirements, and other useful information.

The Expo was primarily aimed at senior high school students looking to make informed career choices, but was also open to graduates and the broader public.

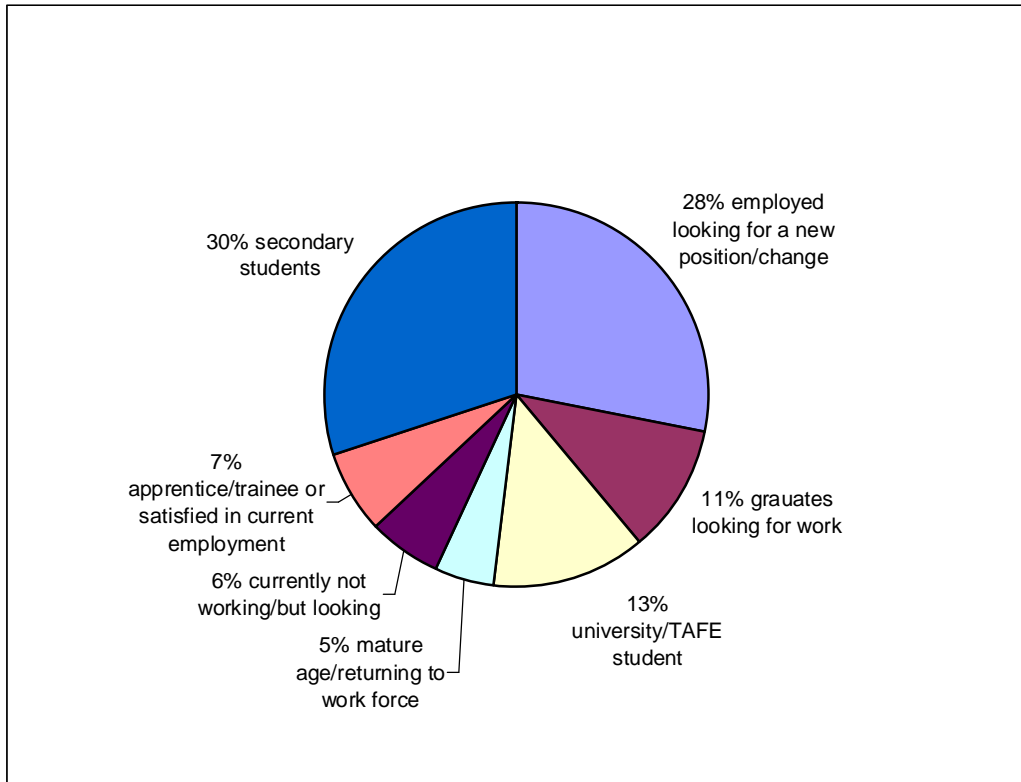
Hunter's Hill Council contributed to the organisation and running of the exhibition stand, which comprised of the seven NSROC councils*.

The Careers Expo is Australia's largest national career employment event. The main sponsors being Career One and The Daily Telegraph.

The Expo was a great success with approximately 35,000 visitors and 105 exhibitors. **It is the most successful education and careers event in New South Wales.**

* NSROC Northern Sydney Regional Organisation of Councils (Hunters Hill, Hornsby, Ku-ring-gai, Ryde, Lane Cove, Willoughby, North Sydney)

2008 AUDIENCE COMPOSITION



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 2008/09 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
- GIPA Act
- 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 2008/09 year:

Chainsaw Operations – 3 days Ryde TAFE
Chemical Application – 2 days Ryde TAFE
Climate Change, Sea Level Rise and Wetland Adaptations Workshop, Sydney Olympic Park
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 3-7 November 2008
Contract Management – Engineering Australia
Integrating Sustainability Conference
Fire Warden Training – First 5 minutes Re: Fire Equipment Training & Bomb Threat Strategy
Saving a Sunburnt Country conference 1 day registration
Vmware Infrastructure 3: Tour (1 day)
Fire and Emergency Response Procedures Training
Introduction to Local Government and the Basics of Rating - LGTI
Rating Issues at the Enquiry Counter
Australia Wide Taxation – 9/2/09
NSW Housing Code Implementation
How to become a better Communicator - Skill Path Seminar
Annual Parks & Recreation Seminar – IPWEA
Fair Value & NSW Integrated Planning & Reporting Framework - LGMA
Digital photography workshop
NSW Planning Reform Initiatives Seminar
First Five Minutes
Finance Professionals Annual Conference
Finance Professionals Annual Conference
Finance Professionals Annual Conference
LGMA Women in Council Mentor Program
Making Consultative Committees More Effective - LGA of NSW
Traffic Control Blue Card (7.30am-3.30pm) Comet Training
OHS Induction Course – Comet Training
In-Design Course - Workgroup Training
The Aust Institute of Local Govt Rangers – Annual Conference
The Aust Institute of Local Govt Rangers – Annual Conference
Eucalyptus Identification Workshop
Traffic Control Blue Card (7.30am – 3.30pm) Comet Training
Traffic Control Blue Card – Comet Training
Berkshire Park Training Plant Operator Training – Backhoe
NSW State Conference 2009 Building in Excellence
Smart train Chemical Application – Ryde TAFE
Chifley Business School – CPEE Pavement Maintenance & Rehabilitation
Chifley Business School CPEE – Pavement Design
Traffic Control Blue Card – Comet Training
Fire and Emergency Response Procedures Training
Management of Contractor Health & Safety Risks – NAA Training Centre, North Ryde
Management of Contractor Health & Safety Risks – NAA Training Centre, North Ryde
Management of Contractor Health & Safety Risks – NAA Training Centre, North Ryde
Word 02/03 Advanced – Pollack Partners
Working with Long Documents – Pollack Partners

LEADERSHIP DEVELOPMENT PROGRAM

“Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.” (Stephen Covey)

Five of Council's managers have been embarking on a one-year leadership development program on a monthly basis.

Our Leadership Development Program has three key objectives:

1. To enable current and aspiring leaders to identify leadership skills and abilities required to meet future challenges of local government
2. To offer a range of educational programs and opportunities to potential and current leaders
3. To increase the quality, quantity and diversity of people available for leadership roles within Council

Topics covered to date include:

- Creating Leaders through Mentoring
- How to Hire, Train and Reward Employees
- How to Tap the Creativity of your Management Team
- Negotiating to Win
- How to become a Stress Buster
- Increasing Productivity through Motivated People
- Developing a Time Investment Strategy
- Customer Service

LOCAL GOVERNMENT MENTORING PROGRAM

During 2009 Council participated in the LGMA Women in Local Government Mentoring Program.

Due to the small size and composition of Hunter's Hill Council, one staff member is piloting the program, with a view to other female staff members being afforded the same opportunity in future.

The program aims to support and guide professional women current working within Local Government to broaden their knowledge of leadership and business, build their networks both internally and externally, create career development opportunities and engage with senior leaders.

In their first year, participants are matched with a mentor who meets with them on a regular basis to discuss ways to develop their career. They also attend workshops designed to enhance their professional development and in doing so, network with other participants of the mentoring program.

In their second year, select delegates who have successfully graduated from the Mentoring Program are invited to take on a leadership role in mentoring others and become part of the Women in Local Government Alumni.

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 2009 the Human Resources 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.

EQUAL EMPLOYMENT OPPORTUNITY

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

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

- (a) The devising of policies and programs by which the objects of this Part are to be achieved, and
- (b) The communication of those policies and programs to persons within the staff of the council, and
- (c) The collection and recording of appropriate information, and
- (d) The review of personnel practices within the council (including recruitment techniques, selection criteria, training and staff development programs, promotion and conditions of service) with a view to the identification of any discriminatory practices, and
- (e) The setting of goals or targets and assessing the success of the plan in achieving such goals
- (f) The revision and amendment of the plan
- (g) A council may, from time to time, amend its equal employment opportunity management plan.

Hunters Hill Council's 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 (i.e. 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 (i.e. use of email) as detailed in Council's Web Access and Email Policy	All employees	HR / IT	No incidents of online harassment	Commenced and Ongoing



2. CONSULTATION

Objective:

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

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	

(I) Freedom of Information

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

Section One – Number of New FOI Requests

FOI REQUESTS	PERSONAL	OTHER	TOTAL
NEW	8	3	11
BROUGHT FORWARD	0	0	0
TOTAL TO BE PROCESSED	0	0	0
COMPLETED	0	0	0
TRANSFERRED OUT	0	0	0
WITHDRAWN	0	0	0
TOTAL PROCESSED	0	0	0
UNFINISHED	0	0	0

Section Two – Number of New FOI Request

RESULT OF FOI REQUESTS	PERSONAL	OTHER
GRANTED IN FULL	4	3
GRANTED IN PART	3	0
REFUSED	0	0
DEFERRED	0	0
COMPLETED	0	0

Section Three – Ministerial Certificates

MINISTERIAL CERTIFICATES ISSUED	NIL
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Section Four – Formal Consultations

FORMAL CONSULTATION REQUEST	ISSUED	TOTAL
0	0	0

Section Five – Amendment of Personal Records

RESULT OF AMENDMENT	TOTAL
RESULT OF AMENDMENT	0
RESULT OF AMENDMENT – AGREED	0
RESULT OF AMENDMENT – REFUSED	0

RESULT OF AMENDMENT	TOTAL
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

BASIS OF DISALLOWING OR RESTRICTING ACCESS	PERSONAL	OTHER	TOTAL
SCHEDULE 1, CLAUSE 19 – PUBLIC LIBRARY COLLECTIONS	0	0	0
s.24 (2) DEEMED REFUSAL	0	0	0
s.25 (1) (B) (C) (D) OTHERWISE AVAILABLE	0	0	0
TOTAL	0	0	0

Section Eight – Cost & Fees of Requests Processed

	ASSESSED COSTS	FOI FEES RECEIVED
ALL COMPLETED REQUESTS	\$330.00	\$647.80

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	4	2	6
22 – 35 DAYS	2	1	3
OVER 35 DAYS	2	0	2
TOTAL	8	3	11

Section Eleven – Processing Time

PROCESSING HOURS	PERSONAL	OTHER	TOTAL
0 – 10 HOURS	8	3	11
11 – 20 HOURS	0	0	0
21 – 40 HOURS	0	0	0
TOTAL	8	3	11

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

Purpose

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

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

Applicability

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

Scope

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

Background

This Privacy Code of Practice (the "Code") is made under Part 3 Division 1 of the PPIPA. It was gazetted on 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 PPIPA are modified, are shown in Part 3 with respect to Public Registers and in Part 4 after the relevant Information Protection Principle and marked "Modification".

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

Compliance

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

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

Complaints

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

Complaints may alternatively be directed to the Privacy Commissioner.

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

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.



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During 2008/09 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 childcare 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 Weil Park.

(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 2008/09 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.

ACCESS AND EQUITY

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 2009
Distribute community directory & information brochures	Provide information to the community about the community services available.	June 2009	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 2009	Grant monies allocated	Achieved in full
Increased number of volunteers	Increased publicity, recognition and recruitment of volunteers	June 2009	Two articles in Council newsletter and publicity on website.	Achieved in full
Target group: Children				
Improve children's playgrounds	New equipment installed at Weil Park.	June 2009	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 2009	Advertising in Council newsletter	Advertising occurred but it did not result in additional carers



Target Group: Aboriginal and Torres Strait Islander				
Improve the wellbeing of aboriginal and Torres Strait Islander people living in the Hunters Hill LGA	Adopt the Northern Sydney Aboriginal Social Plan	June 2009	Plan adopted by Council	Achieved in full
Target Group: Women				
<i>No specific initiatives had been planned for this year given the competing demands in other areas.</i>				
Target Group; Young People				
Provide additional activities for young people in the LGA	Council participates in Youth Week.	April 2009	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 2009	Design and location completed.	Partially achieved with Council approval and design completed.
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 2009	Five well attended meetings per year	Fully achieved



Target Group: People from diverse cultural and linguistic backgrounds

Provision of an Italian Day Care Centre and a volunteer visiting program for the Italian community.	Provision of support services specifically targeted to Italian aged community	June 2009	Usage of service	Fully achieved KEY RESULT AREA: Social justice
Acknowledge our ethnic diversity	Fly flags commemorating national days of main cultural groups in the area	June 2009	Purchase and fly 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 2009	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 2008-2009 financial years.

Section B – PERFORMANCE AGAINST TARGETS

1. Continuous Improvement Program
2. Measuring Performance
3. Key Performance Indicators Outlined
4. Profile of Councils
5. Performance Indicators

(Based on Comparative Analysis indicators collected by the Department of Local Government)

Continuous IMPROVEMENT PROGRAM

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

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

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

Measuring PERFORMANCE

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

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

Performance can be measured at a number of levels:

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

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

Key PERFORMANCE INDICATORS FOR COUNCIL

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

Key PERFORMANCE INDICATORS *(continued)*

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

Comparative Information on New South Wales Local Government Councils

The following information has been extracted from sections of the overall publication that relate to Hunter's Hill Council unless otherwise advised.

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 2006/2007 financial year.

Group 2 Councils

	Council	Pop'n 2006	Area Km2	Density	Growth %	ATSI %	NESB %
1	Ashfield	40,262	8.3	4,850.8	-0.13	0.49	36.25
2	Auburn	66,286	32.5	2,039.6	2.59	0.81	48.49
3	Botany	37,415	21.7	1,724.2	0.12	1.56	36.41
4	Burwood	31,387	7.1	4,420.7	0.53	0.37	42.21
5	Canada Bay	68,955	19.8	3,482.6	2.13	0.39	22.91
6	Hunters Hill	13,912	5.7	2,440.7	0.79	0.35	15.12
7	Kogarah	56,736	15.5	3,660.4	1.63	0.36	27.77
8	Lane Cove	32,375	10.5	3,083.3	0.18	0.23	17.75
	Leichhardt	51,660	10.5	4,920.0	0.48	0.69	13.75
9	Manly	39,214	14.4	2,723.2	0.28	0.24	10.40
10	Mosman	28,414	8.7	3,266.0	0.40	0.07	12.02
11	North Sydney	61,802	10.5	5,885.9	1.05	0.19	16.81
12	Pittwater	57,944	90.4	641.0	0.55	0.29	7.74
13	Strathfield	32,529	13.9	2,340.2	2.10	0.36	43.73
14	Waverley	62,194	9.2	6,760.2	-0.33	0.33	20.53
15	Willoughby	65,029	22.5	2,890.2	1.05	0.13	26.56
16	Woollahra	53,033	12.3	4,311.6	0.01	0.16	15.91
	TOTAL	799,147					



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PERFORMANCE INDICATOR: Development Control

			01/02	02/03	03/04	04/05	05/06	06/07*	07/08*
Indicator:	Total number of DA's determined	No.	196	189	198	242	238	202	165
		Cat. Ave	730	711	725	641	646	673	497
	Mean turnaround time of DA's	Days	84.46	51.28	48.53	46.74	44.26	109	143
		Cat. Ave	76.84	77.66	75.11	76.42	57.53	84	79
	Median Time for DA's	Days	79.00	44.00	51.00	70.00	41.00	83	128
		Cat. Ave	61.59	64.59	65.51	65.45	74.24	61	79
New measure 2006/07	DA's determined by Council	Days	NA	NA	NA	NA	NA	34	49
		Cat. Ave	NA	NA	NA	NA	NA	11	53
New measure 2006/07	DA's determined by Staff	Days	NA	NA	NA	NA	NA	66	116
		Cat. Ave	NA	NA	NA	NA	NA	87	441
New measure 2006/07	EFT DA Staff	No.	NA	NA	NA	NA	NA	2	2.5
		Cat. Ave	NA	NA	NA	NA	NA	12	10.31
New measure 2006/07	DA's Processed/EFT DA Staff	No.	NA	NA	NA	NA	NA	73.5	66
		Cat. Ave	NA	NA	NA	NA	NA	43.4	48

*Data Source: Planning NSW Performance Report



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PERFORMANCE INDICATOR: Environmental Health

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Efficiency: Environmental Management and Health Costs per capita.</i>	Ratio	6.54	6.72	7.01	7.55	7.11	8.48	25.20
		Cat. Ave	17.74	18.34	17.57	22.28	22.73	24.12	16.60
Objective:	<i>To measure the relative cost of Environmental Management and Health services per head of population.</i>								
Formula:	<i>Total Environmental Management and <u>Health Expenses</u></i> <i>Total Permanent Population within Council Boundaries</i> (expressed as a ratio)								

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	06/07*	07/08*
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	NA	NA
		Cat. Ave	16.23	16.66	18.21	17.69	17.85	NA	NA
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).								
New Measure 2006/07	Number of legal appeals determined	No.	NA	NA	NA	NA	NA	4	3
		Cat. Ave	NA	NA	NA	NA	NA	12	8.93
New Measure 2006/07	Number of legal appeals upheld	No.	NA	NA	NA	NA	NA	1	0
		Cat. Ave	NA	NA	NA	NA	NA	5	4.20

**Data Source: Planning NSW Performance Report*



PERFORMANCE INDICATOR: Corporate Communications

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Annual Report completed on time</i>	Y/N	Y	Y	Y	Y	Y	Y	Y
	<i>State of Environment Report completed on time</i>	Y/N	Y	Y	Y	Y	Y	Y	Y
	<i>Financial Statements completed on time</i>	Y/N	Y	Y	Y	Y	Y	Y	Y
	<i>Community newsletters completed on time</i>	Y/N	Y	Y	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>								



PERFORMANCE INDICATOR: Community Services and Education

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Efficiency: Community Services Costs per capita</i>	Ratio	21.40	18.90	19.65	20.99	20.75	24.15	10.40
		Cat. Ave	44.15	45.66	52.62	51.45	55.41	55.20	20.40
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>								

Factors Affecting the Indicator:

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



PERFORMANCE INDICATOR: Recreation and Parks

			01/02	02/03	03/04	04/05	05/06	06/07	07/08	
Indicator:	<i>Efficiency: Net Recreation and Leisure Costs per capita</i>	Ratio	40.80	45.41	50.91	46.51	18.16	26.52	12.30	
		Cat. Ave	58.11	66.21	76.29	74.59	76.90	81.28	9.20	
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></i> <i>Total permanent population within Council boundaries (expressed as a ratio)</i>									

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: Human Resources

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Total No. of EFT Staff</i>	Ratio	56.00	56.00	56.00	56.00	57.60	58	55
		Cat. Ave	260.37	259.72	282.94	267.13	272.41	298.52	286.60
Objective:	<i>To compare staff employment levels</i>								
Formula:	<i>Total Full Time Equivalent Staff</i>								
	NSW Mean		-	-	244	277	286	286	289
	NSW High		-	-	1425	1443	1447	1512	1517
	NSW Low		-	-	22	29	31	30	32
	NSW Median		-	-	144	181	188	183	195



PERFORMANCE INDICATOR: Asset Management

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	Capital Expenditure Ratio	Ratio	1.06	0.31	0.67	2.92	-2.17	0.63	3.85
		Cat. Ave	0.86	-0.33	1.30	1.30	0.94	1.96	4.14
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> 2004/05 Depreciation Expense								
Factors Affecting the Indicator:	NSW Mean	-	-	1.26	1.74	0.99	1.40	6.6	
Capital expenditure policy	NSW High	-	-	13.59	35.86	16.95	19.38	28.9	
Valuation methodology	NSW Low	-	-	-3.86	-8.60	-39.88	-24.21	-4.5	
One-off changes to asset base	NSW Median	-	-	1.08	1.28	1.25	1.18	5.6	
Depreciation rates used									



PERFORMANCE INDICATOR: Financial Management

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Assets: Unrestricted Current Ratio</i>	Ratio	3.19	4.86	3.98	3.75	3.84	3.87	3.81
		Cat. Ave	2.33	2.47	2.28	2.70	2.67	2.65	3.71
Objective:	<i>To assess the adequacy of working capital and the ability to satisfy obligations in the short term</i>								
Formula:	<u><i>Current Assets - All External Restrictions</i></u> <i>Current Liabilities - Specific Purpose Liabilities</i> (Ratio)								
Factors Affecting the Indicator:	Range <=1	-	-	1	1	4	1	1	
Ability to control working capital	>1=2	-	-	45	34	35	34	37	
Availability of cash and cash equivalents	>2=3	-	-	51	42	42	42	35	
Level of restricted assets	>3=4			30	36	25	36	40	
Management policies and practices	>4	-	-	43	37	42	37	37	
Planning and budgetary control	Total Councils			170	150	148	148	150	



PERFORMANCE INDICATOR: Financial Management

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Assets: Debt Service Ratio</i>	Ratio	0.00	0.08	4.42	4.24	4.00	3.91	3.93
		Cat. Ave	3.15	2.56	2.91	2.39	2.28	1.97	1.62
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	19	17	
Rate of new development	>0=5	-	-	90	81	81	89	81	
Management policies and practices	>5=10	-	-	46	51	44	37	43	
Debt policy	>10=15	-	-	14	3	6	6	7	
Level of cash reserves	>15	-	-	2	2	0	1	2	
Capital investment strategies and capital contributions policies	Total Councils	-	-	170	150	148	152	150	



PERFORMANCE INDICATOR: Financial Management

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Income: Average Rate per Residential assessment</i>	Ratio	1015.34	1043.68	1054.31	1046.69	1085.30	1131.91	1167.64
		Cat. Ave	612.67	625.87	640.83	673.38	696.11	722.51	783.35
Objective:	<i>To highlight the relative level of Council's residential rates for comparative purposes</i>								
Formula:	<i><u>Total Residential Rates Yield</u> <u>No. of Rateable Residential Properties</u> (expressed as a ratio)</i>								



PERFORMANCE INDICATOR: Financial Management

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Income: Average Rate per Business assessment</i>	Ratio	664.46	1014.93	850.75	878.17	886.40	931.90	962.62
		Cat. Ave	3412.99	3423.28	4183.02	3603.88	3683.98	3640.00	3660.89
Objective:	<i>To highlight the relative level of Council's business rates for comparative purposes</i>								
Formula:	<i><u>Total Business Rates Yield</u> No. of Rateable Business Properties (expressed as a ratio)</i>								

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	06/07	07/08
Indicator:	<i>Assess effectiveness of revenue collection</i>	Ratio	10.58	6.03	3.83	3.89	3.91	3.58	3.83
		Cat. Ave	5.65	4.84	4.30	3.56	3.72	3.65	3.71
Objective:	<i>To assess the impact of uncollected debtors and rates on liquidity and the adequacy of recovery efforts</i>								
Formula:	$\frac{\text{Rates outstanding} + \text{Debtors outstanding}}{\text{Rates collectable} + \text{Debtors collectible}}$								



PERFORMANCE INDICATOR: Sources of Revenue

			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Income: Sources of Revenue</i>	Ratio	N/a	75.03	74.28	74.71	72.50	73.07	67.46
		Cat. AVE	N/a	N/a	54.20	55.18	54.98	53.54	51.35
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> <i>Total Ordinary Revenue</i>								

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	06/07	07/08
Rates	Ratio	67.02	74.19	73.29	74.71	72.50	73.07	67.46
	Cat Av	56.82	53.56	54.20	55.18	54.98	53.54	51.35
Fees and Charges	Ratio	9.21	8.98	8.06	9.50	8.78	8.25	7.33
	Cat Av	18.24	17.53	17.48	17.93	16.90	16.28	17.21
Interest	Ratio	2.66	2.83	5.24	4.72	4.42	5.50	6.11
	Cat Av	2.53	2.80	3.24	3.38	3.38	3.73	0.18
Grants	Ratio	8.88	7.54	8.19	5.99	7.57	8.00	9.64
	Cat Av	8.72	8.00	7.30	7.20	6.97	7.23	7.10
Contributions and Donations	Ratio	6.59	4.04	2.50	2.94	1.68	1.80	3.48
	Cat Av	8.49	11.81	8.50	8.33	7.05	9.42	7.93
Other Operating Revenue	Ratio	5.64	2.43	2.72	2.14	5.05	3.38	5.98
	Cat Av	5.20	6.360	9.28	7.98	10.72	9.80	16.24
Total Revenue	Ratio	7.678	8.345	8.777	8.980	9.589	9.828	11.371
	Cat Av	32.51	32.6	37.6		42.99	49.56	50.57
Total Operating Revenue Per Capita	Ratio	527.09	609.32	632.49	630.01	667.79	692.71	754.69
	Cat Av	701.89	748.12	833.30	818.60	869.22	932.65	1167.12
% Movement in Rates & Annual Charges Revenue from prev year	Ratio	5.4	20.31	3.91	4.29	3.62	3.29	6.82
	Cat Av	5.90	5.27	-0.16	4.67	5.81	5.69	6.30
NSW Revenue Per Capita Mean		-	-	823.00	843.00	876.00	393.10	985.00
NSW Revenue Per Capita High		-	-	3595.00	3550.00	3817.00	3616.00	5107.00
NSW Revenue Per Capita Low		-	-	491.00	512.00	520.00	564.40	562.00
NSW Revenue Per Capita Median		-	-	1102.00	1069.00	1105.00	1213.70	1228.00

PERFORMANCE INDICATOR: Operating Expenses



			01/02	02/03	03/04	04/05	05/06	06/07	07/08
Indicator:	<i>Expenditure: Total Expenses from continuing operations</i>		-	-	633.58	614.19	651.85	651.96	703.51
			-	-	830.25	816.42	859.11	902.44	1029.90
Objective:	<i>To assess the expenditure patterns of councils</i>								
Formula:	<u><i>Total expenses from operations</i></u> <i>Estimated resident population</i>								
Factors Affecting the Indicator:		NSW Mean	-	-	805.00	815.00	867.00	908.00	972.00
Socio-economic characteristics of the area		NSW High	-	-	3506.00	3380.00	4036.00	3961.00	5783.00
Rate of new development		NSW Low	-	-	487.00	515.00	493.00	512.00	569.00
The level of population increases or decreases		NSW Median	-	-	1076.00	1062.00	1115.00	1181.00	1263.00
The demographic characteristics of the population									



Source of Expenditure		01/02	02/03	03/04	04/05	05/06	06/07	07/08
Employee Costs	Ratio	36.03	35.99	34.70	37.97	38.32	40.50	36.73
	Cat Av	41.56	42.67	42.59	43.65	44.01	43.30	42.97
Materials and Costs	Ratio	27.41	26.06	27.03	25.73	32.67	28.75	33.58
	Cat Av	24.19	24.11	23.86	23.61	27.75	27.70	26.90
Interest Charges	Ratio	0.00	0.07	1.67	1.56	1.33	1.19	1.23
	Cat Av	0.78	0.73	0.63	0.63	0.55	0.54	0.48
Depreciation	Ratio	13.68	12.82	12.23	12.64	10.48	10.94	10.79
	Cat Av	15.63	14.79	14.77	13.86	14.00	14.78	14.24
Other Operating Expenses	Ratio	22.88	25.06	24.37	22.11	17.20	18.62	17.67
	Cat Av	17.83	17.70	18.15	18.24	13.69	13.69	15.41
Total Expenses	Ratio	7.768	8.125	8.675	8.544	9.076	9.070	9.871
	Cat Av	31.27	-	-	37.66	39.68	44.99	45.85

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